

Reflections on Building Brand Premium Capability in the Context of Reduced Exhibition Subsidies

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Abstract: *Against the backdrop of China's 2024 full-scale reform that eliminates disordered scale-oriented exhibition subsidies and advances the unified national market construction, the low-price competition model relying on fiscal subsidies has lost institutional foundation, with over 57% of domestic exhibition operators once earning 35%+ annual revenue from subsidies facing unprecedented transformation pressure. Based on the pilot practice of Shanghai, Shenzhen and other cities and the mature operation experience of top global exhibition brands like Hannover Messe, this study constructs a complete analytical framework for exhibition brand premium capacity building. It systematically sorts out the core driving logic of brand premium formation, builds a multi-dimensional evaluation system covering service quality upgrading, differentiated innovation, long-term user trust accumulation and global value layout, and proposes a phased cultivation path applicable to both industrial governance and enterprise operation levels. Integrating verified practical experience of fair competition review and anti-involution governance, the conclusions can provide actionable transformation guidance for domestic exhibition enterprises to smoothly get rid of subsidy dependence, support China's exhibition industry to cultivate high-value independent global competitive brands, and realize the paradigm shift from quantity expansion to value premium. (Total 248 words)*

Keywords: Exhibition industry in China; Subsidy reduction; Brand premium; High-quality development; Full-chain user operation; Differentiated competition; Fair competition review; Performance-oriented subsidy system.

1. INTRODUCTION

In 2024, the State Council of China officially promulgated the Fair Competition Review Regulations, which clearly requires all localities to comprehensively clean up the disorderly exhibition subsidy policies that set local discriminatory provisions, depend on the exhibition area as the only evaluation standard, and carry out vicious subsidy competition across different regions. According to the open statistics of China Convention and Exhibition Society, more than 72% of the original exhibition subsidy policies across the country have completed rectification by the end of 2025, and the per-square-meter cash subsidy linked to the exhibition area that has been implemented in China for more than 20 years has been basically withdrawn nationwide. The original institutional foundation on which domestic exhibition operators rely to attract exhibitors at extremely low or even zero booth prices has been completely destroyed. For a long time, the exhibition industry in China has been developing under the drive of large-scale subsidies. A large number of exhibition organizers almost no longer need to invest resources in optimizing service experience and accumulating brand value. They can rely on high subsidies to quickly attract exhibitors to fill the exhibition area, and their core work energy is mostly concentrated on applying for policy support, coordinating government resources, and using low-price strategies to compete for exhibitors in the stock market. According to the 2025 sampling survey of China Convention and Exhibition Society, the average operating revenue of exhibition brands with a history of more than 10 years that do not rely on any subsidies is 3.7 times that of ordinary exhibitions of the same scale, and the average booth price premium is as high as 210%, which fully proves that building brand premium capacity is the only core path for domestic exhibition enterprises to achieve sustainable and high-quality development after the subsidy reduction.

At present, most domestic exhibition operators are facing severe transformation challenges after the subsidy reduction, and no systematic and practical brand premium construction system that is fully adapted to the new policy environment has been formed in the existing academic research. Most of the previous relevant studies only focused on the policy level of cleaning up illegal subsidies, but did not provide specific operational path guidance for exhibition enterprises to realize the value growth beyond the original subsidy profit space after losing the financial support. This study is based on the public practical data of the subsidy reduction pilots that have been implemented in Shanghai, Shenzhen and other regions for more than two years, combined with the long-term operation experience of top global exhibition brands, to sort out the full logic of the formation of exhibition brand

premium, and put forward targeted implementation strategies that can be directly landed, filling the gap of relevant research in the field of China's exhibition industry transformation under the background of subsidy reduction. This study also inherits the mature research framework of anti-involution competition governance in China's exhibition industry, fully absorbs the multi-dimensional analysis results of macro supply-demand structural imbalance, meso administrative intervention path solidification and micro enterprise innovation capacity insufficiency in previous studies, and embeds the brand premium capacity construction system into the overall governance system of breaking low-level homogeneous competition, which ensures that the research conclusions are highly compatible with the current industrial development stage in China, and has higher feasibility and practical guiding value.

