Research Article
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Key success factors toward MICE industry: A systematic literature review

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Abstract

Meeting, Incentive, Convention, and Exposition (MICE) industry is essential to the country as it directly benefits entrepreneurs in the tourism sector and contributes to improving the local economy. The MICE industry benefits the host city through economic growth, as well as providing greater tourism excellence to the city. However, there is limited literature on the identification of critical success factors that play important roles to the success of MICE event industry. Therefore, it is essential to explore the strategies driven by the industry by conducting a systematic literature review from existing literature and outline key success factors of MICE industry as well as highlighting the similarities of the findings on this topic. The crucial aspects investigated in the research are business travelers' motivation, perception on MICE industry, motivation attending MICE event, key performance indicator, MICE attendees' satisfaction, marketing strategies, technological trends, and challenges faced by the industry. Systematic literature was conducted based on recommended procedures by searching multiple databases, data synthesis, and analysis. A total of 39 publications comprising full-text research papers published within ten years (2008-2018) were identified for the review. The findings of this systematic review are useful for empirical studies investigate the sustainability strategies of MICE industry such as driving forces influencing the success of the industry, key performance indicators, and challenges.

Keywords:

Systematic Literature Review, MICE Industry, Key Success Factors, Business Events

1   Introduction

The MICE industry is known as one of the top growing segments in the context of the tourism industry generating millions in revenue for countries also cities across the globe. A report published by Allied Market Research in April 2019 stated that the global MICE industry size was $805 billion in 2017, and is projected to reach $1,439.3 billion in 2025, registering a compound annual growth rate (CAGR) of 7.6% from 2018 to 2025. The MICE industry dominated by Europe and Asia-Pacific based on its regional report. These regions accounted for nearly 70.4% market share in 2017 and are expected to witness a CAGR of 6.9% and 8.6% during the forecast.

The term MICE in the context of travel is an acronym for meetings, incentives, conferences, and exhibitions. The industry refers to a specialized niche of group tourism dedicated to planning, booking, and facilitating conferences, seminars, and other events, and it is the highest revenue contributor to the travel industry (Allied Market Research, 2019). In general, MICE events defined as events or activities or programs that involve attendees who have a common interest and get together in a place for business purpose. The organizers need to make sure the venues, activities, or programs are well-prepared before the event takes place. The facilities and space provided are essential to satisfy the needs of the attendees' participation in the events. The meeting refers to as events that gather people together in the purpose of discussion, sharing information, or solving problems. An incentive is a tool that represents for rewarding and motivating sales representatives, dealers, distributors, production worker, and many more. Companies may incentivize their staff by rewarding them with traveling trips when sales targets reached. The rewards may include hotel stays, tour packages, and planned activities.

On the other hand, conventions are quite similar to meetings where people gather together to look for opportunities, exchange ideas, views of points, and information. People interested in conventions can pay a fee and access all the sessions, discussion, food and beverage, and sites visits. Exhibitions are the activities organized to showcase new products, service, and information to those whom it may be of interest. The attendees or the buyers need an invitation/ticket to be allowed and visit in order to avoid carrying capacity of the place or venue.

Key success factor means those processes that deliver value to the customer and the combination of important facts that is required in order to accomplish one or more desirable business goals. In order to achieve the success factor of the MICE industry, the key players need to know the key success factors influence the industry. The MICE industry is vital to the country as it directly benefits entrepreneurs in the tourism sector, and it also helps to improve the local economy. The MICE industry benefits the chosen city through economic growth, as well as providing greater tourism excellence to the city. It can create new jobs, like professionals who are hired to host the event. It also

benefits professionals such as taxi drivers, hoteliers, small business owners, and boots cultural tourism. Travelers who visit MICE can experience the attraction of the destination such as museums, galleries, theatres, and many more. The MICE sector provides benefits to everyone and professionals involved, whether they are taxi drivers, hoteliers, or small business owners. The economy gets a boost, increase in the number of tourists, who can acquire and upgrade their professional skills from MICE events.

The industry is complex, consisting of participants, sponsors, planners, convention and visitor bureaus, meeting venues, accommodations, and suppliers generally being involved in the planning and execution of an event. The industry provides easy and convenient methods for organizing events and helps choose the right destination, which forms the basis of a successful event. The group market of the tourism industry has witnessed exponential growth owing to rapid globalization and expansion of service industries, and the continuous evolution of scientific and technological innovations.

The study aim is therefore to collect articles related to the topic key success factor of the MICE industry and carried out a systematic literature review. This is done by analyzing various studies to identify what type of studies have been carried out with regards to factors contribute to the success factors of the MICE industry. A systematic literature review was used to map the existing knowledge about key success factors of the MICE industry. This paper begins with an introduction to the development of the MICE industry in general. In Section 2, there is a brief description of the theoretical frame of reference of the study. The research method is explained in Section 3, the findings and discussion are presented in Section 4, and conclusion, implication, limitation and future research are provided in Section 5 and Section 6 respectively. This systematic literature review is expected to provide in-depth knowledge and fill in the literature gaps regarding the MICE industry study, and at the same time, it is intended to serve as a reference for practice by industry players to develop the success MICE industry.

2   Theoretical Frame of Reference

The meetings, incentives, conventions, and exhibitions (MICE) industry has evolved into a vital sector of business tourism, following significant growth in the past decades (Jin, Weber, & Bauer, 2013). Several elements contribute to the success factors of the MICE industry. For the current study, areas identified were the business travelers, motivation, perception, satisfaction, marketing strategy, key performance indicator, technology trends, and challenges towards MICE industry. These key success factors were described in the following aspects.

Business traveler: Referring to the group of travelers that travels for their work or occupation. Those who are pursuing education, conventions, research, or volunteer work also included in the group of the business traveler. In conclusion, business travel took place when an individual or a group of people representing an organization, travel and visit other countries to create synergy, and build a relationship/complete business assignment.

Motivation: A factor that creates the reason for people goals, actions, and willingness. Motivation is one's direction to behavior or causes a person to want to repeat a behavior, a set of force that acts behind the motives. Motivation is one of the essential reasons that inspire a person to move forward in life. In the event, motivation is one of the critical factors that can influence the success of an event. Motivations are cognitive. In the MICE industry, the attendees are motivated based on the observable parameters that permit inferences indicating the attendees' evaluation.

Perception: The way that a person thinks about something or the impression they have of it. The perception towards something will present the right image of someone's expectation about that place/destination. The perception image from people's perspectives of the cities includes perception of the restaurant/ retail accessibility, facilities, logistics, city image, and the support and services from the Convention and Visitors Bureaus (CVBs) (Jin, Weber, & Bauer, 2013).

Satisfaction: Referred as a level of consumer acceptance when comparing the perceived performance of a product with its expectations, it may refer to the discharge, extinguishment, or withdrawal of an obligation to accept the obligor or the fulfillment of a claim. Satisfaction is sometimes associated with performance; it means compensation or replacement, while performance signifies doing what was promised. The satisfaction of the assessment is the dimension of the attendance of the convention event. The better attendance could lead from high satisfaction of an event and maximizing the number of attendees is the common goal for a conference. In the MICE industry, satisfaction from the attendees makes a stronger effect for an event. Satisfaction in this era is of utmost importance as it becomes a deciding factor that may lead to higher demand and loyalty towards conferences.

