

第一届南开旅游国际研讨会论文集
Proceedings of the First Nankai International Conference on Tourism

旅游目的地 营销与管理

Tourism Destination
Marketing and Management

徐虹 姚延波 主编

中国旅游出版社



第一届南开旅游国际研讨会论文集
Proceedings of the First Nankai International Conference on Tourism

旅游目的地 营销与管理

Tourism Destination
Marketing and Management

徐虹 姚延波 主编

中国旅游出版社

责任编辑： 谯 洁

装帧设计： 赵 芳

责任印制： 冯冬青

图书在版编目 (CIP) 数据

旅游目的地营销与管理：第一届南开旅游国际研讨会论文集/
徐虹, 姚延波主编. —北京：中国旅游出版社, 2011. 3

ISBN 978-7-5032-4117-8

I. ①旅 II. ①徐… ②姚… III. ①旅游商品—市场营销学
②旅游点—经济管理 IV. ①F590. 8 ②F590. 3

中国版本图书馆 CIP 数据核字 (2011) 第 025436 号

书 名：旅游目的地营销与管理：第一届南开旅游国际研讨会论文集

主 编：徐 虹 姚延波

出版发行：中国旅游出版社

(北京建国门内大街甲 9 号 邮编：100005)

http: //www. cttp. net. cn E - mail: cttp@cnta. gov. cn

发行部电话：010-85166503

排 版：北京中广文化传播中心

经 销：全国各地新华书店

印 刷：三河市灵山红旗印刷厂

版 次：2011 年 3 月第 1 版 2011 年 3 月第 1 次印刷

开 本：787 毫米×1092 毫米 1/16

印 张：28

印 数：350 册

字 数：487 千字

定 价：58.00 元

I S B N 978-7-5032-4117-8

版权所有 翻印必究

如发现质量问题，请直接与发行部联系调换

序 言

据世界经济论坛 2011 年 3 月 7 日发布的《2011 年全球旅游业竞争力报告》表明,2010 年中国旅游业竞争力名列全球第 39 位,比 4 年前的第 62 位上升了 23 位。竞争力排名的上升虽然在一定程度上反映了我国旅游业发展、进步的成绩是不小的,但是从可持续竞争力的角度来看,我国作为世界第三大入境旅游目的地国,在诸多方面的表现还是不尽如人意,尤其是与排名前三位的瑞士、德国和法国相比,无论是在目的地营销或规划,还是在目的地管理和竞争力培育等方面都有较大的差距。正视这种差距并认真研究差距的表现和其存在的原因,从而更有效地加以改进是我们必须持有的态度。第一届南开旅游国际研讨会以“旅游目的地营销与管理”为主题,汇集众多学者的智慧,共同把脉中国旅游业发展中的问题,尤其是关注旅游目的地发展中的经验与教训,其目的一方面是为了引领旅游目的地管理方面的研究方向,另一方面是为了更好地指导旅游目的地管理方面的产业实践,以促进旅游目的地管理研究和实践的国际化 and 现代化。

2011 年是南开大学旅游教育 30 年大庆的日子。回首南开 30 年的旅游教育发展历程,应该说成绩斐然。30 年来,南开在理论研究和人才培养上的努力赢得了社会各界的认可和赞许。在对接国际旅游研究前沿领域的过程中,南开结合自身特点,确立以旅游目的地营销与管理为主线,以“旅游目的地营销与管理国际研讨会”为平台,不断深化该领域的研究内容,打造南开旅游研究的特色品牌。同时,南开设有的中国旅游研究院的外设“旅游市场与目的地营销”研究基地,这也为南开准备在该领域努力探索奠定了坚实的合作基础。

本论文集是在 2009 年 12 月召开的首届“南开旅游国际研讨会”的参会论文基础上编辑出版的,时间虽然久了点,但毕竟要出版了,还是令人高兴的。由于篇幅所限,参会论文并未全部编辑入册,敬请未入选的作者海涵。另外,编辑中只是在体例上进行了统一处理,内容上忠于作者的原意。入选作者都按照出版要求对论文进行了压缩和调整,在此,对他们的理解和支持表示衷心的感谢!

