



Study on the improvement strategies for evaluation and management capabilities of China-ASEAN Expo

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Abstract

China-ASEAN Expo was established in 2003 and has been held for 15 sessions so far. In the context of China's comprehensive implementation of the "Belt and Road" strategy and the integration and upgrading of China-ASEAN international cooperation, it has made outstanding contributions to the economic and trade development of Nanning and Guangxi, as well as friendly political, economic and cultural exchanges with ASEAN countries.

Based on the CIPP evaluation model, this article explores the improvement of the management capabilities of the China-ASEAN Expo by evaluating the context, input, process management and results of the China-ASEAN Expo, and attempts to provide effective improvement plans for the future.

Keywords: China-ASEAN Expo, CIPP evaluation model, improvement of the management capabilities

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INTRODUCTION

As a service platform for the upgrading and development of China-ASEAN Free Trade Area, a public platform for multi-field exchanges between China and ASEAN's community of shared future, and a core platform for cooperation on the 21st Century Maritime Silk Road, China-ASEAN Expo not only serves as a general exhibition, but also It has undertaken major missions in politics, economy, society, and diplomacy. Although the China-ASEAN Expo has been in place for 15 years, whether it can be better sustained and successfully held, and form the China-ASEAN Expo model, then promote it as a model of the exhibition is worthy of further consideration (Allen et al., 2008). This conference can improve the overall level and influence of China's convention and exhibition industry, and bring real benefits to the exhibition host city and exhibitors. Therefore, it is necessary to conduct a systematic and scientific evaluation of the context, input, process management and results of the CAEXPO project (Bonoma, 1983).

THE ORIGIN OF THE PROBLEM

Exhibition is an important activity to promote economic development and trade exchanges

The convention and exhibition industry, tourism, and real estate are collectively referred to as "the world's three largest smoke-free industries" (Braun, 1992; Hanly, 2012). With the rapid development of economic globalization and increasingly frequent international exchanges, exhibitions, as an important activity to promote economic development

and trade exchanges, have received more and more attention from countries all over the world (Prayag et al., 2013). The economic effect brought by the exhibition industry to the host city is very significant. It can promote the development of related industries such as logistics, tourism, catering, hotels, real estate, advertising, communications, and urban construction (e.g., Rydell & Gwinn, 1994; Oppermann 1996).

The China-ASEAN Expo will play an increasingly important role in the cooperation between China and ASEAN

At the same time, China and ASEAN and non-regional economies will also play an increasingly important role in mutual cooperation (Smith et al., 2003).

In November 2002, at the Sixth China-ASEAN (10+1) Leaders' Meeting in Phnom Penh, the capital of Cambodia, Zhu Rongji, the Premier of the State Council of China, and the leaders of the ten ASEAN countries signed the "China-ASEAN Comprehensive Economic Cooperation Framework Agreement". This agreement officially started the process of establishing a China-ASEAN free trade area. This process requires the establishment of a platform for the implementation of specific measures. Therefore, the "China-ASEAN Expo" platform is ready to emerge.

In October 2003, at the seventh China-ASEAN (10+1) leaders' meeting in Bali, the Premier Wen Jiabao of the State Council of China who attended the meeting proposed:

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“To promote business cooperation between the two sides, China proposes: Since 2004, the China-ASEAN Expo will be held every year in Nanning, Guangxi, China.” This initiative received a positive response from the leaders of the participating countries. Therefore, the China-ASEAN Expo (hereinafter referred to as the China-ASEAN Expo) officially began in November 2004. It is an international economic and trade event co-sponsored by the economic and trade authorities of the governments of China and the 10 ASEAN countries and the ASEAN Secretariat. As of 2018, 15 sessions have been successfully held, and Nanning, Guangxi, China has become the permanent venue of the China-ASEAN Expo.

In February 2014, the Chinese government listed the annual China-ASEAN Expo as a “key foreign-related forum and exhibition held at the national level” and considered this conference to be a conference with “special international influence”. The forum and the Boao Forum for Asia are both the country's first-class exhibitions.

“It is necessary to consolidate and upgrade the China-ASEAN open platform, to innovate regional cooperation mechanisms, to form a high-level dialogue platform with its own focus, distinctive themes, and outstanding characteristics, as well as a professional cooperation platform to unblock the ‘Nanning channel’.” This is the assessment of the CAEXPO during an inspection by Chinese President Xi Jinping in April 2017. The CAEXPO has been successfully held for 15 years and has played an increasingly important role in “China-ASEAN Cooperation” and “China-ASEAN Cooperation with Extra-regional Economies”. It is an important platform to gather the consensus of various partners, closely follow the national development strategy, implement the construction of the China-ASEAN Free Trade Area, promote multi-field cooperation, and finally integrate into the global value chain (Gursoy et al., 2004).

