

Study on Evaluation Elements of China-ASEAN Expo Based on CIPP Theory

Xue He ¹

¹ International College, National Institute of Development Administration, Klong-Chan, Bangkok, THAILAND.

ABSTRACT

The China-ASEAN Expo is an international economic and trade event co-sponsored by the economic and trade authorities of China and the 10 ASEAN countries and the ASEAN Secretariat. It is China's national-level exhibition. Based on the CIPP theory, this research has established 4 dimensions, 20 key evaluation elements and 77 evaluated points of the China-ASEAN Expo through reviewing and combing the literature, and confirmed the applicability of the evaluation elements through in-depth interviews with the stakeholders of the China-ASEAN Expo. The establishment of the evaluation elements of the China-ASEAN Expo is of great significance to the comprehensive, objective and effective evaluation of the China-ASEAN Expo.

Keywords

China-ASEAN Expo, Exhibition, CIPP Theory, Stakeholders, Evaluation Elements

Article Received: 10 August 2020, Revised: 25 October 2020, Accepted: 18 November 2020

Introduction

In November 2002, at the 6th China-ASEAN Summit (10+1) held in Phnom Penh, the capital of Cambodia, Zhu Rongji, then Premier of the State Council of China, and the leaders of the ten ASEAN countries signed the *Framework Agreement on Comprehensive Economic Cooperation Between China and ASEAN*, officially starting the process of establishing a China-ASEAN Free Trade Area (Huang, 2019; Zhang, 2018). This process requires the establishment of a platform to implement specific measures, and the "China-ASEAN Expo" arises in response to the demand.

In October 2003, at the 7th China-ASEAN Summit (10+1) in Bali, Wen Jiabao, who attended the meeting as Premier of the State Council of China, proposed: "In order to promote business cooperation between the two sides, China proposes to hold China-ASEAN Expo in Nanning, Guangxi, China every year from 2004." This initiative received positive responses from the leaders of attending countries. The China-ASEAN Expo (hereinafter referred to as the CAEXPO) was first officially held in November 2004. It has been a grant international economic and trade event co-sponsored by the economic and trade authorities of China and the 10 ASEAN countries and the ASEAN Secretariat (Li, 2003). By 2018, the China-ASEAN Expo has been successfully held for 15 sessions, and Nanning, Guangxi,

China has become the permanent venue of the CAEXPO.

"To consolidate and upgrade the China-ASEAN open platform, we must innovate regional cooperation mechanisms, form high-level dialogue platforms and professional cooperation platforms with different subjects, distinctive themes and outstanding characteristics, and unblock the 'Nanning Channel'", said Xi Jinping, president of the People's Republic of China, when he was inspecting in Guangxi in April, 2017 (Sun, 2018). Over the past 15 years since it was successfully held, the CAEXPO has played an increasingly important role in the cooperation between China and ASEAN, and the cooperation between China and ASEAN and other regional economies. It is an important platform for gathering consensus among all partners, closely following the China national development strategy, implementing the construction of China-ASEAN Free Trade Area, promoting cooperation in various fields and integrating into the global value chain.

As a service platform for the upgrading and development of the China-ASEAN Free Trade Area, a public platform for multi-field exchanges between China and ASEAN community of shared future, and a core platform for cooperation on the 21st Century Maritime Silk Road, CAEXPO not only has the function of general exhibitions, but also undertakes major missions such as politics, economy, society, and diplomacy.

1.1 Problem Statement

According to the literature review of China-ASEAN Expo, the relative literature are sorted out in five aspects of “research on the sustainable development of the China-ASEAN Expo”, “research on the social and economic impact of the China-ASEAN Expo on Guangxi”, “research on the influence of China-ASEAN Expo on Guangxi and sub-regional cooperation”, “research on the management of China-ASEAN Expo” and “research on the propaganda of China-ASEAN Expo”. Although there is a small amount of literature on the evaluation of a single project of China-ASEAN Expo, for example, Liu (2012) evaluates customer satisfaction; Wang and Yin (2020) evaluate the efficiency of exhibition resource allocation; Chen (2019) evaluates the service of peripheral diplomacy, but does not evaluate the China-ASEAN Expo comprehensively and systematically.

In view of the fact that the existing studies have not comprehensively and systematically evaluated the China-ASEAN Expo, and therefore have not established the comprehensive evaluation elements of the China-ASEAN Expo. This study finds that the knowledge gap of China-ASEAN Expo is to establish the evaluation elements of China-ASEAN Expo based on the CIPP theory. Thus, the research question of this study is: How to establish the evaluation elements of the China-ASEAN Expo based on the CIPP theory?

1.2 Research Significance

1.2.1 Broaden the Application Scope of CIPP Theory

The CIPP evaluation theoretical model is generally used in the field of education evaluation in the past, and now it is used in various fields of economic management. This paper applies it to the field of exhibition management for the first time, which broadens the application scope of CIPP evaluation theory, enriches the theoretical basis of exhibition evaluation, and provides a new theoretical perspective for subsequent research.

1.2.2 Establish Evaluation Elements for China-ASEAN Expo

Exhibition evaluation is an important means in modern exhibition management (Jin & Luo, 2012). Yu (2021) believes that exhibition evaluation can verify whether exhibition activities have achieved the objectives of the organizers, whether they have fulfilled the demands of

various stakeholders, and furthermore have determined the value of exhibition activities. The exhibition evaluation allows exhibition managers to think about how to solve and improve the problems that have arisen in the process of summarizing the experience. Therefore, exhibition evaluation is a significant approach to better hold the next exhibition activities and achieve high-quality development of the exhibition industry; In addition, the exhibition evaluation can also promote the sustainable development of the exhibition industry, thereby polishing the exhibition brand.

