



Applying the Blue Ocean Strategy to Conference Tourism to Achieve a Sustainable Competitive Advantage: A Comparative Study between Egypt and Turkey

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ABSTRACT

This study examines Egypt's conference tourism industry through the Blue Ocean Strategy (BOS) lens, conducting a comparative analysis with Turkey to identify pathways for sustainable competitive advantage. While Turkey has established itself as a regional MICE leader through modern infrastructure and strong connectivity, Egypt possesses untapped potential in cultural heritage and unique venues that could redefine its market position.

The main objective of the study is to shed light on MICE industry in Egypt and Turkey in a comparative way and also to identify the untapped value innovations for Egypt.

This research contributes to tourism literature by demonstrating how emerging MICE destinations can leverage BOS to circumvent direct competition. For Egypt, the proposed cultural differentiation strategy offers a roadmap to transform perceived weaknesses into unique selling propositions, carving a new market space distinct from Turkey's established model. Using BOS frameworks (ERRC Grid), the study analyze how Egypt can eliminate dependency on mass tourism models, and suggest a framework for Egypt to overcome the competition and have a unique experience in MICE industry. The study finds that there are untapped value innovations for Egypt in the conference tourism field which can make Egypt a premier destination for this industry.

Keywords: Blue Ocean Strategy (BOS), MICE tourism, Egypt-Turkey, competitive advantage, cultural heritage.

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تطبيق إستراتيجية المحيط الأزرق على سياحة المؤتمرات لتحقيق ميزة تنافسية مستدامة: دراسة مقارنة بين مصر وتركيا

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الملخص

تتناول هذه الدراسة صناعة سياحة المؤتمرات في مصر من منظور استراتيجي المحيط الأزرق (BOS)، وتجري تحليلاً مقارناً مع تركيا لتحديد مسارات تحقيق ميزة تنافسية مستدامة. في حين رسخت تركيا مكانتها كدولة رائدة إقليمياً في قطاع سياحة المؤتمرات والمعارض والحوافز والمؤتمرات والمعارض (MICE) بفضل بنيتها التحتية الحديثة وشبكة الاتصالات القوية، فإن مصر أيضاً تمتلك إمكانات غير مستغلة في التراث الثقافي والمواقع الفريدة التي يمكن أن تُعيد تعريف مكانتها السوقية.

الهدف الرئيسي من الدراسة هو تسليط الضوء على صناعة سياحة المؤتمرات والمعارض والحوافز والمؤتمرات والمعارض في مصر وتركيا بطريقة مقارنة، وكذلك تحديد الابتكارات القيمة غير المستغلة لمصر.

يساهم هذا البحث في الجانب النظري في السياحة من خلال توضيح كيف يمكن لمقاصد سياحة المؤتمرات والمعارض والحوافز والمؤتمرات والناشئة الاستفادة من استراتيجية المحيط الأزرق للتغلب على المنافسة المباشرة. بالنسبة لمصر، تقدم استراتيجية التمايز الثقافي المقترحة خارطة طريق لتحويل نقاط الضعف المتصورة إلى عروض بيع فريدة، مما يساهم في خلق مساحة جديدة ومتميزة عن النموذج التركي الراسخ. باستخدام أطر استراتيجية المحيط الأزرق (ERRC Grid)، تحلل الدراسة كيف يمكن لمصر التخلص من الاعتماد على نماذج السياحة الجماعية، وتقتراح إطار عمل لمصر للتغلب على المنافسة والحصول على تجربة فريدة في صناعة سياحة المؤتمرات والمعارض والحوافز. وتوصلت الدراسة إلى وجود ابتكارات قيمة غير مستغلة لمصر في مجال سياحة المؤتمرات والتي يمكن أن تجعل من مصر وجهة رئيسية لهذه الصناعة.

الكلمات المفتاحية: إستراتيجية المحيط الأزرق، سياحة المؤتمرات، مصر، تركيا، ميزة تنافسية مستدامة.