The China-ASEAN Expo is also open to the world. Each China-ASEAN Expo invites enterprises from countries outside the China-ASEAN region to participate. The China-ASEAN Expo also set up a special exhibition area for the “Belt and Road”, expanding from serving “10+1” to serving “10+6” and the “Belt and Road”. The CAEXPO promotes exchanges and cooperation between China-ASEAN and other countries along the “Belt and Road”, creating a vast market and huge business opportunities beyond 11 countries.

Research purpose

Evaluate the context of the CAEXPO project to analyze the importance and rationality of the CAEXPO project.

Evaluate the various capabilities and resource inputs of the China-ASEAN Expo project to analyze the feasibility and economics of the implementation of the China-ASEAN Expo project.

Evaluate the process management of the China-ASEAN Expo project to adjust and improve the deficiencies in the implementation process of the China-ASEAN Expo project.

Evaluate the results, effects and impacts of the China-ASEAN Expo project to provide a basis for the

improvements of the China-ASEAN Expo project's decision-makers (Cavanaugh, 1976).

LITERATURE REVIEW

One of Braun's (1992) academic contributions to the economic impact assessment of exhibitions was the first to apply the input-output model to the economic impact assessment of exhibitions. The researcher conducted a study on the economic impact of the convention and exhibition industry in Orlando. He pointed out that the main source of the convention and exhibition economic income is the expenses of the organizers, participants, and exhibitors.

Kim, Chon and Chung (2003) studied the impact of output, income, taxation, employment and imports, and applied the input-output model to calculate and analyze. The results show that the exhibition industry is a high-output industry, and the exhibition industry can promote the local economy.

Hanly (2012) believes that it can promote the development of hotel accommodation industry, catering industry, retail industry, air transportation and machinery and equipment leasing services, which can bring considerable national income and foreign exchange income.

Oppermann (1996) deeply studied the important role of the exhibition industry in the tourism industry, pointed out that exhibition activities are one of the most popular activities in the current tourism industry, and analyzed the important relationship between the exhibition industry and the tourism industry.

The methods used by Getz (1994) to evaluate the economic benefits of exhibition activities are financial methods represented by the “break-even method” and “remuneration analysis”, and economics such as “total consumption expenditure”, “economic effects”, and cost-benefit analysis. There are two types of assessment methods. The source of local income brought by tourism development is the consumption of tourists. Therefore, the basis of tourism economic impact assessment is usually the measurement of tourist expenditure.

Boggs and Wall (1985) believes that holding conventions and exhibitions can attract foreigners, attract tourists, and increase the consumption income of the venue.

Kim and Walker (2012) mainly analyzed the non-economic impact of large-scale exhibition activities. The analysis includes the following five aspects: ① Improving the pride of community infrastructure; ② Strengthening the sense of belonging in the community; ③ Strengthening The pride of the community; ④ The exhibition event is stimulated; ⑤ The community is excited.

Gursoy, Kim and Uysal (2004) found in research that holding exhibitions can enhance social cohesion and create social rewards for local communities. Atkinson and Laurier (1998) took the International Ocean Festival as the research object, and pointed out that the festival has an impact on the culture and economy of the place where it is held, but also has other impacts on the social level.

Guan (2001) explored its special religious, social and political characteristics based on Malaysian Hindu festivals. Vahed (2002) studied the impact of holding festivals on Indian communities, humanities, culture, and local identity. Boissevain (1996) found in his research that one of the important factors that attract tourists to Malta is the folk culture festival held every year in Malta.

Researchers such as Prayag, et al. (2013) used the 2012 London Olympics as an example, using social exchange theory and rational action theory, to comprehensively evaluate and analyze the positive and negative effects of the 2012 London Olympics on the economy, social culture, and environment.

RESEARCH METHOD

Research on performance evaluation of exhibitions by foreign scholars started very early. Discussions began in the 1960s. Cavanaugh (1976) pointed out the conceptual framework for performance evaluation of exhibitors participating in exhibitions, taking how to obtain target customers and obtain purchasing information as this Framework considerations. Bonoma (1983) divides the performance objectives of exhibitors into two categories, one is selling objectives, and the other is nonselling objectives.

In order to achieve the completeness and comprehensiveness of the assessment content, this research uses a combination of qualitative and quantitative research methods. In addition to selecting the "literature reference method", "interview method" and "questionnaire method" to collect data, the appropriate method is selected according to the characteristics of the four different dimensions of the "CIPP evaluation model", and strives to be able to objectively and comprehensively reflect evaluation result (Kerin & Cron, 1987).

