Impact of Artificial Intelligence Enabled Marketing Strategies on Performance of MICE Hotels

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Abstract

The present study is empirical in nature and adopts a descriptive design. It studies the responses of 248 senior management employees of 10 MICE hotels in Delhi to analyze the impact of Artificial Intelligence based marketing strategies adopted by MICE hotels in the city of Delhi, on their performance. The marketing strategies are measured through the seven Ps of Marketing Mix, and performance is measured in terms of the four components of Balanced Scorecard Model, namely, Financial, Customer, Internal business process; and Learning & growth dimensions. Structured Equation Modeling is used to analyze causal relationship between AI – enabled marketing strategies and performance of MICE hotels. Hotels, being an integral part of the tourism industry are observed to focus on Artificial intelligence based technological solutions to formulate and execute their marketing strategies to enhance their MICE tourism performance. The results of the study show that AI enabled marketing strategies have a significant positive impact on performance of MICE hotels, with promotion strategies having the highest impact, followed by product, place, and people strategies.

The study is particularly of importance at the strategic level for tourism ministry, and leadership management of MICE hotels, as it uncovers deep insights on employing AI based marketing strategies to optimize holistic performance, and encourage hotels to grow their MICE business. Deployment of technology in formulation of marketing strategies helps hotels to predict tourist behaviour and create customized and lasting experience for their business clients.

Keywords:

MICE Tourism, Artificial Intelligence, Marketing, Strategy, Performance

1. Introduction

Tourism is described by the United Nations World Tourism Organization (UNWTO) as "the activity of visitors. A visitor is a traveler who takes a trip to any destination outside their usual environment, for less than a year, for any purpose (business, leisure or personal) other than being employed by a resident entity at the place of visit" (UNWTO, 2019).

Tourism is a booming industry that contributes substantially to the GDP, employment generation, and foreign exchange earnings of a nation's economy (NCAER- MoT GOI, 2010). Business tourism is a niche tourism activity in which visitors travel for a specific professional or business purpose to a place outside their workplace and residence with the aim of attending a meeting, an activity or an event (UNWTO, 2019).The business trips may be individual trips like purchase and sale for an enterprise or a group trip, say for participation in conferences, attending congresses, visiting trade fairs and exhibitions; or for presenting research papers or attending performances; and for taking part in professional sports tournaments. The business tourism sector, which is also known as MICE, an acronym for Meetings, Incentives, Conferences and Exhibitions sector is a high growth star sector of the travel and tourism industry, worldwide. The major contributors to MICE tourism are: healthcare, automobile, textiles, IT, engineering, medical, manufacturing, publishing and electronics (MoT (GOI) - MRSS, 2019). The global MICE industry contributes US$ 325 Bn to the world economy, with India ranked at 28th position as per International Congress and Convention Association rankings and has less than 1% share in the global MICE business. Seven Indian cities are listed amongst top global cities with New Delhi with 75th rank (Ministry of Tourism, Government of India, April 2022). International Congress and Convention Association (ICCA) has described its four distinct, but interrelated components as *Meetings are* a broad expression that indicates assembling of many people at a particular venue, to discuss an agenda or carry out an activity. They are held with the rationale of motivating attendees to do business, to gather, impart, or exchange information, to sell services or products, to make money, to transact business of a company, for sociability and other reasons (Lord, 1981); *Incentive Travel* Incentive is a type of business event which is offered to contestants to motivate them, and to reward their exceptional performance and contribution to the company (World Tourism Organization, 2006). It often includes customized activities and management games (Lau, 2016); *Conferences* are participatory conventions intended to stimulate discussions, fact-finding, problem-solving, and consultation activities, with a pre-determined theme and definite objectives (Lord, 1981).

