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INDIA INBOUND MICE TOURISM

Trends and Opportunities

May 2016

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Abbreviations

ICCA	-	International Congress and Convention Association
ICPB	-	India Convention Promotion Bureau
ITB	-	Internationale Tourismus-Börse
KCPB	-	Kerala Convention Promotion Bureau
MICE	-	Meetings, Incentives, Conferences, Exhibition
SKICC	-	Sher-i-Kashmir International Convention Centre
UK	-	United Kingdom
UNWTO	-	United Nations World Tourism Organization
USA	-	United States of America

Executive Summary



Executive Summary

MICE Tourism, the future of business tourism, is the next big growth engine of the global tourism industry. The entire world has witnessed the immense potential of MICE Tourism and the indelible impact it delivers on the economy either directly or indirectly in addition to the variety of stakeholders (Organizers, facilities or physical infrastructure, peripheral contractors) who are an integral part of the ecosystem. This unique concept brings about a host of hardware solutions in coupled with service support to aid an industry segment – willing to launch a new product or popularize a new service offering, a religious organization trying to sow the seeds of peace and harmony, a government body trying to communicate changes in policy, doling out implementation plan or governance success, an academic institution scripting success stories on any organization celebrating success with its' internal and external stakeholders or it can be anyone willing to meet prospective clients from any walk of life. MICE as a segment has grown tremendously around the world. Since its' humble beginning about a century ago, MICE has moved from strength to more strength and is now considered a well organized industry. UNWTO recognizes the inherent strength of the industry and has been instrumental in identifying and popularizing MICE destinations from across the world. As per ICCA, the apex body, more than 11000 meetings take place around the world. The major and preferred destinations include Paris, Vienna, Madrid, Barcelona. Asia Pacific though low in terms of the total meetings held is also the fastest growing market. India occupies 35th positionby the way of hosting 116 conferences. New Delhi is ranked 69th in terms of cities hosting maximum no. of conferences. India still is far off in terms no. of meetings it hosts in spite of having reasonable MICE infrastructure across the 10 major destinations it has around the country. The major factors impacting the MICE tourism are:-

- Supportive Government Policy and Regulations
- Outstanding infrastructure for Meeting, Accommodation and Entertainment

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- Excellent connectivity with major worldwide destinations
- Reasonable tourism credentials
- Well acclaimed Service sector support
- Matured industry in the hinterland
- Safe and secure destination

The present Central as well as quite a few State Government has noticed the immense potential and are wary of the fact that this industry has evolved considerably in silos and have now embarked on an aggressive plan to take the industry to the next level. Keeping this in mind the following steps have been taken:-

- MICE has found a place in Tourism policies
- Local level MICE Committees have been formed and co-ordination with Central Committees, each of which comprises of industry experts and bureaucrats have been formed
- Rationalization of Tax structure is underway
- Formation of corpus fund to promote bidding for conferences have been undertaken
- Emphasis have been put on skill development
- It is an integral part of the Smart city programme
- Regularization of Visa will help the industry

FICCI – MRSS suggests the following steps to be taken for taking MICE to the next level

- *Promote concept of sustainable tourism*
- *Maintain co-ordination and align with the Central Agency*
- *Create a market intelligence system to track competition*
- *Create experiences, not just tourist spots*
- *Sell MICE tourism exclusively*

1. Introduction

Of the various forms of tourism that exists in the globe, Meetings Incentives, Conferences Exhibition is the one which has shown the maximum potential across the globe. Ever since the inception of the concept in Europe and America almost a century back the MICE industry has grown from strength to strength and has an indelible impact in developing a destination and its' economy. Globally, the MICE (Meetings, Incentives, Conferences & Exhibitions) segment, with a 54% market share, has overtaken the traditional business trips segment. Conferences/Meetings/Seminars (41%) and trade fairs/exhibitions (29%) are the two largest MICE sub-segments (Source: ITB World Travel Trends Report 2014/2015). This paper showcases India's relative position in the Inbound MICE map of the world and also focuses on the initiatives taken up by the Central and State Governments across the country to encash this high growth, high potential growth engine.

