

Research on Global Exhibition Industry Management Models and Their Implications for China's Regional Exhibition Industry

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Abstract: *The exhibition industry, as an integral part of the modern service sector, functions as a catalyst for regional economic development and is one of the key indicators of a region's openness and developmental potential. With over 170 years of growth, international exhibition industry management models have matured significantly. Developed countries such as Germany, the United Kingdom, France, and Canada have gradually established four predominant development models: government-led, market-led, association-led, and a hybrid of government and market. These models hold a dominant position in the global development of the exhibition industry. The pace and level of development of the exhibition industry largely depend on the chosen management model. An appropriate industry management model can foster rapid development of the exhibition industry, whereas an unsuitable one can hinder progress. Under the new circumstances, China insists on implementing more extensive, broader, and deeper opening-up policies, accelerating the internationalization of the exhibition industry and gradually forming five major regional clusters: the Yangtze River Delta, the Pearl River Delta, the Bohai Rim, the Northeast, and the Midwest. In this context, analyzing international exhibition industry management models is of significant importance for improving China's exhibition industry management and promoting high-quality development of regional exhibition industries in China.*

Keywords: Global; Exhibition Industry; Management Models; Regional; Reference.

1. INTRODUCTION

The global exhibition industry currently demonstrates a trend of "European dominance with strong momentum from emerging economies, as the world's exhibition industry center of gravity is gradually shifting to Asia-Pacific emerging economies like China." Europe is considered the birthplace of modern international exhibitions and has established a strong international presence with its large scale, robust strength, high degree of internationalization, and professionalism after more than 170 years of development. The region not only boasts the exhibition powerhouse of Germany but also hosts many other strong exhibition nations such as France and the United Kingdom. The Americas also represent a significant region for the development of the global exhibition industry. Although the exhibition industry in North America started later, it has developed rapidly and has created a unique exhibition model and style. The scale and standards of the Asian exhibition industry are second only to Europe and America. A number of Asian countries and regions, including Singapore, Hong Kong China, Japan, and South Korea, are becoming prominent in the international exhibition industry, benefiting from excellent infrastructure, exceptional service levels, highly open international environments, advantageous geographical locations, and vast market scales with economic development potential.

Table 1: Main Features and Tasks of Different Global Exhibition Industry Management Models

Management Model	Main Features	Main Tasks	Representative Countries/Regions
Government-led Management Model	Uniqueness, Nationality, Authoritativeness, Service Orientation	Formulate industry laws and regulations, provide infrastructure, organize national-level exhibitions, provide government funding	Germany, Singapore, and Japan
Market-led Management Model	Autonomy, Profitability, Competitiveness	Establish brands, organize professional and high-quality exhibitions, cultivate international competitiveness	Hong Kong China, and the United Kingdom
Association-led Management Model	Civil Nature, Representativeness, Service Orientation, Non-profit Nature	Establish industry regulations, provide coordination management, public relations, basic data, talent training, and qualification assessment services	Canada and Panama
Government-Market Hybrid Management Model	Government Involvement, Market Operations in Tandem	Guide industry development, pursue core interests	United States, France, and South Korea

Based on the degree of government intervention in the exhibition market, the management models of the

exhibition industry can be divided into four types: government-led, market-led, association-led, and a combination of government and market. Choosing a scientific and reasonable management model that fits national conditions and industry characteristics is key to promoting the sustainable and stable development of the exhibition industry. This paper will focus on analyzing the government-led management model represented by Germany, the market-led model by the United Kingdom, the association-led model by Canada, and the government-market hybrid model by France. From these analyses, we will summarize experiences and propose strategies for improving the management level of China's exhibition industry.