Tourism marketing is a directed, goal-oriented activity that balances the objectives of the tourist destinations, or suppliers within it, with the needs of the tourists. As a philosophy, it implies that an organization produces services that are known to be consistent with customer tastes, habits and wants, ensuring managerial decisions are taken from the customer's viewpoint (Seaton & Bennett, 2000). MICE tourism is a niche segment and calls for a need to market each of its components in a focused manner. In order to leverage its full potential in an immensely growing market, MICE tourism needs to be adequately marketed with effective marketing strategies. Marketing strategies refer to the long-term plans of an organization to attract, maintain and expand customers. In respect

of MICE hotels, it refers to the strategies adopted to attract business tourists. It involves an understanding of the needs of MICE tourists and developing market offerings to satisfy them. They broadly revolve around the marketing mix, which includes seven elements, viz. product, price, promotion, place, people, physical evidence, and process (Zeithaml, Bitner, Gremler, & Pandit, 2016). In other words, these are the core decision variables for formulating and executing marketing strategies. Hotels are an important constituent of the MICE tourism industry, and are observed to use sophisticated, technologically-enabled marketing strategies with Artificial Intelligence to attract, retain and expand clients in the business tourism sector. Thus, marketing strategies for MICE tourism involves an astute understanding of MICE tourist's needs and developing offerings that seek to satisfy them, profitably.

The terminology of 'Artificial Intelligence', popularly referred to as AI was first coined and described by Prof. John McCarthy in the year 1955, as "the science and engineering of developing intelligent machines" (Manning, 2020). In a generic sense, AI connotes a machine's innate abilities to carry out some cognitive tasks, which usually are related with the functions of a human mind (Mckinsey & Company, 2024). Having applications in diverse industries and business domains, AI is observed to be applied in recommending and delivering personalized experiences to clients in the hospitality and tourism industry through sentiment analysis, augmented reality, robotics, and Natural Language Processing (Kirtil & Askun, 2021). Moreover, it finds its application largely by hotels and other tourism organizations in creating innovative business models and formulating marketing strategies to boost sales, improve their bottom line and positively influence customer experience through value creation (Benitez & Martínez, 2024).

2. Review of Literature

The growing importance of the tourism sector as an economic powerhouse and its potential as a tool of development and improving quality of life by creating large-scale employment opportunities, supporting environmental protection and managing cultural diversity is well documented (MoT, GoI, 2022). MICE tourism is being recognized as a strategically important segment of tourism which not only contributes economically to a country's economy but also helps in offsetting seasonal variations in tourism demand and promoting international relations (Ministry of Tourism, Government of India, April 2022). Various research studies have been conducted to understand the importance of MICE Tourism and examine the impact of AI – Enabled marketing mix strategies on the performance of hotels.

(McCleary, Weaver, & Hutchinson, 1993), explores that a large number of business travellers make their own bookings, therefore it is necessary to explore whether travel situation has an influence on hotel product attributes. (Rittichainuwat, Beck, & Lalopa, 2001), reinforce that MICE travellers generate direct and indirect revenue and have a significant impact on the economic development of a region, and that sightseeing, self-enhancement, networking opportunities and conference activities were the primary dimensions of conference motivation. (Lee & Back, 2005),

through content analysis suggests five core themes, viz. economic impact of conventions, site selection, meeting participation processes, destination marketing and advances in technology. (Yoo & Weber, 2005), suggests integration of various factors is necessary to draw meaningful and applicable results, in this regard.

Marketing plays an important role in conceiving the product or service that then travels through the process of developing and delivering it to the customers (Morrison & Thomas, 1999). In order to reach its intended target audience and elicit an appropriate response from them, marketers use a set of tools which is called marketing - mix, defined as "a set of marketing tools that a firm uses to pursue its marketing objectives in the target market" (Kotler, 2012). There has been a growing focus on improving the implementation of marketing mix in the hotel industry to get the desired results (Yoo, Lee, & Bai, 2011). (Ramanathan, 2012) explores the impact of the performance of hotels measured through various distinct benchmarks of customer loyalty and behaviour. (Phelan, Chen, & Haney, 2013) observes a sharp surge in online advertising, particularly for Facebook as a social media channel used by hotels to connect with their customers, with the meteoric rise in online travel planning. (Al-Debi & Mustafa, 2014), suggests the importance of training and development of hotel staff, and safety of its guests in achieving competitive advantage in five-star hotels. (Wangui, Kiragu, & Wachira, 2018), highlight the importance of pricing as an important element of the marketing mix of hotels.