Marketing: Market segmentation is an integral part of the marketing strategy. Marketing is the process of planning and executing activities that will satisfy individual, ecological, and social needs, and at the same time, also satisfy organizational objectives. The organization will need to match the corporate and marketing opportunities or their threats that will exist in the marketplace (Campiranon & Arcodia, 2008; Ranchhod, Gauzente & Tinson, 2004). The essence of marketing is to develop satisfying exchanges from which both customers and marketers' benefit. The customer expects to gain a reward or benefit over the costs incurred in the marketing transaction. The marketer, on the other hand, expects to gain something of value in return; generally, the price charged for the product or service (Campiranon & Arcodia, 2008). The marketing strategies need to consider changes that take place, the opportunities and threats that keep emerging. Due to the nature of the business, marketing decisions made outside the prevailing environmental factors may be detrimental and lead to losses for the company as a result of poorly formulated marketing strategies (Situma, 2012). Moreover, marketing tools are the main element required for strategic marketing in the context of this industry. For example, the use of trade show encourages organizations to promote product/services, and the attendees can determine whether trade shows were appropriate for the exhibitors in using all the strategy of the marketing tools.

Key Performance Indicator (KPI): The KPI is the value that demonstrates how effectively a company achieves its key business objectives. Organizations use multi-level KPIs to assess their achievement in reaching targets. High-level KPIs can concentrate on the overall results of the company, while low-level KPIs can concentrate on procedures in teams such as sales, marketing, HR, support, and others. Many measures have been developed by the industry to assess the activity of the industry, thus allowing the comparison and ranking of the MICE market in individual objectives (KPIs) (Pearlman, 2008). The high-level key performance indicator (KPI) will be used to focus on the overall performance of the industry.

Technology: The technological trend enables events beyond time limits, may it be morning, and a day or week of the conference by notifying via email, keeping us connected or event-related apps. Through the technological platforms, these events are prolonged and can create more reach through mediums such as videos, podcast, reports, and tweets and can be transmitted globally beyond the proximity of an individual's physical presence. One of the MICE key success factors in 2018 was linked to new technologies. Technology is not only subjected to cost-effectiveness, but in reality, it will be a growing need among new customers. These developments are essential precisely in an economic activity linked to scientific advancement, and the online world, where companies and individuals encourage the technology to be in part of the events.

Challenge: It is referring to the call to participate in competitions, especially the fight and objection or demand for something right, often with the implied demand for evidence. Some problems, on the contrary, may not be worth the challenge, but need to be addressed if it is possible to get good results. Challenges show barriers to overcome, while the problem generally denotes the challenges on it.

Those elements categorized as key success factors in the MICE industry. Therefore, it is critical to investigate systematically. This systematic review's objective is to outline some key success factors in MICE industries based on the previous study to see the similarities of their findings on this topic. This study used secondary data to collect information and construct findings. The findings, limitation, and future research are discussed in this study.

3   Methodology

This study systematically reviews 103 published journal articles on MICE related areas from 2008 through 2018. Figure 1 indicated that out of 103 papers selected for the study, 64 were out of the parameter set for the chosen criteria, so they were rejected. The final papers used for the further systematic review study were 39, which were related to the key success factors in the MICE industry.
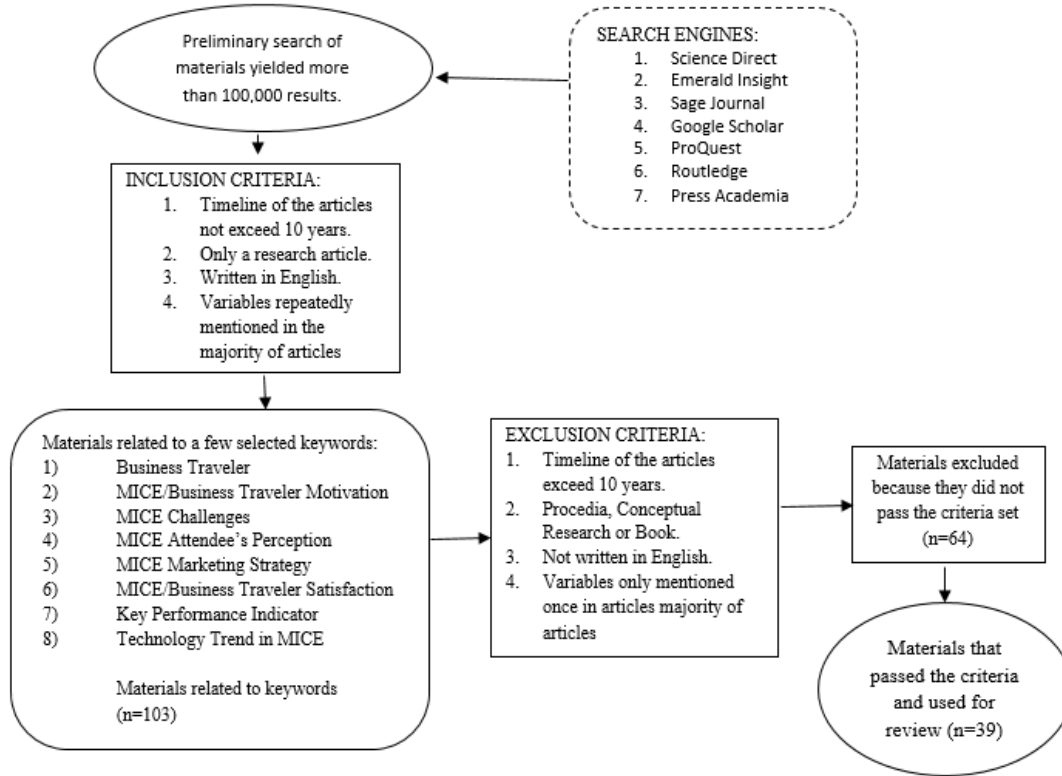
Figure 1: Flowchart for data collection
Adapted from: Sarki & Saad (2018)

The following sections explain the systematic review process in the study presented in the following subsections.

3.1 Data sources

All the research article data used in this study sourced from seven reputable online databases. These sources were selected based on popularity and ease of access to information.

i.   Science Direct
ii.   Emerald Insight
iii.   Sage Journal
iv.   Google Scholar
v.   ProQuest
vi.   Routledge
vii.   Press Academia

Data were collected from the previous research findings published from 2008 to 2018. Figure 1 shows the data collection and extraction process for this study.

3.2 Inclusion and Exclusion Criteria

The data search process for this study uses several keywords, and then the data filtered based on several criteria. The purpose of the filtering process is to ensure that this study has obtained quality and relevant data. Therefore, there are some criteria to be considered, which are illustrated in Table 1.