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Introduction

Exhibitions and Conferences Together with its geographic location and political standing, Egypt offers a fantastic opportunity to organize dozens of international conferences every year in a variety of disciplines, including political, economic, cultural, medical, and professional ones (sis.gov).

Egypt receives a lot of revenue from tourism, which is significant because it is a historical destination with great historical significance that allows people to learn about ancient Egypt heritage. Due to Egypt's unique geographic location and political standing, which allow it to host many international conferences every year in the political, economic, cultural, medical, and professional domains, and conference and exhibition tourism, constitute a significant tourist trend in Egypt. The majority of those conferences are held in Cairo, Alexandria, Sharm El-Sheikh, Hurghada, and Ismailia (Elnagar, & Derbali, 2020).

Research Problem

Destinations find it hard to differentiate themselves apart from the competition in the international MICE (Meetings, Incentives, Conferences, and Exhibitions) tourism market beyond the traditional offerings of cost, location, and infrastructure. As major participants in the Mediterranean and MENA regions, Egypt and Turkey deal with overlapping markets but use different approaches. Egypt depends on its ancient venues and Red Sea attractiveness, while Turkey makes use of its contemporary convention infrastructure and connectivity to the EU. Nevertheless, both countries are still embroiled in Red Ocean rivalry, which is defined by:

1. Price Wars: Undermining profitability by competing on price rather than distinctive value.
2. Market saturation: an excessive dependence on generic, undifferentiated conference packages.

The critical gap in using the Blue Ocean Strategy (BOS) to get out of this rivalry is addressed in this study by:

Examining the ways in which value innovation might transform conference travel in Egypt.

Locating non-customer groups in order to generate fresh demand.

Research Importance

1. Guides Egyptian policymakers and hoteliers to escape competition via innovation.
2. Shed light on how MICE industry can boost Egypt's GDP.

Research Objectives

1. Compare Egypt and Turkey's MICE industries using BOS frameworks.
2. Identify untapped value innovations for Egypt.
3. Propose strategies to reposition Egypt as a unique MICE destination.

Research Questions

1. How does Turkey's MICE industry outperform Egypt's in competitive metrics?
2. What BOS principles can Egypt adopt to create "uncontested market space"?
3. Can Egypt leverage its cultural heritage and geography to offset Turkey's infrastructure advantage?

Literature review

MICE Industry in Egypt and Turkey: A Comparative Study

By creating jobs, fostering business relationships, and providing access to cutting-edge concepts and technology, MICE attractions spark interest from around the world. MICE events have the potential to boost local tourism infrastructure investments and boost the local economy. MICE events let small businesses share benefits for specialists like photographers or florists, especially during the off-season. Additionally, when the nation hosts meetings and other events specifically designed for foreign visitors, MICE events help to promote the nation internationally (Kerdpitak, 2019).

A specific area of group tourism devoted to organizing, scheduling, and managing conferences, seminars, and other events is known as the MICE market. Participants, sponsors, planners, convention and visitor bureaus, meeting spaces, lodging, and suppliers are all engaged in the planning and execution of an event, making the MICE sector a complicated one.

In the past, MICE tourism was seen as one of the quickly expanding travel supplier marketplaces that were strongly tied to a region's economy (Union of International Association). Globalization, the rise of services and international cooperation, the ongoing advancement of scientific and technological advancements, and the necessity of intercommunal communication have all contributed to the MICE market's robust growth between 1980 and 2000 (Getz & Page, 2020).

High value-added tourism is the MICE sector. Because they typically only spend a small portion of the overall amount spent on the trip directly, MICE tourists are less cost-sensitive than leisure travelers (Dwyer et al. 2000).

The resilience of MICE tourism is impacted by the various ways that stakeholders' strategies consider sustainability. On the medium and long run, it is reinforced by the policies that the authorities and supply stakeholders have taken, while the system may become vulnerable as a result of the policies of demand stakeholders. In reality, territorial and organizational management—a component of sustainability and resilience—is what MICE tourism players and metropolitan governance look to (Christofle, 2023).