本论文集的出版得到了中国旅游出版社的支持,尤其是付蓉主任和谯洁编辑付出了辛苦的劳动,特表示感谢!

徐虹 姚延波

2011. 3. 12

目 录

专题一 旅游目的地营销与品牌建设

Chinese MICE Enterprise's Integrated Marketing Communications Model	Shin Kwang-Yong (2)
Discussion on Public Marketing Mode of Tourism Destination from the View of Integration	Xiong Yuanbin, Jiang Xin (36)
Positioning Mainland China as an International Destination of American Travelers: A Competitive Analysis	Xiang (Robert) Li, Ph. D (51)
基于团体购买者行为的天津会奖旅游营销创新	李天元 (58)
北京奥运旅游的平台竞争优势与整合营销策略研究	刘宇青, 徐虹 (65)
“内部营销”理论在旅游目的地营销中的应用研究 ——以陕西省西安市为例	李振亭, 马耀峰, 李创新 (73)
旅游目的地形象塑造中的公共关系策略研究	杜炜, 赵雅波 (80)
古都城市国内游客感知评价研究 ——以西安市为例	马红丽, 马耀峰, 王冠孝, 王镜 (92)
旅游目的地联合营销研究	赵晓燕, 王有成, 王静 (100)
国外旅游目的地品牌化概念研究综述	盖玉妍 (110)
旅游目的地整合营销传播: 概念辨析与模式构建	吴志军, 高静 (118)
遗产旅游地营销管理中的组织机制及其解析	吕宛青 (129)
基于文化视角的旅游营销 ——以淄川聊斋城为例	周昊斐 (135)

专题二 旅游目的地竞争力与可持续发展

- 旅游接待地社会文化保护问题新论 王健(142)
- 我国旅游产业竞争力提升的集群化发展策略研究 徐虹(151)
- 上海世博会旅游经济增量效应及优化对策研究 何建民,毛润泽(159)
- 我国城市型旅游目的地的区域差异分析
——以中国优秀旅游城市为例 陈家刚(173)
- 文化旅游教育功能发挥策略研究
——以汤池镇文化旅游为例 邢宝学(180)
- 基于因子熵值法的省域旅游目的地竞争力评价研究 肖华茵,占佳(187)
- 乡村旅游目的地开发中的“公地悲剧”与“反公地悲剧”研究
——以济南市南部山区为例 薛美花,何佳梅(200)
- 基于因子分析的旅游目的地竞争力评价指标体系研究 臧德霞(206)

专题三 旅游目的地企业管理与产品开发

- A Comparative Study on Destination Selection of Female Tourists of Korea,
China and Japan Ha-jeong Lee(218)
- 遗产性旅游景点开发与管理的社会营销思考 李天元,瞿颖,陈家刚(237)
- 关于旅游企业公司治理与绩效的实证研究
——来自山东省的调查证据 王晨光(244)
- 城市遗产
——老字号铺名的文化诠释 梁保尔(254)
- 我国入境旅游市场特征及其趋势分析 姚延波,武朋(260)
- 国际金融危机下的中国高端饭店经营形势分析及对策研究 刘定军,张金燕(271)
- 论天津饭店餐饮企业核心竞争力的提升 孙超(278)
- 顾客对旅游服务生产力的影响及其管理研究 黄晶(289)
- 国内自然遗产地的解说系统重构
——从“愚民”教育走向“启智”教育 朱璇(296)
- 我国邮轮旅游供应链管理刍议 孙超,高林,王伟(308)
- 新疆旅游产品市场需求潜力分析
——基于新疆游客的市场问卷调查 由亚男,刘红阳(315)

少数民族地区民俗旅游节庆经营模式研究	
——以延边朝鲜族民俗旅游博览会为例	李英花,崔哲浩(323)
博物馆旅游产品创新设计研究	韩爱霞(331)