Organisations today are reliant on intangible assets like organisational culture, product innovations, and organisation design which truly drive its performance. The dramatic changes in the business environment have highlighted the inadequacy of financial measures for performance assessment (Kaplan & Norton, 1992). The traditional financial metrices only provide results in the context of profitability but fail to measure the extent of effectiveness in achieving business objectives (Phillips, 2007). (Bhatnagar, Puri, & Jha, 2004), in their case-based approach highlight how ITC Maurya Sheraton hotels adopted the Balanced Scorecard by customizing it to its needs. Kala & Bagri (2014) highlight the challenges faced by the hotel industry in Uttarakhand, pertaining to service quality, and reduced profitability, impacting their performance, and the need to focus on utilising comprehensive techniques like a balanced scorecard for performance management.

(Dwivedi, Pandey, Vashisht, Pandey, & Kumar, 2022) studying consumer's behavioural intentions through the Theory of Planned Behaviour, found out the impact of green trust on willingness to pay premium, in the light of changing consumer behaviour. (Sun, Jiang, Feng, Wang, & Zhang, 2022) discuss the changes in satisfaction levels of hotel customers and the need to formulate marketing strategies to satisfy them. (Jiang & Wen, 2020) propose a three-point research agenda using Artificial Intelligence & robotics; Hygiene & cleanliness; and Health & health care, to promote sustainability in the hotel sector. (Guillet & Chi Chu, 2021) highlight the increasing importance of business analysis, pricing strategy, and demand modelling as crucial processes.

3. Conceptual Framework and Theories

The conceptual model of the study, as depicted in *Figure 1*, seeks to analyze the impact of Artificial Intelligence based marketing strategies, measured with the help of the Seven Ps of marketing on the overall performance of MICE hotels, measured in terms of the four components of Balanced Scorecard, a comprehensive measure of business performance. Balanced Scorecard measures organizational performance across four balanced perspectives, viz. Financial, Customer, Internal business process; and Learning & growth, enabling organizations to keep a check on their financial results while simultaneously supervising its evolution in capability building and obtaining the intangible assets, they need for future growth'' (Kaplan & Norton, 1996).

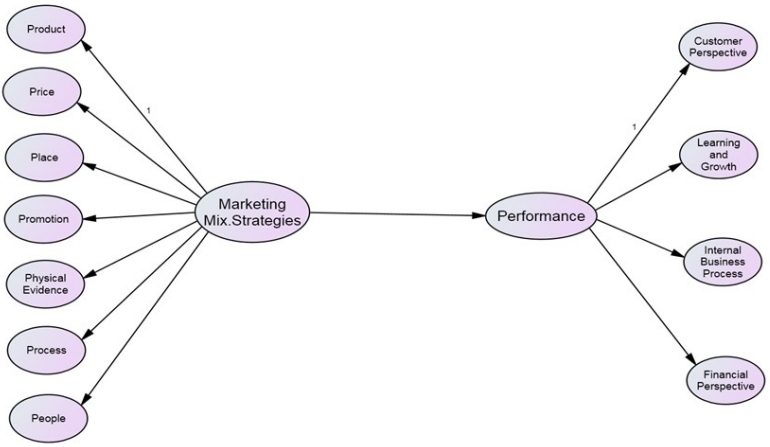

Figure 1: Conceptual Model of Study

The various theories and concepts in the conceptual model are discussed as follows:

3.1 AI – Enabled Marketing Mix Strategies:

Being an important services sector, marketing of MICE tourism involves formulating strategies with respect to the seven elements element of marketing mix, namely, Product, Price, Place, Promotion, Physical evidence, People and Processes. These elements of marketing mix, adopted by hotels with respect to MICE tourism are discussed as follows:

Product: Various assortments of products offered by MICE hotels are rooms for conducting meetings and organizing conferences; Halls for holding exhibitions; Food and beverage services; Multimedia equipment; Event management services; and accommodation for MICE guests. Its importance depends on the level of consumer demand and its own distinctive competence to serve the market (Seaton & Bennett, 2000).