The part that destination branding and marketing initiatives play important role in protecting cultural heritage. When cultural heritage was successfully included into destination branding, it improved market attractiveness, piqued curiosity among travelers, and had a beneficial economic impact by boosting visitor numbers and income. In order to encourage tourism growth and sustainable heritage preservation methods, the study's suggestions emphasized the significance of incorporating cultural heritage narratives into destination marketing tactics (Amam, 2024).

Between 2007 and 2014, the MICE industry rose by 37% to achieve a 54% market share, making it a significant part of corporate travel and tourism (IPK International, 2015, p.9).

In this regard, business travel made up 14% of all foreign visitor arrivals in 2014, totaling 158.62 million (WTO, 2015) and 166 million in 2015. It is predicted to increase by an average of 5.5% per year until 2020 (WTO, 2016).

MICE tourism faces numerous obstacles, some of which are listed below:

1. When planning MICE events, safety and security should be taken into account.

2. Special needs travelers' requirements
3. Enhancing IT advancements, venues, amenities, and services.
4. Education and training.
5. The dearth of MICE tourism statistics
6. Providing leisure activities, scheduling more free time during conferences and meetings, avoiding challenging routes, offering relaxing techniques, and holding workshops at the locations are all ways to ensure customer happiness.
7. Adhering to rules and regulations and carrying out their duties in an environmentally and ethically responsible manner are necessary for organizers and attendees to control and minimize negative environmental impacts (such as pollution, excessive energy consumption, an increase in trash, and worsened traffic conditions). (Abdelkafy, & Hizah, 2016)

MICE industry in Egypt: an Overview

Egypt continues to host important international events, such as the African-Egyptian Tourism Forum and Exhibition, which made its debut in May 2024, and the 12th World Urban Forum, which will take place from November 4–8, 2024. Plans are in motion to reactivate dormant vessels and increase the number of rooms in floating hotels on the Nile to 25,000 by 2030 (sis.gov).

Given the remarkable success of the Sharm El-Sheikh Economic Conference (March 13-15, 2015) and the return of conference tourism to its proper place among the various forms of tourism, Egypt's win of the IMAX 2012 award in Germany for the "incentives and conferences" tourism that it has distinguished at the level of Africa and the Middle East has been regarded as confirmation of this. The World Youth Forum was successfully hosted by Egypt in three different iterations, in Sharm El-Sheikh in 2019, 2018, and 2017 (sis.gov).

When it comes to the Nile in Egypt, Nile Cruises are unique and appealing. Cruises on the Nile have become one of the most popular and intriguing travel locations. While tour operators thoroughly explain the Pharaonic myths and legacy, some tourists view Nile cruises as a genuine opportunity to visit historical and archeological sites in addition to being an entertainment destination (Helmy & Abd Elhalem, 2021).

In November 2022, Egypt hosted the 27 Conference of the Parties of the UNFCCC (COP27) in Sharm el-Sheikh with the goal of building on past successes and laying the groundwork for future goals. Egypt on the African continent had made it feasible for all parties to take the initiative and effectively address the global issue of climate change. Helping vulnerable countries deal with losses and damages brought on by the effects of climate change was a significant development at the conclusion of the COP27 climate summit (Hussein et al. 2023).

MICE industry in Turkey

Turkey welcomed 49 million tourists from various nations worldwide. Turkey now ranks 20th in the world according to these numbers. In addition, Istanbul came in eighth place globally in terms of Congress participants. Because of its historical, geographical, and economic significance, Istanbul is one of the most visited congress destinations in Turkey. Ankara, with its political significance, Antalya, İzmir, Muğla, and Bursa, with their climatic and natural, historical, economic, and geographical advantages, and Cappadocia, with its tourism potential, is the other congress tourism

destinations. Congresses from the IT and medical industries are primarily held in Turkey (invest.gov.tr).