专题四 旅游目的地宏观管理与区域合作

Residents' Attitudes toward Tourism Development in Shandong, China	
.....	Sujie Wang, Rich Harrill, Degang Wang (340)
金融危机影响下中国旅游经济:趋势与对策	戴斌(359)
海峡旅游区域合作策略探究	
——基于与粤港澳旅游区域合作的比较	张俊贤,杜炜(365)
少数民族地区旅游安全问题研究	郑向敏,范向丽(375)
遗产廊道型资源旅游合作开发模式研究	
——以丝绸之路跨国联合申遗为例	李创新,马耀峰,李振亭(386)
基于生态位理论的区域旅游竞合模式研究	
——以山东十地市为例	高莉(395)
遗产资源与文化旅游和谐发展理论研究	严国泰,郭好(401)
论国际旅游与国家形象塑造	杨钟红(407)
湖南省旅游经济发展的地域差异分析	陈春泉,陈国生(414)
泛珠三角区域合作中的广东旅游未来发展路向	陈薇(423)

专题一 旅游目的地营销与品牌建设

Topic I : Tourism Destination Marketing and Brand Construction

Chinese MICE Enterprise's Integrated Marketing Communications Model

Shin Kwang-Yong*

Abstract: As a new industry, MICE industry is developing rapidly in recent years contributing much to national economy in many developed countries. With China's entering WTO and marketization of China economy, the development of Meetings, Incentives, Conventions and Exhibitions (MICE) industry attract more and more people's attention. Along with the success of bidding for the 2008 Beijing Olympic Games and the 2010 Shanghai EX-PO, MICE enterprise of rapid development in China. The study of it springs up.

MICE industry will be one of the most potential industries in this century and its profit will reach as high as 30%—50%, and also produce Butterfly Effect. Moreover, MICE Industry can produce huge economic efficiency and social efficiency. It can promote the development of pertinent industry. MICE economy is the booster of the city economy and also the "Silk Road", of the economic development. As a window of economy development, MICE industry can reflect the development of other industries, extend products and new technology, it is necessary part of economy. So it will be meaningful to study privately managed exhibition company's healthy and sustained development. In fact, Chinese MICE industry begin at a comparatively late date, the law are still unsound, market mechanism are disordered excess competition still exist in MICE market. So, how to guide MICE industry and how to protect the MICE market is one of the most burning issues.

The paper will adopt Integrated Marketing Communications theory and Stakeholders Theory and relevant theories of MICE marketing as its rationale, focus on discernment, analysis of the demand the stakeholders relying mainly on exhibitor and the visitor of MICE enterprise and utilizes, probe into enterprises and combine Integrated Marketing Communications to propagate the design

* Shin Kwang-Yong(申光龍), Ph. D., Associate Professor of Business Administration, Business School of Nankai University, Tel: 86-22-23621900; Fax: 86-22-23621900; E-mail: skyin @ nankai. edu. cn; Homepage: <http://skylab.mbaedu.cn>.

of organ of power and work pattern. Moreover, this study uses IMC mix tools to demonstrate privately managed MICE enterprise should catch market opportunity and set accurate market location—firstly does the work, then does the work steady and strong after recognizing the advantages and disadvantages of themselves. Analyze and structure the concrete Integrated Marketing Communications strategy, try to make a research results helpful in MICE marketing management practice to MICE enterprises.

Key Words: Meetings, Incentives, Conventions and Exhibitions (MICE); Integrated Marketing Communications; Stakeholders

1 Theoretical Background

1.1 Meetings, Incentives, Conventions and Exhibitions

A review of past research efforts in a particular field provides an understanding of that field's research issues and the boundaries of a discipline. This effort is particularly valuable in a relatively new and developing field, such as the MICE sector, where few indicators delineate the maturity and sophistication of a field (Reid and Andereck, 1989^①; Baloglu and Assante, 1999^②). In that regard, researchers have attempted to determine the direction of MICE management research (hereafter "MICE research") through the content analysis of articles published in academic journals. However, their reviews are limited to specific research themes (Barrows, 1994^③; Crouch and Ritchie, 1998^④) and specific regions (Carlsen, 1999^⑤). An overall review of MICE research published in hospitality and tourism journals across regions has not been conducted to date.