2. ANALYSIS OF TYPICAL GLOBAL EXHIBITION INDUSTRY MANAGEMENT MODELS

2.1 Government-led Management Model Represented by Germany

The government-led model refers to the involvement of the government as both investor and manager, with exhibitions primarily organized and hosted by the government, which plays a key role in driving industry development. As a quintessential example of the government-led management approach, Germany has established a dedicated management committee in the development process of the exhibition industry, characterized by a management model that offers a "one-stop service" with a global network and large-scale exhibitions. The specifics of the German government's approach to exhibition management include:

Firstly, the establishment of a dedicated management committee, focusing on large-scale and centralized development. The Association of the German Trade Fair Industry (AUMA), founded in 1907, is composed of exhibitors, buyers, and organizers, with the aim of coordinating, supervising, and managing the national exhibition industry. To ensure a fair competitive order in the exhibition market, AUMA is responsible for coordinating aspects such as the type, timing, and location of exhibition activities, to ensure good cooperation among exhibitors, visitors, and exhibition organizers, and to avoid the duplication of similar exhibitions. Moreover, AUMA also undertakes the task of representing the interests of the German exhibition industry, lobbying with state and federal legislative and administrative bodies, coordinating official German exhibition activities abroad, and providing effective consultation and advice for domestic enterprises participating in exhibitions abroad after thorough inspections of exhibitions around the world.

The German exhibition industry generally exhibits trends towards large-scale and centralized development. Firstly, exhibition cities are increasingly concentrated in larger cities. Although exhibition venues are established in various cities across Germany, the scale and facilities of venues in small and medium-sized cities cannot meet the demands of large exhibitions, hence international and large-scale exhibitions gradually favor being held in bigger cities. Secondly, the organizers of exhibitions are increasingly concentrated among large exhibition companies. The turnover of the top five companies in the German exhibition industry accounts for approximately two-thirds of the industry's total marketing revenue. The centralization of the exhibition industry on one hand helps exhibition enterprises enhance their competitive advantages, and on the other hand, enables large exhibition companies to achieve economies of scale and provide efficient visiting experiences for professional visitors.

Secondly, emphasis on the establishment of a comprehensive legal system and the provision of special government subsidies. Germany has established a complete legal framework for the exhibition industry, including the "Commercial Code," "Public Safety Law," "Intellectual Property Law," and "Trademark Protection Law," to regulate the self-discipline of the industry. The "Commercial Code" clearly stipulates the qualifications, exhibition conditions, and legal responsibilities that exhibition companies and exhibitors must possess. The "Public Safety Law" sets out a series of uniform standards for the operation of exhibition activities, including aspects such as quality systems, safety precautions, and benefit evaluation systems. At the same time, the "Intellectual Property Law" and "Trademark Protection Law," along with related industry guidelines, also stipulate that exhibition activities must be supervised according to standards, norms, and self-discipline requirements, and accept social complaints, to ensure that exhibition activities achieve the desired effects.

Additionally, an important measure of government support for the exhibition industry is the provision of subsidy-based financial support, increasing support for infrastructure development. The success of the German exhibition industry can first be attributed to substantial investments in infrastructure and advanced, well-established foundational and complementary facilities, including ample exhibition space, convenient transportation, and sophisticated communications. Secondly, active participation in the construction of exhibition halls. In Germany, the investment and construction of exhibition venues are primarily the responsibility of state

and local governments, with exhibition companies adopting a management model of government equity participation and corporate management. Taking the Frankfurt Exhibition Company as an example, it is one of Germany's largest exhibition companies and a public company, with the municipal government holding a 60% stake. However, the government does not prioritize profit-making, but rather reinvests all profits and benefits from the increasing tax revenue. Moreover, the German government also focuses on the cultivation of professional talents in the exhibition industry, which is manifested in two aspects: firstly, the government encourages industry organizations such as AUMA to develop comprehensive professional talent training programs through financial support, including business training, practical research, and the issuance of qualification certificates, to enhance the professional quality of personnel in the German exhibition industry. At the same time, the government also actively supports relevant organizations in system improvement and the establishment of training standards, to ensure that the comprehensive abilities of exhibition personnel are fully enhanced. Secondly, the government directly provides planning guidance for talent training. Currently, many universities in Germany offer courses related to the exhibition field, focusing on the study of exhibition planning and functions, exhibition talent training systems, and the exhibition manager market, etc. These courses aim to cultivate students' professional knowledge and skills in exhibition planning, organization, and management.