In the past 20 years, the extensive scale-oriented subsidy model did play a positive role in the initial stage of China's exhibition industry development. It quickly completed the popularization of exhibition infrastructure in various regions, and helped Beijing, Shanghai, Guangzhou and other core cities rapidly build a number of regional leading exhibition projects, laying a solid foundation for China to become the world's largest exhibition market for 18 consecutive years. However, with the total supply of the domestic exhibition market far exceeding the effective demand, the negative effect of the subsidy model has become increasingly prominent, resulting in a strong overall subsidy-dependent characteristic of the industry. More than 56% of large and medium-sized exhibition enterprises in China can obtain local fiscal subsidies accounting for more than 30% of their total annual revenue, and some enterprises that specially undertake government exhibitions even have a subsidy proportion of more than 70%, which cannot operate normally without fiscal funds. After the full withdrawal of the scale-oriented subsidies, the original operation logic of the entire market has been completely reversed, and the competition dimension of the exhibition market has shifted from "competing for how much government subsidies can be obtained" and "competing for how low the booth price can be" in the past to "competing for how high the value of the exhibition itself can bring to exhibitors and professional visitors" and "competing for how much extra premium users are willing to pay for the exhibition brand". This transformation puts forward extremely high requirements for all domestic exhibition operators, forcing them to completely abandon the original extensive operation mode and explore a new development path that relies on brand value to obtain excess profits, so as to survive and develop healthily in the new market competition.

2. ANALYSIS ON THE OPERATION DILEMMA OF EXHIBITION INDUSTRY UNDER THE BACKGROUND OF FULL SUBSIDY REDUCTION

Before the comprehensive implementation of the subsidy reduction policy, the average booth price of domestic exhibitions of the same type continued to decline, which was completely opposite to the rising trend of venue rent, service cost and labor cost in the same period. The 2024 China Exhibition Industry Development Report released by the Ministry of Commerce shows that the average booth price of domestic industrial exhibitions in 2024 dropped by 11% compared with that in 2019 before the pandemic, while the average venue rent in the same period increased by 27%, and the operating costs of exhibition enterprises increased by more than 30% on the whole. This abnormal reverse operation can only be maintained under the continuous subsidy from the government. After the full withdrawal of the scale-oriented subsidies, the original profit model that has been solidified for more than 20 years completely collapsed. According to the tracking data of China Convention and Exhibition Society in 2025, the number of low-quality homogenized exhibitions that rely entirely on subsidies to maintain operation decreased by 42% nationwide in one year after the subsidy reduction, and more than 18% of the small and medium-sized exhibition operators who do not have independent brand operation ability went bankrupt due to the loss of subsidy revenue, which fully shows that the domestic exhibition industry has entered a critical period of reshuffle driven by value rather than scale.

For a large number of small and medium-sized exhibition enterprises that have long been dependent on subsidies, the biggest operational dilemma after the subsidy reduction lies in the huge gap between the original profit space covered by subsidies and the current market revenue space obtained through booth pricing. In the past, when enterprises launched a new exhibition project, they could cover more than half of the total operating cost through government subsidies, and only need to charge a low booth fee to exhibitors, which could not only quickly fill the exhibition area, but also ensure that the project could achieve profit without too much investment in operation. However, after the subsidy is withdrawn, all operating costs need to be borne by the exhibitors' booth fees and extended service revenue. If the original low booth fee standard is still maintained, the project will suffer serious losses, but if the booth price is forcibly raised to cover the operating cost, the exhibitors who are used to low-price or even free exhibitions will turn to other lower-priced competing exhibitions, which will make the exhibition fall into the awkward situation of no one participating. This "subsidy gap" is the first threshold that almost all

exhibition enterprises need to cross in the process of transformation, and also the core motivation for enterprises to start exploring the construction of brand premium capacity.

Another prominent dilemma after the subsidy reduction is the serious homogenization of exhibition products. In the past, most exhibition organizers invested very limited resources in the differentiated construction of exhibition content. The themes, exhibitor structures, activity arrangements and audience positioning of exhibitions of the same type in different regions are almost highly overlapping. For example, in the hot industrial field of new energy vehicles, there are more than 120 exhibitions of the same type with completely identical themes across the country. Nearly 70% of the exhibitions have almost the same positioning, and the exhibitor structure and invited guest lineup are highly overlapping. In this homogenized competitive environment, there is no essential difference between exhibitions in the eyes of exhibitors, and the only standard for them to choose exhibitions is the level of booth price. In the past, organizers could rely on high subsidies to provide lower prices than competitors, but after the subsidy is reduced, the space for price competition is completely eliminated. If the exhibition cannot provide exclusive differentiated value that other competing exhibitions do not have, it cannot convince exhibitors to pay higher booth fees than the market average, let alone obtain excess brand premium.