S.W.O.T analysis for tourism in Turkey

Table (1) SWOT analysis for tourism in Turkey

Strength	Weakness
<ol style="list-style-type: none"> 1. The industry is strongly supported by the government. The sea and wildlife are pristine. 2. Culture and history. Distinct locations (Pamukkale travertines, Cappadocia). 3. Restaurants serving Turkish and international food 4. National parks. 5. Accessibility. 6. Possibilities for shopping and entertainment. 7. The demand for congress travel is rising due to inbound travel. Turkish hospitality. 21 UNESCO World Heritage Sites—including Ephesus and Cappadocia—offer distinctive historical attraction (19 cultural, 2 mixed). 8. High Tourism Arrivals with 55.16 million foreign tourists in 2023 (+4.71 million compared to 2022), it ranks sixth in the world in terms of tourism revenue (2022–2023). Competitiveness in Cost perceived "value for money" in terms of experiences, meals, and lodging. 9. Geographic Advantage year-round attraction due to its cultural (Istanbul) and beach (Antalya) centers. 	<ol style="list-style-type: none"> 1. An excessive reliance on mass tourism 2. In crowded markets, Antalya's features (beaches, food) no longer set it apart. 3. Seasonal Focus 4. Excessive dependence on beach tourism in the summer and underutilization of winter potential. 5. Gaps in Infrastructure 6. Fewer advanced conference facilities than competitors in the EU (such as Spain and Germany). 7. Risks to Brand Reputation 8. Inflation and previous geopolitical unrest may discourage luxury travelers.
Opportunities	Threats
<ol style="list-style-type: none"> 1. Create experiential tourism with a UNESCO theme (such as "Ancient Trade Routes" excursions). 2. Increase medical and halal travel by taking advantage of cost savings. 3. Sustainable & Digital Travel 4. Invest in eco-certifications and 	<ol style="list-style-type: none"> 1. High competitiveness. 2. The Mediterranean luxury and MICE industries are dominated by Spain (14.91% share). 3. The volatility of the economy 4. Perceptions of affordability may be lowered by inflation and exchange rate changes. 5. Changes in Climate

<p>smart tourist technology, such as augmented reality heritage guides.</p> <ol style="list-style-type: none"> 5. Growth of MICE Tourism 6. Take advantage of Istanbul's cross-continental appeal 7. Target academic and business gatherings. 8. Market Diversification for Sources 9. Draw tourists from underserved regions such as South Asia and Africa. 	<ol style="list-style-type: none"> 6. Beach tourism assets may be deteriorated by heat waves and coastal erosion. 7. Instability in Geopolitics 8. Travelers' confidence may be impacted by proximity to conflict areas.
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Source: (Cimen et al. 2024)

Hybrid conference

The definition Hybrid refers to something that is a combination of two extremely different things. The term "hybrid" refers to a working style that occasionally involves both physical and remote presence via the Internet. A live event that incorporates elements of an online or virtual event is called a hybrid event. In order to create new experiences and content distribution systems, hybrid events combine technology with traditional live events, requiring meeting planners to push their creative, planning, execution, and measurement skills (Hussien & Touni, 2022).

COVID-19 brought up a number of problems pertaining to the event sector. The tourism industry was subject to a number of restrictions after the national border was closed, such as the cancellation of all public indoor events, the ban on outdoor gatherings, the closure of all museums, movie theaters, gyms, restaurants, and bars, restriction on international passenger travel, and limitations on table spacing (Ranasinghe et al, 2020).

Additionally, the event sector has been significantly impacted by the interruption caused by COVID-19 (Haque, 2021).