Price: Pricing is perceived to be an intrinsic aspect of positioning the product and services. It helps customers perceive the features, quality and competitive characteristics of the product being considered. For MICE hotels, the grading system of classifying hotels as four-star or five-star, etc. helps to decide the broad price and positioning bands it follows. Some of the other factors that influence pricing are customer's attitude towards pricing and the competition (Seaton & Bennett, 2000).

Place: Place signifies the distribution aspect of tourism services. The nature of business tourism is such that consumers travel to stay in the hotel, hence the location of services is crucial.

Promotion: Promotion refers to all communications carried out to accomplish a desired level of demand through disseminating the right messages through channels to reach out precisely to its target audience. Social media advertising and personal selling are particularly more relevant and widely used by MICE hotels for promotion.

Physical evidence: The surroundings in which the services are delivered and where the employees of the organization and customers interact, including any concrete apparatus that facilitates the performance or communication of services, is referred to as physical evidence (Zeithaml, Bitner, Gremler, & Pandit, 2016). It includes tangible representations of MICE services such as the design and décor of meeting rooms and exhibition halls, quality of multimedia equipment, etc.

People: People refer to all human beings who play a role in the performance of services and thus control the customer's perceptions, viz., the employees of the firm and its customers (Zeithaml, Bitner, Gremler, & Pandit, 2016). For MICE tourism, the responsiveness and empathy of employees to deal with customers in case of a service failure is crucial.

Process: The procedures, mechanisms and stream of activities by which services are delivered to the customers are called as processes (Zeithaml, Bitner, Gremler, & Pandit, 2016). The focus is on convenient check-in and check-out process and efficient grievance redressal procedure by integrating all functional groups to facilitate MICE customers.

3.2 Performance Measurement using Balanced Scorecard

One of the highly accepted systems of measuring organizational performance is the Balanced Scorecard. It can easily be implemented at both, the strategic level and at the departmental levels (Pop & Racolta-Paina, 2013). It provides a comprehensive set of performance measures that helps translate an organization's mission and strategy. ''It enables organizations to keep a check on

financial results while simultaneously supervising its evolution in capability building and obtaining the intangible assets they need for future growth'' (Kaplan & Norton, 1996). The Balanced Scorecard Model seeks to measure organizational outcomes and performances across four criteria, viz. 'Financial perspective', 'Customer perspective', 'Internal Business Process perspectives', and 'Learning and Growth perspective', illustrated in Figure 2 below.

Financial perspective: The Financial perspective typically relates to financial parameters often reflected in an organization's financial statements, like profitability, income from operations, return on investment, economic value addition, growth in sales, or contribution to the bottom line.

Customer perspective: The customer perspective helps identifying market segments in which the business will compete. It includes core variables like level of customer satisfaction, ability to retain customers, acquiring new customers, and profitability through customers.

Internal business process perspective: It includes the critical internal processes, in which organizations must excel in customer retention in existing market segments and ensuring equitable financial returns to shareholders as per their expectations.

Learning and growth perspective: It identifies the necessary infrastructure required for creating long-term growth and competing in intense competition, primarily from people, systems, and procedures.

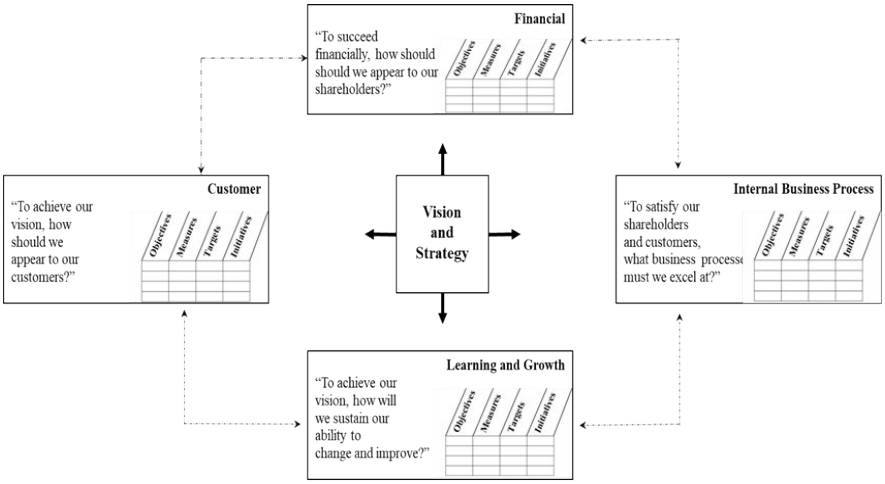

Figure 2: The Balanced Scorecard Source: (Kaplan & Norton, 1996)