Over the past decades, the growth of the MICE industry has sparked an awareness of the economic significance of MICEs to local, state, and national economies. Authors, both industrial and academic, agree that conventions are a major contributor to regional and national economies (Crouch and Ritchie, 1998^⑥; Rutherford and Kreck, 1994^⑦). Not only do

① Reid, L. J., Andereck, K. L., "Statistical Analyses use in Tourism Research," *Journal of Travel Research*, Vol. 27, No. 2, 1989, pp. 21—24.

② Baloglu, S., and C. Love, "Association Meeting Planners' Perceived Performance of Las Vegas: an Importance-performance Analysis," *Journal of Convention & Exhibition Management*, Vol. 5 No. 1, 2003, pp. 13—27.

③ Barrows, C. W., "A Decade of Research in Club Management: a Review of the Literature in Academic Journals," *Journal of Hospitality & Leisure Marketing*, Vol. 2 No. 4, 1994, pp. 73—91.

④ Crouch, G. I., J. R. B. Ritchie, "Convention Site Selection Research: a Review, Conceptual Model, and Propositional Framework," *Journal of Convention & Exhibition Management*, Vol. 1 No. 1, 1998, pp. 49—69.

⑤ Carlsen, J., "A review of MICE Industry Evaluation and Research in Asia and Australia 1988—1998," *Journal of Convention & Exhibition Management*, Vol. 1 No. 4, 1999, pp. 51—66.

⑥ Crouch, G. I., J. R. B. Ritchie, *op. cit.*

⑦ Rutherford, D. G., L. A. Kreck, "Conventions and Tourism: Financial Add-on or Myth? Report of a Study in one State," *Journal of Travel & Tourism Marketing*, Vol. 3, No. 1, 1994, pp. 49—63.

conventions contribute economically to their host destinations, but they also accelerate the growth of overall travel and tourism activities through repeat visits and word of mouth communications (Rutherford and Kreck, 1994)^①. According to recent industry data, the total spending for the MICE industry in 2000 in the US was \$ 122.1 billion (Successful Meetings, 2001)^②.

However, many researchers have observed that the existing industry data and statistics on the economic impact of conventions have been underestimated for several reasons. First, published figures provide only national totals and therefore fail to record the regional impact of convention activities (Zelinsky, 1994)^③. Second, tracking total convention spending by delegates, sponsors, or exhibitors is difficult (Kim et al., 2003)^④. Third, published data almost always fail to distinguish MICEs from trade shows, expositions, incentive travels, and other types of meetings, which makes it difficult to gauge the exact influence of MICEs on the host community (Fenich, 1998)^⑤. Lastly, reported data often underestimate the fact that nearly 70 percent of MICE attendees combine business and family leisure.

Therefore, the total impact of convention activities is much larger than the spending associated with attending a MICE (Braun, 1992^⑥; Grado et al., 1998^⑦). Each dollar of MICE-related spending initiates a broad set of economic interactions that produce additional spending in other sectors of a region's economy (Braun, 1992^⑧), and thus the economic impact of MICEs can be doubled or tripled because of the extensive indirect influence on host cities' economies. Crouch and Ritchie (1998)^⑨ noted that, given these shortcomings and the obvious difficulty of measuring the true impact of the MICE industry, existing estimates of the size of the industry should be treated and interpreted with great caution.

While the individual traveler is the key decision-maker for pleasure travel, association members typically do not have input in site selection for their annual meetings or conven-

① *op. cit.*

② Successful Meetings (2001), "State of Industry: Meetings," available at: www.successfulmtgs.com (accessed March 1, 2004).