Table 1: Inclusion and exclusion criteria used in this study

	Inclusion Criteria	Exclusion Criteria
Timeline	Within 10 Years (2008-2018)	More than 10 years
Types of articles	Only Research Articles	Procedia, Conceptual Research or Book
Language	Written in English	Written in other languages
Findings	Variables repeatedly mentioned in the majority of articles	Variables only mentioned once in articles

3.3 Data Extraction

Extraction data process uses several keywords that are set and related to the topic of this study. The predefined keywords were used in all online databases to search the relevant data. As stated in Table 2, the keywords used in this study are as follows:

1. Business Traveler
2. MICE/Business Traveler Motivation
3. MICE Challenges
4. MICE Attendee's Perception
5. MICE Marketing Strategy
6. MICE/Business Traveler Satisfaction
7. Key Performance Indicator
8. Technology Trend in MICE

Table 2: Valid articles from various databases

	Business Traveler	Motivation	Challenges	Perception	Marketing strategy	Satisfaction	Key Performance Indicator	Technology Trend
Science Direct	8	3	1	1	0	2	0	0
Emerald Insight	0	0	0	2	0	2	0	0
Sage	5	0	0	0	0	0	0	0
Google Scholar	0	2	0	1	2	0	1	0
ProQuest	0	1	2	0	0	1	0	2
Routledge	0	0	0	0	0	2	0	0
Press Academia	0	0	0	0	1	0	0	0
TOTAL	13	6	3	4	3	7	1	2
%	33.3	15.4	7.7	10.3	7.7	17.9	2.6	5.1

Based on the final findings using eight identified keywords, there were 103 materials related to topic key success factor toward the MICE industry. After the first screening process, 64 materials were identified related to the inclusion criteria. After the second screening process, only 39 materials remained relevant based on the objective of repetitive research findings. Only one article for the keyword "Key Performance Indicator" is taken because the material was identified and appropriate to be outlined as the key success factor for the MICE industry. A clearer and more detailed description have been composed in the findings section.

3.4 Data Analysis

The analysis process was conducted based on the objective of this study, which is to identify the key success factors for the MICE industry. This process was carried out after the final selection of materials completed. Process screening has been performed twice by different individuals to identify acceptable data and unacceptable or overlapping data. Acceptable data is the data obtained from some of the findings of a repetitive research article that identifies the same results, while data that is not acceptable is a non-repeat data. Repeating findings from previous studies are important to prove the accuracy of the outcome of the information, which then collected as the research findings of the study.

4   Results and Discussion

This section reveals the systematic review analysis of 39 articles. The findings are divided into eight topics on the key success factors of the MICE industry.

4.1 Business Travelers

The business traveler is part of the MICE industry success factor. In this study, the business traveler refers to customers who need attention from the MICE industry players to ensure that the facilities provided to them were adequate. Hence, some articles have explained the context that can enhance their motivation to travel. Out of 39 articles analyzed, 13 (33.3%) focused on business travelers by which most of them are from the Science Direct database (8) and the rest are from the Sage database (5).

Table 3: Literature for Business Travelers

Title of article	Authors	Adaption strategies suggested
Understanding the development of business travel policies: Reducing business travel, motivations, and barriers	Roby (2014)	The proposed policy is to reduce costs, for example, through the reduction of class in air travel and reduce the number of activities. Also, the use of technology, such as video conferencing is a priority to reduce business travel. As a solution, policymakers need to develop policy involving government, business, customers, and staff.
Travel well, road warriors: Assessing Business travellers' stressors	Chen (2017)	Management or corporate travel manager needs to support, arrange, and recognize employees health issues as they need to avoid stress and illness, which will affect their productivity.
The effects of travelling for business on customer satisfaction with hotel services	Radojevic, Stanisic, Stanic and Davidson (2018)	Enhancing the exclusive hotel for business purposes with business facilities does not have many rooms, have a business centre and free internet and fitness centre such as gym, spa, and non-smoking area. A business traveller from the wealthier country will have more expectation during their business.

The dark side of business travel: A media comments analysis	Cohen, Hanna, and Gossling (2018)	Several factors like substitution of information and communication technologies, limit the number of times per month for long-distance business travel, and favour direct flight over connecting flight as well as allow for the booking of the higher class of service is need to be considered to avoid the harmful physical, psychological and social impacts of frequent business travel.
The business travel experience	Unger, Uriely, and Fuchs (2016)	Travel arrangement needs to be allocated before the trip. Time spend at the airport, access to exclusive lounges and even comfortable seats closer to the flight entrance are all essential to enhance a business traveller's satisfaction on transportation. They need to reduce travel time for cost-saving.
Causality between business travel and trade volumes: Empirical evidence from Hong Kong	Tsui and Fung (2016)	Cost-saving is one of the key aspects of successful business operations. The effective adoption of ICT is essential such as E-business and e-commerce platform, for example, teleconferencing.
Business travel and Mobile workers	Aquilera (2008)	The use of ICT in a business meeting is essential to maintain the relationship built between geographical partners, which far. However, the use important of face to face working is still crucial because it is a nature of communication and can help to deliver additional explanation.
Control and commitment to corporate travel management	Gustafson (2013)	Travel managers acted in different organizational settings, characterized by different management systems and different informal norms and tradition. The management strategies may include having travel policies, planning and pre-trip approvals, bookings, and arrangements after the trip.
A pilot study of business travellers' stress-coping strategies	Chen (2017)	Travel planning, social support, and leisure activities are components of coping stress for a business traveller. Accommodation facilities for business travellers can also help them to reduce work or travel-related stress.

The empirical analysis of the cross-cultural information searching and travel behaviour of business travellers: A case study of MICE travellers to Qatar in the Middle East	Abulibdeh and Zaidan (2017)	This article indicated that the speaker's cultural would affect their behavior and revisit intention. The respondents are divided into three groups, English, Chinese, and Arab speaker. Arab speaker is very satisfied during travel to Doha and will stay longer than Chinese and English speaker. However, an English speaker is not willing to visit Doha in the future because of "expensive city" and a few barriers. However, all the travelers are prefer to use the internet to pre-plan their trip.

Therefore, an English-speaking worker for the MICE industry is essential to attract the more international traveler, especially who can speak English, which also known as global language. Distinct differences, examined in cross-cultural settings, in the behaviors and information searching strategies of MICE travelers as well as the factors that influence their decision to revisit the destination. An affordable destination can encourage them to revisit the country. |
Experienced international business traveller's behaviour in Iran: A partial least squares path modelling analysis	Rezaei, Shahijan, Valaei, Rahimi and Ismail (2016)	Business travellers have a long list of items that they perceive as crucial when they stay in a hotel; a good reputation, clean and comfortable environment, convenience to business, safety and security, wake-up calls, highspeed Internet connection, no surcharge for long-distance calls and a no-smoking room.
Face-to-Face Exports: The role of Business Travel in Trade Promotion	Belenkiy and Riker (2012)	Reduction in travel costs would increase international business travel.
On the value of business travel time savings: Derivation of Hensher's formula.	Kato (2013)	Business travel time savings rely on a travel policy, which is expected to be determined by an agreement between the employer and the employee. The type of agreement could vary among organizations and business cultures. It could be examined through empirical observations of business policies in society.