Since the outbreak started, hundreds of events have been canceled or postponed globally, and hearing about cancellations or postponements has become the new normal. (Hussien, & Touni, 2022)

Sustainable competitive advantage

Sustainable competitive advantage (SCA) relies on assets and skills that are unusual, valuable, difficult to replicate, and non-replaceable. SCA is a potent resource-based tactic for the cutthroat industry. By giving access to limited and extra resources, SCA encourages the search for novel combinations of resources, abilities, and procedures. In order to create new goods, services, and technology, this propensity involves ideation, experimenting, and innovation. (Hossain et al., 2021)

"An organization's ability to perform in one or more ways that competitors will not or cannot match" is Kotler's definition of competitive advantage. When a company acquires a collection of characteristics that enable it to outperform its rivals, it has gained a competitive advantage. To put it another way, a company's competitive advantage is revealed when its operations yield higher profits than those of its rivals or when it beats them in other noteworthy activity outcomes. Additionally, it is obtained

through the organization's successful marketing plan, its implementation, and the environment in which the competition was exposed. (Mohamed, et al.2021)

Blue Ocean Strategy (BOS)

Red Oceans and Blue Oceans are the two main ocean types into which the market can be generally divided. The red ocean faces fierce competition because of its various characteristics, such as aggressive competition, exploiting previous demand, and competing in an established market. Because the approach makes it very tough to beat the competition, businesses are entering the blue ocean, which creates opportunities and new market area for profit (Koca & Sağsan 2020).

The primary emphasis Innovation is valued over competition in the blue ocean.

The distinction between the traits of Blue Ocean and red ocean tactics with regard to different dimensions. However, the blue ocean plan insists on six principles in order to transition from the red ocean to the blue ocean. They are:

1. Reorganize the boundaries of the market
2. A focus on the overall image
3. Exceed the current level of demand
4. Correctly execute the strategic sequence
5. Get beyond important obstacles
6. Integrate strategy with implementation (Awladthani et al.2023)

Table (2) Red ocean vs Blue ocean

Red Ocean Strategy (ROS)	Blue Ocean Strategy (BOS)
Compete in existing market space	Create uncontested market space
Beat the competition	Make the competition irrelevant
Exploit existing demand	Create and capture new demand
Make the value-cost trade-off	Break the value-cost trade-off
Align the whole system of a firm's activities with its strategic choice of differentiation or low cost	Align the whole system of a firm's activities in pursuit of differentiation and low cost

Source: (Komunikasi et al. 2020)

The Red Ocean Strategy (ROS) and the Blue Ocean Strategy (BOS) vary in that ROS calls for competition at the same marketplace with other tourist locations. Because you have to fight really hard, the chance of this ROS is fairly high. In the meantime, BOS provides, generates, and seizes fresh demand, rendering competition obsolete. The new marketing tactic known as the "Blue Ocean Strategy" is based on Eastern philosophy, which prioritizes peace, balance, and non-conflict. Because it greatly aids in business development, particularly for start-ups and SME enterprises that typically have limited funding and resources, the Blue Ocean Strategy is seen as a prudent and astute approach. The Four Actions Framework is a product engineering framework provided by BOS (Komunikasi et al. 2020).

The following are indicators of the Blue Ocean:

1. High profit in a short amount of time;
2. No indications of traditional competition;
3. Distinctiveness in the same industry when compared to other businesses;
4. High value at very low costs;
5. Innovation as the top priority;

6. A level that no other competitors can challenge with any traditional;
7. Competitive advantage;
8. A shift in the company culture.

Analyzing your abilities and expenses is the most crucial factor to take into account when it comes to value innovation. Four things need to be worked on after analysis, the four-action framework, known as Eliminate, Reduce, Raise and Create (ERRC), focuses on the canvas strategy, which helps convert items from factors that determine within an industry (Bekmurodova, 2022).

The ERRC grid can be summarized as follows:

1. Eliminate: what should be improved, what skills are unnecessary, and how to save costs;
2. Reduce: this is comparable to eliminate, but nothing will be completely removed; instead, it will be reduced gradually;
3. Raise: in contrast to the two companies mentioned above, a nation aims to increase its own advantages in order to make more money;
4. Create: The primary need is to invent something that hasn't been used or implemented before (Sugiono, Agus & Wibowo 2021).

Value innovation and competitive advantage

Value innovation is anything that raises the organization to a whole new level and eliminates the need for competition, not a competitive advantage. Value innovation is the simultaneous pursuit of low cost and distinction, which increases the value for customers and the business. Unlike the traditional competitive method, the invention of value strategy does not need a choice between high value and low cost. Value innovation is the ability to produce something from nothing using a special, magical tool. Innovation that is financially valued results in higher profit levels and lower expenses (Mi, 2015).