③ Zelinsky, W., "Convention land USA: the Geography of a Latterday Phenomenon," *Annals of the Association of American Geographers*, Vol. 84, No. 1, 1994, pp. 68-86.

④ Kim, S., K. Chon and K. Y. Chung, "Convention Industry in South Korea: An Economic Impact Analysis," *Tourism Management*, Vol. 24, No. 5, 2003, pp. 533-541.

⑤ Fenich, G. G., "Convention Center Operating Characteristics," *Journal of Convention & Exhibition Management*, Vol. 1, No. 2/3, 1998, pp. 1-25.

⑥ Braun, B. M., "The Economic Contribution of Conventions: the Case of Orlando, Florida," *Journal of Travel Research*, Vol. 30, No. 3, 1992, pp. 32-37.

⑦ Grado, S. C., C. H. Strauss and B. E. Load, "Economic Impacts of Conferences and Conventions," *Journal of Convention & Exhibition Management*, Vol. 1, No. 1, 1998, pp. 19-33.

⑧ Braun, B. M., *op. cit.*

⑨ Crouch, G. I., J. R. B. Ritchie, "Convention Site Selection Research: a Review, Conceptual Model, and Propositional Framework," *Journal of Convention & Exhibition Management*, Vol. 1 No. 1, 1998, pp. 49-69.

tions(Baloglu and Love, 2001)^①. Instead, association executives and MICE planners play a key role in the selection of a meeting site. The meeting site selection is the critical moment for both associations and host destinations. For associations, the choice of a meeting destination significantly influences attendance level, which in turn determines the success or failure of the meeting. For host destinations, understanding MICE planners' site-selection processes helps them position themselves appropriately in the MICE market, personalize meeting services for target MICEs, and therefore attract more meetings. Because of this reason, the subject of the site-selection process has drawn considerable interest from both meeting buyers and meeting suppliers. Particularly, identifying MICE planners' perceptions and preferences of site-selection criteria has been a main research topic in this area.

As competition in the MICE industry grows, it becomes more critical for destinations and facilities to identify key destination factors influencing associations' site-selection decisions and to develop marketing strategies based on those identified factors(Go and Govers, 1999)^②. A review of relevant literatures indicates that most publications attempting to identify important site-selection factors appeared to report similar findings. Major site selection factors frequently identified in empirical studies include“accessibility”, “availability of facility”, “quality of service”, “affordability”, “destination image”, “attractions/entertainment”, and “safety/security”. Particularly, adequacy of physical facilities and accessibility appear to be the two most important factors for MICE planners when they select meeting sites. The physical MICE facility is closely related to the basic meeting considerations: meeting size, anticipated volume of meeting attendance, purpose of the meeting, and predictions of attendees.

MICE planners select the physical facility that can meet these basic requirements of the meeting. On the other hand, potential attendees may be disappointed if the site cannot be reached quickly and comfortably(Zelinsky, 1994)^③. The issue of accessibility is also relevant to cost, which has been identified as a main inhibitor of meeting participation in many previous studies(Oppermann, 1995)^④. The farther attendees have to travel, the more they have to spend. As a way of dealing with accessibility, associations whose members are broadly dispersed often rotate their MICE sites annually to provide all members with legitimate traveling distances.

Many literatures on site-selection criteria have focused not only on identifying the per-

① Baloglu, S. , and C. Love, “Association Meeting Planners' Perceived Performance of Las Vegas: an Importance-performance Analysis,” *Journal of Convention & Exhibition Management* , Vol. 5 No. 1, 2003, pp. 13—27.

② Go, F. M. , R. Govers, “The Asian Perspective: Which International Conference Destinations in Asia are the Most Competitive?” *Journal of Convention & Exhibition Management* , Vol. 1, No. 4, 1999, pp. 37—50.

③ Zelinsky, W. , “Convention land USA: the Geography of a Latterday Phenomenon,” *Annals of the Association of American Geographers* , Vol. 84, No. 1, 1994, pp. 68—86.