Literature reference method (Gopalakrishna & Williams, 1992)

The basic method of this research is the literature review research method, which is also the starting point of this research. Collect and organize relevant official documents and information by referring to the existing literature. In addition to collecting a series of original materials such as project materials, planning plans, statistical reports, and management files of the China-ASEAN Expo over the years, the researchers also summarized and analyzed the literature materials in accordance with the actual situation of the research. These collected documents play a more important role in the background, input and process evaluation of the project.

In-depth interview method

This research uses the semi-structured interview method in the interview method. According to the purpose of this research and the research framework listed above, the researcher pre-designed the interview outline as a reference during the interview, but was not completely constrained to the interview outline, and appropriately questioned the important information in the answer. Semi-structured interviews can not only collect data along the researcher's research ideas, but also give interviewees the

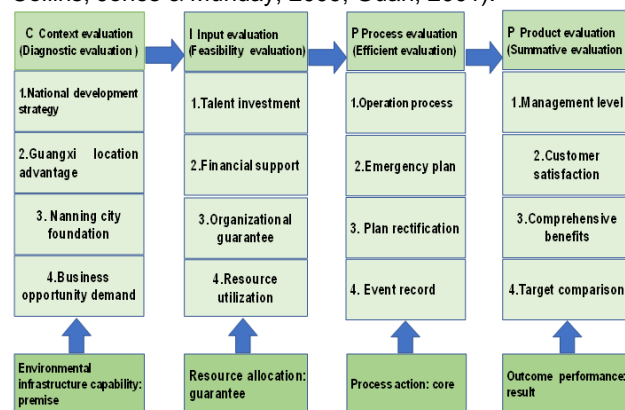
opportunity to provide other clues, help researchers dig out more useful information, and increase the completeness and richness of the research content.

Questionnaire survey method

In order to collect objective data and conduct a quantitative analysis of the results, this study uses a questionnaire survey method.

Research framework

According to the characteristics of the four dimensions of the CIPP evaluation model, it is combined with the "China-ASEAN Expo" project itself. On the premise of establishing the composition of "China-ASEAN Expo Evaluation and Management Capability Improvement" that matches the CIPP evaluation model, a "China-ASEAN Expo Evaluation and Management Capability Improvement Strategy Model" based on the CIPP evaluation model was constructed. As shown in (1) (e.g., Breiter & Milman, 2006; Collins, Jones & Munday, 2009; Guan, 2001).



RESEARCH RESULTS

This research sorts out and analyzes the collected documents, interviews and questionnaires. According to the CIPP evaluation model, a systematic evaluation is made from the four aspects of project context, input, process and results. The following is to analyze one by one (e.g., Hansen, 2004; Lee & Kim, 2008).

Context evaluation of CIPP evaluation model

The first is the assessment of China-ASEAN Expo's environmental infrastructure capabilities. The context evaluation of the China-ASEAN Expo is "China-ASEAN Expo Planning Decision Service", which is a diagnostic assessment of the goals of the China-ASEAN Expo. This evaluation element defines "the holding environment related to the plan", describes "the context of the environment of the China-ASEAN Expo", sets "the demand target of the China-ASEAN Expo", and diagnoses the "constraints the issue of the development of China-ASEAN Expo". Therefore, the "Context Evaluation" of the China-ASEAN Expo focuses on "enhancing the basic environmental capabilities of the China-ASEAN Expo". The improvement of China-ASEAN Expo's environmental basic capabilities is the result of the combined effects of external and internal environments. As far as the external environment is concerned, the basic environmental capabilities of the China-ASEAN Expo is characterized by

the “national development strategy”; as far as the internal environment is concerned, the basic environmental capabilities of the China-ASEAN Expo is characterized by “Guangxi location advantage” and “Nanning city foundation” and “Characterization of business demand for business opportunities” (e.g., Shoham, 1992; Tanner Jr, 2002).

National development strategy (e.g., Vahed, 2002; Kim, Chon & Chung, 2003)

The establishment of the China-ASEAN Free Trade Area is an important result of China’s opening up. Guangxi is at the forefront of opening up to ASEAN, an important strategic fulcrum for the opening and cooperation of the southwest and central south regions, and an important gateway for linking the “Belt and Road” strategy. Through the platform of China-ASEAN Expo, allowing Guangxi to participate in the construction of China-ASEAN free trade has important theoretical and practical significance for promoting the implementation of China’s “Belt and Road” strategy in the ASEAN region and promoting the deepening of Guangxi’s opening up.

Guangxi's location advantage (Crouch & Louviere, 2004)

As we all know, Guangxi, as a key zone linking China's southwest inland and east coast, has unique geographical advantages in the development of the north-south, connecting the east and the west, which is unmatched by other regions.