2. MICE Tourism - The stakeholders and impact

Going by the definition, MICE Tourism is a service industry which brings under one roof a host of products and services. Large no of stakeholders are participant to this industry, which can be grouped broadly under three major heads, the first and the most important one is the physical infrastructure, which comprises of the space in which the actual meetings, conferences and exhibitions take place, next in line are the Organizers of the meetings and then the Peripheral subcontractors, who bring on board a host of services to make the occasion successful.

Facilities

Commercial Buildings

Convention Centres

Hotels

Organizers

Professional Convention Organizers

Professional Exhibition Organizers

Peripheral Subcontractors

Public relations

Translation

Media

Travel Agency

Transportation

Decoration & Design

Catering

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A wide range of hardware and service facets find their way into the MICE ecosystem as depicted in the figure below

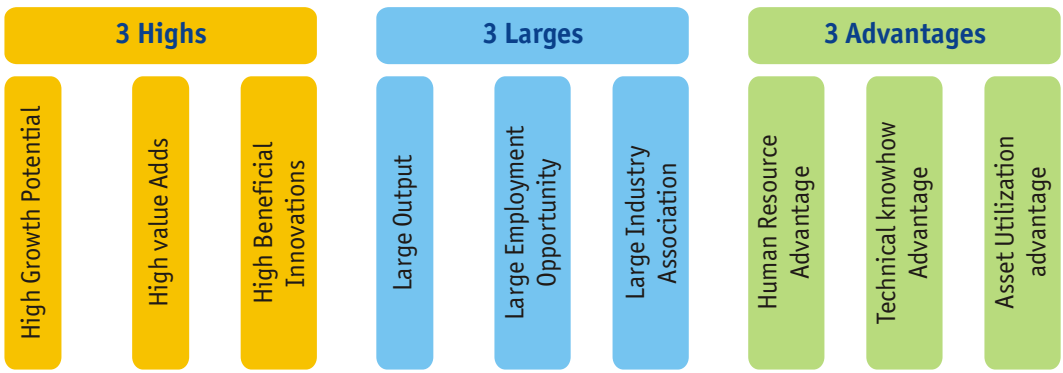
Hardware

- Internet Connections
- Overhead Projection
- Exhibition Design and Decoration
- Stage Design
- Audio Construction
- Light Efficiency
- Simultaneous Interpretation