④ Oppermann, M. , “Professional Conference Attendees' and Non-attendees' Participation Decision Factors”, *Society of Travel and Tourism Educators* , 1995, pp. 25—37.

ceived importance of an attribute to association meeting planners, but also on their evaluation of performance for identified convention attributes. Oppermann (1998)^① compared large-half and small-half meeting planners' perceptions of destination attributes affecting their decision-making. The results of Oppermann's study proved that MICE planners' perceptions of destination attributes are very similar regardless of meeting size. Obviously, these research efforts enhanced the knowledge in this area.

An understanding of association members' meeting participation factors is important for both associations and destinations because association members' meeting participation is closely related to an association's annual revenue and the direct and indirect economic impact on host destinations. Despite the important role of attendees in the MICE industry, relatively little research to date has been done on meeting attendees and their participation decision-making processes. How to identify meeting attendees' needs and whether these needs can be associated with tangible variables have been topics for only some MICE researchers.

In order for a meeting to be successful and lucrative, associations and MICE planners must increase the attendance level by understanding what motivates an individual to attend the meeting and designing the meeting accordingly (Grant and Weaver, 1996)^②. In the first empirical study of this nature, Price (1993)^③ identified four factors that influence meeting participation decision-making. According to Price, potential meeting participants consider "leadership", "networking", "education", and "professional savvy" during the participation decision-making process. Those motivational factors were empirically supported by several other researchers. Also, destination image is of considerable importance for associations and MICE planners.

Generally, associations can often build good attendance at their conventions by simply holding it at more favorably perceived destinations (Zelinsky, 1994^④; Oppermann, 1995^⑤).

Oppermann (1996)^⑥ asserted that when selecting destinations, meeting planners need to turn to potential meeting attendees to get their insights into which destinations are more or less favored. This process can help associations and meeting planners maximize attendance and financial return from the meeting.

① Oppermann, M., "Perceptions of Convention Destinations: Large-half versus Small-half Association Meeting Planners," *Journal of Convention & Exhibition Management*, Vol. 1, No. 1, 1998, pp. 35-48.

② Grant, Y. N. J., P. A. Weaver, "The Meeting Selection Process: a Demographic Profile of Attendees Clustered by Criteria Utilized in Selecting Meetings," *Hospitality Research Journal*, Vol. 20, No. 1, 1996, pp. 57-71.

③ Price, C., "An Empirical Study of the Value of Professional Association Meetings from the Perspective of Attendees," doctoral dissertation, Virginia Polytechnic and State University, Blacksburg, VA, 1993.

④ Zelinsky, W., "Convention land USA: the Geography of a Latterday Phenomenon," *Annals of the Association of American Geographers*, Vol. 84, No. 1, 1994, pp. 68-86.

⑤ Oppermann, M., "Professional Conference Attendees' and Non-attendees' Participation Decision Factors", *Society of Travel and Tourism Educators*, 1995, pp. 25-37.

⑥ Oppermann, M., "Convention Destination Images: Analysis of Association Meeting Planners' Perceptions," *Tourism Management*, Vol. 17, No. 3, 1996, pp. 175-182.

Although many researchers have focused primarily on identifying primary motivations of association members' meeting participation, motivation factors alone do not explain how association members' meeting participation decisions are made.

An overall review of convention research on the meeting participation factors indicates that meeting participation decision-making factors are relatively similar among professional association members. However, it is important for associations and MICE planners to identify unique factors reflecting their associations, and design meetings based on general and unique factors. In doing so, associations can achieve a higher turnout and a higher satisfaction level, which will ultimately lead to participation in future meetings.

The MICE industry is characterized by different types of products delivered on a similar platform, i. e. a MICE can be held showcasing products from the computer, aerospace, defense, publishing, health, household goods, medical, education and car industries but similar activities are performed to deliver the overall product to the visiting public. Every MICE requires a venue. Every MICE requires organization of the exhibitors. Every MICE requires integrated marketing communications strategy.