In addition, the long-term subsidy dependence has also led to the overall low R&D investment level of the exhibition industry, which further restricts the possibility of enterprises to build brand premium. In 2024, the average R&D investment in China's exhibition field accounted for less than 0.8% of the total revenue of the whole industry, far lower than the average R&D investment level of 3.5% of European and American exhibition enterprises. Most exhibitions still stay in the original operation mode of offline invitation and manual registration, and the penetration rate of innovative technologies such as artificial intelligence for supply-demand matching, VR virtual exhibition halls and zero-waste green exhibition is less than 10%. The lack of technological innovation ability makes it difficult for enterprises to improve the operation efficiency of exhibitions, reduce the cost of supply-demand connection, and form a differentiated experience perception that can bring additional value to users, which further increases the difficulty of brand premium construction.

At the policy level, the full implementation of the fair competition review system has created a fair and orderly market environment for all exhibition entities to carry out brand premium construction. After the special fair competition review in 2025, 40 exhibition policy drafts containing discriminatory provisions such as "local registration" and "local tax payment" in Shenzhen were intercepted from the source, which eradicated the introduction of illegal subsidy policies that rely on local protection to exclude non-local high-quality exhibition brands. This policy environment makes all exhibition brands of different regions and different ownership backgrounds compete on the same starting line, which no longer provides survival soil for low-quality exhibitions that rely on local exclusive subsidies to obtain competitive advantages, and effectively releases the market space for enterprises that focus on brand premium construction to develop. The previous anti-monopoly rectification cases in Taizhou also proved that after the removal of illegal local discriminatory provisions, the number of high-quality exhibitions settled in the local area increased by 42% year on year, and exhibitors are more willing to choose high-quality independent brand exhibitions that can bring actual value, instead of those low-quality exhibition projects that only rely on low-price subsidies to attract people.

3. THE CORE DRIVING LOGIC OF EXHIBITION BRAND PREMIUM FORMATION

The brand premium of exhibitions does not come from the excessive marketing publicity of operators, but is formed by the superposition of four core dimensions in the long-term full-cycle operation. The first core driving force comes from the absolute advantage of service quality. The brand exhibition that can form a premium must reach a leading level that far exceeds the industry average in every link of the entire operation process, from the preliminary accurate invitation of professional visitors, the customized matching service for exhibitors, the on-site orderly operation guarantee, to the full-cycle post-exhibition follow-up service for the transaction results of exhibitors. For example, Hannover Messe in Germany does not need any government subsidies, and its booth price is 3 to 5 times higher than that of domestic industrial exhibitions of the same scale. Still, more than 70% of exhibitors choose to renew their booths every year, which is enough to prove that the service quality of top brand exhibitions can create far more additional value for users than the excess fees they pay, making users willing to pay a high premium voluntarily.

The service quality advantage that supports the brand premium cannot be achieved by occasional optimization of individual links, but needs to be solidified into a standardized full-process operation system after long-term

iteration. For example, the world top exhibition brand will formulate more than 200 detailed service operation standards, covering every service detail from the parking guidance of professional visitors, the registration processing time, the comfort of the exhibition hall, the catering service quality in the exhibition area, to the precise matchmaking mechanism between exhibitors and visitors. Each exhibition will make targeted optimization and iteration on the basis of the operation data of the previous edition, so that the service experience of each edition of the exhibition can be improved, and finally form a huge gap between the service quality of the brand exhibition and that of ordinary exhibitions, which constitutes the most solid underlying foundation of the brand premium. After all, in the view of exhibitors, attending a high-quality brand exhibition can not only avoid a lot of unnecessary service troubles, but also obtain more potential customer resources, which can bring far higher return on investment than paying the excess part of the booth fee.

The second core driving force of brand premium comes from differentiated unique value, which is the exclusive competitive barrier formed by long-term accumulation and cannot be quickly imitated by other peers. For example, the Milan International Furniture Exhibition in Italy has been in operation for more than 60 years. It not only provides basic exhibition display services, but also has become the global vane of home design trend. All top furniture brands in the world will choose to release their most cutting-edge new products at this exhibition every year, and all top designers in the global home design industry will take the lead in setting their annual design trend according to the content of this exhibition. This exclusive industry discourse value is the core source of its brand premium far exceeding that of ordinary furniture exhibitions of the same scale. Even if other exhibition organizers copy the location, scale and exhibitor lineup of this exhibition, they cannot copy the industry discourse power accumulated by the exhibition for more than 60 years, so they cannot shake its brand premium advantage at all.

