

International Conference Destination Competitiveness: Measures and Promotion Strategies for Hangzhou

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Abstract:

In recent years, more and more international conferences were held in China, and a large number of research production have been accumulated, but still, so few of researchers have a study on the competitiveness of international conference destinations. Referring to the existing evaluation index system, this article putted forward an evaluation system of 5 first-level indicators, including the conference economic development environment, hardware environment, facility environment and talent environment, tourism environment and social environment, urban internationalization environment and price environment, and 28 secondary indicators. According to the top global conference destination Cities list released by the 2019 International Congress & Convention Association (ICCA), using the above evaluation system to evaluate the top 10 cities in China. Then analyze the shortcomings of Hangzhou's construction being an International Conference destination and propose optimization countermeasures.

Keywords: Hangzhou, International conference destination, Competitiveness evaluation.

I. INTRODUCTION

During the 13th Five-Year Plan period, the municipal government issued the international development strategy of Hangzhou, building Hangzhou into an "international conference destination", "city of events and capital of international exhibition". General Secretary Xi Jinping has put forward "running a good meeting and invigorate (upgrade) a thriving city". The success of G20 Summit has a far-reaching impact on the development of Hangzhou's convention and exhibition industry. The summit has expanded Hangzhou's urban influence, greatly enhanced the reception capacity of the conference, greatly improved the the infrastructure level, increasingly improved the conference service and conference industry. To conclude, the whole city has been developing in a much more professional and diversified direction. With a good international foundation, rich experience in holding international conferences and unique resource endowment, Hangzhou is becoming more and more favored by international organizations and stands out among major cities and regions. According to the List of Global Conference Destination Cities released by the International Conference Association (International Congress & Convention Association, ICCA) in 2018, Hangzhou ranked third in China, 21st in Asia-Pacific, and 97th in the world with 28 international conferences. In 2019, Hangzhou ranked 74th in the world (up 23 places) and 17th in the Asia-Pacific

region (up 4 places). This is the third time that Hangzhou has been listed in the ICCA top 100 global cities since 2015, be next only to Beijing and Shanghai.

Although the image of Hangzhou as an international conference destination has been established and gradually recognized by the market, and the conference industry has entered the fast track of development. But compared with the 91 and 87 international conferences in Beijing and Shanghai listed in ICCA, the 38 conferences in Hangzhou are less than half of these two and the gap is still large. In addition, Hangzhou's advantage compared to Chengdu (33) and Xi'an (30) is also not evident. The mission of Hangzhou constructing an international conference destination is still facing great pressure. Therefore, how to further enhance the competitiveness of the international conference and achieve the development of higher quality, becoming the continuing research subject and the important intellectual support for Hangzhou to deploy and implement the "14th Five-year Plan" and develop the exhibition industry.

II. THEORETICAL BASIS

2.1 The Concept of Competitiveness

Competitiveness is the dominance shown in the competition, which refers to the comprehensive representation reflected through the comparison of both sides or multiple participants. It is a relative index, and this index can only be reflected through the competition of multiple participants. Generally speaking, the competitiveness can be described as strong or weak, but the accurate measure is actually quite difficult [1]. If the essence of producing a product is to solve a problem, then the competitiveness of the product is reflected in the ability to solve the problem. When a product can better solve the problem for the demanders, then the competitiveness of this product is stronger.

2.2 Concept of City International Conference Destination Competitiveness

A meeting destination usually refers to a place with a certain area, where the meeting planner can successfully complete the meeting and its additional activities, as well as where participants can get a relatively complete meeting and travel experience. The competitiveness of city international conference destination is the ability of cities to attract conference organizers to hold international conference and attract international participants to attend, which is a comprehensive index obtained by various cities through various comparisons and competition.