Facilities

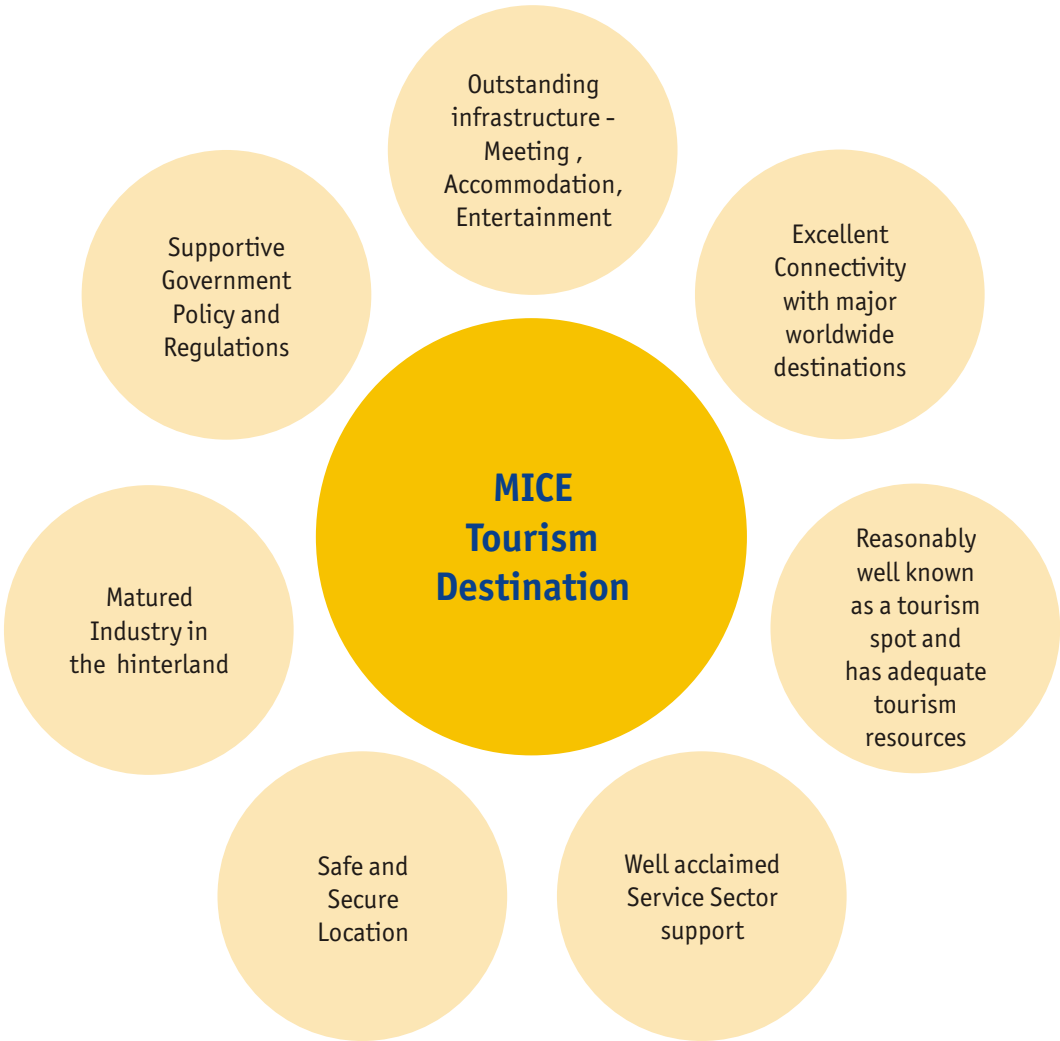
- Exhibition arrangement
- Public Relation
- Marketing
- Planning
- Advertising
- Media
- Graphic Design
- Travel & Tourism
- Insurance

Consequently, MICE can be defined as an industry with "3 Highs" namely – High growth potential, High Value Adds, and High Beneficial Innovations having "3 Larges", namely Large Output, Large Opportunities for employment and Large Associations and 3 Advantages" Advantage over other industries in human resources, Technical knowhow and utilization of Asset. This has been depicted in the figure below



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As an essential pre-requisite, a destination willing to promote itself as a MICE Tourism should have the following issues addressed as depicted in the diagram below. The factors mentioned herein are not in any particular order.



2.1. Major MICE destinations across the world and their performance

As per latest release by International Congress and Convention Association (hereinafter referred to as ICCA) more than 11,000 large scale meetings have been organized in all countries across the world. The following countries lead the fray as far as organizing meetings are concerned:-



All the countries shaded in red organize more than 200 meetings per year. USA, Germany, Spain, UK and France are the top 5 countries in the world in organizing meetings. These 5 countries are way ahead of the next lot of countries indicated in the map above.

The following cities are considered the best 10 MICE destinations of the world in decreasing order of preference in terms of number of meetings organized.

1. Paris
2. Vienna
3. Madrid
4. Berlin
5. Barcelona
6. London
7. Singapore

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8. Amsterdam

9. Istanbul

10. Prague

Though United States and Europe continue to rule the roost in terms of total volume of meetings executed, Asia pacific region has emerged as the fastest growing MICE region in the world in recent times. The emergence of Australia as a country and Singapore in the preferred city bear testimony to the aforesaid fact.