Value innovation serves as the foundation for BOS, which is built through a number of strategic initiatives that result in goods and services that are significantly distinct from competing offerings. This calculated move also serves to create unique, high-value goods and services that are reasonably priced for customers. Innovation and Creativity Gaining a competitive edge and achieving organizational success depend heavily on performance. To grow their market share, all businesses must innovate. Internationalization and market competitiveness drive organizations to innovate in order to stay ahead of the competition. To obtain a competitive edge, businesses should implement various tactics and innovate methodically (Utami, 2021).

Comparative Analysis (Egypt vs. Turkey)

Table (3) current state comparison between Egypt and Turkey

Factor	Egypt	Turkey
Venues	Historical sites	Modern convention centers
Tech Integration	Low (limited hybrid events)	High (AI, VR solutions)
Sustainability	Emerging	Certified green venues
Cultural factors	Pyramids, Nile cruises	Ottoman-themed events
ICCA ranking in 2023	61	31

Number of congress held in 2023 *	28	119
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Source:*ICCA, 2023

According to the data mentioned in table (3), we can conclude that Egypt relies on historical landmarks like the pyramids and the temples of Luxor. Possibility: Create hybrid events using "Pharaonic Tech" like AR-enhanced site visits. Egypt is still emerging in terms of technology adoption, with few hybrid and virtual reality options. In the field of sustainability Egypt has few green venues; nascent eco-certifications, but can also has possibility for eco-conferences in the Red Sea as the city of Sharm elsheikh is moving towards to transform to a green city.

"Nile Floating Summits" is a Blue Ocean concept that combines seminars and tourism. According to the International Congress and Convention Association (ICCA) ranking Egypt in the rank 61 and hosted 28 international congresses in 2023.

Turkey: Has state-of-the-art convention facilities, modern convention Centers which has the ability to attract different categories and segments. Immersion experiences and hybrid conferences are made possible by AI/VR technologies. In the field of sustainability EU sustainability standards is met by certified green venues in Turkey which is in the rank 31 with 119 international congresses held in 2023 according to ACCA ranking 2023.

Table (4) number of tourist arrivals in Egypt and Turkey

Year/Country	Egypt* By million	Turkey By million
2024	15.7	52.6**
2023	14.9	49***
2022	11.7	44.5***
2021	8	24.7***
2020	3.6	12.7***

Source: sis.gov, propertyturkey.com and invest.gov

In table (4) we can notice that the number of tourists visited Turkey during the years from 2020 to 2024 are more than the tourists arrived to Egypt, as in 2024 more than 52 million tourists arrived to Turkey while Egypt only received 15.7 million tourists, these numbers indicates that Egypt has to work on the untapped areas and opportunities in order to be on the global tourism map.

BOS Application

ERRC Grid for Egyptian MICE Tourism

Table (5) Blue Ocean Strategy Framework

Action	Strategic Move	Egypt-Specific Example	Rationale (vs. Turkey)
ELIMINATE	Remove outdated industry standards	- Generic banquet hall setups	Turkey excels here; Egypt should differentiate
	Cut redundant services	- Over-reliance on pyramid-themed souvenirs	Focus on higher-value experiences
REDUCE	De-emphasize price competition	- Discounts for large groups	Turkey dominates budget MICE; Egypt should

		Dependence on mass tourism packages	premiumize
	Minimize bureaucratic hurdles	- Complex visa processes for delegates	Turkey offers e-visas; Egypt must streamline
RAISE	Enhance unique cultural integration	- AR-guided tours at historical venues	Turkey can't replicate Pharaonic heritage
	Boost tech for hybrid events	- VR site inspections for global planners	Closes gap with Turkey's tech advantage
CREATE	Develop unprecedented offerings	- "Nile Floating conferences" cruises	No regional competitor offers this
	Pioneer eco-conferencing	- Carbon-neutral Red Sea resorts for MICE	Aligns with global trends; Turkey lacks
	Launch "Pharaonic Tech" conferences	- AI/Archaeology symposiums at Luxor Temple	Fuses Egypt's

Conclusion from the ERRC grid

From the BOS frame work shown in table (5) we can conclude the following from the ERRC grid

First: ELIMINATE

Egypt should eliminate the outdated industry standards; also eliminate unnecessary services as in the case of Turkey it excels in this point.