As the capital of Guangxi, Nanning is the permanent host city of the China-ASEAN Expo. It is located in the southern part of Guangxi, facing the ASEAN countries across the sea. It presents a good geographical advantage in hosting the China-ASEAN Expo. That is to say, it is unimpeded in terms of sea, land and air, and has a natural good port. It is also a major international channel from China to the ten ASEAN countries. Nanning takes advantage of its unique geographical location to provide superior conditions for the transportation of the China-ASEAN Expo, becoming a vital logistics center and commodity distribution center for the trade between the China-ASEAN Expo and ASEAN.

Foundation of Nanning city

The China-ASEAN Expo and the China-ASEAN Business and Investment Summit have been successfully held for 15 sessions. As an important platform for China-ASEAN investment cooperation, the China-ASEAN Expo will build a direct image display, trade, investment cooperation, discussion and dialogue, and cultural exchange platform for entrepreneurs and investors in Guangxi and ASEAN countries. The China-ASEAN Expo also serves as a bridge for enterprises from ASEAN countries to enter Guangxi and Guangxi enterprises to “go out” and promote the development of trade in goods and services between the two sides.

In order to further strengthen the friendly cooperation, economic and trade exchanges and cultural exchanges between Guangxi and Nanning and ASEAN countries, Nanning city has been planning and constructing the China-ASEAN international business district in Qingxiu district

since 2005. At present, among the ten ASEAN countries, six countries including Cambodia, Vietnam, Thailand, Laos, Myanmar and Malaysia have established consulates in Nanning.

With the upgrade of the China-ASEAN Free Trade Area in 2015, more and more powerful Guangxi enterprises have begun to implement the “going out” strategy in ASEAN countries. There are currently approximately 30 million overseas Chinese in the world, and more than 70% of them live in ASEAN countries. The cultural origins of Guangxi and ASEAN countries are of great significance for increasing the host country’s recognition of Guangxi enterprises.

Business opportunity demand

With the completion and upgrading of the China-ASEAN Free Trade Area, more and more powerful Guangxi enterprises have begun to implement the “going out” strategy in ASEAN countries. However, compared with other provinces in China, the influence of Guangxi enterprises in ASEAN countries is still relatively small. It is far behind Guangdong, Jiangsu, Zhejiang and other provinces, and even has a tendency to be overtaken by Yunnan province, which is also economically backward. Therefore, it is necessary for Guangxi enterprises to take advantage of the great opportunities in politics, economy, social culture, etc. to give full play to their own advantages, improve their corporate image and brand awareness in ASEAN countries, and lay a solid foundation for better implementation of the “going out” strategy.

China’s exports to ASEAN also started late, leading to a higher recognition of companies from Japan, South Korea, Europe and the United States in ASEAN countries; in many product areas, consumers in ASEAN countries prefer to buy products from Japan, South Korea, Europe and the United States. On the one hand, China is still a developing country, many consumers in ASEAN countries think that China cannot produce high-quality products. On the other hand, the reputation of “Made in China” in the world is also relatively poor. The authors regard “Made in China” as fake and inferior products.

A 2017 survey of consumers in ASEAN countries showed that although the overall image of Chinese companies in the ASEAN region is higher than that of Russian and Indian companies, it is still lower than that of Japanese and American companies. Due to the relatively backward economy in Guangxi, the brand awareness of enterprises is weaker than that of enterprises in other developed provinces. In 2017, China had nearly 1,000 well-known trademarks, while Guangxi had only 31 well-known trademarks, which is less than the number of well-known trademarks in Quanzhou city, Fujian province. The lack of brand awareness of Guangxi enterprises has caused them not to pay much attention to build their reputation in the ASEAN market when developing economic and trade business with ASEAN.

Input evaluation of CIPP evaluation model

First, carry out “China-ASEAN Expo resource allocation capability input evaluation”. “China-ASEAN Expo input evaluation” is “China-ASEAN Expo organization decision

service”, which is a feasibility evaluation of the China-ASEAN Expo plan. This evaluation element examines and decides how to use the resources of the China-ASEAN Expo to achieve the goals of the China-ASEAN Expo, thereby pointing out the direction for optimizing the China-ASEAN Expo program. Therefore, “China-ASEAN Expo input evaluation” focuses on improving “China-ASEAN Expo resource allocation capability”. This process needs to consider the investment in, allocation and resettlement of relevant resources such as human, property and material for the China-ASEAN Expo. Under the combined effect of the “talent investment”, “financial support”, “organizational guarantee” and “resource utilization” of the China-ASEAN Expo, the ability to allocate resources for the China-ASEAN Expo will be improved.

Talent investment (Dekimpe et al., 1997)

Guangxi International Expo Affairs Bureau (China-ASEAN Expo Secretariat) is the permanent working organization of China-ASEAN Expo. At present, there are 9 divisions in the Expo Affairs Bureau (which may be called “departments” when working externally): Comprehensive Coordination Division, Research and Development Division, Exhibition Office, External Liaison Office, Investment and Trade Office, Promotion Office, Conference Reception Office, Human Resources Office, and Financial Accounting Office. Directly related to exhibition work are the six departments: Research and Development Office, Investment and Trade Office, Exhibition Office, External Liaison Office, Promotion Office, and Conference Reception Office.