A deeper introspection of the ICCA reporting, reiterates the following facts about MICE tourism:-

- There is a well established link between "established tourist spots" and "MICE hotspot". The top 10 cities are coveted tourist destinations from across the world. It is easier to market a destination, which is well established as a tourist destination, provided all other infrastructures are in place.
- Established nations are mature MICE markets, hence their growth rate has stabilised but the no. of conferences and exhibitions being organized by them till date is still staggering.
- New destinations, especially Asia –Pacific is showing tremendous growth potential

2.2 India's position in the MICE Map of the World

The MICE industry in India, though well equipped to take on its' immediate neighbours and in certain cases the Global warhorses, has to trudge a long path before it comes up as a "Top of the mind" destination amongst global MICE organizers. As per ICCA, India occupies 35th position in the world, with a total of 116 Global conferences organized in the year 2014 -15. In this category the global leaders include USA (831 meetings), Germany (659 meetings), Spain (578 meetings), United Kingdom (543 meetings) and France (533 meetings). In terms of immediate neighbours, only China (332) leads at the world stage, Other competitors like Taipei (145), Singapore (142), Malaysia (133) and Thailand (118) are within the striking range.

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In terms of no. of participants attending a conference however, India occupies a better position. It is ranked 25th with 60 participants per meeting. The figures around the world are as mentioned below:-

- USA – 365 participants per meeting
- Spain – 289 participants per meeting
- Germany – 264 participants per meeting
- France – 233 participants per meeting
- UK – 199 participants per meeting
- China & Brazil – 127 participants per meeting

New Delhi occupies 69th position in the world with 35 meetings organized. The figures of Paris, Vienna and Madrid are in excess of 200 for the same period.

The aforesaid figures indicate the fact that India though not performing to its' full potential in the segment at present, is within striking distance of competing with its' neighbours as a MICE hotspot of the world.

2.3. India MICE Map

The MICE Map of India has been depicted in the figure below.



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The centres which have gained prominence in terms of attracting MICE tourists are as follows:-

- **Delhi NCR (Delhi and NOIDA)** – Pragati Maidan, Vigyan Bhawan, India Habitat Centre, ITC Maurya Sheraton, The LaLit, Taj Hotel, Shangrila, Ashok, Radisson Dwarka and Oberoi in Delhi, Crowne Plaza & Radisson Blue in Greater NOIDA, JW Marriott in Delhi Aerocity, Westin in Gurgaon are a few of the 26 names which have capacities to host large conferences.

- **Agra** – The world famous location has 7 hotels capable of hosting mega conferences, seminars and meetings

- **Jaipur** – Jaipur, the city of Royals has 11 exclusive venues in a combination of locations across the city

- **Mumbai** – The Commercial capital is well geared up in terms of MICE infrastructure with 38 centres of interest. A mega one is also coming up under the aegis of Reliance Industries

- **Goa** – 13 exquisite and exotic locations available for hosting conferences

- **Bangalore** – The IT, Biotechnology, E Commerce and Electronics Hub has 6 excellent properties to choose from

- **Hyderabad** -18 excellent venues with the largest of them all The Hyderabad International Convention Centre. It is definitely the host of healthcare and IT conferences from across the world

- **Chennai** – The capital of the State of Tamil Nadu, well known for its' IT, Engineering, Healthcare, Textiles and Automotive segments has 15 properties to choose from, with the Chennai Convention Centre known far and wide

- **Cochin** – 6 exquisite properties in "God's Own Country" provides excellent venues to host conferences.

- **Bhubaneshwar** – The upcoming destination has 6 excellent hotels to choose from.

It can be observed from the depiction above that India already has a host of locations which are well acclaimed MICE destinations. The physical and peripheral infrastructure has already geared up or is in the final stage of completion. A few more destinations have also been conceived off, which shall be discussed in the appropriate section.