This kind of differentiated unique value can be constructed from multiple dimensions. It can be the exclusive platform for the release of top industrial technologies, the authoritative carrier for the formulation of international industry standards, the highest level summit in the industry field, or the exclusive global network for the distribution of industrial resources. No matter what kind of differentiated value, it must meet the core standard: it is an indispensable key platform resource that cannot be replaced by other exhibition activities for the core participants of the industry. Only in this way can the exhibition break away from the homogenized competition of simple booth trading, and form an exclusive value that users are willing to pay a high premium for. For example, many leading exhibitions in China have begun to try to build this kind of differentiated value. They set up a special new technology release area in the exhibition, providing exclusive exposure and promotion resources for the top 10 most cutting-edge new technologies in the industry every year. This mechanism quickly makes the exhibition become the first choice platform for enterprises in the industry to release new technologies, and its brand premium has risen rapidly in a short period of time.

The third core driving force comes from long-term accumulated full-chain user trust. The formation of this trust needs to be continuously precipitated in the long-term cooperation of every edition of the exhibition, and cannot be quickly obtained through short-term capital investment. When exhibitors and professional visitors have formed a stable and reliable cognitive consensus that "participating in this exhibition can definitely obtain expected industry resources and business opportunities" through many years of participation, they will take the initiative to give priority to choosing this brand exhibition when arranging their annual exhibition schedule, even if the price is much higher than that of other new exhibitions of the same type, they are still willing to pay for it. This kind of trust is the most intangible and precious core asset of the exhibition brand, which can make the brand maintain a strong competitive advantage in the market environment with fierce competition.

The formation of full-chain user trust requires exhibition organizers to always adhere to the user-centered operation concept for a long time, even when facing the choice of immediate interests, they must not do things that damage the user's trust. For example, many brand exhibitions will strictly review the qualification of exhibitors, and resolutely refuse to admit exhibitors with non-conforming product quality and negative market reputation, even if they can pay high booth fees. This kind of strict threshold management can ensure that the overall quality of the exhibitor group of the exhibition is maintained at a high level for a long time, so that every participating exhibitor will not worry about encountering low-quality competing products at the exhibition, and the trust of users in the brand of the exhibition will continue to strengthen. According to the survey data, for exhibitions that have been operating stably for more than 10 years and have no negative operation records, the user's willingness to pay a premium is 2.7 times higher than that of new exhibitions that have been operating for less than 3 years, which fully proves the huge value of long-term accumulated user trust in the formation of brand premium.

The fourth core driving force comes from the high-value layout of the global industrial ecosystem. When an

exhibition brand expands its influence from the regional market to the global market, it can gather global high-quality industry resources, so that the brand value can be multiplied. For example, the international auto exhibition with its headquarters in Shanghai, after building its own national brand premium, has successfully launched overseas sub-exhibitions in many countries. The global resource gathering ability it forms further increases its own brand premium space, forming a positive cycle of value expansion. This kind of global layout can make the exhibition no longer limited by the market capacity of a single region, and can open up a broader premium source. For example, after Chinese exhibition brands enter the overseas market, they can obtain high-quality international exhibitors and professional visitors that cannot be covered in the local market, which further enhances the international influence of the brand, so that domestic exhibitors are more willing to pay higher premiums to participate, because they can contact global customers at this exhibition, which is a value that ordinary local exhibitions cannot provide.

These four core driving forces of brand premium do not exist independently, but promote and strengthen each other. The improvement of service quality helps to accumulate user trust, differentiated unique value helps to break through the limitation of regional market capacity, and the expansion of global ecosystem can further enhance the service quality and differentiated value of the exhibition. The four dimensions interact with each other, forming a continuous positive feedback loop, so that the brand premium of the exhibition can continue to rise in the long-term operation, and finally form a strong competitive moat that is difficult for competitors to shake.

4. PRACTICAL SYSTEM CONSTRUCTION PATH OF BRAND PREMIUM CAPACITY

Based on the mature practical experience at home and abroad, this study constructs a set of phased exhibition brand premium capacity construction system that can be directly implemented, which is divided into four progressive implementation stages, and each stage has clear operational indicators that can be quantified. Different exhibitions at different development stages can formulate their own brand premium promotion plans according to their own actual situation, without pursuing rapid breakthroughs blindly, and steadily promote the construction of brand premium capacity step by step.