At the moment, there are several problems in the exhibition evaluation in China as follows. Firstly, the evaluation indicators are relatively unitary, which is unfavourable for accurate evaluation of project performance; Secondly, the definition of the indicators is relatively obscure, which is unfavourable for the quality improvement of exhibition activities (He & Li, 2019). Yang (2018) suggests that only some of the evaluation standards introduced from foreign countries comply with China's national conditions. In addition, the brand status of exhibition cannot be substituted by evaluation and certification. The most prominent problem in China's exhibition evaluation is how to establish evaluation indicators or elements. This study takes the China-ASEAN Expo as evaluation object, and it is particularly significant to establish the evaluation elements.

Based on the CIPP evaluation theory model, this study establishes the evaluation elements of China-ASEAN Expo through the collation of literature, which can evaluate China-ASEAN Expo comprehensively, objectively and effectively, and provide the basis for decision-makers to make decisions on exhibition management.

2. Relevant Theories

2.1 CIPP Theory

The CIPP evaluation model, also referred to as improvement-oriented evaluation theoretical model or decision-making-oriented model (Stufflebeam, 1983). It includes context evaluation, input evaluation, process evaluation and product evaluation. The English initials of the four elements constitute the CIPP (Stufflebeam, 1968). This theoretical model is gradually formed

and developed in the historical evolution of the continuous improvement and prosperity of education evaluation theory.

Based on the review of development history of the CIPP evaluation model, it can be found that the model was initially used in education evaluation, but it has developed and been used in the evaluation in various fields in many countries at present (Li, 2017). For example, Wang et al. (2016) used the CIPP model to evaluate the function and influence of safety education and training on the safety behavior of miners. On the basis of evaluation, it brought forward corresponding suggestions on the relevant problems that coal mining enterprises were confronted with in safety management, safety decision-making and safety training. Rahman, Irianto and Rosidi (2019) introduced the CIPP model to investigate the implementation of electronic budget of the provincial government of Jakarta Special Administrative Region and found that the project was worth continuing to conduct because the project was found to be operating well when it was evaluated with the CIPP model.

2.2 Stakeholder Theory

Stakeholder theory was formed around the 1960s and has gradually developed in countries like the US and the UK which have pursued the corporate governance model of “shareholder first” for a long time. The main difference between stakeholder theory and traditional shareholder primacy theory is that the stakeholder theory believes that various stakeholders invest or participate in the development of a company, such as shareholders, creditors, employees, consumers, and suppliers, etc. Therefore, the enterprise can be regarded as an institutional arrangement for governance and management of specialized investment (Blair, 1996). Hence, the existence of enterprises should serve the stakeholders, while shareholders are only one part of them. Stakeholder theory after pioneering research in Penrose, Ansoff and other scholars, scholars such as Freeman, Blair and Mitchell have perfected the theoretical framework of stakeholder theory and made fruitful achievements in practical applications. Since then, the stakeholder theory has been widely applied.

2.3 The Definition of Stakeholders in the Evaluation of China-ASEAN Expo

Strictly speaking, exhibition is not an enterprise organization, but just a product of an organized

enterprise. However, a specific exhibition involves various groups such as exhibition organizers, exhibitors, as well as industry support systems, who can effectively guarantee the successful implementation of the exhibition projects. For this reason, each exhibition project will involve its stakeholders. According to the definition of stakeholders, and based on the “multi-dimensional classification method” proposed by western scholar Clarkson (1995) and the “Mitchell score-based approach” proposed by Mitchell and Wood (1997), Yao and Lu (2007) combined the structural elements of the exhibition industry chain and adopted experts grading method to define the stakeholders in large-scale events such as exhibition based on the significance, initiative and urgency of the stakeholders. The top 10 stakeholders are local governments, large-scale event organizers, event participants, event sponsors, media, volunteers, large-scale event extension service companies (such as advertising, decoration, logistics, accommodation, translation, tour guide companies, etc.), special interest groups, local communities, common people, industry associations.

Hao (2007) reviewed the researches at home and abroad, and thus summarized several types of stakeholders of exhibition projects who are highly recognized by scholars in China and other countries, they are: governments, exhibition enterprises, exhibition hall enterprises, exhibitors, attendees, exhibition host cities, local residents and the public, etc. Zhang and He (2010) interviewed senior managers of exhibition-related enterprises, employees with exhibition experience as well as relevant scholars who studied exhibitions, and put forward several types of the most significant stakeholders in China. They are: governments, exhibition enterprises, exhibition-related enterprises (such as construction enterprises, booth design), transportation, catering, hotels, exhibitors and attendees, etc.

Based on the above-mentioned stakeholders of exhibition projects that are generally highly recognized by scholars, this study selects the following stakeholders of the China-ASEAN Expo project evaluation as research objects. They are:

(1) Organizer. Liu and Guo (2009) pointed out that only when the exhibition organizers are

authorized to plan and arrange the process of the exhibition activities, and communicate and cooperate with the extended service enterprises proactively, can the exhibition activities operate well. Organizers play a crucial role in exhibition activities. The China-ASEAN Expo Secretariat is the permanent working organization of the China-ASEAN Expo and the organizer of the China-ASEAN Expo. When the China-ASEAN Expo Secretariat organizes an exhibition, there will be a quite all-round plan taking the stakeholders of exhibitions into consideration comprehensively. Those with greater power to protect their interests are obviously key stakeholders and should belong to core stakeholders.

(2) Exhibitors. The exhibitors and purchasers of the China-ASEAN Expo have the most demands for benefits. Exhibitors acquire corresponding power from organizers by paying the exhibition fees and they also have greater power to protect their interests. Therefore, they are obviously key stakeholders. (Tong, 2014).

(3) Local residents. Xing (2006) stressed that the profits brought by the exhibition industry should be extended to the society, especially to the local residents. The China-ASEAN Expo is an exhibition held under the leadership of the government. A total of 15 expositions have been successfully held from 2004 to 2018 consecutively. In order to hold the exposition successfully, the local government has invested in a great number of urban infrastructure construction in Nanning. The exposition has also imported more foreign products of excellent quality and reasonable price for the local residents. The local residents have a deep perception of the changes that have taken place in the local area and the impact that the exposition has brought. Therefore, they are also important stakeholders of the China-ASEAN Expo.