4. Research Methodology

The present research study adopts a descriptive research design. The population of the study includes select MICE hotels in Delhi. The sample for the study was selected using Snowball

sampling method to identify MICE hotels in Delhi and to reach out to various senior-level executives for data collection using structured questionnaires. The primary data for the study is collected from 248 managers and senior employees working with 10 MICE hotels in Delhi. The sample size is representative and the results drawn from the analysis can be generalized. The construct used in the present research study were quantified with the help of a five-point Likert scale. Data analysis was done using Frequency Distribution (for demographic profiles of the responding managers); Descriptive Analysis (for analyzing central tendency, dispersion of responses); Reliability Analysis (for estimating internal consistency reliability of the responses); Confirmatory factor Analysis (for analyzing construct validity of various scale dimensions); and Structural Equation Modeling (for analyzing causal relationship between AI enabled marketing strategies of MICE hotels on their performance). Microsoft Excel, SPSS 21 and AMOS 20 software are used for the study.

4.1 Objectives of the Study:

The objectives of the present study are to:

i. analyze the marketing strategies of MICE Hotels with respect to business tourism; and

ii. examine the overall impact of Artificial Intelligence (AI) based marketing strategies on the performance of MICE hotels.

4.2 Hypothesis tested

In order to achieve the objectives of the study, the following hypothesis have been proposed for testing at 5 percent level of significance.

Hypothesis 1: "The AI-enabled marketing mix strategies adopted by MICE hotels have a significant positive impact on their performance".

4.3 Constructs and Variables

The various constructs deployed in this research study are shown in Table 1. Each construct was measured using a five-point Likert scale with 1 (as Strongly Disagree) to 5 (as Strongly Agree). All construct measures of the questionnaires have statistically depicted acceptable levels of construct validity. However, the wordings of some of the items were slightly modified to match the specific context of the present study (Lee J. , 2012).

Perspective	**Dimensions**	**Source**
1. Marketing Mix Strategies	i. Product	(Al-Debi & Mustafa,

	ii. Price	2014); (Khan & Rahman, 2017)
	iii. Place	
	iv. Promotion	
	v. Physical Evidence	
	vi. People	
	vii. Process	
2. Performance - Balanced Scorecard	i. Financial	(Kaplan R. , 2009)
	ii. Internal process	
	iii. Customer	
	iv. Learning & growth	
	i. Reliability	
	ii. Empathy	
	iii. Responsiveness	
	iv. Empathy	

Table 2: Constructs used in the study

4.4 Profile of select MICE Hotels

The details of the MICE hotels and the senior-level executives or managers who were selected for data collection for the present study are shown in Table 3.

S. No.	**Name of Hotel / Convention Centre**	**City**	**Category**	**No. of Responding Managers**
1	The Ashok	New Delhi	Five – Star Hotels	43
2	Hyatt Regency	New Delhi		22
3	ITC Maurya Hotel	New Delhi		28
4	Taj Palace New Delhi	New Delhi		16
5	Taj Mahal Hotel	New Delhi		21
6	Shangri-la's Eros Hotel	New Delhi		24

	LE Meridien New Delhi	New Delhi		24
S. No.	**Name of Hotel / Convention Centre**	**City**	**Category**	**No. of Responding Managers**
8	Hotel Samrat	New Delhi		15
9.	Novotel Pullman	New Delhi		23
10.	Hotel Claridges	New Delhi		32
Total Respondents				**248**

Table 3: List of hotels for study

5. Data Interpretation and Analysis

5.1 Demographic profile of the responding managers

The demographic profiles of the executives and managers who responded to the present investigation included 73 percent males, with maximum respondents, about 38 percent in the age group of 40 to 50 years. A high of 37 percent of the respondents were reported to have more than 15 years of professional experience with about 40 percent working in their current organizations for less than five years.