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2.4. Typical profile of Inbound MICE traveller to India

Ministry of Tourism commissioned a study couple years back to study the trends in MICE Tourism and it also aimed in understanding the profile of the inbound MICE traveller. Snippets of the same has been presented below:-

- The estimated contribution of MICE to GDP is 0.22%, while that toTourism is approximately 3.26%
- Majority of MICE travellers are either either employed in private/ government service or are self - employed, a small percentage of them have their own business
- Age group of 35 – 44 is the predominant traveller category in this group
- Majority of them stay in accommodations having a facility of 4 Star or above

Campaigns may be designed to target or attract the category though a lot depends on the Organizers of the conferences.

3. Ministry of Tourism initiatives on promotion of MICE Tourism

Ministry of Tourism had identified the potential of MICE Tourism long back and with an aim to develop this product had established the India Convention Promotion Bureau (ICPB) under its' aegis along with well known industry experts. This is aimed in promoting India as a destination for MICE Tourism. The Bureau participates in travel conferences and also organizes roadshows both at domestic as well as international locations to formalize the concept.

The draft national tourism policy 2015 lays a lot of emphasis on the MICE Tourism as a product per say. The policy emphasizes upon maximizing synergies between leisure and MICE Tourism to enable pre/ post leisure for MICE visitors with an aim to extend their stay, motivate them to visit other locations and earn more foreign exchange from them. What is encouraging is the fact that the New Tourism policy identifies MICE as an important product to boost the tourism revenue alongwith Heritage and Culture, Spirituality, Yoga, Ayurveda, Medical Tourism, Agritourism, Beaches, River, Cruises, Adventure, Wildlife, Cuisine, Shopping, Cinemas. The proposed steps for promoting MICE Tourism the same are as follows:-

- MICE Promotion Bureau with industry representation have been set up at National as well as the Destination level
- Creation of corpus fund for bidding for large conventions. Equal contributions to come from Government and participating industry. National and State Bureaus to work hand in hand and bid for the conventions
- Providing single window clearance for organising Meetings & Conventions.
- MICE has be at the centre stage and is considered an integral part of the “Smart City Programme propounded by the current Central Government
- Developing Mega Convention Cities in each of the 5 regions of India to cater to small and the medium convention market
- Inventory of MICE facilities and Convention Centre to be made online. Right now, the data is not in a user friendly format and would require updation.
- International Convention Organizers to be invited for familiarization trips in order to acquaint them with the facilities and amenities available in India

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- Rationalization and simplification of the Conference Visa regime, the introduction of E Tourist Visa is a welcome step in that direction.

- Promotion of the MICE Segment through specialized Trade Fairs and focussed Roadshows

3.1. State Government initiative to promote MICE

The policy outlay by the different State Governments has been depicted in the ensuing paragraphs

3.1.1. Jammu & Kashmir

The State of Jammu and Kashmir, also known as "Paradise on Earth" has been the mainstay of tourism since time immemorial. Tourism contributes x% to the State GDP and it would not be wrong to say that the sector has contributed significantly in shaping up the economy of the State in addition to the handicraft and agricultural exports that the State offers.

Salient features of State Tourism Policy

The State Government seriously realises the potential that MICE Tourism has to offer and keeping that in mind has incorporated MICE as an important engine for growth for the State. The Objectives outline MICE as an important sector in addition to the other branches of tourism namely, Adventure, Caravan, Heliport, Pilgrimage, Heritage, Eco-Tourism, Golf etc.

The Policy also outlines development of world class exhibition and convention complexes through appropriate PPP framework in the major cities and tourism destinations in the State

Efforts are being made to include more heritage sites into UNESCO's list of world heritage sites. This move will help popularize those destinations across the globe, which may motivate Convention Organizers to set their eyes on Kashmir as a destination.

Publicity to be carried out by organizing familiarization trips for media persons, TV teams, film makers, trade representatives.

Information Technology is being used for the purpose of tourism promotion. The websites of Tourism Department and its various arms is in the process of being made interactive and user friendly.