4.1.1 Travel Policies

The main objective of the policy is to establish a common standard and administrative routine for the organization's travel activity (Gustafson, 2013). According to Roby (2014), policymakers need to develop policies that involve governments, businesses, customers, and staff. The policy is an important tool that affects the business travelers' attitude as they carry out tasks outside the country. Therefore, the business travelers were concerned about the policies established in the MICE industry. The related policies raised in the articles were related to Policy to Reduce Costs, Travel Arrangement Policies, and Policies on Social Support. Decision made by travel companies on these policies could affect their employees, particularly the business traveler.

4.1.1.1 Reduce Cost Policy

Some articles indicated that the policy to reduce costs in managing business travel is important to manage stress and fatigue among business travelers as well as to improve the quality task and the productive outcome of the visit. Based on Cohen, Hanna, and Gossling (2018), reducing the number of long-distance travels on monthly or annual periods can allow the business traveler to relax and increase their productivity. A study conducted by Tsui and Fung (2016) suggested that the development of ICT technology can improve effective communication between the two regions. Among the communications technologies practiced in the MICE industry or company is a video conference (Roby, 2014 & Aquilera, 2008), which can reduce the need for business travel. Not all meetings require a face-to-face meeting.

However, Aquilera (2008) stated that in some situation, face-to-face meetings are still essential to ensure a detail explanation and clear information for the meeting. Hence the policy to reduce costs, such as reducing the need for business travel can help to manage business travelers' stress. Therefore, the development of communication technologies such as video conferencing should be considered to enhance the success of the MICE industry.

4.1.1.2 Travel Arrangement Policy

Policy on travel arrangement is also crucial. This policy is typically practiced before, during, and after the business travel to ensure a smooth journey.

Before the visit, proper preparations should be carried out to ensure that rules and regulation related to the travel procedures at the airport were well-documented (Unger, Uriely & Fuchs, 2016). The policymakers need to ensure travellers can get access to the exclusive lounges and get comfortable seats in the plane. Roby (2014) stated that business travellers are likely to be stressed when they are not comfortable during the journey.

In another point of view, the policy to give business travellers a chance to relax after business travel is also essential. After returning from a long journey, they will be tired

(Unger, Uriely & Fuchs, 2016) because they tend to sleep less than 8 hours each night during the visit (Chen, 2017).

Therefore, attention should be paid to this policy as it can help to reduce travel duration and costs, as well as help to manage stress among business travellers.

4.1.1.3 Policy in Social Support

Business travellers are also human beings. Therefore, a policy to manage their stress needs to be focused on to address their work performance problems. Kato (2013) noted that policymakers should determine the policy by an agreement between the employer and the employee. This goal is to ensure their level of ability when performing overseas tasks. According to Chen (2017), permitting business travellers to do leisure activities during business trips is a strategy to reduce their stress as they do not have to focus too much on their work at all times. Additionally, companies or organizers should also pay attention to their health issues (Chen, 2017) by providing regular health checks and allowing them to relax. This will help business travellers prepare reports and carry out productive tasks when travelling overseas.

Therefore, the health and comfort of business travellers are essential and need to be focused on various parties to ensure their experience and travel are perfect, helping them to focus more on their work.

4.1.2   Accommodation

Accommodation is one of the critical components of tourism. However, business travellers also require the right type of hotel for their work to ensure their comfort and productivity. Therefore, the MICE organizer or government needs to focus on the provision of accommodation such as exclusive hotels for business travellers. The article was written by Radojevic, Stanisic, and Davidson (2018) list the detail about the features and facilities needed by business travellers. Among the features of the hotel that suit business travellers are the hotels that provide necessary facilities for business and which differs from the hotel for leisure purposes. Hotels for business travel purposes do not have a large number of rooms to avoid slow hotel service, congestion within the hotel, and to avoid getting rooms at the end of the hotel. Facilities such as business centres and internet facilities are also a necessary facility as the business traveller usually prepares a daily report when they return to the hotel room. Internet facilities make it easy for them to find and send information. Chen (2017) reckoned that business traveller health is essential, so facilities such as fitness centre, spa, and gym are a necessity.

Based on a study conducted by Rezaei, Shahijan, Valaei, Rahimi, and Ismail (2016) found that business travellers desire to stay at a hotel that is well-known and reputable establishment; has a comfortable and clean atmosphere; facilities provided must be suitable for their business purpose, safe, fast internet speeds, wake-up calls, and no extra charges for long-distance calls and non- smoking area inside the hotel. Abulibdeh

and Zaidan (2017) also added that the existence of English-speaking workers is essential for MICE travellers; it can ease and speed up their activities when travelling.

Unique accommodation facility for the business traveller, as stated above, can help them to reduce their work stress (Chen, 2017). Their comfort will also make them want to revisit the site (Abulibdeh & Zaidan, 2017). Therefore, business-related accommodation is an integral part of the key success factors of the MICE industry.

4.1.3   Transportation

Transportation was also found to be an essential element in the tourism industry, especially for business travel purposes, because this component connects the business traveller with the destination. The critical factor of transportation for a business traveller is to reduce their stress and improve work quality. Air transportation always used for long-distance travel. According to Cohen et al. (2017), direct flights are better than transit flights as it can reduce the time spent in the airport, saves costs, and reduces stress among travellers. Usually, transit flights will take a long time for passengers waiting at the airport.

Unger et al. (2016) supported that the time spent at the airport would affect the business travellers' emotions. This article outlines some critical notes involving transportation components to business travellers. They stated that business travellers should be given the advantage to check-in their flights on an exclusive line to avoid the long queues. A comfortable and exclusive waiting area is essential to them while waiting for the flight check-in.

Similarly, when in the aeroplane, a business traveller should have comfortable chairs located near the entrance of the aeroplane. Usually, a business class airline comes with comfortable seating space, exceptional service from an aeroplane crew together with special food services. All the advantages of this air travel facility and service will increase the comfort of business travellers, which will increase their motivation to travel again.

4.2   MICE / Business Travelers Motivation

Meetings, Incentives, Conventions, and Exhibitions (MICE), also known as the business tourism sector, is a very significant part of the tourism sector. The MICE industry is one of the fastest-growing tourism industry sectors. The projection for the MICE industry is positive, and the trend clearly shows that this sector is making a strong resurgence as the world economy begins to evolve and increase. There are many previous studies that researchers have done in this sector. Motivation can influence the key success factors of the MICE industry. According to the Table 4, out of 39 articles analysed, six (15.4%) focusing on business travellers' motivation, most of the articles were from the Science Direct database (3), and the rest were from Google Scholar (2) and ProQuest (1).

Table 4: Literature for MICE / Business Travelers Motivation

Title of article	Authors	Adaption strategies suggested
MICE –"Future for Business Tourism"	Banu (2016)	This study focuses on meetings, exhibition, and conventions. The elements highlighted were the venue, transportation, accommodation, other support services and sustainable manner.
Factors Motivating Visitors for Attending Handicraft Exhibitions: Special Reference to Uttarakhand, India	Nayak and Bhalla (2016)	The motivation factors were learning, maintaining awareness, purchasing, and attraction.
Extrinsic and Intrinsic Motivation for Using A Booth Recommender System Service on Exhibition Attendees' Unplanned Visit Behaviour	Chung, Koo and Kim (2014)	Information gain, escape, and event attraction was the motivation factors of using the BRS (booth recommender system).
Empirical Analysis of the Cross-Cultural Information Searching and Travel Behaviour of Business Travelers: A Case Study of MICE Travelers to Qatar in the Middle East	Abulibdeh and Zaidan (2017)	The results indicate that there were two types of information searching, which are internal and external sources.
An Exploratory Study of Factors that Exhibition Organizers look for when Selecting Convention and Exhibition Centre	Lee and Lee (2017)	The result found that an image of convention and exhibition centre, centre facilities, centre accessibility, and hotel accommodation have an impact on convention and exhibition centre selection.