Egypt can make benefit of that through Converting to high-end cultural goods (such workshops on papyrus art) raises their perceived worth.

Second: REDUCE (Competition Driven by Cost)

Discounting prices, Egypt cannot prevail in this conflict; Turkey's size enables lower costs.

Egypt can overcome Price sensitivity by tiered pricing, such as "Luxury Nile Summit" packages.

Obstacles in the Bureaucracy, Egypt's intricate procedures discourage planners, while Turkey's e-visas simplify access.

So that Egypt has to overcome this bureaucracy and make obtaining the E-visas easier for better procedures. International conferences could rise by 20–30% as a result of expedited MICE visas.

Third: RAISE (Differentiators)

In the field of Cultural Tours with AR Guidance Egypt's more than 5,000 years of physical history. For instance, Egypt can take advantage of AR recreations of ancient Giza rites for business gatherings.

Also in the Competitive Edge Egypt should uses unique content to counter Turkey's technological edge.

For the Event Technology Hybrid European associations can virtually tour Red Sea destinations in Egypt which is a benefit for the Egyptian MICE industry.

Fourth: CREATE (New Demand)

Egypt can create Conferences on the Nile Floating, as Uniqueness: No moveable river venues are provided by any regional competitors.

High-end incentive groups that are prepared to spend 30–50% premiums are the target.

Also Red Sea Resorts That Are Carbon-Neutral. Global demand for sustainable MICE is a trend alignment.

Blue Ocean Example: Luxor's "AI in Archaeology" conferences, which combine tradition and modernity, this leads to Establishes Egypt as a pioneer in specialized academic travel.

Main results and findings

1. Egypt with a Disappointing results in the global MICE rankings with just 28 congresses, Egypt is ranked 61st in the world (ICCA 2023), while Turkey is ranked 31st with 119 congresses.
2. The main deficiencies are regulatory obstacles, a dearth of contemporary convention venues, and inadequate hybrid event capabilities.
3. Over-reliance on generic products
4. Dependence on historical sites without high-end integration (e.g., normal pyramid tours rather than corporate events enhanced by augmented reality).
5. When compared to Turkey's diverse MICE portfolio, price-driven
6. Competition reduces profitability.
7. Unexplored Blue Ocean Prospects, for high-value MICE experiences, unique assets (such as the Red Sea, the Nile, and UNESCO sites) are underutilized.
8. Innovation is hampered by a lack of collaboration between legislators, hotels, and heritage sites.

Recommendation

1. Create an Impact with Distinct Venues (Create)
2. Introduce "Nile Floating Summits": Transform static centers into movable meeting spaces.
3. Pharaonic Tech Conferences: Use augmented reality (AR) recreations to host AI and archeology symposiums at Luxor Temple.
4. Red Sea Eco-Conferences: Designate resorts (like Sharm El-Sheikh) as carbon-neutral MICE centers.
5. Improve Accessibility & Technology (Raise) Hybrid Event Solutions: Collaborate with digital companies to provide global planners with virtual reality site inspections.
6. Fast-Track MICE Visas: Make it easier for delegates to enter (take inspiration from Turkey's e-visa system).
7. Get Rid of Outdated Practices (Get Rid of/Reduce) gradually abandon typical banquet arrangements in favor of themed events (such as lavish meals held inside pyramids).
8. Introduce non-negotiable premium packages (like "Coral Guardian" corporate vacations) to lessen pricing wars.
9. Promotion of private "Pharaoh's Retreat" packages to wealthy corporates is an example of luxury incentive travel.

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