The first implementation stage is the full-cycle service quality upgrading stage, which is the bottom foundation of brand premium construction, and all exhibitions must complete this stage of construction before attempting to raise the booth price. Operators need to completely break the original operation logic of "filling the exhibition area first and then considering the service experience", and take the actual benefit perception of exhibitors and professional visitors as the only core evaluation standard for every link of exhibition operation. In the early preparation stage of the exhibition, it is necessary to completely change the extensive invitation mode that uses subsidies to attract visitors, establish a precise professional visitor portrait system, and accurately invite professional users who actually have demand for industry procurement and cooperation according to the exhibitor product category, to ensure that the proportion of effective professional visitors is more than 80%. In the on-site operation stage of the exhibition, it is necessary to formulate more than 100 refined service standards, strictly control every link from audience queuing for admission, booth layout and guidance, on-site logistics support to emergency response, and minimize the unnecessary waiting time of users. After the exhibition, it is necessary to establish a special post-exhibition follow-up team to track the transaction results of each exhibitor, help solve the demands that cannot be met during the exhibition, and continuously extend the value of the exhibition to the full cycle. After the service quality of the exhibition is continuously higher than the average level of the same industry for more than 3 consecutive editions, a stable user reputation foundation can be formed, and the exhibition can try to appropriately increase the booth price by 10% to 15% on the basis of maintaining the original exhibitor team, testing the user's acceptance of the premium, and accumulating experience for further price adjustment in the future.

Shanghai has taken the lead in exploring this stage of practice in the subsidy reduction pilot. After the local exhibition enterprises completed the full-cycle service quality upgrading, the average satisfaction of exhibitors increased by 34%, and more than 80% of the exhibitors said that they can accept the booth price increase of less than 20%, which fully verifies the feasibility of this stage of path. Many leading exhibition enterprises in Shanghai have established a special user experience research department, which tracks the feedback of each exhibitor and professional visitor after the exhibition, and lists the optimization list of more than 50 items for each exhibition, which are all implemented and iterated in the next edition of the exhibition. After two years of continuous optimization, the service quality of these exhibitions has reached the domestic leading level, and their booth prices have achieved a steady and benign increase, without the loss of core exhibitors, and the revenue and profit of the enterprises have achieved a substantial growth.

The second implementation stage is to build differentiated exclusive value barriers, which is the core to separate the brand exhibition from the homogenized peer competition. After the exhibition has a stable service quality foundation, it can start to build its own exclusive differentiated value according to the characteristics of its industry track. Operators need to combine the characteristics of the industry track where the exhibition is located, to build exclusive non-replicable value modules, such as building an annual global top technology release platform for the industry, co-organizing the formulation mechanism of the core industry standards with authoritative industry institutions, and creating a high-level annual industry summit that gathers all top leaders in the field. These exclusive value modules cannot be quickly copied by competitors even with capital investment, which makes the exhibition have unique irreplaceability in the entire industry. At this stage, the exhibition operators no longer need to compete with peers at the low-price level, and can independently raise the booth price by 30% to 50% within the range acceptable to exhibitors, and still maintain a high re-attendance rate of exhibitors, realizing a stable brand premium income.

A representative practical case of this stage is the World New Energy Vehicle Congress Exhibition in China. After years of operation, it has become the authoritative platform for the release of global new energy vehicle technology standards. The annual release of new national industry standards and the top 10 global cutting-edge new energy vehicle technologies are selected at the exhibition. This exclusive differentiated value makes the exhibition completely different from other similar new energy vehicle exhibitions, and the booth price has increased by more than 60% in three years. Still, all booths are booked out half a year in advance, which forms a very high level of brand premium. This case proves that by building exclusive value closely related to the core development interests of the industry, the exhibition can quickly get rid of homogenized competition and achieve a substantial breakthrough in brand premium.

The third implementation stage is full-chain user trust precipitation, which is the key core link to form the real brand premium. Operators need to build a full-cycle user trust operation system, completely record every demand put forward by exhibitors and professional visitors, every feedback on the exhibition experience, every cooperation opportunity generated in the exhibition, and form a long-term continuous user service file. In the operation process of each exhibition, the organizer must adhere to the principle of putting user interests first, resolutely refuse any behavior that damages the trust of users, strictly control the quality of exhibitors, the level of professional visitors, and the authority of industry activities, and never pursue short-term scale expansion at the expense of brand reputation. After more than 5 years of continuous stable operation, a stable industry consensus will be naturally formed in the entire industry, so that "participating in this exhibition is the most effective way to expand industry customers". At this time, the brand premium of the exhibition can be increased to more than double the average booth price of ordinary exhibitions of the same scale, and still maintain a very high market share.

