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**Module Title: MICE**



**Lecture 2: Rwanda MICE Strategy**



Visit Volcanoes (2023), The Radisson Blu Hotel & Convention Center in Rwanda  
<https://www.visitvolcanoesnationalpark.com/wp-content/uploads/2020/02/The-Radisson-Blu-Hotel-Convention-Center.jpg>

# Introduction

- The Rwandan government has identified the tourism sector as one of the mainstays of the economy.
- But one of the acknowledged key constraints to continuing growth of Rwanda's tourism industry is the lack of diversity of the tourism product

- The Gorilla market is saturated; Future growth will come from **new tourism segments and products.**
- Obviously, there was a **deficit** in MICE (Meetings, Incentives, Conventions, Events/ Exhibitions) tourism



EMRE DORTER (2022), KIGALI ARENA | RG Tickets

[https://rgtickets.com/wp-content/uploads/2021/10/Kigali-Arena\\_Exterior-3-Night.jpeg](https://rgtickets.com/wp-content/uploads/2021/10/Kigali-Arena_Exterior-3-Night.jpeg)

- The MICE Market is a sector with **evident potential** to help broaden the product range and moreover attract new investment not only in tourism related segments

# Alignment with other National Strategies

- The Rwanda MICE strategy builds on the foundations which were laid by the according National Policies and Strategies:

a) The Sustainable Tourism Development Master Plan, which was developed by the Government of Rwanda and UNWTO in May 2009

b) The Rwanda Tourism Policy, which was developed by the Government of Rwanda in November 2009.

# Current Trends in the MICE Segment



Gorge POPA (2017), 4 Emerging Trends in the MICE Industry,  
[https://media.licdn.com/dms/image/C5112AQE5Z9k2-W9G4Q/article-cover\\_image-shrink\\_600\\_2000/0/1520083979596?e=2147483647&v=beta&t=CfJ6W7KBg7DEbM5R-BNq90HGEspH-vRihVL5vosC3Qg](https://media.licdn.com/dms/image/C5112AQE5Z9k2-W9G4Q/article-cover_image-shrink_600_2000/0/1520083979596?e=2147483647&v=beta&t=CfJ6W7KBg7DEbM5R-BNq90HGEspH-vRihVL5vosC3Qg)

# Current Trends in the MICE Segment

- The MICE industry has emerged over recent decades as an important contributor to national economies. MICE travel will continue to be a high growth segment but will change dramatically in terms of technology and format.
- **Time-poor business travelers** are seeking to combine business and leisure trips.
- Tourism policy development needs to be aware of such changes.

- MICE is a business-oriented branch, involving short, involuntary travel activities (apart from incentives). The core products which destinations have to provide for MICE tourists consist of a range of **meeting venues and excellent accommodation facilities on international standard, good accessibility and infrastructure on site, perfect customer service, as well as a high level of safety and security**

# Rwanda Convention Bureau (RCB)



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## Meet in Rwanda

Rwanda has been ranked as the 3rd most popular destination (ICCA 2022)

Rwanda Convention Bureau (2023),  
<https://rcb.rw/>

- To become a MICE hub and thus **a model and lighthouse for the entire region and at best across Africa**, it is essential to establish and develop a convention bureau to organize and represent the Rwandan MICE sector

- Convention bureaus are **non-profit organizations** which represent a certain destination for the MICE tourism industry.
- Convention bureaus are primarily designed to assist **meeting and event planners** with coordination of event logistics such as site selection and transportation needs.

- Convention bureaus also promote their cities and/or the entire country to MICE planners.
- In addition, a convention bureau serves as main collection point for **all stakeholders in the MICE segment**
  - all the MICE related information from the supply side converges here.