An Exploration of Attractiveness of Convention Cities Based on Visit Behaviour	Soyoung, Yoon, and Jones (2008)	The attractiveness of the convention cities would influence the attendees to the convention. The attractiveness might be public transportation, accommodation, and others.

The motives known from the motivations were associated with a generic amplifier of behaviour. Although motives involved direction and targets, only motivation refers to the relationship between the motives and the situation. Motivation is cognitive. Motives want to be more global and less specific. There is a difference between motives and motivation, and it is essential to know them.

On the one hand, there is the categorization of the energy that motivates the person to act (motive) and, on the other hand, these motives to be distinguished by different individuals. Motivation separated into two elements, which are from the organizational perspective and the attendees themselves. The better the motivation, the greater of it will affect the number of people coming to the event.

4.2.1 Organizers

From the organizer perspective, several items should be considered when they want to organize or host MICE. The previous studies have stated that several items were venue, transportation, accommodation, and facilities. According to Lee and Lee (2017), the items were classified into two elements, which are centre-specific and destination-specific.

4.2.1.1 Centre-specific

Centre-specific elements focus on the place that the MICE events venue. The items in centre-specific can be the overall aspect of the venue. For the organizer to produce MICE event, they look at the quality of the staff members and service contractors includes the attitude of the staff, facilities towards directional signage, restrooms, meeting rooms, F&B outlets, and public internet access.

The organizer should focus on the number and capacity of the venues, and also the demand for the venue to produce MICE on the international level. If the venue is not well-known, it might affect the number of attendees. For the centre-specific, this would give the first impression for the organizer to conduct MICE event. The better the centre-specific, the greater the effect of motivation for the organizer to produce MICE.

4.2.1.2 Destination-specific

The attendees tend to reconsider to visit the destinations that offer minimal cultural and business opportunities, commercial attractions, and those with a poor level of safety and security. Destination-specific is also one of the essential elements to be highlighted. According to Banu (2016), transportation and accommodation are essential aspects that should be considered by the organizers. If the destination provides a variety of public transport such as bus, taxi, train, or any applications offering public transport, thus it will motivate the organizers to conduct MICE in that area. Also, the accommodation of the destination will affect the decision for the organizers to conduct MICE. As known, in Malaysia, there are varieties of accommodation available such as hotels and homestays. Kuala Lumpur has a lot of MICE centres and offers a variety of accommodation spots for the attendees to stay.

4.2.2   Attendees

From the attendees' perspectives, they focus more on the MICE itself. They tend to be attracted to MICE if the programs relate to them, coupled with ease and promotes freedom of accessibility. The essential elements, according to the attendees' perspective, were the availability of information, mode of transportation, accommodation, and motivation of the programs of the MICE.

4.2.2.1 Information search

According to Abulibdeh and Zaidan (2017), there were two sources from which information searching is gained, one through internal sources and the other through an external source. Internal sources are the previous experiences of the attendees, and external sources are through mediums such as friends, family, social media, or travel agents. One great example of how information was disseminated in this era is the emergence and popularity of social media as a new-age electronic word of mouth (eWOM) platform. When the attendees gain information about the programs organized by the MICE, they will decide whether they should experience the MICE event. By the information that the attendees gained, it would motivate them to attend MICE events in the future.

4.2.2.2 Transportation and accommodation

Transportation is critical as it will make it easier for attendees to reach the MICE-destination. It would be a difficulty for the attendees to reach the venue if the MICE events held far away from the city and would affect the motivation for them to attend MICE. There are many transportation modes provided mainly in the city area to make it convenient for attendees to reach their destination. The MICE events are often held in the city area even though there are always issues on traffic congestion, but the attendee's use of the public transport such as train or buses for them to reach their

destination. There is a variety of accommodation in the city for the attendees allowing them greater flexibility when it comes to their choice of stay.

4.2.2.3 Motivation visiting MICE

The motivation in visiting MICE events includes all the elements of the MICE, which are the details of the programs of the events. The previous studies have mentioned that the details of the programs of the events will give impacts to the motivation towards attendees in visiting MICE. The elements that can motivate the attendees to visit MICE includes studies of new trends, the introduction of new products or services, to meet experts, exchange of ideas, attractive travel destination packages, and participation of the programs or events, event attraction and for information gain.

4.3 MICE Challenges

Challenges show barriers to overcome, while the problem generally defines the protocol to handle the challenges at a bite-size rate, so to speak, and to define issues and to evaluate its importance. In the context of MICE tourism, the challenges that can be related are human resources, safety, and security.

There were three articles discussed on the MICE challenges. The summary is presented in Table 5.

Table 5: Literature for MICE Challenges

Title of the article	Authors	Adaption strategies suggested
Prospects and Challenges of Business Tourism: A Case of Mauritius	Seebaluck, Naidoo, and Ramseook-Munhurrun (2015)	The small location will give several challenges which are limited levels of development in terms of infrastructure to host large events, the adequate capacity to meet the infrastructure and logistics requirements for hosted buyers, quality service and improved service standards and word of mouth.
An Assessment of the Human Resources Challenges of Macao's Meeting, Incentive, Convention, and Exhibition (MICE) Industry	Sou and Mccartney (2015)	Human resources are one of the essential elements that should be considered. In terms of challenges that been faced were lack of labour, high turnover rate, and lack of training and concern on the adequacy of MICE programs.

Temporal Changes in Factors Affecting Convention Participation Decision	Jung-Eun and Chon (2010)	The result indicates that if there are temporal changes about a few things, it will affect the decision to participate in the convention. The most related to the studies are safety, professional, and social networking's opportunities.

4.3.1   Human resources

MICE contribute significantly to the country's economy as attendees spend more, stay longer, and not just spend it at hotels and restaurants but also on leisure activities such as retail, events, and visits to local attractions such as museums and theatres. Unfortunately, this may lead to a negative impact if there are issues on the human resources of the MICE industry. The issues could be lack of labour, high turnover rate, and lack of training, concerns on the adequacy of MICE programs quality, the level of general service standards and word of mouth. Even though the attendees do not always notice the issues, however, it can affect the quality of the programs or events that may influence the final aggregate number of attendees. One such example can be in the area of training where lack of training of the staffs in areas of performance may affect the image of the programs or events. The programs or events would not be systematic as wished by the attendees. This may lead to a loss of reputation for the MICE industry in Malaysia.