III. THE EVALUATION INDEX SYSTEM OF CITY INTERNATIONAL CONFERENCE DESTINATION COMPETITIVENESS

3.1 The Index Systems and Characteristics of the Existing Literature

There are also some basic explorations in the theoretical field about "evaluation of conference destination", such as issuing questionnaires to conference organizers to summarize the selection criteria of

conference destinations and their overall evaluation. It is generally believed that conference facilities, services (including hotel service quality, the number of hotel rooms), accessibility (or air transportation), and cost (price) are relatively highly important. The domestic conference industry started late, except for a few of the conference destinations gather together, most areas are relatively scattered, so foreign methods are not applicable to China.

Zhu Feng (2011) [2] put forward an evaluation system including 7 first-level evaluation indicators and 16 second-level evaluation indicators, and used the hierarchical analysis method to confirm the weight of various indicators. Through the verification from 17 coastal cities in China, it shows that Zhu Feng's set of evaluation index system has certain accuracy and feasibility, It is quite suitable for the development of domestic conference industry at present. But due to the great cultural differences between domestic participants and foreign participants, Zhu Feng's evaluation index system is not completely applicable to international conferences. Sui Qingqing (2012) [3] visited — Hong Kong, a senior conference destination city in Asia, and established six factors affecting the development potential of the conference industry: Level of economic environment development, urban traffic carrying capacity, infrastructure and environmental bearing capacity, human resource support, tourism support and conference development level. On this basis, she constructed the comprehensive evaluation model of the development potential of the urban conference industry. Zhang Le (2013) [4] established an evaluation system including 5 first-level evaluation and 16 secondary evaluation indicators by using the horizontal and horizontal direction open grade model. The weight of this comprehensive index in this set of indicators is defined by the horizontal and horizontal method, so the competitiveness of each conference destination city is more accurate. In addition, the comprehensive evaluation results are entirely based on the information provided by various evaluation indicators, which is more objective and effective. Zhang Faming (2014) [5] used the G1-E method to establish an evaluation system of 7 first-level evaluation indicators and 18 second-level evaluation indicators. The weight of various indicators in the evaluation system is defined by using G1-E method, taking into account the subjective weight and objective weight, and balancing the relationship between both two sides. Therefore, the conference destination competitiveness calculated by this system is more complete [6]. Although the evaluation system of domestic scholars is not completely the same, but most of them [7-12] generally believe that the conference hardware facilities environment (including hotel service quality, hotel rooms), tourism environment (including climate), price environment (cost) are relatively important. Nevertheless, there is still a lack of relevant research for Hangzhou. Relying on the high-quality scenic tourism environment and the developed digital economy industry, Hangzhou's competitiveness elements and development mode are slightly different from other cities in China and abroad, and the special value of the research is very prominent.

3.2 The Principle of Index System Construction

Since the evaluation of international conference destinations by conference organizers and participants is necessarily subjective, it is necessary to construct a scientific, feasible, simple and practical evaluation system from an objective perspective by selecting existing index data. The construction of destination evaluation index system of urban international conference should follow the following principles:

3.2.1 Scientificity

The selection of destination evaluation indicators for the international Conference on Cities must be able to objectively reflect the actual development of cities. The selection of indicators should be reasonable and scientific, and should not be too many and too detailed, resulting in the repetition of indicators, nor too few, resulting in the omission of indicators. The selection of indicators should be based on scientific basis so that the information obtained can be reliable and objective [13-14].

3.2.2 Accuracy and operability

Choosing specific evaluation index, in the case of to ensure scientific data, as far as possible choose concept clear, clear definition, convenient to collect data, reduce the difficulty of data collection and calculation, reduce the error caused by subjective consciousness, index of the confirmation should be in each city statistical yearbook, the national economic and social development statistical bulletin and other authority figures is given priority to ensure the accuracy of indicator data.

3.2.3 Systematicness

Choosing specific evaluation indicators, to ensure that a certain logic, between various indicators to cities from every level reflects the basic characteristics of the international conference destination, each layer is made up of different indicators, and is mutually independent and contact between the indexes, makes evaluation system to form a unified whole of mutual connection and interaction.