(4) Scholars. The China-ASEAN Expo has been successfully held for 15 consecutive sessions. It has the characteristics of high level, large scale and long time. For this reason, a large amount of scholars have participated in the studies on the China-ASEAN Expo with wide research content, multiple perspectives and fruitful research findings. Therefore, the research achievements of relevant scholars of the China-ASEAN Expo can be used as an important reference for the exposition organizers. In addition, relevant

scholars of the China-ASEAN Expo can also acquire abundant research data from each exposition. Therefore, scholars are also stakeholders.

3. Methodology

3.1 Literature Review

This study consults the existing literature, and also collects and sorts out relevant official documents and materials such as: the series of documents indicating that the central leaders and Guangxi Zhuang Autonomous Region agree to hold the China-ASEAN Expo, reports on the work of the government, the series of important speeches of the central leaders and the leaders of Guangxi Zhuang Autonomous Region on the holding of the exposition. The series of *Development Report on China-ASEAN Expo* compiled by the official organization of China-ASEAN Expo, *A Report on the Sustainable Development of China-ASEAN Expo*, and *Guangxi Blue Book*, etc. are read thoroughly. In light of the actual situation of the studies, conducting a solid and objective analysis and mastering relatively comprehensive literature data can provide scientific research basis, and thus find out research problems and offer supporting materials for this study.

3.2 In-depth Interview

In-depth interview is a significant method for studying the development context and changes of the China-ASEAN Expo, and an important means of context evaluation, input evaluation, process evaluation, and product evaluation of the China-ASEAN Expo. This study heeds the opinions and advices extensively through in-depth interviews so as to acquire first-hand data for the research. Based on the research objectives, this study attempts to understand the problems in the context, input, process management, and product of the China-ASEAN Expo, and provide realistic basis for subsequent studies so as to prove the accuracy and validity of the literature and research conclusions.

3.3 Interviewee

In terms of the sample selection, qualitative researchers are more inclined to select purposeful or theoretical sampling in order to enlarge the scope of exposed data (Lincoln & Guba, 1985, p.

40). As stated in Chapter II of this article, according to stakeholder theory, this study takes the main stakeholders of the China-ASEAN Expo as research interview subjects. They are: organizers, exhibitors (both buyers and sellers), local residents and research scholars.

The China-ASEAN Expo Secretariat is the permanent working organization the China-ASEAN Expo and the organizer; The exhibitors and purchasers of the China-ASEAN Expo are an important component of the attendees of the exposition. Local residents have a deep perception of the impact of the China-ASEAN Expo on the local area, and they are also attendees of the China-ASEAN Expo; The China-ASEAN Expo has been successfully held for 15 times from 2004 to 2018. It is the only national exposition in China with conferences, forums, and exhibitions at a fixed place. It has the characteristics of high level,

large scale and long time. For this reason, a large amount of scholars have participated in the studies on the exposition with wide research content, multiple perspectives and fruitful research findings. Therefore, relevant scholars are integral as attendees of the China-ASEAN Expo.

Accordingly, a total of 24 interviewees were selected for this study as follows: 6 organizers including 2 senior managers, 2 middle-level managers, and 2 grassroots employees; 6 exhibitors from 6 different enterprises; 6 local residents from Nanning where the China-ASEAN Expo is held; and 6 scholars mainly studying the China-ASEAN Expo.

The study observes research ethics and protects the privacy of the interviewees at the request of the interviewees. The names and working units of all interviewees are anonymous.

Table 3.1 Interviewee 1: Organizer

S/N	Code	Category	Unit	Selection Condition
1	A1	Organizer	** Department of the CAEXPO	Senior executive, main organizer, has decision-making power.
2	A2	Organizer	** Department of the CAEXPO	Senior executive, main organizer, has decision-making power.
3	A3	Organizer	** Department of the CAEXPO	Middle-level management, middle-level executive, 15 years of experience in CAEXPO
4	A4	Organizer	** Department of the CAEXPO	Middle-level management, management executive.
5	A5	Organizer	** Department of the CAEXPO	Grassroots employee, comprehensive management position, 15 years of experience in the CAEXPO.
6	A6	Organizer	** Department of the CAEXPO	Grassroots employee, 15 years of experience in the CAEXPO, R & D management position.

Table 3.2 Interviewee 2: Exhibitor

S/N	Code	Category	Unit	Selection Condition
7	E1	Exhibitor	Thailand ** Jewellery Company	Has participated in the CAEXPO for 15 consecutive years.

8	E2	Exhibitor	China ** Logistics Company	Has participated in the CAEXPO for 15 consecutive years.
9	E3	Exhibitor	Guangxi ** Foreign Trade Company	Has participated in the CAEXPO for 15 consecutive years.
10	E4	Exhibitor	China-ASEAN Service Center for Scholarly Exchange (** Education)	Has participated in the CAEXPO for 10 years.
11	E5	Exhibitor	** Cleaning Service Company	Has participated in the CAEXPO for 15 consecutive years, and provided cleaning service for CAEXPO for 10 sessions.
12	E6	Exhibitor	Guangxi Branch of China Railway Bureau	Has participated in the CAEXPO for 15 consecutive years, and participated in the hardware construction of CAEXPO.

Table 3.3 Interviewee 3: Local resident

S/N	Code	Category	Unit	Selection Condition
13	R1	Local resident	Nanning, China	Local resident of Nanning, has participated in the CAEXPO for 15 consecutive years.
14	R2	Local resident	Nanning, China	Local resident of Nanning, has participated in the CAEXPO for 15 consecutive years.
15	R3	Local resident	Nanning, China	Local resident of Nanning, has participated in the CAEXPO for 15 consecutive years.
16	R4	Local resident	Nanning, China	Local resident of Nanning, has participated in the CAEXPO for 15 consecutive years.
17	R5	Local resident	Nanning, China	Local resident of Nanning, has participated in the CAEXPO for 15 consecutive years.
18	R6	Local resident	Nanning, China	Local resident of Nanning, has participated in the CAEXPO for 15 consecutive years.