The total number of staff in the Expo Bureau is 156, of which 45 are on staff, 106 are not on staff, and 5 are on secondment.

There are 39 people at the deputy division level/deputy minister and above. According to the classification of academic qualifications, there are 20 graduate students, 19 undergraduates, and 10 of them have overseas education. According to the age structure, there are 10 people under 40, 21 people between 40 and 50 years old, and 8 people over 50 years old, with an average age of 46. There are a total of 117 people at the deputy division level/deputy director level. According to the classification of academic qualifications, there are 1 doctoral degree, 47 graduate degree, 53 undergraduate degree, 16 college degree or below, 22 of whom have overseas education. According to the age structure, there are 31 people under 30, 72 people between 30 and 40 years old, 8 people between 40 and 50 years old, and 6 people over 50 years old, with an average age of 35.

According to majors, there are 28 majors in economics and management, 25 majors in English and ASEAN minorities, 10 majors in art and design, 2 majors in exhibitions, and 91 majors in other majors.

The staff structure of the Expo Bureau has more than 70% employees under 40, showing a younger age. Nearly 90% of the staff with undergraduate and postgraduate qualifications are highly qualified. From a professional point of view, there are only two personnel from the exhibition major, but the proportion of economic management,

language, and art design personnel with a strong connection with the exhibition industry is not low. New employees are still being recruited every year and training is being done.

Financial support

Since the China-ASEAN Expo was held, the secretariat of the China-ASEAN Expo has actively raised funds through various channels such as central financial support and market operations, providing a solid financial guarantee for the sustainable development of the Expo. National financial support includes: central fiscal import promotion funds. The annual subsidy of 5 million yuan is used to encourage the successful holding of the international import exhibition, and nearly 4 million yuan of national foreign aid funds are used to help underdeveloped countries in ASEAN participate in the exhibition. The annual training fund of 100,000 US dollars is used for exhibition project training. The central government's subsidies to the Expo every year indicate that the Expo has adopted a government procurement subsidy mechanism for booth preferences for exhibitors from ASEAN countries, reflecting the key national strategic support direction. This move has won unanimous praise from ASEAN countries and is conducive to the sustainable development of the Expo.

In addition, the China-ASEAN Expo Secretariat actively explored market operation models and conducted market development, which achieved good results. The annual booth fee and on-site advertising income of the Expo exceeded 15 million yuan, and sponsorship fees and other market development income continued to increase. These funds have provided an important guarantee for the continuous development of the Expo. The Expo has established a “combination of government leadership and market operation” as a model for organizing meetings (Baloglu & Love, 2005).

Organizational guarantee

The host organizations of the China-ASEAN Expo are at a higher level and are the national economic or commercial management departments of China and ASEAN countries. They are including the Ministry of Commerce of China, the Ministry of Finance and Economy of Brunei, the Ministry of Commerce of Cambodia, the Ministry of Trade of Indonesia, the Ministry of Industry and Trade of Laos, the Ministry of International Trade and Industry of Malaysia, the Ministry of Commerce of Myanmar, the Ministry of Trade and Industry of Philippines, the Ministry of Trade and Industry of Singapore, the Ministry of Commerce of Thailand, the Ministry of Industry and Trade of Vietnam, the ASEAN Secretariat, and the organizer is the People's Government of Guangxi Zhuang Autonomous Region. In addition, there are supporting units such as the World Trade Organization, the United Nations International Trade Center, the Hong Kong Trade Development Council as well as in the support of 43 business associations such as the Chinese General Chamber of Commerce in Hong Kong, reflect the importance of the China-ASEAN Expo by the international community.

The Secretariat of the China-ASEAN Expo is the permanent working organization for the China-ASEAN Expo, which consists of nine functional management departments, including the Comprehensive Coordination Department, the Research and Development Department, the Exhibition Management Department, the External Liaison Department, the Investment and Trade Department, the Publicity and Promotion Department, the Conference Reception Department, Human Resources Department, and the Finance and Accounting Department. These functional management departments provide strong organizational guarantee for the holding of the China-ASEAN Expo.

Resource utilization

In order to ensure the sustainable development of the China-ASEAN Expo, the organizers put forward the concept of holding green Expo and low-carbon Expo; the organizers of the China-ASEAN Expo conduct reasonable time management and early deployment; In the allocation of personnel, capital control, equipment use, site allocation and other aspects of resource utilization to make full use of its effectiveness, so as to maximize resource conservation.