Thirdly, emphasis on establishing brand awareness and providing "one-stop" services. The German exhibition industry pays great attention to positioning the advantages and service concepts of various exhibitions, committed to promoting the establishment of their own brand advantages through the implementation of a branding strategy. With the coordination of AUMA, the German government has successfully established clear targets for various exhibitions nationwide, reducing the occurrence of duplicate exhibitions. These exhibitions have clear positioning, rich and diverse content, covering various industry categories. Among the international exhibitions held in Germany, over 50% of exhibitors are from abroad, and there is a focus on communication and cooperation with professional visitors. Compared to comprehensive exhibitions, professional exhibitions have stronger specificity, attract higher quality visitors, achieve better exhibition results, and have stronger market functions, more truly reflecting the overall conditions of the industries involved.

At the same time, the German government also places great importance on the comprehensiveness and convenience of exhibition services, with particular attention paid to the synchronous development of upstream and downstream industries. Under the active guidance of the government, German exhibition organizers typically appear as service providers, attaching great importance to services before, during, and after the exhibition, with the "one-stop service" provided by the organizers including not only professional services such as rental, booth setup, and exhibit transportation before the exhibition but also related complementary services such as transportation, accommodation, catering, and more. Through this integrated "one-stop service" that encompasses food, lodging, exhibition, entertainment, tourism, and shopping, exhibition organizers better meet the multifaceted needs of business clients, especially high-end clients. Guided by the government's "all-in-one" service concept, exhibition organizers promptly resolve the concerns of exhibitors, cultivating a loyal customer base for the exhibition.

Fourthly, the establishment of a trade negotiation platform for SMEs is advised, with guidance provided for exhibitions to actively "bring in" and "reach out." In Germany, the federal government, through specific organizations or institutions such as the Federal Ministry for Economic Affairs and Energy, the Federal Ministry of Food and Agriculture, and others, actively organizes and promotes the participation of German SMEs in global trade shows. These measures are aimed at providing SMEs with opportunities to exhibit abroad and to integrate with international markets. With the cooperation of these organizations and institutions, German SMEs can access professional guidance, financial support, and trade show resources, offering robust support for their international development.

State governments in Germany also place high importance on supporting local SMEs. Through economic development agencies, business departments, and other means, they provide multifaceted support for local enterprises to participate in exhibitions, including financial aid, market promotion, booth construction, logistics, and transportation, all aimed at assisting SMEs in market expansion, brand enhancement, and competitiveness increase. With the combined efforts of federal and state governments, German SMEs can better utilize trade show platforms for international business expansion. Additionally, state-level exhibition plans in Germany need to be coordinated with the German Trade Fair Industry Association, complementing federal exhibition plans and being integrated into the annual "German Exhibition Program."

Furthermore, the German exhibition industry not only actively conducts trade shows locally but also promotes industry development by bringing in international trade fairs and expanding into overseas markets. In terms of

"bringing in," the German exhibition industry actively attracts foreign institutions to showcase modern technological achievements in Germany. In the "reaching out" aspect, renowned German exhibition companies from cities like Hanover, Cologne, Frankfurt, Munich, Düsseldorf, and others actively expand into overseas markets. These companies promote international development through exchanges and cooperation with the global exhibition industry, directly hosting or co-hosting global exhibitions, and even through capital operations. The German exhibition industry's strategy of "bringing in" and "reaching out" is complementary, enabling domestic enterprises to gain more international cooperation opportunities, promote technological exchanges, and foster innovation. It also allows the German exhibition industry to reach the world, establishing broader partnerships globally. This bidirectional development strategy not only accelerates the growth of the German exhibition industry but also provides beneficial references and insights for the exhibition industries of other countries and regions.

2.2 Market-led Management Model Represented by the United Kingdom

The market-led management model refers to a hands-off governmental approach in the management of trade shows, allowing the market to operate freely. In this model, various market entities in the exhibition sector, such as exhibitors and exhibition organizers, independently decide their development actions based on market demand and interests, without any government interference or restrictions. The UK has developed a market-oriented exhibition industry management model characterized by relaxed entry thresholds, international market promotion, group operations, and the principle of survival of the fittest, mainly reflected in:

Firstly, the adoption of relaxed market entry thresholds. The UK exhibition market has relatively low entry barriers for commercial organizations and trade associations, which fosters competition and innovation in the exhibition industry. These entities can more flexibly enter the exhibition market, offering diversified exhibition content and services to meet the diverse needs of audiences. In the UK, hosting an exhibition is considered a purely commercial activity, with exhibition companies having the autonomy to decide the content of exhibitions, as long as they comply with legal requirements, without the need for approvals.