Table 3.4 Interviewee 4: Scholar

S/N	Cod e	Category	Unit	Selection Condition
19	S1	Scholar	Guangxi ** University	Has studied the CAEXPO for 15 consecutive years.
20	S2	Scholar	Guangxi ** University	Has studied the CAEXPO for 15 consecutive years.
21	S3	Scholar	Guangxi ** College	Has studied the CAEXPO for 15 consecutive years.
22	S4	Scholar	Guangxi ** University	Has studied the CAEXPO for 15 consecutive years.
23	S5	Scholar	Guangxi ** College	Has studied the CAEXPO for 15 consecutive years.
24	S6	Scholar	Guangxi ** University	Has studied the CAEXPO for 15 consecutive years.

3.4 Data Collection

The first-hand data of this study is collected from in-depth interviews. The data is collected during the exhibition period of 2017 China-ASEAN Expo and the 2018 China-ASEAN Expo at the exhibition center of China-ASEAN Expo. The China-ASEAN Expo has a fixed and permanent management organization. So the interview approach is the researcher himself carries out interviews in Nanning where the China-ASEAN Expo is held. The interviews are face-to-face, each interviewee for 30-60 minutes each time. The whole process of interview is recorded with recording equipment. The recording of the interviews will be converted into text after each interview, and the data will be coded and archived.

The second-hand data of this study are collected from previous data. These data come from government documents, statistical yearbooks, government publications, information published or unpublished inside and outside the organization, library records, literature and data of previous studies, and the Internet, etc.

3.5 Data Analysis

According to the research question, this study adopts the analysis method put forward by Sekaran and Bougie (2013). The analysis process of the second-hand literature data is: Firstly, consulting the literature; Secondly, classifying the literature; Thirdly, analyzing the materials; Fourthly, summarizing. The analysis process of first-hand data in this study is: Firstly, selecting the interview objects; Secondly, carrying out the interviews; Thirdly, converting into text; Fourthly, coding; Fifthly, classifying; Sixthly, analyzing; Seventhly, summarizing.

4. Sources of Evaluation Elements of China-ASEAN Expo

The key points of evaluation are the significant research results of this study and the foundation for constructing the evaluation system. Wang (2018) suggests that lots of scholars have proposed measurement indicators (key points) for the evaluation indicators (key points) of exhibition service quality, which can provide reference for the studies on establishment of measurement indicators. Gao (2012) reviewed and sorted out a large number of relevant literature in China and other countries, and combined with research objectives, and thus found out key variables. In addition, it used mature scales of predecessors as

reference and thereby formed its evaluation indicators (key points). At the moment, complete and comprehensive exhibition evaluation elements are rarely found. However, certain key points of evaluation can be used as reference from the existing products of the existing evaluation on a certain aspect of the exhibition industry. This study has obtained much inspiration from literature review.

Based on the relevant literature review, this study summarized the relevant elements of exhibition evaluation of the China-ASEAN Expo under the CIPP theoretical framework, and carried out in-depth interviews with the stakeholders of the China-ASEAN Expo and furthermore archived, classified and summarized the interview content

to obtain the relevant elements of exhibition evaluation. During the establishment of evaluation system, a comparison between the opinions and feedback collected in the interviews and the elements summarized in the relevant literature is conducted to determine the applicability, reliability and validity of the relevant elements of exhibition evaluation of the China-ASEAN Expo. Based on the CIPP evaluation model, this study sorted out and established 4 dimensions, 20 key evaluation elements and 77 key points of evaluation content for the evaluation of the China-ASEAN Expo. The sources of the 77 key points of evaluation content are categorized as follows (Table 4.1, Table 4.2, Table 4.3, Table 4.4).

Table 4.1 Sources of the key points of “context evaluation (C)” in the CIPP evaluation model of the China-ASEAN Expo

Key evaluation elements	Key points of evaluation content	References
Element I: The opportunity for holding the Expo	1. Timing	Song, Du & Zheng (2009)
	2. Politics	Guan (2001) ; Lin (2010)
	3. Economy	Braun (1992); Getz (1994); Kim et al. (2003); Prayag et al. (2013); Huang (2011); Cao (2016)
	4. Society	Atkinson & Laurier (1998); Gursoy et al. (2004); Guan (2001); Prayag et al. (2013)
	5. Technology	Carman (1968); Qi (2006)
	6. Government	Chen (2009); Ouyang (2009); Chen (2012); Cao (2016)
	7. Foreign trade	Liu (2004); Gu (2009); Lu (2011)
Element II: National development strategy	8. “Belt and Road”	He (2019); Zhao (2020); Zhai (2021)
	9. Peripheral diplomacy	Sun (2005); Lin (2010); Yang (2014); Chen (2019)
	10. Opening up the layout to the outside world	Xiong & Liu (2019); Huang (2013)
	11. Regional economic cooperation	Du, Deng & Li (2005) ; Fang (2009) ; Lin (2010) ; Zheng (2011) ; Jiang (2012)
Element III:	12. Location	Li (2003) ; Zhou (2004) ; Guan

Location Advantage of Guangxi	advantage	(2004)			
Element IV: Urban foundation of Nanning	13. Urban infrastructure	Shen (2008) ; Cai & Shen (2011) ; Cao (2016)			
	14. Transportation and logistics	Shen (2008); Guan (2004) ; Cao (2016)			
	15. Government efficiency	Shen & Xu (2006) ; Xie (2012)			
	16. Legal and policy environment	Li (2004)			
	17. Supporting facility	Shen (2008) ; Qian (2007) ; Cao (2016)			
Element V: Business opportunity demands of enterprises	18. Sales growth	Boggs & Wall (1985)			
	19. Trade channels	Huang, Long & Huang (2020)			
	20. Brand building	Li & Wen (2007)			
	21. Information dissemination	Cavanaugh (1976)			

Table 4.2 Sources of the key points of “input evaluation (I)” in the CIPP evaluation model of the China-ASEAN Expo