5.2 Internal Consistency Reliability of AI-Enabled Marketing Strategies

The internal consistency reliability of the different aspects of AI-enabled marketing strategies is measured with the help of Cronbach alpha. The statistical analysis indicate that the Cronbach alpha value for each of the elements of marketing mix strategies lies in the range of 0.802 to 0.907, is higher than 0.7, its critical value for acceptance. Consequently, fulfilling the requirements of internal consistency and reliability.

5.3 Internal Consistency Reliability of Performance Variables

The results indicate that the Cronbach alpha value of all four performance variables lie in the range of 0.817 to 0.908, which is greater than 0.7, thus fulfilling the requirements of internal consistency and reliability.

5.4 Impact of AI-Enabled marketing strategies on performance

The current research study attempts to measure the effect of AI-Enabled marketing strategies on performance of MICE hotels. The elements of AI-Enabled marketing strategies are assumed to be second-order constructs, which are quantified with the help of seven first-order constructs, which were included in the questionnaire designed for data collection. Similarly, the performance of MICE hotels is a second-order construct, measured with the help of four dimensions of the Balanced Scorecard model, and measured with the help of different statements representing each of the constructs. A structural model consisting of two second-order constructs along with their first-order constructs is developed to examine the said causal relationship in the hypothesis, and is illustrated in Figure 3, below.

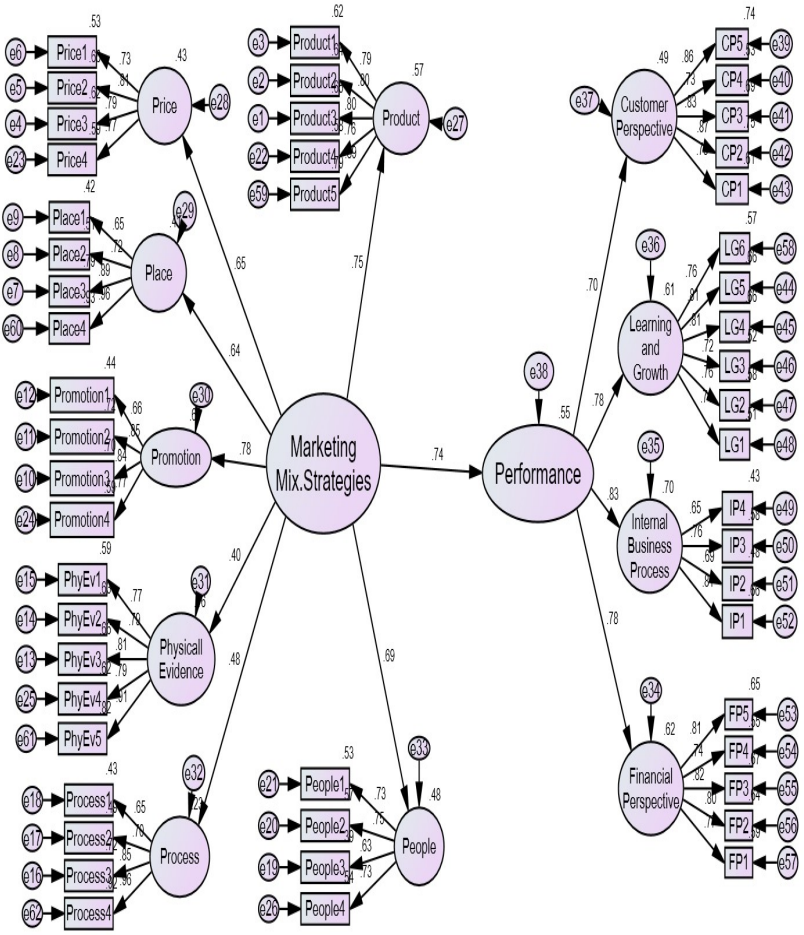

Figure 3: SEM model for Impact of AI-Enabled Marketing Strategies on Performance

The results of SEM analysis are shown in Table 4 indicate that the probability value of critical ratio for the causal relationship and is found to be less than 5 percent level of significance. Hence, with 95 percent level of confidence, the null hypothesis is rejected. The standardized beta of the cause and effect relationship is 0.74, which indicates that there exists high positive impact of AIEnabled marketing strategies on the performance of MICE hotels. The R square of the causal relationship