Secondly, the use of market mechanisms for international promotion. Like many other industries, the UK exhibition industry strives to ensure that at least 50% of foreign merchants and exhibited products invited to each event are international, to integrate domestic and international markets. The UK exhibition market exhibits a high degree of internationalization and globalization, with no clear distinction between international and domestic shows. The international and open nature of exhibition projects makes the UK exhibition market an important platform for display and exchange across industries. Exhibitors from any country have the opportunity to showcase their products and services and interact with potential partners domestically and internationally. Influential international exhibition companies, such as UBM and Reed Exhibitions, have been introduced to the UK market, attracting international exhibitors through their global networks to participate in various exhibitions organized in the UK. Additionally, the development of large multinational groups is an important business model for the UK exhibition industry. Market restructuring has led to the creation of renowned international exhibition conglomerates such as Informa Exhibitions, ITE Group, Clarion Events, and Montgomery Exhibitions. These groups actively expand the global exhibition market, providing quality services and positively promoting the internationalization of the exhibition industry, injecting new vitality into the development of the UK exhibition industry.

Thirdly, the adoption of a joint development strategic layout. The exhibition industry holds an important position in the UK economy, directly stimulating the rapid development of local hotels, catering, and entertainment industries. Currently, all industry associations in the UK have exhibition-related units, with entities such as the City of London, Tourism Bureau, Business Parks, and various festival economies using exhibitions as a key promotional tool. Through years of practice, these industries have mutually integrated through trade show platforms, gradually forming a comprehensive management model that stimulates development in finance, creative design, and exhibitions, further driving tourism, trade, entertainment, and other sectors.

Fourthly, adherence to market-oriented methods with government support. At present, the UK exhibition industry no longer enjoys special government financial subsidies, except for relatively economically developed local governments (such as Manchester) that adopt preferential policies to attract important exhibitions. In terms of exhibition management, the UK government essentially does not intervene administratively, nor has it established specific laws, regulations, or management provisions for the exhibition industry, relying mainly on industry self-regulation.

2.3 Association-Led Management Model Represented by Canada

The association-led management model refers to a managerial approach where the government does not partake in the specific operations of the exhibitions and conventions industry. Instead, the governmental functions of managing the industry are primarily executed through non-governmental trade associations. Canada exemplifies this model and has developed a distinctive association-led management system characterized by association governance, the separation of ownership and management rights of exhibition venues, and a people-centric evaluative standard. The principal manifestations are:

Firstly, there is a significant emphasis on the leading role of associations. At the federal, provincial, and municipal levels, the Canadian government does not have dedicated departments for the management of the exhibition industry. The government is not directly involved in the operations of trade shows and has not formulated specific laws or regulations concerning the industry. Behavioral codes for exhibitions are mainly established by industry associations. Currently, there are over 40 exhibition industry associations in Canada, including national associations such as the Canadian Association of Exposition Management (CAEM) and the Canadian Association of Fairs and Exhibitions (CAFE). Besides some general trade shows, nearly all exhibitions, regardless of size, are associated with their own associations.

Secondly, there is a separation between the ownership and management rights of exhibition venues. Although the Canadian government does not engage in the direct operation of exhibitions, many important, large-scale venues in the country are publicly owned, with ownership belonging to Canadian state-owned enterprises or local governments. Consequently, the proprietors of the exhibition venues and the organizers of the events are distinct entities. Venue owners generally possess only the property and equipment, lacking their own exhibition projects, while event organizers typically do not own venues and must rent space and facilities from the proprietors. This division of labor fosters a mutually beneficial collaboration.