Process evaluation of CIPP evaluation model

The first is "China-ASEAN Expo process action capability evaluation". The process evaluation of the China-ASEAN Expo serves as a decision-making service for the implementation of the China-ASEAN Expo and is an efficient assessment of the actions of the China-ASEAN Expo. This evaluation element is to conduct research and judgment on whether the "China-ASEAN Expo plan" effectively utilizes existing resources, and obtain corresponding feedback information. As a result, "China-ASEAN Expo process evaluation" focused on improving "China-ASEAN Expo process action capability". The "operation process", "emergency plan", "plan rectification" and "event record" of the China-ASEAN Expo are the consideration factors of the "China-ASEAN Expo process evaluation" in order to enhance the ability of the China-ASEAN Expo to process actions.

Operation process

The management personnel of the China-ASEAN Expo needs to abide by the management rules and regulations of the China-ASEAN Expo in terms of the management of the exhibition period and daily affairs management. These rules and regulations clearly stipulate the operation process for the management of the exhibition period and daily management, the rules and regulations are put on the wall and made into brochures so that the staff can have a copy. Conduct long-term training for all staff to improve their familiarity with the operation process. Meanwhile, it requires staff to carry out management and customer service under management standards, service standards, safety standards, hygiene standards, information standards, environmental protection standards, operating process standards, and other indicators.

Emergency plan

The China-ASEAN Expo management organization attaches great importance to the formulation of emergency plans, especially during the Expo, each project team must

assess the risks of the project and provide multiple emergency plans to deal with the risks.

Besides, to better deal with the risks of large-scale conventions and exhibitions, Guangxi's scientific research and technology development plan project "China-ASEAN Expo major venues emergency simulation plan software development" was approved by Guangxi. The system adopts psychological experiments, field observations and questionnaires, and other methods to obtain the basic data on the psychological behavior characteristics of crowds in emergencies, based on which to improve the evacuation model. It can be more truly and effectively applied to the building optimization evaluation and training exercise of large-scale venues in Guangxi, which can provide simulation, display, and statistical analysis functions for the safety research of large-scale venues, more fully considers the problems that occur in real venues, and more flexible customized settings to reflect the role of venue staff in the evacuation process.

Plan rectification

The China-ASEAN Expo will conduct pre-session exercises for the management of the session. During the exercises, any unreasonable case will be rectified immediately before the session starts; the individual programs implemented during the session will be implemented by the executor. If the plan is found to be flawed or not conducive to the holding of the entire Expo, it needs to be rectified immediately and implemented following the rectified plan; the summary after the Expo is to review and reflect on the overall situation of the entire Expo, and summarize the experience and lessons for rectification.

Event record

The process of holding the China-ASEAN Expo requires all management and service personnel to record various events during the exhibition. Event recording is beneficial and reflects on management. It can provide analytical data for the management process and provide a basis for management decision-making.

Product evaluation of CIPP evaluation model (e.g., Boggs & Walls, 1985; Camarero et al., 2010)

The first is the evaluation of China-ASEAN Expo performance. "China-ASEAN Expo product evaluation" is "China-ASEAN Expo repeated decision service", which is a formative evaluation of "China-ASEAN Expo outcome". This evaluation element provides corresponding information on the degree of achievement of the goals of the China-ASEAN Expo and the negative effects of actions, so as to improve the decision-making of the China-ASEAN Expo and produce more satisfactory results. As a result, the China-ASEAN Expo product evaluation focuses on improving the performance capabilities of the China-ASEAN Expo. The improvement of the "management level" of the managers of the China-ASEAN Expo, the "customer satisfaction" and the "comprehensive benefits" achieved by the China-ASEAN Expo, and the "target comparison" with the objectives of the China-ASEAN Expo are the China-ASEAN Expo. Factors considered in the evaluation of

results to enhance the performance capability of the China-ASEAN Expo.

Management level

The management organization of the China-ASEAN Expo has continuously improved the management level, improved the working mechanism, carried out education and training, strengthened the team building, and enhanced the management level under the new situation; Focusing on the needs of the masses and merchants, accurately and timely publish the trade between China and ASEAN as well as the exhibition announcements, exhibition guides, and online certification application and other information of China-ASEAN Expo that the masses and merchants are concerned about. Simplify the working process, actively collect opinions and suggestions from customers, find problems in time, take timely measures to improve the work, and be good customer service and time-limited response, make the management more open and transparent, and continuously improve service quality.

Customer satisfaction (e.g., Atkinson & Laurier, 1998; Baker & Crompton, 2000; Ling-Yee, 2007; Yuan & Jang, 2008)

This research uses the data obtained to analyze the field questionnaire survey of the China-ASEAN Expo to determine the weight of each observation variable of the customer satisfaction measurement index, and then calculate the customer comprehensive satisfaction score and the score of each structural variable, and then compare the analysis. This study found that customers are satisfied with the tangibility, assurance, and responsiveness of the China-ASEAN Expo customer satisfaction indicators, but they are less satisfied with the ability of the exposition executive to provide customer services and the personalized services provided. There are relatively large customer complaints, high customer expectations, and relatively low customer satisfaction and customer loyalty.