However, we are still in the early stage of cognitive development, the Chinese MICE industry's development history is quite short, as for an initial stage, occupies the exploration and the accumulation experience's time, the MICE enterprise has some problems in the convention marketing aspect. Therefore, launches the MICE enterprise IMC strategy research appears very important without doubt. This paper attempts to analyze the situation and the characteristic of the MICE industry quite clearly, as well as the MICE enterprise concerned stakeholder's localization and the constitution, and propose the MICE enterprise's IMC strategy design and the operation frame. Thus, this paper will provide certain reference for the attention of MICE marketing researchers simultaneously support the theory of the MICE marketing for the related enterprises.

1.2 *Integrated Marketing Communications*

Integrated marketing communications(IMC)emphasize the benefits of harnessing synergy across multiple media to build brand equity of products and services. Theoreticians and practitioners have embraced the concept and it is firmly entrenched in marketing. The American Association of Advertising Agencies defines IMC as follows^①:

A concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines—for example, general advertising, direct response, sales

① Schultz, D. E. , "Integrated Marketing Communications; Maybe Definition is in the Point of View," *Marketing News*, Vol. 27, No. 2, 1993, p. 17.

promotion, and public relations — and combines these disciplines to provide clarity, consistency, and maximum communications impact.

The literature concerning IMC has accelerated since the mid 1990s, although the concept had its implicit rather than explicit origins in the 1980s (Dyer, 1982)^①. As with most conceptual developments in marketing, the initial practitioner-oriented literature concerning IMC was focused on benefits. Thus, strategically, “if” marketers were to adopt the designated integrated approach, “then” received outcomes in terms of communicability, understanding and, of course, actual behaviors would be significantly enhanced rather than in continuing to use older and presumably less integrated approaches (Kitchen, et. al, 2004)^②. The early literature focused on integrating all elements of the promotional mix, an exercise that can be carried out internally, or by communications agencies, so that messages “look and sound alike” to customers exposed to them. But this and was simply a tactical intervention. The current literature is focused on IMC in terms of its strategic imperative and value. Thus, to connect IMC with other marketing “hot topics”, there has to be a far greater focus on understanding the needs, wants, and desires of target markets (even segments of one when circumstances dictate), so the need for outside-in or customer-driven marketing is taken for granted (one form of strategic imperative). Other strategic imperatives include the funding, design, installation, and management of customer-supportive databases, more finely tuned customer data translated into customer knowledge, measurement of actual marketplace behavior, and linking of behaviors into loyalty loops with the caveat that loyalty involves both businesses and the consumers they seek to serve.

But leading proponents of the IMC concept emphasize that creating a consistent message is only the starting point of a closed-loop system built around data captured from customer interactions. According to Thomas Duncan, head of the integrated marketing communications program at the University of Colorado, the highest levels of IMC focus on building relationships through customer interaction and mission marketing. And Northwestern University professor Don E. Schultz, who is perhaps the best-known proponent of the concept, advocates positioning customer databases at the heart of IMC. His concept of IMC is as a “system that drives marketers to achieve measurable communications solutions that are customized based upon detailed customer information.”

From the strategic interactive communication view, the author defines IMC as follows:

“IMC is a communication strategy, which is taken charged of by marcom

① Dyer, G. , *Advertising as Communication* , Routledge, London, 1982, pp. 2—3.

② Kitchen, P. J. , J. Brignell, Li, T. and G. J. Spickett-Jones, “The Emergence of IMC: a Theoretical Perspective,” *Journal of Advertising Research* , Vol. 44 No. 1, 2004, pp. 19—30.

manager. Based on the strategic view of Outside-in, enterprises utilize IMC to progress effective communication with Stakeholders in their business process. In other words, marcom managers should get to know the needs and wants of the Interest Groups including consumers, employees, investors, competitors and Stakeholders consisting of mass media, government and various social organizations. Further marcom managers should put forward continuous and persistent combining countermeasures in their business strategy process. Then they could have organic communication activities to Stakeholders. For that, marcom managers should decide the priority preface of various communication tools and methods according to corporate fact, then with the management process of planning, coordinating and control, effectively integrate corporate communication activities at various phases.”^①