4.3.2   Safety and security

The issues on safety and security are the most important not only for the community at large but also for the tourism industry as well. In general, these issues have been recognized as it gives negative impacts on the tourism industry. In Malaysia, there were a few examples of fraud cases caused by taxi drivers towards the attendees. This is where the tax drivers took advantage of the attendees by charging false high rates. The other example of safety and security issue is the lack of security at the entrance of the events. This can give an impact on the safety of the attendees and also the staff.

4.4 MICE Attendee's Perception on Destination Characteristic

The meetings, incentives, conventions, and exhibitions (MICE) industry have evolved into a vital sector of business tourism, following significant growth in the past decades (Jin, Weber, & Bauer, 2013). The perception towards something will present the right image of someone's expectation about the place/destination. The perceived image of the cities includes a perceived restaurant/ retail accessibility, facilities, logistics, city image, and the support and services from the Convention and Visitors Bureaus (CVBs) (Jin et al., 2013).

There are four reference articles in this section for the attendee's perception of destination characteristics in the MICE sector. The 10.3% out of 39 articles are accessed from Emerald Insight (2), Science Direct (1), and Google Scholar (1) databases. Here is a brief overview of the article mentioned in the table above for this systematic review.

Table 6: Literature for MICE Attendee's Perception on Destination Characteristic

Title of Article	Author	Adaption Strategies Suggested
Association Meeting Planners' Perceptions and Intentions for 5 years major US Convention Cities: The Structured and Unstructured Images	Baloglu and Love (2005)	This research evaluates and compares structured perceptions of association meeting planners (cognitive, affective, and global impression) and unstructured perceptions (open response elicitation) as well as behavioural intentions for five main convention cities in the United States: Las Vegas, Chicago, Dallas, Atlanta, and Orlando. There is a difference between images and intentions for the convention cities. In this research, they identified the strengths and weaknesses, the importance of perceptual dimensions, provide important implications for the convention cities in terms of target marketing, positioning, and communication strategy.
The dimension and perception differences of exhibition destination attractiveness: The case of China	Xin Jin, Karin Weber, and Thomas Bauer (2013)	It strongly confirmed that the destination attractiveness is a higher-order construct composed through the exhibition with the six factors, which is : (a) cluster Effect 1 (host city leadership in the industry) (b) venue facilities, (c) cluster effect 2 (host city/region as a source of exhibitors), (d) destination leisure environment, (e) destination economic environment, and (f) accessibility.

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Exploring the behavioural aspects of adopting technology meeting planner's use of social network media and the impact of perceived critical mass	Woojin Lee and Timothy Tyrrell and Mehmet Erdem (2013)	The result indicates that social media can enhance the event, and it can create an interactive community between the attendees before and after the event. This social media is one of the strongest and demanded things for attendees.
Exhibition destination attractiveness-organizer's and visitors' perspectives	Xin Jin and Karin Weber (2016)	This research explores the attractiveness of the exhibition area in China from visitors and organizers' opinions rather than that of exhibitors. The cross-stakeholder comparison provides a holistic image of the three main players in the exhibition industry's different preferences. From the perspective of visitors, exhibition destination attractiveness comprises five dimensions: accessibility, venue facilities, destination leisure environment, destination economic environment, and cluster effect (host city/region as sources of exhibitors).

4.4.1   The Importance of Destination Characteristics for the Exhibition

Characteristics of destination choice for the exhibition of the MICE industry were highlighted in the selected articles indicated in Table 6. There are eight characteristics identified in the related papers. They are inclusive of the accessibility, facilities, leisure environment, economic environment, entertainment, the leadership of the MICE industry and the availability of related industry in the host city. Accessibility is very important to attendees so they can get easy access to information, ease of access to the city, and location. This characteristic would give a positive impact on the attendees from their perception of that industry. However, social media networking plays a critical role in the MICE industry because of its potential in making the destination more competitive and attractive as an exhibition host city. This is evident from previous study (Lee, Tyrrell & Erdem, 2013) that highlighted the findings on the usage of the social media technology such as Facebook, YouTube, Twitter, and My Space that would make it easier for attendees to communicate, develop the new relationship or seek for an old relationship with the exhibitors.

4.5 Marketing Strategy on MICE Industry

Marketing strategy is a key factor for success in the MICE industry. The correct implementation of the marketing strategy is likely to increase the success of an event. Marketing is the process of the planning and execution of activities that will satisfy individual, ecological, and social needs, and sincerely it will also satisfy organizational objectives. The organization will need to match the corporate and marketing opportunities or their threats that will exist in the marketplace (Campiranon & Arcodia, 2008; Ranchhod, Gauzente & Tinson, 2004). There are three reference articles in this section for the marketing strategy on the MICE industry. Out of 39 articles, 7.7% of it focused on marketing strategy on the MICE industry, mostly from Google Scholar (2) and another one from Press Academia (1). Here is a brief overview of the article mentioned in the table for this systematic review.

Table 7: Literature for Marketing Strategy on MICE Industry

Title of Article	Author	Adaption Strategies Suggested
Market Segmentation in TIME OF Crisis: A case study of the MICE sector in Thailand	Campiranon and Arcodia (2008)	The objectives of this article are to examine the use of segmentation of the tourism sector in the crisis. Enhancing the concept of 'tourist descriptors' and 'trip descriptors' understand the use of tourism market segmentation in the MICE sector during the crisis.
The Effectiveness of Tradeshows and Exhibition as Organizational Marketing Tools	Situma (2012)	The research aimed to determine the opinions of organizations on the efficacy as a marketing tool of trade shows and exhibitions. Encourage the research to use the trade shows to promoting product/services, and the attendees of the show can determine whether shows were appropriate to ensure the exhibitors used all the strategy in marketing tools.
The Role of Trade Fairs in Industrial Marketing: A Research on Defense Industry Trade Fairs	Cop and Kara (2014)	The purpose is to explore the attitudes towards trade fairs that are the most important of the market tools that will influence the buying decision in the industrial market and to search whether or

not these attitudes are different from those in sub-sectors.

Enhancing trade fairs are effective ways to defense our research for international markets. This is one of the keys to a successful factor in MICE industry

4.5.1 Market Segmentation

Segmentation is the most extensively researched area in tourism marketing (Campiranon & Arcodia, 2008). Tourism market segmentation can be categorized into two broad categories of 'trip descriptors' and 'tourist descriptors' (Campiranon & Arcodia, 2008). The trip descriptor is the group among the total tourism market who take different types of trips. It concentrates on the kind of trip taken. The tourist descriptors' focus is not on the trip, but the person who is making it. This market category exists due to tourist demanded. The market segmentation strategy has widely become increasingly crucial for successful marketing planning in the MICE industry.

4.5.2 Marketing Tools

Marketing tools are the main element for strategic marketing in the industry of MICE. An example of the element of the marketing tools is on the engagement to use the trade shows to promote product/services, and the attendees of the show can determine whether shows were appropriate to ensure the exhibitors used all the strategy in marketing tools. Enhancing trade fairs reputation is an effective way for international markets. This is one of the key success factors of the MICE industry. This element will lead the industry to maintain and be more successful on top of the MICE industry globally.