Mobile applications and social networking site like Facebook, Twitter, Google Plus, etc. shall be used for quick and cost effective tourism marketing.

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A Tourism Coordination Committee has been set up under the Chairmanship of the Chief Secretary of the state comprising Administrative Secretaries of relevant departments to resolve such matters that may require interdepartmental coordination

- Chief Secretary - Chairman.
- Administrative Secretary (Finance) – Member.
- Administrative Secretary (P&DD) – Member.
- Administrative Secretary (Home) – Member.
- Administrative Secretary (R&B) – Member.
- Administrative Secretary (Revenue) – Member.
- Administrative Secretary (Health) – Member.
- Administrative Secretary (Industries & Commerce) – Member.
- Administrative Secretary (Agriculture) – Member.
- Administrative Secretary (Power) – Member.
- Administrative Secretary (PHE) – Member.
- Administrative Secretary (Tourism) – Member Secretary.
- Principal Chief Forest Conservator – Member.
- Director General Police - Member
- Director Tourism, Kashmir – Member.
- Director Tourism, Jammu - Member
- Representative of Hospitality Sector – Member.
- Representative of Tours & Travels – Member.
- Any other member (s) with the permission of Chairman

Under short term targets and timelines feasibility studies for establishing demand in MICE tourism in next 1 – 3 years have been outlined.

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Other initiatives taken by the State Government

The State Government has also taken proactive steps in promoting MICE Tourism in the valley. The already present infrastructure in Sher-i-Kashmir International Convention Centre (SKICC) and others proposed at Jammu, Pahalgam and Gulmarg stand testimony to this.

Advantages of Jammu and Kashmir as a MICE tourism destination

The State has immense potential to develop as a MICE tourism hotspot. A few points are as mentioned below:-

- Kashmir is known across the globe, its' natural beauty is unique in many ways. Hence, no extra marketing efforts are needed in order to market the destination.
- Safety and security has been beefed up considerably in recent times, making it a relatively safe destination
- Already present infrastructure in the form of SKICC and proposed ones showcase the positive intent amongst the Government
- A few large conferences have been organized off late, which also records the positive sentiment amongst the Organizers and the Corporates

3.1.2. Delhi

Delhi is one of the most important entry point and it being the national capital has immense importance as a MICE destination. The inventory as discussed above is also one of the strong points that puts it ahead of the rest of the destinations of North India. The ecosystem is more matured compared to the other parts of the country. The current Government in its budget allocation has planned an outlay of 61 Crs for the current financial year. Though no major policy outlays have been indicated for promoting MICE Tourism, there are a few advantages which makes and will continue to make Delhi as the preferred MICE Tourism destination in India.

- The city being the national capital and the political nerve centre and Government being a big spender, the Corporations and the Organizers would continue to harp on Delhi as their preferred MICE destination
- The biggest advantage of Delhi as a destination is probably its' quick and easy accessibility and connectivity to the various important locations across north India.
- Delhi has hosted the 1982 Asian Games and 2010 Commonwealth games with elan, which has also geared up its' peripheral infrastructure formidably.

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3.1.3. Uttar Pradesh

The Uttar Pradesh Tourism Policy accepts the immense importance of MICE Tourism and it has selected this niche tourism as an engine to drive growth. The Uttar Pradesh Tourism policy 2016 outlines the following aspects:-

- In collaboration with private entrepreneurs Convention centers will be established for trade fair, seminar, exhibition etc in Noida, Agra, Lucknow and Varanasi which are ideal tourism centers for MICE tourism in Uttar Pradesh
- Private entrepreneurs will be provided land on priority to invest in Conventions
- The new Convention Centers being constructed will be provided rebate in taxes for the first five years of business
- The MICE facilities in the state will be widely promoted and publicized

The major advantages of Uttar Pradesh as a MICE destination has been depicted in the few points below:-