Comprehensive benefits (e.g., Berne & Garcia-Uceda, 2008; Severt et al., 2007; Whitfield & Webber, 2011)

The previous China-ASEAN Expos have attracted domestic and foreign companies to actively participate in the exhibition. The number of participating companies and merchants has increased steadily. The trade turnover and economic cooperation project signings have increased year by year. The enthusiasm of ASEAN countries to participate in the exhibition has been increasing, and the professionalism of the exhibition has increased significantly. Significant economic and trade results have been achieved.

Target comparison

The China-ASEAN Expo has been successfully held for 15 sessions. Through the comparison between the holding of the China-ASEAN Expo and the holding goal of the China-ASEAN Expo, it is found that the holding of the China-ASEAN Expo can achieve its expected goal.

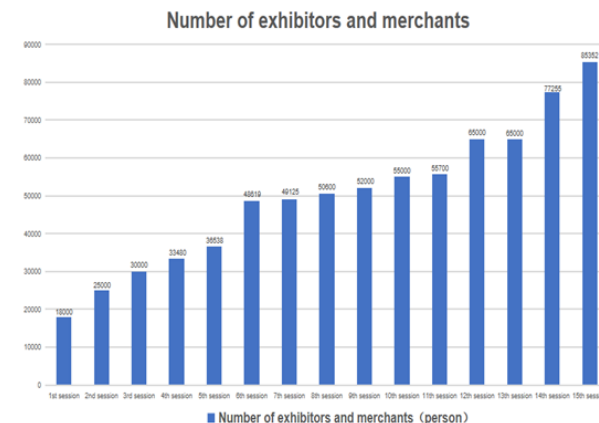


Fig. 1. Number of exhibitors and merchants

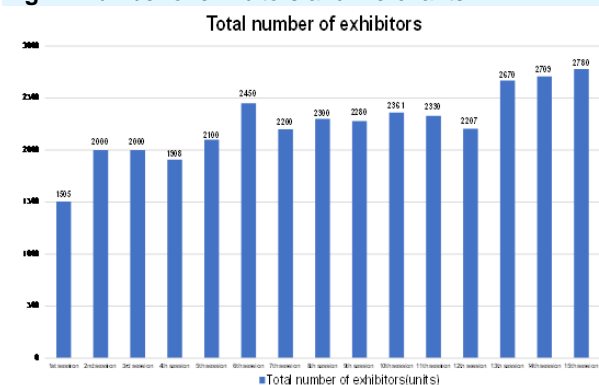


Fig. 2. Total number of exhibitors

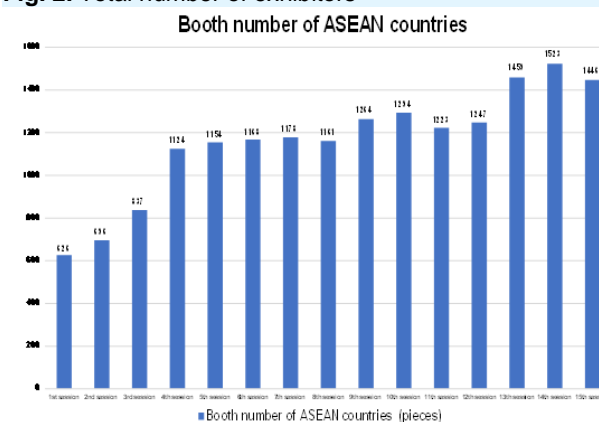


Fig. 3. Booth number of ASEAN countries

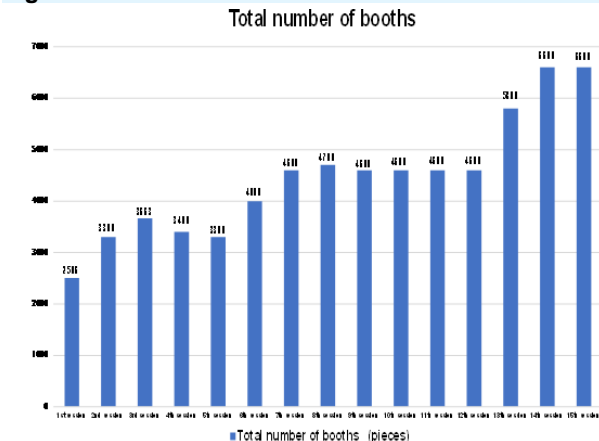


Fig. 4. Total number of booths

Table 1. Economic and Trade Achievements of Previous China-ASEAN Expos

project	Total number of booths (pieces)	Exhibition area (Ten thousand square meters)	Number of ASEAN booths (pieces)	Total number of exhibitors (units)	Number of exhibitors and merchants (person)
1 st	2506	5	626	1505	18000
2 nd	3300	7.6	696	2000	25000
3 rd	3663	8	837	2000	30000
4 th	3400	8	1124	1908	33480
5 th	3300	8	1154	2100	36538
6 th	4000	8.9	1168	2450	48619
7 th	4600	8.9	1178	2200	49125
8 th	4700	9.5	1161	2300	50600
9 th	4600	9.5	1264	2280	52000
10 th	4600	8	1294	2361	55000
11 th	4600	11	1223	2330	55700
12 th	4600	10	1247	2207	65000
13 th	5800	11	1459	2670	65000
14 th	6600	12.4	1523	2709	77255
15 th	6600	12.4	1446	2780	85352
total	66869	138.2	17400	33800	746669

The holding of the China-ASEAN Expo closely revolves around China's national development strategy, continuously enhances the awareness of serving the country's strategy, and continuously improves the level of serving Guangxi's opening up and development; the China-ASEAN Expo vigorously promotes the construction of major cooperation mechanisms and projects, promotes the construction of new international land-sea trade channel and the China (Guangxi) Pilot Free Trade Zone, and improves the economic and trade effectiveness between China and ASEAN countries; each session of the China-ASEAN Expo has political leaders from China and ASEAN countries, and a series of events have been held. Friendly high-level exchange activities have continuously promoted high-level dialogue to a new level; under the framework of the China-ASEAN Expo, dozens of high-level forums have been established, cooperation mechanisms in various fields have been continuously improved, new progress has been made in cooperation and exchanges in various professional fields, and great achievements have been made, which play a greater role in serving the construction of the "Belt and Road".

CONCLUSION

This study introduces the CIPP evaluation model as the management capability evaluation theoretical model of the China-ASEAN Expo. In this model, the environmental infrastructure capability as a premise in the China-ASEAN Expo base on the context evaluation of the CIPP evaluation model, the resource allocation capability as the guarantee in the China-ASEAN Expo base on the input evaluation of the CIPP evaluation model, process action capability as a core in the China-ASEAN Expo base on the process evaluation of the CIPP evaluation model and the achievement performance capability as the key in the China-ASEAN based on the product evaluation of the CIPP evaluation model. This model is suitable for guiding the subsequent establishment of the management capability evaluation index system of the China-ASEAN Expo based