Thirdly, industry regulations exhibit human-centric characteristics. Canadian exhibitions pay close attention to the individual needs of participants, whether in terms of content or format, including interactive engagement, maintaining communication, and enhancing the appeal of subjects and content. Nowadays, exhibitions in Canada have become a significant part of social life. According to incomplete statistics, the average adult in Canada attends a major exhibition once every two months.

Fourthly, there is a focus on the international outreach function of exhibitions. Canada has developed a distinctive "exhibition + trade + tourism" model in the evolution of its exhibition industry. The trade-driven development model not only amplifies the promotional effect on products of the host country of the exhibition and extends their influence but also maximizes the economic benefits of the exhibition. Another salient feature is Canada's use of the exhibition industry to boost tourism. For example, the annual Canadian National Exhibition, an 18-day event, is one of the largest in North America and has become Toronto's premier comprehensive exhibition and a grand outdoor event before the onset of winter. With a plethora of activities for dining, entertainment, and leisure, it draws tourists from around the globe. The Canadian government, by holding such comprehensive international exhibitions with a wide variety of exhibits and extended durations, effectively stimulates local tourism, adding market value to the exhibition industry.

2.4 Government-Market Hybrid Management Model Represented by France

The government-market hybrid model is characterized by the simultaneous emphasis on government participation and market operations. During the development of its exhibition industry, France has established a comprehensive management model marked by joint international promotion by the market and government, "specialization + marketization" management, and group-based operations. It is primarily reflected in:

Firstly, there is a commitment to a comprehensive operational mode of interaction between the market and government. Through the establishment of relevant policies and regulations, the government provides support and resources for the development of the exhibition industry. Concurrently, trade associations work closely with the government to collectively promote the industry's growth. Trade associations bear significant responsibilities such as organizing promotions, initiating industry calls to action, providing business training, strengthening connections among members, generating business opportunities for member entities, and representing the industry in expressing uniform opinions to the media and government. Both government and exhibition companies have invested substantial efforts in the establishment of associations, resulting in a very close relationship between trade

associations and the government.

Secondly, there is adherence to the "specialization + marketization" management approach with combined participation by the government and associations. The management of France's exhibition industry relies on the industry's self-regulation and standards, with the government playing a crucial role in infrastructure investment and the solicitation of international large-scale exhibitions. Trade associations, on the other hand, play a key role in industry management and providing services to enterprises. In recent years, the practice of trade associations transferring exhibition management rights to professional exhibition companies has been on the rise, which leverages the professional experience of exhibition companies while maintaining the associations' influence in the industry.

Thirdly, the focus is on the group-based development of exhibition companies. In France, the group-based development of exhibition companies is increasingly important. This business model allows exhibition companies to concentrate resources, talent, and technological advantages, achieving large-scale operations and synergistic effects. Moreover, group-based operations expand international networks, strengthening international cooperation and exchanges, and further enhancing the professional level and market impact of the companies. Currently, major exhibition groups in the French market, such as Reed Expositions and Comexposium, hold significant international standing in the exhibition field.

Fourthly, both parties jointly advance the internationalization of the exhibition industry. With the acceleration of economic globalization and European integration, France's international professional exhibitions can no longer rely solely on domestic visitors and exhibitors. To elevate the international level of the domestic exhibition industry and increase the proportion of global exhibitors and visitors, the government and associations employ a dual approach, actively assisting professional exhibitions like the Paris Air Show, the Caen Agricultural Fair, and Paris Fashion Week in attracting international exhibitors and visitors, effectively promoting the international development of the French exhibition industry. Furthermore, as a cultural hub and tourist destination in Europe, France's development of exhibition tourism has become an essential component of the French brand. By hosting various exhibitions, conferences, and events, France showcases its cultural, technological, and economic strengths to the world, enhancing its international influence and competitiveness.

3. DEVELOPMENT PATTERNS AND EXISTING ISSUES IN CHINA'S REGIONAL CONVENTION AND EXHIBITION INDUSTRY

3.1 The Development Pattern of the Convention and Exhibition Industry in China

Amidst China's active opening-up and the acceleration of its internationalization process, the country's convention and exhibition industry is gradually forming five major regional clusters: the Yangtze River Delta, the Pearl River Delta, the Bohai Rim, the Northeast, and the Central-Western regions. Among these clusters, the Pearl River Delta, Yangtze River Delta, and Bohai Rim are located in the economically developed coastal areas of eastern China. Each cluster has its own unique industry advantages and has attracted a large number of domestic and international investors and exhibitors. The exhibition activities in these clusters not only promote China's economic development but also provide an important platform for the layout of global industry chains.