4.6 The Satisfaction of MICE Attendees

For this study, there are seven reference articles for attendee's satisfaction towards the MICE industry. The satisfaction of the attendees is the key success factor of the MICE industry. In making an event successful event planner must find a way to satisfy the requirements of attendees participating in the Convention. Only three attributes that had been taken, which are very satisfying to all the attendees in the articles.

In this section, out of 39 articles, 17.9% are reference articles for attendee's satisfaction towards the MICE industry. The articles are accessed from Science Direct (2), Emerald Insight (2), ProQuest (1), and Routledge (2) databases. Here is the summary for the articles listed in the table for this systematic review.

Table 8: Literature for the Satisfaction of MICE Attendees

Title of article	Authors	Adaption strategies suggested
Applying customer equity to the Convention Industry	Severt and Palakurthi (2008)	There is three-component of customer equity for the attendee satisfaction of the convention industry. First is the value that the convention centre provides its customer is the location safety issue and priority, quality of the building and services, and the price rate around the convention. Second is the brand that the centre offers, which is reputation or attitude and awareness. Lastly is the importance of the customer or business relationship, which is personnel, responsiveness, and special treatment.
Examining the Relationship of Exhibition Attendees' Satisfaction and Expenditure: The Case of Two Major Exhibitions in China	Zhang, Qu and Ma (2010)	There are 21 attributes for this study. For our research, we only choose safety and exhibition facilities, hotel service quality, and meeting facilities. The exhibition organizers and city government should improve the performance of the following attributes to meet attendees' expectations, namely, safety, exhibition facilities rental, restaurant facilities, exhibition facilities, and the distance from the exhibition centre to the hotel. The study found that MICE attendees pay more attention to meeting facilities and hotel services quality.
Evaluation of Congress Performance and Congress Attendees' Satisfaction – A case Study of Novi Sad (Serbia)	Dragicevic, Stankov, Armenski, and Stetic (2011)	Venue element is the crucial factor for this study, followed by organizations and technical equipment. Most respondents propose Novi Sad as a destination for congress or other business events due to the latest congressional facilities, high-quality accommodation facilities, cultural and historical attractions, locals' hospitality, lower prices compared to other congressional destinations in the region and safety. To provide quality congress tourism product, it is essential for destination management organizations, hotels, and

		congress centres hosting congresses, to conduct studies to examine congress attendees' satisfaction.
A study of the enhancement of Service Quality and Satisfaction by Taiwan MICE service project	Chen, Chiou, Yeh, and Lai (2012)	There result indicates that the service efficiency, professional ability, and overall evaluation of the offered service is essential of attendee satisfaction.
Factors that Influence Attendance, Satisfaction, and Loyalty for Conventions	Tanford, Montgomery and Nelson (2012)	The program, networking, external activities, location, and cost are the factor of the satisfaction for this study. Under this five-factor, there are 21 attributes which we only select six attributes for our review which is quality of exhibitors, networking opportunities, the attractiveness of the location, accessible location, cost of transportation and cost of accommodation.
Servicescape: Understanding how physical dimensions influence Exhibitors Satisfaction in the Convention Centre	Rashid, Ma'amor, Ariffin, and Achim (2015)	The adequate space and layout room that provided by the venue operator may enhance the pleasure and lead to the satisfaction with the facilities offered in Kuala Lumpur Convention Centre. An appropriate decoration of the hall and artefacts that fall undersign, symbols, and artefacts also lead to satisfaction among exhibitors. The researcher suggests that venue operators need to give more effort to improve their layout design as it demonstrates a good design layout in positive-related exhibition halls positively and brings to satisfaction among exhibitors.
What contributes to convention attendee satisfaction and loyalty? A meta-analysis	Jung and Tanford (2017)	Stated that networking and convention environment is the essential factor for attendee satisfaction. Networking is the top driver of attendee satisfaction with a summary effect size, followed by education.

The first article is by Tanford, Montgomery, and Nelson (2012) where they mentioned that a program, networking, external activities, location, and cost are the

factors of the satisfaction for this study. The findings indicate that networking and education are the top drivers of attendee satisfaction. Networking and convention environment are the most important attributes for attendee loyalty Perceptions of service quality and satisfaction contribute to attendee loyalty. Under this five-factor, there are 21 attributes from which we only selected three attributes for our review which is quality of exhibitors, the attractiveness of the location, and accessibility of the location.

Next article by Dragicevic, Stankov, Armenski, and Stetic (2011) stated that the venue element is the important factor for this study, followed by organizations and technical equipment. Most respondents propose Novi Sad as a destination for congress or other business events due to the latest congressional facilities, high-quality accommodation facilities, cultural and historical attractions, locals' hospitality, lower prices compared to other congressional destinations in the region and safety. To provide quality congress tourism product, it is important for destination management organizations, hotels, and congress centres hosting congresses, to conduct studies to examine congress attendees' satisfaction.

There are 21 attributes for this study. For this research, researchers only selected safety, exhibition facilities, hotel service quality, and meeting facilities. The exhibition organizers and city government should improve the performance of the following attributes to meet attendees' expectations, namely, safety, exhibition facilities rental, restaurant facilities, exhibition facilities, and the distance from the exhibition centre to the hotel. The study found that MICE attendees pay more attention to meeting facilities and hotel services quality. As mentioned in the third article by Zhang, Qu, and Jintao (2010).

Last but not least is the article by Rashid, Ma'amor, Ariffin, and Achim (2015) which stated that the adequate space and layout room provided by the venue operator may enhance the pleasure and lead to the satisfaction with the facilities offered in Kuala Lumpur Convention Centre. An appropriate decoration of the hall and artefacts that fall undersigns, symbols, and artefacts also lead to satisfaction among exhibitors. The researcher suggests that venue operators need to give more effort to improve their layout design as a good design layout demonstrates positive-related exhibition halls and bring to satisfaction among exhibitors.

For this study review, only three attributes that most satisfied the attendees as it has been mentioned by the previous research. The three attributes are the safety and security, quality of the accommodation and meeting facilities or quality of the exhibition.

4.6.1   Safety and Security

At present, safety and security issues are an indispensable aspect of travel and tourism. Security and safety issues in the travel industry have also been recognized as one of the forces that led to change in the tourism sector in a new era where crime, violence, food security, health issues, and natural disasters are prevalent. Similar situations can affect the attendees when joining an exhibition or convention. Most attendees who attended the convention are very concerned about safety and security, whether they are at the convention venue or their place of stay. For example, in one of the specific studies carried out in Guangzhou, China (Zhang, Qu & Ma, 2010) found out that attendees were satisfied with the safety and security of exhibitions.

4.6.2   Quality of accommodation

For accommodation, most attendees prefer complete and comfortable accommodation facilities. Attendees usually demand spacious and fully equipped rooms with facilities. The selected accommodation must also be not far from the exhibition and convention venues. Attendees also prefer hotels that are close to all the facilities such as shopping malls, ATMs, restaurants, and so on. Quality of accommodation is also one of the significant factors in giving attendees satisfaction leading to a high return rate of the exhibitions.