2 The Present Situation of Chinese MICE Market

The Chinese MICE industry has been developed rapidly since 1990s, the industry scale yearly average grows 20%, and China has become Asia's leading MICE country. Along with the convention specialization, the marketability and the internationalization level's unceasing enhancement, emerges one batch well-known brand of the international influence, China's MICE industry has become the important industry in some local and the urban area. The materials used in this paper are coming from completely the statistical data of the public publication, the publication magazine and the international MICE websites.

2.1 The Development of Chinese MICE industry

The scope of China's Meetings, Incentives, Conventions and Exhibitions (MICE) industry, although more developed than any time in its history, will undoubtedly expand: its potential is vast.

With its booming economy and ever-growing market, China is expected to become the most popular MICE destination worldwide in the future. China possesses the attractive combination of rich cultural heritage, breathtaking landscapes, and one of the world's fastest growing economies. Most renown international hotel chains have set up facilities in the major MICE destinations Beijing, Shanghai, and Guangzhou, as well as in less-known locations, such as Xi'an, Guilin, and even the tropical island Hainan in the south of China. The country has the additional advantage of world-class service at relatively inexpensive rates. As the host of big international events like the Beijing Olympics Games 2008 and the

^① Shin, Kwang-Yong, *Integrated Marketing Communications Management Strategy*, (Chinese Edition), Beijing, China Material Press, 2001, p. 7.

Shanghai World Expo 2010, China is home to a wealth of new opportunities.

In support of this unprecedented growth, the China Council for the Promotion of International Trade (CCPIT) will enhance its role as a public service institution to promote the “market oriented, legally administered, industrialized and internationalized” development of the MICE industry in China, said Wan Jifei, director of the CCPIT. Wan said “market oriented” means that resource distribution will be decided by economic considerations and efficient price mechanisms in competitive markets rather than by government institutions, even though the government is still a major sponsor of a large portion of the more than 4,000 conventions and exhibitions held annually in China.

The market orientation of the MICE industry needs an open environment, which can only be safeguarded by a complete legal system. Wan said, “Proper legal administration is a necessary tool for the government to supervise markets, that is, for deciding the ‘rules of the game’; this will allow market players to compete in an open, fair and just environment.”

Rules and regulations have been established concerning the MICE industry, including the Protective Measures of Exhibition Intellectual Property Rights and Administrative Measures on Holding Economic & Trade Fairs Abroad Approval that were issued in 2006, serving as key documents in the improvement of the industry’s legal administration.^①

“The goal of the market-oriented and legally administered development of the MICE industry aims at fulfilling its potential so that desired economic and social benefits can be realized,” said Wan. The focus at present is to promote the balanced growth of MICE nationwide; to organize the business in a more detailed and efficient way; and to support and encourage companies that provide specialized organizational, operating, logistics, design and other services needed by the industry.

The MICE industry in China is trying to form partnerships with world-renowned exhibition companies and is striving to improve its operational models, technologies, capital availability and personnel, according to Wan. However, in the future, the CCPIT will encourage the internationalization of the industry, encouraging more Chinese companies to hold exhibitions designed, organized and operated by themselves.

The MICE industry in China has experienced strong and steady growth in recent years. In 1997, there were about 1,000 exhibitions and conventions; within ten years that number had grown to 3,800. There is now more than 2.5 million square meters of exhibition space available, exceeding that of Germany, which is known as the “kingdom of exhibitions.”

The rapid expansion of the MICE industry in China, however, is not without its prob-

① Claire Cheng, “CCPIT: A Public Service Institution Serving China’s MICE Industry,” *Beijing This Month*, 20 May, 2008, <http://www.btmbeijing.com/contents/en/business/2008-05/profile/wangjifei>.