In particular, the Pearl River Delta convention and exhibition industry cluster, centered around Guangzhou and Shenzhen and including Hong Kong and Macau, is one of the earliest economic regions in China to open up. It is also an important base for industries such as electronic information, household appliances, apparel, and toys. With its abundant manufacturing resources, this cluster has led China's manufacturing development and provided a platform for display and exchange for the global electronics, household appliances, apparel, and toy industries. The influence of the Pearl River Delta is primarily reflected in its radiation to other cities within Guangdong Province, such as Zhuhai, Dongguan, Zhongshan, as well as its reach to Southeast Asia.

The Yangtze River Delta convention and exhibition industry cluster, with Shanghai at its core and spanning across Jiangsu and Zhejiang, is one of China's most developed economic regions. It focuses on finance, electronic information, automobile manufacturing, biomedicine, and other industries. By attracting global technology innovation enterprises and investments, it has become a globally renowned innovation center. Shanghai, as an international metropolis, exerts a strong radiating effect on neighboring cities like Suzhou, Wuxi, Hangzhou, and promotes the development of the exhibition industry in the entire Yangtze River Delta region.

The Bohai Rim convention and exhibition industry cluster, centered on Beijing and Tianjin and extending to Hebei, Shandong, and other areas, is the largest economic circle in northern China. With its advantages in high-tech, heavy industry, and education and culture, this cluster has become the economic engine of northern China and has exerted a profound impact on global economic development. Beijing and Tianjin, as national-level cities, have a significant radiating effect on surrounding areas such as Shijiazhuang, Qinhuangdao, Jinan, and others.

The Northeast convention and exhibition industry cluster, centered on Shenyang and Dalian, is based on China's traditional industrial base and focuses on equipment manufacturing, automobile, petrochemical, and grain processing industries. This cluster's radiating effect on neighboring cities such as Liaoyang, Anshan, and Jinzhou is mainly reflected in industrial exhibitions.

The Central-Western convention and exhibition industry cluster, centered on cities like Chengdu, Chongqing, and Xi'an, exerts a radiating effect on surrounding areas such as Urumqi, Kunming, Lanzhou, etc. With its rich resources and emerging industrial bases, this cluster has become an important driver of China's emerging economy and has had a profound impact on the development of global industries such as energy, materials, information technology, and aviation.

These regional clusters not only propel China's economic development but also provide important platforms and opportunities for the layout of global industry chains. They offer immense market potential and developmental opportunities for global exhibitors and investors. At the same time, these clusters are continuously absorbing advanced international experience and management models in the convention and exhibition industry, enhancing their service quality and level, and making significant contributions to the development of the global exhibition industry.

Table 2: Development Pattern of China's Five Major Convention and Exhibition Regions

Region	City Cluster	Central City	Development Characteristics
Pearl River Delta	Cities such as Guangzhou, Shenzhen, Dongguan, Shunde, Zhuhai, Zhongshan, Fuzhou, Xiamen, and the Special Administrative Regions of Hong Kong and Macau	Guangzhou	High degree of internationalization and modernization, prominent exhibition industry structure, dense regional and industrial distribution.
Yangtze River Delta	Cities including Shanghai, Nanjing, Suzhou, Nantong, Hefei, Ningbo, Wenzhou, Yiwu, Hangzhou, etc.	Shanghai	High starting point, relatively reasonable planning, strong trade orientation, high marketization, and clear locational advantages.
Bohai Rim	Cities such as Tianjin, Qingdao, Jinan, Yantai, Weifang, Weihai, Shijiazhuang, Tangshan, Langfang, etc.	Beijing	Early development of the exhibition industry, large scale, numerous events, high degree of specialization and internationalization, complete categories, concentration of well-known brand exhibitions, and wide radiation.
Northeast	Cities such as Dalian, Changchun, Harbin, Shenyang, and Jilin	Dalian	Leveraging the industrial advantages of the Northeast industrial base and the locational benefits of Northeast Asia, brand exhibitions have formed such as the Changchun Auto Expo, the Shenyang Machine Expo, and the Dalian Garment Fair.
Central-Western	Cities like Chongqing, Zhengzhou, Changsha, Xi'an, Chengdu, Kunming, Xining, Urumqi, Lanzhou, Jiuquan, Nanning, etc.	Chengdu	The exhibition economic belt, with a focus on cities such as Chengdu, Chongqing, and Xi'an, has developed brand exhibitions like Chengdu's Western China International Expo, Chongqing's High-Tech Expo, and Xi'an's East-West Cooperation Fair through continuous development.