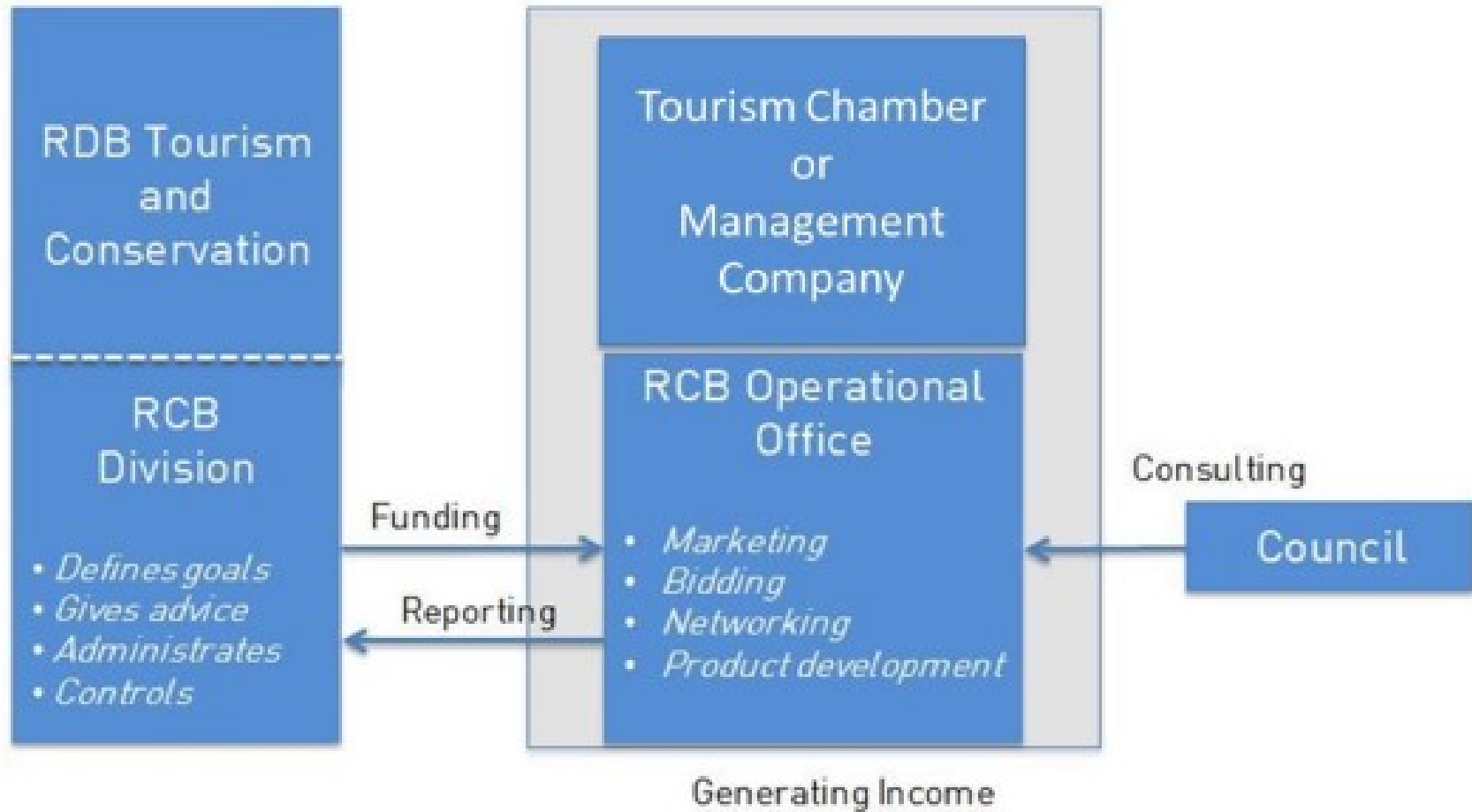
- a convention bureau in Rwanda is having the task to coordinate all MICE activities and ensure that Rwanda is increasing its tourism receipts and length of stay through MICE events

- A significant advantage that a convention bureau in Rwanda could realize is the importance of **being present on the worldwide market** especially at significant trade fairs to exhibit the “product Rwanda” as a MICE destination.

- A convention bureau must have a great knowledge of where to present the **“product Rwanda”**.
- It is not about trying to be present everywhere, but it is essential to promote the product at the most important **trade fairs and events as well as in the most important target markets** to advertise the destinations offers and services.

- A convention bureau needs to promote Rwanda through participating in **discussions, presenting at industry conventions and events, and doing workshops as well as several memberships in international organizations.**

# RCB Organizational Structure



Commercials

Partners

Sponsors

- In the Rwanda MICE Development Feasibility Study, **six** prosperous convention bureaus, from **Europe and Africa**, are introduced and the lessons learnt compiled comprehensively.

# Vision

- The MICE Market Vision for Rwanda is:

**“ Rwanda establishes itself as the hub for hybrid meetings and conventions in East and Central Africa. Moreover Rwanda is perceived the leading African destination for first class incentives and events.”**

- Rwanda already is an **excellent destination for incentives.**
- Gorilla trekking and wildlife excursions in the National Parks are products which are of **global importance** and **attract visitors** from all over the world.