4.6.3   Meeting facilities or Quality of Exhibition

The facilities provided in the meeting room must be complete. The most important thing to ensure that the exhibition is successful is depending on meeting facilities or quality of the exhibition itself. Among the elements that the meeting planners need to care about are, facilities such as ATMs, access to toilets, and so on. They also need to provide facilities for disabled people to get more attention from all attendees participating in the exhibition. Similarly, the meeting planners must choose the meeting rooms by looking at the adequate space and layout room. They need to choose the hall with decoration and artefacts that fall undersign and symbol that leads to satisfaction among attendees.

4.7 Key Performance Indicators of the MICE Industry

For the key performance indicators of the MICE industry, there was only one (2.6%) article that has been referred out of 39 articles which is accessible from the Google Scholar database. However, the article found is specific on the topic, which is important to the success of the MICE industry. According to the table, a summary has been stated.

Table 9: Literature for Key Performance Indicator of the MICE Industry

Title of Article	Author	Adaption Strategies Suggested
Key Performance Indicators of the MICE Industry and the Top 25 United States and Canadian CVBs	Pearlman (2008)	This research had to use accepted industry-wide for key performance indicators standardization method. The selection that been used for this KPIs for our study is: 1.exhibit hall and meeting room supply 2.lodging environment 3.labor rates 4.average daily airlift 5.attendance and delegate expenditures

The author of the article is Pearlman (2008). This article explained the key performance indicators of the MICE industry and the top 25 United States and Canadian CVBs. As known, the MICE market had involved many stakeholders. To evaluate and rank the MICE market within individual destinations (KPIs), a few measures have been developed by the industry. According to previous studies, it shows that no one agrees with the criteria regarding how to rank and use of measures were most appropriate when ranking MICE's performance. As a result, the selection on the KPIs that has been used was explained.

4.8 Technology Trends

In the next sections, there are two reference articles for the technology trend in the MICE industry. Out of 39 articles, 5.1% of it focused on technology trends and the two articles is access from the ProQuest databases. Here is the summary for the article that has been listed in the table above for this systematic review.

Table 10: Literature for Technology Trends

Title of Article	Authors	Adaption Strategies Suggested
A Study on American meeting planners' attitudes toward and adoption of technology in the workplace	Kim and Park (2009)	The technology used in the convention industry is critical to the success of convention in terms of cost. To emphasize the importance of technology-use, they described communication flows for convention business. The meeting planner deals directly with each of the different parties including visitor, supplier, and CVBs to develop what is referred to as the conference package, comprising transportation,

		accommodation, an entertainment program and provision of pre- and post-conference touring opportunities. Considering this information flows, the Internet has increasingly been used as new communication technology.
Perceived importance of ICT based feature and services on conference centre selection and differences among meeting planners	Lee, Park, and Khan (2012)	This study shows the importance of 17 ICT based features and services at conference centres available for selection. The importance of ICT will bring success to the conference. So the attendee will choose which one that the most important to them so the meeting planner will improve the conference to get the return attendees. The important feature is the high speed of the internet, followed by wireless connectivity and email station. For service, the important item is in house technical support.

In the first article, according to Kim and Park (2009) technology used in the convention industry is critical to the success of convention in terms of cost. To emphasize the importance of technology-use, they described communication flows for convention business. The meeting planner deals directly with each of the different parties including visitor, supplier, and CVBs to develop what is referred to as the conference package, comprising of transportation, accommodation, an entertainment programmed and provision of pre- and post-conference touring opportunities. Considering this information flows, the Internet has increasingly been used as the medium of new communication technology.

As mention by Lee, Park, and Khan (2012) in the second article, this study shows the importance of 17 ICT based features and services at conference centres that were available for selection. The importance of ICT will bring success to the conference. So the attendees have the choice to select the services that are of importance to them. The data can be gathered, allowing the meeting planner to improve the areas of ICT most used and demanded. So, the return of the attendees to the conference can be increased. From the studies, it was deemed that features of high-speed internet followed by wireless connectivity, and email station were of high importance. Therefore, an experienced in-house support team is necessary for the implementation of such services and to ensure optimum maintenance procedures are in place for minimal disruption.

5   Conclusion

This study discussed the key success factors towards MICE industry in general. The key success factors can be seen through different angles and areas such as business travellers, motivation, perception, satisfaction, marketing strategy, technology trends, and challenges towards MICE industry. From the findings, researchers have constructed essential elements that have been discovered, and the result has shown that they consist of accommodation, transportation, safety, security and facilities as mentioned from the articles we have collected. Although other areas contributing towards the success of the MICE industry have been mentioned, form our research, the elements mentioned above have been consistently highlighted and reconfirmed through the majority of the journals collected. Therefore, as a conclusion, this systematic review managed to enlighten and highlight the several areas that are of importance on the key success factors towards MICE industry.

This study manages to encapsulate and shed light on the key success factors of the MICE industry in general. The MICE industry is becoming an important economic agenda in many fully developed countries. Having investigated the key success factors for the last ten years will provide essential focus to the MICE key players. As Malaysia works to become a formidable MICE industry candidate from among its Asian counterparts, the study can aid the industry players by providing key areas of information that requires their focus and attention to be successful. This study can also be utilized as a guideline for newcomers and existing players of this industry alike. Government bodies and organizations planning to be a part of the MICE industry or are looking for expansion in Malaysia will significantly benefit from these findings and increase their likely hood of success by being pro-active.

6   Limitations and Future Research

This review has some limitations that should be addressed in future research. In this study, researchers only reviewed on the group of business traveller's motivation, perception, technology trends, challenges, key performance index, marketing strategies, and satisfaction to achieve the success in the MICE industry. Future studies should review more on different group or segments of MICE attendees such those with disabilities. They should include the satisfaction, perception, motivation, challenges, and technology they provide for people with disabilities. Future studies should review the facilities that the MICE industry provides for people with special needs and the safety required for them. This review will make the MICE industry more successful if they can attract the segment of people with disabilities to become part of their attendees. The other limitations include the area of education and curriculum development of MICE industry professionals. Further research can assess and look into this area and the progress by comparing Malaysian curriculums to their foreign counterparts. This area is deemed necessary for the future development of this sector as it will empower and produce world-class individuals having high competency and knowledge. All of which, may likely contribute to the increase in efficiency and productivity when it comes to

handling MICE events. Another limitation of this review is the lack of reference materials for readers to make it as their complete guide for the MICE industry. This study is limited to articles published in 2008 to 2018 to ensure that the factors influence a successful MICE industry is current. The study analysis was limited to selected seven databases namely Science Direct, Emerald Insight, Sage Journal, Google Scholar, ProQuest, Routledge and Press Academia. Nevertheless, the database covers a large share of studies available, therefore useful to set foundation for further studies of this field.

7 About the Authors

Muhammad Saufi Anas holds a Bachelor and Master's degree in Tourism Management from Universiti Teknologi MARA, Malaysia. His major field of study is tourism management. He has several experiences as a volunteer for Hospitality and Tourism Conference 2015, Liaison Officer to welcome delegates from Mataram, Indonesia in 2015 and Liaison Officer for International Sourcing Program (INSP) with MATRADE in 2019. He also won a silver medal for IPT Innovation Category in Research, Invention, Innovation, and Design (RIID) on December 2014, which was held in UiTM Melaka.

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