Key evaluation elements	Key points of evaluation content	References
Element I: The attention of government	22. Make laws and regulations	Li (2004)
	23. Policy support	Li (2004)
	24. Participation of all sectors of society	Stufflebeam (1968)
	25. Publicity efforts	Xiong (2017)
Element II: talent investment	26.Exhibition education	Wu (2008); Jin (2004) ; Chen (2008)
	27.Talent introduction	Zhou (2004)
	28.Talent cultivation	Jin (2004) ; Chen (2008) ; Xu & Qiao (2009) ; Tao (2011)
	29. Employment	Li (2004)
Element III: Financial support	30. Specialized financial input	Li (2004) ; Ge (2014)
	31. Financing channel	Cao (2016) ; Ding (2018)
	32. Financial risk	Chen (2020)
Element IV: Organizational guarantee	33. Management team	Bai (2012)

Element V: Resource Utilization	34. Organization structure	Yuan & Jang (2008)
	35. Clear division of labor	Xiong (2017)
	36. Execution ability	Bai (2012)
	37. Time management	Bai (2012)
	38. Personnel allocation	Bai (2012) ; Wang & Yin (2020)
	39. Fund allocation	Wang & Yin (2020)
	40. Use of equipment	Liu, Zhang, Gao & Shen (2018)
	41. Site allocation	Chacko & Fenich (2000)

Table 4.3 Sources of the key points of “process evaluation (P)” in the CIPP evaluation model of the China-ASEAN Expo

Key evaluation elements		Key points of evaluation content	References
Element I: Management standard		42. Management standard	Ma (2007)
		43. Service standard	Ma (2007); Qian (2007)
		44. Security standard	Ma (2007)
		45. Hygienic standard	Ma (2007)
		46. Information standard	Ma (2007)
Element II: Operation process		47. Environmental protection standard	Ma (2007) ; Liu, Zhang, Gao & Shen (2018)
		48. Operation process standard	Gu (2004) ; Song , Du & Zheng (2009) ; Gu (2009)
		49. Operation training situation	Song & Hong (2020); Zhao (2021)
Element III: Emergency Response Plan		50. Operation evaluation	Chen (2020)
		51. Preparedness	Chen (2007)
		52. Emergency guideline	Chen (2007)
		53. Emergency drill	Chen (2007)
Element IV: Incident records		54. Emergency response system	Chen (2007)
		55. Work Log	Stufflebeam (1968)
Element V: Program Correction		56. Emergency report	Stufflebeam (1968)
		57. Person in charge	Bai (2012)
		58. Evaluation program	He (2007)

59. Correction program He (2007)

Table 4.4 Sources of the key points of “product evaluation (P)” in the CIPP evaluation model of the China-ASEAN Expo

Key evaluation elements		Key points of evaluation content	References
Element I : Economic Impact		60. Economic radiation	Braun (1992); Getz (1994); Lee et al. (2013) ; Liu (2005) ; He (2007) ; Huang (2011)
		61. Industrial linkage	Braun (1992); Getz (1994); Lee et al. (2013) ; Oppermann (1996); Hanly (2012); Huang (2011)
Element II: Management level		62. Pre-expo management	Lee & Kim (2008)
		63. Management during the exhibition	Lee & Kim (2008)
		64. Post-expo management	Lee & Kim (2008)
Element III: Customer satisfaction		65. Customer expectation	Fornell et al. (1996); Yang & Gu (2009) ; Liu (2012)
		66. Competitive advantage	Liu (2012)
		67. Handle customer complaints	Fornell et al. (1996); Liu (2012)
		68. Cultivating customer loyalty	Fornell et al. (1996); Liu (2012)
Factor IV: Overall effectiveness		69. Political diplomatic platform	Huang (2011)
		70. Regional competitiveness	Li (2003) ; Liu (2008) ; Huang (2011)
		71. Scientific and technological progress	Carman (1968)
		72. Environmental protection	Collins et al. (2009); Prayag et al. (2013) ; Cao (2016)
		73. Government efficiency	Li (2004)
		74. Influence of community	Gursoy et al. (2004); Kim & Walker (2012) ; Vahed (2002)
		75. Cultural identity	Vahed (2002); Lin (2010)
Element V: Target comparison		76. Target comparison	Stufflebeam (1968)
		77. Brand image	Bonoma (1983); Breiter & Milman (2006)

5. Conclusion

5.1 Discussion on the Exhibition Evaluation Elements

In terms of exhibition evaluation, researchers focus more on the evaluation of exhibitors' input and output, whether the performance goal has been achieved, and evaluation indicators. In terms of the construction of evaluation system and

evaluation standard, a large-scale or relatively complete scientific system has not been formed yet.

Based on the CIPP evaluation model, this study sorts out the important evaluation elements of China-ASEAN Expo and key points of evaluation content. It not only integrates the achievements of key points (indicators) of exhibition evaluation in previous studies, but also puts forward a new comprehensive evaluation method.

5.2 Major Beneficiaries of the Study

The main beneficiaries of this study are the managers of the China-ASEAN Expo organizer, the managers of the exhibition industry as well as the researchers of the exhibition industry.

1. The managers of the China-ASEAN Expo organizer.

The research case in this study is the China-ASEAN Expo project. As a result, it has carried out a comprehensive evaluation of the China-ASEAN Expo, summarized the performances and found out deficiencies, providing direct decision-making reference for the managers of the China-ASEAN Expo who are direct beneficiaries.

2. The managers of the exhibition industry.

As the only national exposition with the functions of conferences, forums, and exhibitions in China, the China-ASEAN Expo has certain special features, but there are also common features of exhibition. This study can provide a reference for the management decision-making of the managers of the exhibition industry.

3. The researchers of the exhibition industry.

According to the theoretical and practical contributions of this study, it can provide theoretical basis and research reference for exhibition studies.

5.3 Limitations and Directions for Future Research

The evaluation elements of the China-ASEAN Expo based on the CIPP theory in this study come from literature review of previous studies. In addition, it also conducts in-depth interviews with the stakeholders of the China-ASEAN Expo to confirm the applicability. They are relatively comprehensive, representative and objective and are basically in line with this study. However, there are inevitably some omissions in the process of literature collation. Therefore, in terms of the sources of key points of exhibition evaluation, subsequent researchers can also make efforts to

use other research tools to obtain for future research.