- In a next step these offers have to be capitalized for incentive travel and it is only a question of **marketing to raise the number of incentive guests**



# VISIT RWANDA

OFFICIAL

TOURISM PARTNER

OF ARSENAL FOOTBALL CLUB



Williams Buningwire (2018), ARSENAL FC, RDB INK DEAL TO PROMOTE RWANDA  
<https://www.ktpress.rw/wp-content/uploads/2018/05/Arsenal.jpg>



Doreen Ingabire (2023), FC Bayern and Visit Rwanda agree partnership until 2028, <https://rdb.rw/fc-bayern-and-visit-rwanda-agree-partnership-until-2028/>

- In this vision all three pillars of sustainability are paid attention to:
- The economic sustainability
- Social sustainability
- The ecologic sustainability

# Mission Statement

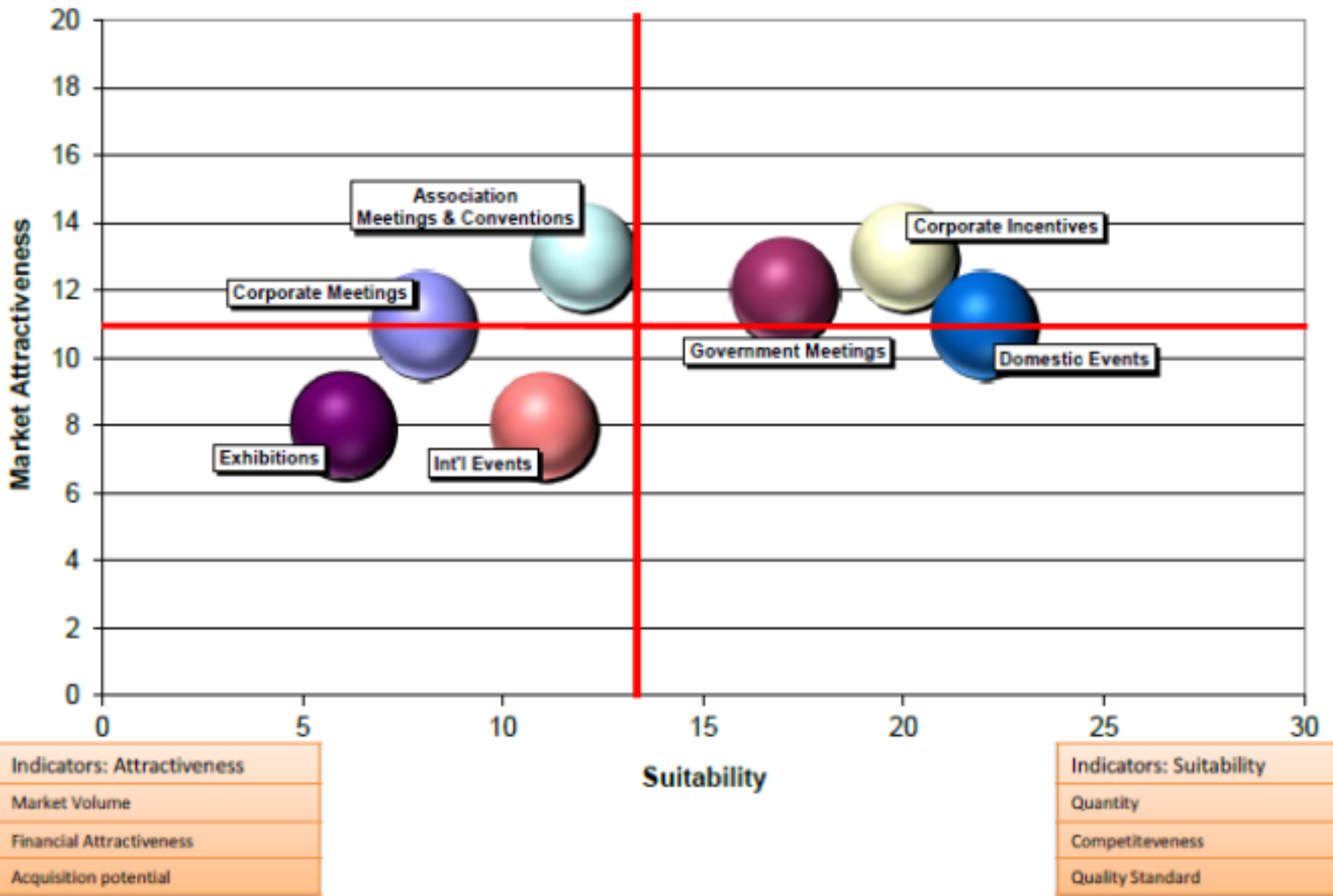
- The MICE segment is striving to promote its members and the MICE related business community as well as the entire destination Rwanda as **the East African MICE hub.**

- Rwanda presents itself externally as one destination - whether **for leisure or business travelers**. Leisure tourism and business tourism stakeholders **work hand in hand**.
- The unique selling propositions of Rwanda are communicated internally and externally at all levels.