under study is reported to be 54.9 percent, which implies that the given SEM Model explains 54.9 percent of the variance reported.

Endogenous Construct		**Exogenous Construct**	**Standardized Beta**	**Regression Weight**	**Standard Error**	**Critical Ratio**	**P Value**	**R Square**
Performance	<---	Marketing Mix Strategies	0.741	0.812	0.124	6.565	***	54.9%
Product	<---		0.754	1.000				56.9%
Price	<---		0.654	0.855	0.124	6.883	***	42.7%
Place	<---		0.644	0.839	0.115	7.302	***	41.5%
Promotion	<---		0.779	1.051	0.131	8.021	***	60.7%
Physical Evidence	<---		0.398	0.559	0.117	4.764	***	15.9%
Process	<---		0.476	0.657	0.117	5.611	***	22.6%
People	<---		0.691	0.696	0.112	6.235	***	47.8%
Customer Perspective	<---	Performance	0.699	1.000				48.9%
Learning and Growth	<---		0.783	1.072	0.137	7.849	***	61.3%
Internal Business Process	<---		0.835	1.014	0.127	8.004	***	69.6%
Financial Perspective	<---		0.784	0.901	0.115	7.808	***	61.5%

Table 4: Results of SEM Model

The statistical indices reflecting the goodness of fit in the structural model is illustrated in Table 5, as follows.

Statistical Fit indices	CMIN/Df	GFI	AGFI	CFI	TLI	RMSEA
Estimated Value	1.827	0.737	.726	0.864	0.856	0.063
Required value	Less than 5	Greater than 0.8	Greater than 0.8	Greater than .9	Greater than 0.9	Less than 0.08

Table 5: Goodness of fit indices

The statistical results illustrated in Table 5, shows healthy statistical fitness of the structural model and its possibilities of generalization.

6. Results and Discussions

It may be observed that technologies based on AI in the domain of MICE tourism seek to enhance work processes by way of enhancing job satisfaction and performance through task automation and facilitating management with efficiencies in resource allocation and personalizing customer experiences (Vasto & Castro, 2024). AI-based strategies create positive value through better efficiency, higher productivity, and better profitability for MICE hotels and a highly personalized experience for the clients (Samara, Magnisalis, & Peristeras, 2020), including the development of smart tourist platforms to predict tourist behaviour patterns (Doborjeh, Hemmington, Doborjeh, & Kasabov, 2022). AI – based marketing strategies are shown to positively and significantly impact all four performance dimensions of the balanced scorecard model (Abrokwah-Larbi & AbrokwahLarbi, 2024).

6.1 Marketing Strategies

The findings of the present study show the critical ratio's probability value for the causal relationship in consideration is in the direction of AI-enabled marketing strategies, particularly for Product, Place, Promotion and People, adopted by the select MICE hotels on their performance has been observed to be less than 5 percent level of significance, with standardized beta of promotion to be highest (0.45) and positive. Thus, there exists highest positive significant impact of promotion strategies on business performance. Product, Place, and People related strategies also were observed to exert a significant positive impact on performance of MICE hotels. The SEM Model explains 54.9 percent of the variance in the performance of the hotels.

Product Strategies: The maximum average score on the agreement scale has been given to the statement that their organization provides end to end event management services at MICE

events which means that successful, end to end, delivery of all services is provided by their organization at the MICE events to their customers and that their focus is on becoming onestop shop for all needs related to MICE events, like venue, food & beverage services, audio/visual equipment, accommodation, and event management services.