References

- [1] Atkinson, D., & Laurier, E. (1998). A sanitised city? Social exclusion at Bristol's 1996 international festival of the sea. *Geoforum*, 29(2), 199-206.
- [2] Bai, Y. (2012). The project management of government leading exhibition. Master's thesis, Shangdong University.
- [3] Blair, M. M. (1996). Ownership and control: Rethinking corporate governance for the twenty-first century. *Long Range Planning*, 29(3), 432-432.
- [4] Boggs, P., & Wall, G. (1985). The economic impact of Canada's wonderland on Toronto. *Recreation Research Review*, 11(3/4), 35-43.
- [5] Bonoma, T. V. (1983). Get more out of your trade shows. *Harvard Business Review*, 61(1), 75-83.
- [6] Braun, B. M. (1992). The economic contribution of conventions: The case of Orlando, Florida. *Journal of Travel Research*, 30(3), 32-37.
- [7] Breiter, D., & Milman, A. (2006). Attendees' needs and service priorities in a large convention center: Application of the importance-performance theory. *Tourism Management*, 27(6), 1364-1370.
- [8] Cai, L. B., & Shen, S. Q. (2011). Probe into the index system of urban exhibition industry planning based on factor analysis. *Journal of Henan University of Technology (Social Science Edition)*, 7(4), 62-67.
- [9] Cao, Z. L. (2016). Analysis on the comprehensive effect of Harbin's convention and exhibition industry. *Economic Research Guide*, 8, 70-71.
- [10] Carman, J. M. (1968). Evaluation of trade show exhibitions. *California Management Review*, 11(2), 35-44.
- [11] Cavanaugh, S. (1976). Setting objectives and evaluating the effectiveness of trade show exhibits. *Journal of Marketing*, 40(4), 100-103.
- [12] Chacko, H. E., & Fenich, G. G. (2000). Determining the importance of US convention destination attributes. *Journal of Vacation Marketing*, 6(3), 211-220.
- [13] Chen, F. Y. (2008). The research on conference and exhibition model under government leading. *Human Geography*, 1.
- [14] Chen, H. L. (2012). The role of local government in sub-regional cooperation: A case study of Guangxi's participation in ASEAN cooperation. Master's thesis, Shanghai International Studies University.

- [15] Chen, L. (2007). A study on crisis management of large-scale convention and exhibition: A case study of China-ASEAN Expo. *Academic Forum*, 1, 93-96.
- [16] Chen, S. Y. (2019). The China-ASEAN Expo is permanently settled in Nanning, Guangxi, to serve the country's neighboring diplomacy. *Danghdai Gvangsih*, Z1, 39.
- [17] Chen, S. Z. (2020). Research on risk evaluation of the convention and
- [18] Chen, Z. Y. (2009). Some issues on the evaluation of exhibition project. 2007 Annual Conference of China Convention and Exhibition Economic Research Association, 74-84.
- [19] Clarkson, M. E. (1995). A stakeholder framework for analyzing and evaluating corporate social performance. *Academy of Management Review*, 20(1), 92-117.
- [20] Collins, A., Jones, C., & Munday, M. (2009). Assessing the environmental impacts of mega sporting events: Two options?. *Tourism Management*, 30(6), 828-837.
- [21] Ding, M. (2018). Analysis of China's exhibition industry by SCP analysis method. *Market Forum*, 10, 42-45.
- [22] Du, X., Deng, Y. P., & Li, J. (2005). China-ASEAN Expo: A new model of Asian regional cooperation. *Outlook Weekly*, 38.
- [23] exhibition center PPP project in J city. Master's thesis, Donghua University.
- [24] Fang, Z. (2009). Present situation and prospect of China and foreign countries exhibition economic theory. *Enterprise Economy*, 4, 120-122.
- [25] Fornell, C., Johnson, M. D., Anderson, E. W., Cha, J., & Bryant, B. E. (1996). The American customer satisfaction index: nature, purpose, and findings. *Journal of Marketing*, 60(4), 7-18.
- [26] Gao, Y. (2012). Research on the satisfaction of exhibitors of tourism expo—Taking straits tourism expo as an example. Master's thesis, Hubei University.
- [27] Ge, W. Q. (2014). Research on the selection of financing channels of exhibition industry. *Journal of Shanxi Coal-Mining Administrators College*, 27(1), 149-150.
- [28] Getz, D. (1994). *Travel, tourism, and hospitality research: A handbook for managers and researchers*. New York: John Wiley & Sons.
- [29] Gu, X. S. (2009). Report on sustainable development of China-ASEAN Expo. China social sciences press, Beijing.
- [30] Gu, Y. X. (2004). China-ASEAN Expo: Institutional arrangement, strategic decision. *Asia & Africa Review*, 4, 32-34.
- [31] Guan, X. Q. (2004). China-ASEAN Expo and the construction of Nanning as an international metropolis. *Academic Forum*, 4.
- [32] Guan, Y. S. (2001). Producing locality: Space, houses and public culture in a Hindu festival in Malaysia. *Contributions to Indian Sociology*, 35(1), 33-64.
- [33] Gursoy, D., Kim, K., & Uysal, M. (2004). Perceived impacts of festivals and special events by organizers: an extension and validation. *Tourism Management*, 25(2), 171-181.
- [34] Hanly, P. A. (2012). Measuring the economic contribution of the international association conference market: An Irish case study. *Tourism Management*, 33(6), 1574-1582.
- [35] Hao, Q. H. (2007). Research on exhibition performance evaluation index system based on stakeholder theory. Master's thesis, Tongji University.
- [36] He, D., & Li, Y. J. (2019). Research on evaluation index system of urban exhibition project under differential treatment. *Journal of Chengdu University (Social Sciences)*, 3, 23-27.
- [37] He, J. N. (2019). The strategy to enhance the international competitiveness of exhibition enterprises based on the belt and road strategy. *Enterprise Reform and Management*, 15, 40-41.
- [38] He, Y. (2007). Exploit the function of the Expo platform and integrate into the Greater Mekong sub-regional cooperation. *Innovation*, 1(1), 66-71.
- [39] Huang, W. R. (2019). Research on the upgraded version of China-ASEAN Free Trade Area-Trade effects and development prospects. Doctoral dissertation, University of International Business and Economics.
- [40] Huang, Y. M. (2011). Research on the function of modern convention and exhibition industry in China. Doctoral dissertation, Fujian Normal University.
- [41] Huang, Y. M., Long, Y. H., & Huang, Y. X. (2020). Analysis on the strategy of agricultural exhibition to open up the world trade market. *China Conference & Exhibition*, 13, 58-61.
- [42] Huang, Z. Y. (2013). The experience and enlightenment of the first two great open wave in Guangxi and countermeasures and suggestions to set off the third great open wave. *Crossroads: Southeast Asian Studies*, 2(0), 1.
- [43] Jiang, X. (2012). Research on regional exhibition development based on the pearl river delta. Doctoral dissertation, Wuhan University.