# Market Segments

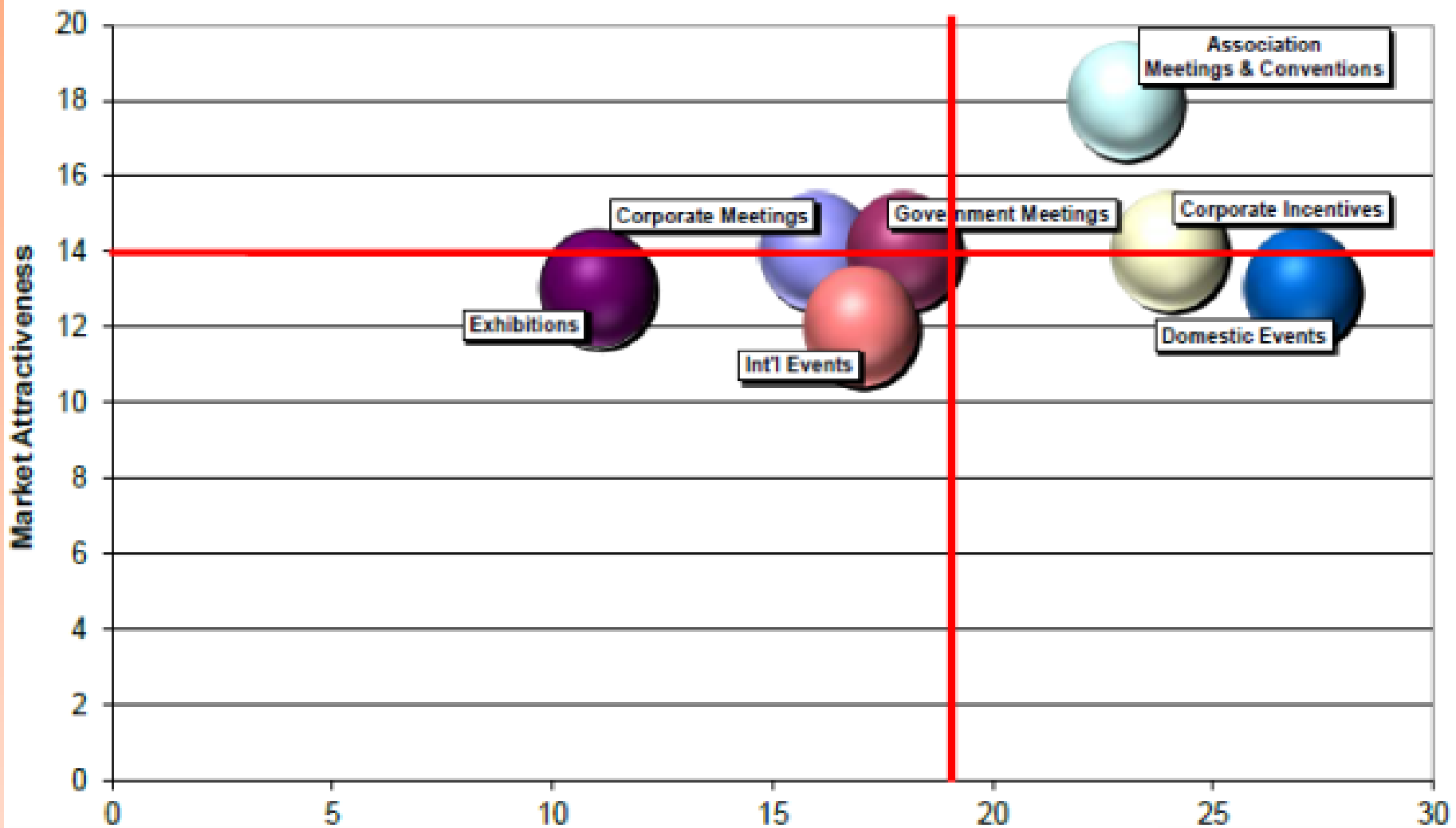
- As a basis for the strategy the main segments for MICE in Rwanda are described below:
  1. Government meetings
  2. Association meetings & conventions
  3. Corporate meetings
  4. Corporate incentives
  5. International events
  6. Exhibitions