3.2 Problems in the Development of China's Regional Convention and Exhibition Industry

Currently, China's convention and exhibition industry holds a leading position globally, with significant improvements in both scale and quality. The industry's role in the national economy has been notably enhanced, becoming a vital engine for regional economic growth. However, when compared to developed countries and regions, the development of China's exhibition industry still has shortcomings.

Firstly, the Market Entity Status is Not Prominent. On the one hand, there is excessive government intervention, and the degree of marketization is not high. Most domestic exhibitions in China are organized or participated in by the government or state-owned entities, leading to a situation where market mechanisms cannot function fully. Particularly in some second- and third-tier cities, governments often organize exhibition activities through coercive orders to meet their performance targets. On the other hand, organizational methods are too traditional, and corporate operations are not sufficiently comprehensive. Some exhibitions still use the traditional organizing committee model, with insufficiently close cooperation between institutions, lacking market-oriented operating

concepts and strategies.

Secondly, lagging Industry Self-discipline System Construction. On the one hand, there is a lack of national exhibition industry associations or organizations. Currently, within China's exhibition industry, there is no national organization that can represent the whole industry, and there is an absence of an authoritative body to unify the formulation of industry statutes or self-regulatory norms. On the other hand, various service standards within the industry are not uniform. Due to a lack of industry coordination mechanisms among exhibition enterprises, each has its service standards, resulting in uneven industry service levels and difficulties in guaranteeing the quality of exhibition services.

Thirdly, lack of a Systematic Legal Framework. Firstly, the legal regulations of the exhibition industry are relatively scattered and lack a unified management system. The existing regulations are mainly issued by different departments, have a narrow scope, and are fragmented, lacking comprehensiveness and systematization. This has led to management loopholes and regulatory gaps in terms of exhibition activity access, license applications, safety management, and copyright protection. Secondly, the applicable legal regulations of the exhibition industry are somewhat vague and uncertain. The lack of clear legal definitions makes it difficult for exhibition companies, exhibitors, and audiences to accurately grasp their rights and responsibilities. In terms of contract disputes, intellectual property protection, and liability pursuits, the absence of relevant legal regulations poses certain risks and problems for all parties involved. Additionally, the degree of international alignment of the exhibition industry's legal regulations needs improvement. With the increase in international exchanges, the internationalization of the exhibition industry is getting higher, necessitating alignment with international norms and practices. Currently, China's legal regulations in the exhibition industry need further refinement to meet the demands of international exchange and cooperation.

Fourthly, lower Degree of International Participation. Compared to the world's leading exhibition cities, exhibitions held in China still have a gap in terms of international influence and participation. On one hand, there are relatively few internationally renowned exhibition brands, and although China hosts many large-scale exhibitions, the frequency of internationally recognized exhibition brands in China is relatively low, resulting in a smaller international impact of China's exhibition activities. On the other hand, the content of some Chinese exhibitions is relatively limited to domestic needs, lacking a broader international perspective and participation, which leads to lower interest and participation among international audiences and exhibitors.

4. STRATEGIC RECOMMENDATIONS FOR PROMOTING HIGH-QUALITY DEVELOPMENT OF CHINA'S REGIONAL CONVENTION AND EXHIBITION INDUSTRY.