- [44] Jin, H. (2004). Introduction to exhibition. Shanghai Renmin Press, Shanghai.
- [45] Jin, W. M., & Luo, Q. J. (2012). Research on capital policy communication of urban convention and exhibition industry - Taking Guangzhou, Shenzhen and Dongguan as examples. *Tourism Tribune*, 27(1), 101-110.
- [46] Kim, S. S., Chon, K., & Chung, K. Y. (2003). Convention industry in South Korea: an economic impact analysis. *Tourism Management*, 24(5), 533-541.
- [47] Kim, W., & Walker, M. (2012). Measuring the social impacts associated with Super Bowl XLIII: Preliminary development of a psychic income scale. *Sport Management Review*, 15(1), 91-108.
- [48] Lee, C. H., & Kim, S. Y. (2008). Differential effects of determinants on multi-dimensions of trade show performance: By three stages of pre-show, at-show, and post-show activities. *Industrial Marketing Management*, 37(7), 784-796.
- [49] Lee, C. K., Lee, M., & Yoon, S. H. (2013). Estimating the economic impact of convention and exhibition businesses, using a regional input-output model: A case study of the Daejeon Convention Center in South Korea. *Asia Pacific Journal of Tourism Research*, 18(4), 330-353.
- [50] Li, J. F. (2017). Research on project evaluation system of Guangzhou family integrated service center based on CIPP theory. Master's thesis, Guangdong University of Technology.
- [51] Li, S. Z. (2003). Analysis on the conditions of China-ASEAN Expo in Nanning and its enlightenment. *Journal of The Nanning Municipal Party College of C.P.C*, 4.
- [52] Li, S. Z. (2004). The market-oriented strategy of China-ASEAN Expo. *Journal of Guangxi Economic Management Cadre College*, 4, 3-7.
- [53] Li, X. Q., & Wen, J. (2007). Research on the competitiveness of exhibition tourism based on the integration of industry chain. *Commercial Times*, 4, 90-91.
- [54] Lin, Y. H. (2010). The development of China's convention and exhibition industry and its function and role in opening to the outside world. Master's thesis, Jinan University.
- [55] Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry*. Beverly Hills, CA: Sage.
- [56] Liu, B. (2004). Analysis on the influence of China-ASEAN Expo on Guangxi's import and export and countermeasures. *Crossroads: Southeast Asian Studies*, 8, 8-12.
- [57] Liu, J., Zhang, C., Gao, C. D., & Shen, Q. (2018). Analysis on the influence of exhibition industry on ecological environment and countermeasures. *Economy Forum*, 11, 139-142.
- [58] Liu, S. P. (2005). Taking the China-ASEAN Expo as an opportunity to build Nanning into the center of the China-ASEAN economic circle. *Reformation & Strategy*, 1.
- [59] Liu, S. P., & Guo, Y. N. (2009). On the classification and mutual relations of stakeholders in large-scale events. *Journal of Guangzhou University (Social Sciences Edition)*, 8(10), 35-39.
- [60] Liu, X. L. (2008). The development of regional exhibition economy and the promotion of urban competitiveness. *Journal of Southwest Minzu University (Humanities and Social Science)*, 4.
- [61] Liu, X. X. (2012). Research on customer satisfaction of China-ASEAN Expo. Master's thesis, Guangxi University.
- [62] Lu, H. Y. (2011). Give full play to the role of China-ASEAN Expo as a strategic platform for the development of China-ASEAN Free Trade Area. *Crossroads: Southeast Asian Studies*, 10, 19-22.
- [63] Ma, N. (2007). Research on enterprise environmental economy based on input-output accounting. Master's thesis, Jiangnan University.
- [64] Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of Management Review*, 22(4), 853-886.
- [65] Oppermann, M. (1996). Convention destination images: analysis of association meeting planners' perceptions. *Tourism Management*, 17(3), 175-182.
- [66] Ouyang, Y. F. (2009). Comparison of exhibition modes: based on the perspective of resource allocation efficiency. *Market Modernization*, 6, 95-96.
- [67] Prayag, G., Hosany, S., Nunkoo, R., & Alders, T. (2013). London residents' support for the 2012 Olympic Games: The mediating effect of overall attitude. *Tourism Management*, 36, 629-640.
- [68] Qi, N. J. (2006). Research on the competitiveness evaluation model of convention and exhibition tourism city. *Special Zone Economy*, 1, 208-209.
- [69] Qian, M. X. (2007). Discussion on the construction of service standard system of Jiangsu convention and exhibition industry. *Jiangsu Science & Technology Information*, 4, 45-46.
- [70] Rahman, R. A. T., Irianto, G., & Rosidi, R. (2019). Evaluation of E-budgeting implementation in provincial government of DKI Jakarta using CIPP model approach. *Journal of Accounting and Investment*, 20(1), 94-114.
- [71] Sekaran, U., & Bougie, R. (2013). *Research methods for business: A skill building*, 5th ed.