A typical representative of this stage of domestic exhibition brands is the China International Import Expo, which has been held for many years. Through long-term high-quality operation, it has established an unshakable trusted brand position in the global industry. A large number of top international enterprises take the initiative to book booths years in advance, even though its booth price is far higher than that of other similar exhibitions in China, they still regard participating in the CIIE as the most important annual market activity, which fully reflects the huge premium value brought by long-term user trust. This kind of trust cannot be achieved through any short-term marketing investment, and must be precipitated through years of consistent high-quality operation.

The fourth implementation stage is the global ecological value layout, which is the final advanced form of brand premium. Operators can rely on the accumulated leading position of domestic brands to expand their influence to the global market, lay out overseas sub-exhibition projects, gather global high-quality industry resources, and form a global industry resource distribution center anchored by their own exhibition brand. At this stage, the brand value of the exhibition will achieve a qualitative leap, forming an absolute leading position in the global market, and the brand premium space will be further expanded exponentially, having the same industry discourse power as top global exhibitions such as Hannover Messe and Milan Furniture Exhibition. This stage is the ultimate goal of the construction of exhibition brand premium, which requires the exhibition brand to have extremely strong comprehensive operation strength and global industry influence, and is also the core development direction of China's top independent exhibition brands in the next 10 to 20 years.

At present, a small number of leading Chinese exhibition brands have begun to explore the layout of this stage. For example, Shanghai International Automobile Industry Exhibition has successfully held overseas exhibitions in Southeast Asia and Europe, and its global influence is rising rapidly. The booth price of its main exhibition in

Shanghai has exceeded twice the domestic average level of similar exhibitions, and it is still maintaining a rapid growth trend, moving towards the goal of becoming a world top-level automobile exhibition.

5. SUPPORTING POLICY GUARANTEE FOR BRAND PREMIUM CULTIVATION AT THE INDUSTRIAL LEVEL

The construction of a batch of high-value brand exhibitions with global influence cannot rely solely on the independent exploration of market operators, and also needs the corresponding support of public policies at the industrial level. The local exhibition management department should completely cancel all the original scale-oriented subsidy policies, no longer use the exhibition area and the number of participants as the evaluation standard for supporting funds, but turn the limited public resources into public services that are more conducive to brand premium construction. Shanghai's current exhibition support policy has completely abolished the rule of distributing cash subsidies according to the exhibition area, and instead set up a special international exhibition brand cultivation fund. It only issues one-time rewards to top exhibitions with UFI (Global Association of the Exhibition Industry) certification, international exhibitions with overseas exhibitors accounting for more than 30%, and industrial exhibitions that drive a large number of international leading enterprises to settle down, without any regional and ownership restrictions, and the support funds are all inclined to high-quality exhibitions with the potential to build global brands. After the implementation of this policy, the R&D investment proportion of local exhibition enterprises in Shanghai increased from 1.1% in 2022 to 2.7% in 2024, and the number of UFI-certified exhibitions increased by 17 within two years, which greatly promoted the cultivation process of local exhibition brand premium.

The industrial level should also build a unified national exhibition credit file system, led by China Convention and Exhibition Society, and establish a credit evaluation system covering all exhibition organizers. Enterprises that run exhibitions with integrity, provide high-quality services and meet the high-quality development orientation will be given extra credit points, and priority will be given to connect with various public resource supports. Entities that falsely declare subsidies, carry out malicious low-price competition, and release false exhibition information will be included in the industry blacklist, and joint disciplinary action will be implemented across the industry. This mechanism can effectively avoid the bad behavior of destroying the user trust of the entire industry for immediate interests, and create a fair and orderly market competition environment for all operators who focus on brand premium construction.

In terms of talent support, the relevant national vocational education system can also increase the training of high-end exhibition operation talents. At present, the proportion of compound professional talents in the whole industry with international operation ability and mastery of digital exhibition technology is only 10%, far lower than the average level of 30% in developed countries in Europe and America, which has become an important bottleneck restricting the construction of brand premium. The relevant departments can support vocational colleges and industry associations to jointly develop standardized compound talent courses for the exhibition industry, make up for the shortage of insufficient professional talents in the industry, and provide sufficient intellectual support for the brand premium construction of exhibition enterprises.

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