- The Taj Mahal has made Uttar Pradesh the most sought after destination for foreign tourists. No extra effort needs to be undertaken to market the State
- Presence of Agrarian, Industrial and Spiritual destinations make it an unique location to visit. Hence,
- The biggest advantage of UP particularly Western UP is its' proximity to the National Capital.
- Of late infrastructure has geared up considerably, the India Expo Mart in Greater NOIDA and the Yamuna Expressway in addition to the proposed Agra – Lucknow Expressway has added fillip to the entire process of infrastructure rejuvenation in the State

3.1.4. Rajasthan

The Rajasthan Tourism Unit Policy 2015 does not specify anything specific on the MICE Tourism per say but outlines the accommodation unit policy in broader terms and salent features of the same re mentioned below

- Allotment of Government land for tourism units
- Conversion of land for Tourism Units

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- Relaxed FAR Policies have been earmarked
- Regularsation of existing Tourism units
- Fiscal benefits and incentives
- Incentives for skill development
- Annual licenses for tourism units to be extended to 10 years
- Constitution of Tourism Advisory Committee
- Department of Tourism shall be the nodal department for infrastructural development of tourism units

The major advantages of Rajasthan as a MICE destination has been depicted in the few points below:-

- The State of Rajasthan with its royal heritage and particularly the City of Jaipur has made Rajasthan the most sought after destination for foreign tourists. No extra effort needs to be undertaken to market the state
- Presence of strong automobile industry and majority of Delhi – Mumbai Industrial Corridor presents immense opportunity for this state to thrive as a MICE Tourism hotspot
- Proximity to the National Capital is also one of the most important drivers for MICE tourism to succeed.
- Inclusion of Ajmer in the first list of smart cities will boost the MICE industry further.

3.1.5. Maharashtra

The key measures outlined by Department of Tourism, Government of Maharashtra are as depicted below:-

The Department of Tourism will create 'Maharashtra MICE Bureau' on lines of Dubai Convention Bureau, as a Public / Private Sector initiative. This will have its own budget and Personnel to market Mumbai as a MICE Destination. The bureau will also perform the following functions:

- Invite interested private parties through PPP mode for establishing MICE centers across Maharashtra

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- Simplification of procedures and single window clearance mechanism for Conference / Exhibitions.

- The bureau will recommend to the Department of Tourism on qualification criteria for disbursement of additional fiscal benefits under this policy

- Other key measures will include:
  - Encouraging tourists coming to Mumbai for MICE to bring their families – A tailored itinerary for MICE tourists.
  - Speedy Immigration for tourists traveling for MICE.
  - Recommendations on procedures for rationalization of Aviation Turbine Fuel (ATF).
  - Action plan for initiating MoUs with airlines to promote Mumbai as a hop-over destination.
  - Recommendations on rationalization and simplification of Conference visa regime.
  - For all units which are successfully classified under the MICE tourism practices, there will be extension in the eligible time period of incentives.

The major advantages of Maharashtra as a MICE destination has been depicted in the few points below:-

- The City of Mumbai being the commercial capital and a major entry point has geared up infrastructure to support the MICE boom.

- Presence of strong industrial hub and commercial activity woos the promoters as well as organizers

- A pro- active State Government with their eyes set on definitive targets and actions plans to make things happen.

- Presence of a lot of tourism spots nearby, well accessible through train as well as roads

3.1.6. Goa

Goa is one of the most sought after destinations of India and is also popular to visitors from different parts of the world

- The location does not need any extra effort in marketing itself
- Robust MICE infrastructure is already present

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- The congregation of sun, sand, sea and entertainment gives tremendous incentive to a visitor
- Goa hosts the International film festival every year, showcasing its power as a MICE tourism hotspot.