- (Lan, B. T., & Zhang, L. Q., Trans.). Tsinghua University Press. (Original work published by John Wiley & Sons, 2010)
- [72] Shen, D. Y. (2008). The frontier theory and policy thinking of China's exhibition economy. China Commerce and Trade Press, Beijing.
- [73] Shen, Y. P., & Xu, H. K. (2006). From the China-ASEAN Expo to see the transformation of local government functions: Taking Guangxi as an example. *Guangxi Ethnic Studies*, 1, 166-170.
- [74] Song, H. J., & Hong, G. Y. (2020). Research on the problems and countermeasures of the large-scale exhibition training project of the exhibition major in higher vocational colleges. *Journal of Liaoning Radio & TV University*, 3, 73-76.
- [75] Song, X. T., Du, X., & Zheng, J. J. (2009). Development report of China-ASEAN Expo 2004-2008 (simplified version). Guangxi Normal University Press, Nanning, pp. 243-256.
- [76] Stufflebeam, D. L. (1968). Evaluation as enlightenment for decision-making.
- [77] Stufflebeam, D. L. (1983). The CIPP model for program evaluation. In *Evaluation Models* (pp. 117-141). Springer, Dordrecht.
- [78] Sun, S. L. (2018). Report on the translation project of the statement of leaders of the China-ASEAN statistical forum 2017. Master's thesis, Guangxi University.
- [79] Sun, X. Y. (2005). Deep understanding of neighboring diplomatic strategies to ensure the Sustainable prosperity of China-ASEAN Expo. *Crossroads: Southeast Asian Studies*, 2.
- [80] Tao, C. (2011). A preliminary study on the development path of government-led exhibition—Taking China-ASEAN Expo as an example. *Crossroads: Southeast Asian Studies*, 7.
- [81] Tong, L. (2014). Research on the interaction between exhibition and city based on stakeholder theory. Master's thesis, Xi'an International Studies University.
- [82] Vahed, G. (2002). Constructions of community and identity among Indians in colonial Natal, 1860-1910: the role of the Muharram festival. *Journal of African History*, 77-93.
- [83] Wang, L. F., Xie, Z. A., Wang, X. L., Wang, X. Q., & Li, H. Z. (2016). Study on the impact of safety education and training on safety behavior of miners based on CIPP perspective. *Safety In Coal Mines*, 47(8), 247-250.
- [84] Wang, W., & Yin, K. Y. (2020). Study on the efficiency of exhibition resource allocation based on DEA method - A case study of China-ASEAN Expo. *Management and Administration*, 2.
- [85] Wang, Y. (2018). Research on the influence of exhibitors' perceived service quality on their satisfaction and behavioral intentions. Master's thesis, Tianjin University of Commerce.
- [86] Wu, J. H. (2008). On the relationship between exhibition theory education and exhibition practice education. *Tourism Science*, 22(6), 70-73.
- [87] Xie, X. E. (2012). Research on government economic behavior in the development of Nanning convention and exhibition industry. Master's thesis, Guangxi University.
- [88] Xing, Z. C. (2006). Research on China's exhibition marketing system based on stakeholders. Master's thesis, Harbin Institute of Technology.
- [89] Xiong, C. Y., & Liu, Z. (2019). Openness, cooperation and transformation -Tourism exhibition of China-ASEAN Expo 2019. *Danghdai Gvangjsih*, 21.
- [90] Xiong, X. C. (2017). Research on the construction of evaluation index system of branch venues of Shenzhen international cultural industry fair. Master's thesis, Hunan University.
- [91] Xu, L., & Qiao, X. H. (2009). Discussion on the reform of the training mode of professional talents in exhibition English. *The Science Education Article Collects*, 9, 47-48.
- [92] Yang, J., & Gu, Y. K. (2009). Study on exhibition selection and evaluation from the exhibitor's perspective - A case study of 2007 Shanghai electronics industry exhibition. *Journal of Shanghai Institute of Technology (Natural Science)*, 9(1), 64-68.
- [93] Yang, Y. (2018). Analysis on the construction of exhibition project evaluation system. *Culture Industry*, 15, 53-54.
- [94] Yang, Z. Z. (2014). Sino - US Relations and Interconnection between China and its neighboring countries. *Journal of Hubei University (Philosophy and Social Science)*, 3.
- [95] Yao, G. R., & Lu, L. (2007). Definition of core stakeholders in tourism scenic spots-Taking Anhui Jiuhuashan tourism group Co., Ltd. as an example. *Journal of Anhui Normal University (Hum. & Soc. Sci.)*, 35(1), 102-105.
- [96] Yu, Y. (2021). Exhibition project evaluation. *China Conference & Exhibition*, 1, 104-107.
- [97] Yuan, J., & Jang, S. (2008). The effects of quality and satisfaction on awareness and behavioral intentions: Exploring the role of a wine festival. *Journal of Travel Research*, 46(3), 279-288.
- [98] Zhai, S. Y. (2021). Analysis on the opportunities and challenges of the development of Guangxi's convention and exhibition industry under the

background of the belt and road. Fortune Today, 1, 08-209+220.

- [99] Zhang, M. (2018). China-ASEAN formally launched the process of establishing a free trade area. International Business Daily.
- [100]Zhang, Z. Y., & He, J. Y. (2010). Research on the definition and classification of stakeholders in China's exhibition industry. Corporation Research, 12.
- [101]Zhao, B. (2021). Research on the training mode of professional talents of exhibition in higher vocational colleges under the background of integration of industry and education. Shaanxi Education (Higher Education), 1, 77-78.
- [102]Zhao, Y. (2020). Empirical research on the development of exhibition industry based on the industrial transfer theory under the Belt and Road initiative. Journal of Liaoning Economic Management Cadre Institute, 6, 1-4.
- [103]Zheng, J. J. (2011). Research on the promotion of Guangxi's economic and social development by exhibition industry. Academic Forum, 34(9), 129-133.
- [104]Zhou, Y. (2004). Interpretation of China-ASEAN Expo from the perspective of national strategy. Guihai Tribune, 1, 69-71.