on the CIPP evaluation model, the refinement of exhibition management mode, and the analysis of ability improvement strategy. At the same time, the China-ASEAN Expo management capability theoretical framework of the conceptual model based on the CIPP evaluation model has been built throughout this research.

This study includes the context evaluation, input evaluation, process evaluation and product evaluation of the China-ASEAN Expo. The China-ASEAN Expo management capability evaluation index system consists of four main indicators: environmental infrastructure capability, resource allocation capability, process action capability, and achievement performance capability; and composed of 16 sub-indicators with the characteristics of China-ASEAN Expo.

This study sorts out the past data of the China-ASEAN Expo from the past data and compares its development trends. It can be seen from the results that the China-ASEAN Expo has indeed played a leading role and exerted a positive influence on both China and ASEAN. To evaluate the various capabilities and resource inputs of the China-ASEAN Expo project to analyze the feasibility and economics of the implementation of the China-ASEAN Expo project. We found that the China-ASEAN Expo has achieved greater results than expected with effective resource input, which shows that its function is very successful. From the analysis of the holding process of the China-ASEAN Expo, the organizer can handle the quality of the event process and customer response well. Therefore, this is also the main reason for the annual increase in the number of participating manufacturers of the China-ASEAN Expo. As far as the overall effect of the China-ASEAN Expo is concerned, this exhibition already has innate advantages in terms of location, and the increasing number of participants every year means that this exhibition can bring a great deal to participants in terms of content and format and make participants feel satisfied, so there can be motivated to participate again.

Through the comprehensive evaluation of China-ASEAN Expo, this study refines three modes for improving the management capability of China-ASEAN Expo based on the CIPP evaluation model, namely, the outcome-oriented mode that emphasizes outcome performance capability, the environment-oriented mode that emphasizes environmental infrastructure capability, and the process-oriented mode that emphasizes the management process action capability. Therefore, the improvement strategies of China-ASEAN Expo's environmental infrastructure capability, resource allocation capability, process action capability, and achievement performance capability analyzed by the above three models are both highly pertinent and universal.

This study selects the highly representative China-ASEAN Expo hosted by the Chinese government as the evaluation sample to carry out the research, it is hoped that in the future, it can be taken as a breakthrough point and an opportunity to provide enlightenment for the improvement of the overall capability of China's exhibition industry, and to achieve expansion effect of the research.

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