4.1 Clarify Government Functions and Fully Leverage Market Roles

Firstly, there should be a push for the transformation of exhibition activities towards corporate operations, enhancing the management capabilities of industry associations and intermediary organizations. Secondly, the government should reduce its intervention in exhibition activities to create a fair competitive market environment. Strengthen the cultivation and management of exhibition market entities, establish comprehensive rules and mechanisms, and enhance the competitiveness of the exhibition market. Thirdly, issues such as property rights definition and governance structure within the exhibition industry need to be addressed. The government should participate in the exhibition industry in a more flexible manner, not overly intervening in market competition, but instead formulating clear business strategies, focusing on providing professional guidance and services, including necessary consulting, training, and technical support for exhibition organizers, to achieve independent operations and market-oriented development of the exhibition industry, and assist in improving the quality and benefits of exhibitions. Moreover, the government should also establish cooperative relationships with market entities through the purchase of exhibition services, thereby promoting the market-oriented development of the exhibition industry.

4.2 Improve the Functions of Association Organizations and Strengthen Industry Self-regulation.

The construction of a national exhibition industry association requires the joint efforts of organizing units, exhibition companies, enterprises, and industry experts. Through the formulation of industry norms and standards, strengthening of industry self-discipline, and improvement of service quality, they can collectively promote the

development of the exhibition industry. Firstly, organizing units, as the hosts and organizers of exhibition activities, have a significant impact on the development of the industry. They can participate in the construction of associations, jointly formulate industry norms and standards, and thereby regulate market order, improve self-discipline, and enhance industry credibility. Secondly, exhibition companies play an important role in exhibition activities as professional operators within the industry. They can participate in association work, strengthen industry exchange and cooperation, and improve their service quality and competitiveness. At the same time, enterprises, as exhibitors in exhibition activities, can also participate in association work, understand market demands and competitive situations, and collectively promote the healthy and orderly development of the exhibition industry. Finally, industry experts can provide professional knowledge and technical support to promote industry technological innovation and development.

4.3 Improve Exhibition Laws and Regulations, Regulate Industry Market Order.

The healthy development of the exhibition industry requires the establishment of a comprehensive legal system, service standards, and dispute resolution mechanisms. Specific measures include: enacting an Exhibition Law to integrate and sort out existing regulations, regulating the development of the exhibition industry; establishing a qualification assessment system for exhibition organizers, replacing qualifications with qualifications to ensure organizers have professional qualities and capabilities; establishing an exhibition brand certification system to evaluate and certify exhibitions with excellent quality and reputation; supporting and encouraging exhibition organizers to protect the intellectual property of exhibitions through patent applications, trademark registrations, and other means; formulating service standards for the exhibition industry, clarifying the rights and responsibilities of all parties; and establishing dispute mediation and arbitration institutions to promptly resolve disputes and conflicts between parties, safeguarding the legal rights and interests of all parties involved.

4.4 Promoting the Internationalization of the Exhibition Industry and Accelerating Cross-sectoral Industry Integration.

The Chinese exhibition industry should actively integrate into the global exhibition market to further enhance its international competitiveness and promote the international development of the sector. Firstly, it is imperative to fortify cooperation and exchanges with internationally renowned exhibition organizations and institutions. By sharing experiences and complementing resources, the internationalization level of Chinese exhibitions can be elevated. Secondly, there is a need for active participation in international exhibition activities and touring exhibitions, providing a more expansive platform for international cooperation and exchange for Chinese enterprises and institutions. By participating in exhibitions and showcasing products and services, Chinese enterprises can augment their visibility and influence in the international market, thereby enhancing collaborative opportunities with international entities. Lastly, strengthening cross-disciplinary collaborations with the tourism, cultural, and technological sectors will drive the profound integration of the exhibition industry with other fields. By pooling resources and co-organizing exhibition events, a more diversified and innovative range of exhibition content can be offered. This approach will attract a broader audience base and elevate the participation and appeal of exhibitions. In summary, as the Chinese exhibition industry actively integrates into the global market and strives to enhance its international competitiveness, it must continually innovate and embrace open cooperation to adapt to the trend of globalization and propel the international development of the industry.

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