Pricing strategies: It is found that the responding managers have positive perception about the price offering by their organizations. The maximum average score has been given to the statement that their organization practices seasonal pricing for business meetings and conventions. In the peak season, only the large-scale industry events are organized, as five-star MICE hotels charge a premium price for their services. However, in the semi-peak season and lean seasons, the prices drop significantly. Hence a greater number of small-scale events, and corporate meetings are held during this period.

Place Strategies: The physical distribution of MICE services are majorly found to be dependent on location of the hotel, and selection of intermediaries. Some of the important intermediaries working on behalf of organizers of business tourism events include Professional Conference Organizers, Venue Finding Agencies and Association Management Companies.

Promotion Strategies: Promotion is one of the important reasons for the success of hotels in the business tourism sector. The important options available with MICE hotels is to employ a direct sales team to promote their facilities, hiring a digital marketing team to handle their social media campaigns, and advertising in relevant trade journals. Most of the MICE hotels have reported to have a direct sales team, entrusted with the task of sourcing new business.

Physical Evidence Strategies: Physical evidence offers customers a means of evaluating the otherwise intangible services. MICE hotels need to focus on creating a good ambience in their facilities. Presence of signage, indicating the location of various facilities, maintaining environmentally friendly green spaces, comfortable seating arrangements, good quality multimedia equipment, and availability of ample parking space are important and a source of competitive advantage.

Process Strategies: In case of the five-star hotels, there is a need for well-defined, and customer-focused processes and procedures. This greatly helps the key personnel in various departments to communicate efficiently, share real time updates about client requirements, fix responsibilities for various tasks, and monitor the progress of work done.

People Strategies: People reflect the role played by employees in service organizations, reflecting upon the extent to which MICE hotels are customer-oriented. This may be to an extent possible be achieved by providing regular training to its staff to understand the customer needs and be provided with skills to offer quality service to customers.

6.2 Performance of Five-star hotels

It may be concluded in the study that the hypothesis that AI-Enabled marketing strategies adopted by MICE hotels have a significant positive impact on their performance is statistically accepted. The standardized beta of the causal relationship is found to be 0.74, which reflects that there is a high possibility of a positive impact of marketing mix strategies on the performance of MICE hotels. The R square of the causal relationship has been observed to be at 54.9 percent, which indicates that the current SEM Model explains 54.9 percent of the total variance observed in the performance of the hotels. The detailed analysis reflect the standardized beta of the causal relationship in case of promotion is found to be highest (0.45) and is positive on performance. Similarly, the standardized beta of Product, Place, and People is 0.169, 0.186 and 0.187 respectively which indicate their positive and significant impact on performance.

6.3 Limitations and Scope for Future Research

This study makes useful contributions in the understanding of MICE tourism dynamics, but has a few limitations, that may be constructively noted and considered by future researchers. Firstly, the current research study only considered select five-star category MICE hotels in Delhi for data collection. The generalizability of the findings of this study to other MICE hotels, especially the ones located in other Indian or International cities may thus be limited. Replicating this research study under different positional settings or in various geographical regions, may henceforth be considered. Secondly, data collected from senior executives or managers of MICE hotels was considered in this study. In addition, future studies could seek to investigate the perceptions of participating delegates, and other stakeholders in MICE tourism. Further, there might be a possibility that the responses are affected by social desirability response bias, a bias due to individual's tendency to respond to questions in a way to look favourable by others or to portray a positive image of their organizations. However, to diminish this bias, guarantee of anonymity was emphasized to respondents. Though the sample drawn for the present study is quite representative, future researchers on the subject may draw larger samples from different cities and make comparative analysis on the subject.

7. Implications for Theory and Practice

The study is an original attempt to empirically analyze and validate the impact of Artificial Intelligence (AI) based marketing strategies on performance of MICE hotels. The study is important for the leadership and top-level management of MICE hotels, as it gives deep insights on various components of marketing strategies and gets a clear direction to focus on the most important aspects to drive optimal performance results. The study also gives a sense of direction to the government department and other MICE tourism stakeholders to prioritize the hotel segment and through policy interventions, encourage their contribution in the growing business tourism sector.

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