3.1.7. Kerala

The Kerala tourism policy entrusts Kerala Convention Promotion Board as the apex body to promote Kerala as a MICE destination. The following factors have helped Kerala as a MICE destination

- The Incredible India and Gods Own Country Campaigns
- Strong Commercial and export hubs along the costline
- Possibility of exploiting the coastline by introducing Cruise tourism
- A strong expat connect
- Lot of serene tourist attractions
- Safe and secure destinations
- Emphasis on Medical tourism especially ayurveda and natural healing
- Geared up infrastructure in Cochin

3.1.8. Karnataka

The major advantages of Karnataka as a MICE major tourism hotspot are as follows:-

- Strong Agro, IT, Automobile and Engineering ecosystem
- Lot of serene tourist attractions
- Strong Biotechnology and Medical credentials
- Excellent connectivity

3.1.9. Telangana

The major advantages of Telengana as a MICE major tourism hotspot are as follows:-

- Strong IT, Healthcare ecosystem
- A strong expat connect

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- Excellent cultural meltpot
- Lot of visually appealing and serene locations
- Excellent connectivity
- Robust MICE infrastructure

3.1.10. Tamil Nadu

The major advantages of Tamil Nadu as a MICE major tourism hotspot are as follows:-

- Strong IT, Healthcare, Automobile, Heavy Engineering ecosystem
- Excellent connectivity
- Robust MICE infrastructure

3.1.11. Odisha

The major advantages of Odisha as a MICE major tourism hotspot are as follows:-

- Strong IT, Electronics, Mining and ecosystem
- Well known to the religious tourists and wildlife lovers
- Robust MICE infrastructure on the anvil

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4. Issues pertaining to MICE in India and some suggestions

There are a few issues in relation to MICE tourism in India which can be perceived as possible bottlenecks to the industry as a whole:-

- ***Prevalence of high tax structure in India*** – this is a major contributor for India's destinations to lose out on a global scale while bidding for events.
- ***Convention Visa*** - This has been addressed somewhat in the New Tourism Policy. The introduction of e Tourist Visa has kicked off a new regime
- ***Availability of Trained Manpower*** – Needs superior Industry – Academia connect
- ***Carrying capacity of a MICE destination*** – Carefully carried out feasibility study may solve the process.
- ***Compliance to International Standards*** – The Physical and peripheral infrastructure needs to comply with the world standards. This can be done by imparting training drawing cues from the leaders

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5. FICCI - MRSS five points suggestion on the way forward

Promote concept of sustainable tourism

To make the dream of the honourable Prime Minister true, it is recommended that the concept of sustainable tourism be adopted and practised. This will involve all stakeholders right from the community to active participants in the value chain and enable them to proactively serve and interact with the inbound tourists so that they feel more at home in India. This will enable them to return to India on a regular basis.

Maintain co-ordination and align with the Central Agency

MICE Promotion Bureau with industry representation have been set up at National as well as the Destination level. They need to work in close co-ordination and take time bound actions

Create a market intelligence system to track competition

There needs to be an intelligence system to track the product offerings by the competition states and pass on this information to the states so that they can amend/ modify/ value add their offerings in order to stay competitive amongst MICE tourists.

Create experiences, not just tourist spots

A visitor should go back enriched in knowledge and with a sense of a great experience. To make this happen steps can be taken to make the tour replete with tour guides, activities for the children, culinary tours, interactivity for the tourist with the culture of the place etc. New tourist destinations may be identified and further developed for offering innovative tourism products or experiences.

Sell MICE tourism exclusively

Customized travel experiences, luxury spa sessions, rare animal sanctuaries, religious pilgrimage tours are what the foreign travellers believe in. There is enough opportunity in India to promote medical, wellness and spiritual tourism in the state. MICE destinations should be encouraged as tourism for the purpose of Meetings, Incentives, Conferences and Exhibitions are no longer limited to big cities.

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    d. Rajasthan
    e. Maharashtra
    f. Karnataka
    g. Kerala
    h. Tamil Nadu
    i. Telangana
    j. Odisha
5. Websites of IATO, ICPB, FAITH
6. Saikat Mookherjee, Travel Enthusiast and Blogger

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