- **Comparing Present MICE Market Situation and Future Development Perspectives in Rwanda**



RDB (2018) Rwanda MICE Strategy , p 17,

<https://rwandatrade.rw/media/2014%20RDB%20National%20MICE%20Strategy.pdf>



- Indicators: Attractiveness
- Market Volume
- Financial Attractiveness
- Acquisition potential

- Indicators: Suitability
- Quantity
- Competitiveness
- Quality Standard

- When comparing the first and second graph, it is obvious, that the MICE branch of exhibitions and domestic events momentarily are not counting as key strengths.

- Thus, Rwanda is **advised best** when concentrating prospectively on their key MICE branches
  - o Association meetings & conventions (public/private sector, NGOs)
  - o Corporate incentives (private sector)
  - o Domestic events (private, public sector)
  - o Corporate meetings (private sector)

# Rwanda's Key Positioning Factors

- First and foremost, when striving to become a regional MICE hub, Rwanda's key positioning factors and gist are:

**Responsibility**

**Progress & Advance through Experience**

**Role model & Flagship of African Enlightenment'**

**First choice on specific topics**

# Rwanda's MICE Topics

- A clear focus on strong and authentic topics, which are visible in the country, is a major factor of success.
- The MICE topics for Rwanda which need to be addressed in the overall positioning of the country are:

- ✓ Conservation, biodiversity and sustainability
- ✓ Justice and reconciliation
- ✓ Women rights and gender issues
- ✓ Urban management
- ✓ Health and HIV

- ✓ Poverty reduction
- ✓ Good governance
- ✓ Development of biogenic medicine
- ✓ East African market economy
- ✓ Security issues

# Rwanda's MICE USPs

- The basis for a successful positioning is the definition of a Unique Selling Proposition (USP) for the MICE sector.
- In Rwanda the USP consists of several columns - as Rwanda is a diverse country with a compound background - which sum up the foundation Rwanda can build its MICE tourism upon.

# The Pillars of Rwanda's MICE USPs

## The pillars of Rwanda's MICE USPs

Rwanda is:

compact,  
clean,  
safe

Rwanda has:

an excellent  
geographical  
position for  
the African  
market

Rwanda aims  
at:

establishing a  
new identity  
&  
overcoming  
struggle

Rwanda  
stands for:

the combina-  
tion of mod-  
ern, technol-  
ogy-driven  
society and  
genuine tra-  
ditional Afri-  
can authen-  
ticity

Rwanda of-  
fers:

in combina-  
tion with its  
world-class  
tourism  
product, a  
unique MICE  
product

# Development of the MICE Offer

- The Rwandan government should **continue to react positively and supportively to new development opportunities** which may arise particularly in the MICE segment and to promote opportunities for new development in areas where there are gaps in supply

# Human Resources Development

- Qualified staff, needed for the enlargement of the MICE sector, should come from Rwanda

## Sub targets

- Academic Education
- Vocational Training
- Training Offer

# Approachability and Infrastructure Management

- Both, decision makers from the MICE industry and participants of MICE events will get an easy access to Rwanda. This includes all elements of the touristic service chain

# Sub targets

- ICT
- Venues
- Transport
- Services
- Leisure infrastructure

# Sectors Connected to the MICE Market



# Stakeholder Approach

- A durable stakeholder involvement guarantees that **local business networks** can be developed and that **local companies** are involved in the economic development of the MICE sector

- Among the stakeholders different groups have to be taken into account:

- **Governmental stakeholders**

- **Province and community stakeholders**

- **Private sector stakeholders**

# Imperatives to Position Rwanda as a MICE Hub

- The KCC, Kigali Arena, Intare Arena, New Kigali Amahoro stadium,....
- **Close collaboration** between demand drivers, intermediaries and suppliers
- **Rwandan people** should make the difference

# Reference

RDB (2018) Rwanda MICE Strategy,

<https://rwandatrade.rw/media/2014%20RDB%20National%20MICE%20Strategy.pdf>

[2] Ms Chloe Lau (2009) Manual on Elective I – Meetings, Incentives, Conventions and Exhibitions (MICE),

<https://www.coursehero.com/file/86801355/Manual-on-Elective-I-Meetings-Incentivespdf/>

End of Lecture 2

Thank you for Following the course!

Next lecture: Management and Planning of Mice Events

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