3.3 Evaluation Index of Urban International Conference Destination Competitiveness

This paper refers to the evaluation system of conference destination competitiveness established by domestic scholars, discusses with experts and puts forward an evaluation system of international conference destination including 5 first-level indicators and 28 second-level indicators, as shown in TABLE I.

TABLE I. Evaluation index system of city international Conference destination competitiveness

First level indicators	Second level indicators	The source of indicators
Economic development environment(C1)	Total GDP (hundred million Yuan) (C11)	Wei Ying (2017) [15]
	Per capita GDP (yuan) (C12)	
	Revenue in the general public budgets (C13)	
	Total retail sales (C14)	Wei Ying (2017) [15]
	Total value of secondary industry and its proportion in GDP (C15)	
	Total value of secondary	Zhu Feng (2011) [2], Zhang Faming (2014) [5]

	industry and its proportion in GDP(C16)	
Hardware environment and talent environment(C2)	Number of hotels above 4 stars in the city _(Ctrip) (C21)	Soyoung BooTyra Hillard (2010) [16], Wei Ying (2017) [15]
	Average hotel rate of 4 stars or above _(Ctrip) (C22)	Chen Xiaojing (2005) [7], Zhang Faming (2014) [5], Jumyong (Stephen) lee (2016) [17]
	Civil Aviation Passenger Volume (10,000 persons)(C23)	FortinPA/RitchieJRB. (1977) [18], Yang jingbo (2013) [19], Zhang Faming (2014) [5]
	Mileage of urban expressways (km)(C24)	FortinPA, RitchieJRB. (1977) [18], ChackoHE, FenichGG. (2000) [20], Chen Xiaojing (2005) [7], Shen Ye/Piao Zhina/Wu Bihu (2013)[21], Zhang Faming (2014) [5]
	Rail transit miles (km)(C25)	Zhang Faming (2014) [5]
	Number of taxis(26)	Yang jingbo (2013) [19]
	Number of Urban Colleges and Universities (number of exhibition and Tourism majors) _(University Professional Network) (C27)	Che-Chao Chiang/Brian King and Thu-Huong Nguyen (2012) [22], Shen Ye/Piao Zhina/Wu Bihu (2013) [21],
Tourism environment and social environment(C3)	Per capita spending on education, culture and entertainment(C31)	Zhu Feng (2011) [2], Zhang Faming (2014) [5], Shen Ye/Piao Zhina/Wu Bihu (2013) [21], Chen Xiaojing (2005)[7], Zhong Xingming/Yu Xuecai (2005) [23], Guo Yingzhi/Zang Shengnan /JIANG Jingxian (2009)[24]
	Number of A-level scenic spots _(National Cultural and Tourism Administration of China) (C32)	Wei Ying (2017) [15], Zhu Feng (2011) [2], Zhang Faming (2014) [5], Chen Xiaojing (2015) [7]
	The number of days with air quality at or above grade II(C33)	Wei Ying (2017) [15], Zhu Feng (2011) [2], Zhang Faming (2014) [5], Shen Ye/Piao Zhina/Wu Bihu (2013) [21]
	Urban greening rate(C34)	Wei Ying (2017) [15], Zhu Feng (2011) [2], Zhang Faming(2014)[5]
	Per capita Park green area (square meters/person)(C35)	
	Urban popularity _(Baidu search volume) (C36)	Zhu Feng (2011) [2], Zhang Faming (2014) [5], Guo Yingzhi/Zang Shengnan/Jiang Jingxian (2009) [24]
	Number of domestic tourists received annually(C37)	Wei Ying (2017) [15]
	The crime rate _(Public Safety Blue Book) (C38)	Wei Ying (2017) [15], Wang Qijing(2011)[25], Chen Xiaojing(2015)[7], Guo Yingzhi/Zang

		Shengnan/Jiang Jingxian (2009)[24]
International urban environment(C4)	Number of inbound tourists received annually(C41)	ChackoHE, FenichGG. (2000)[20],Chen Xiaojing(2005) [7],Yang jingbo (2013) [19]
	Number of Fortune 500 companies(C42)	
	ICCA membership(ICCA official website)(C43)	
	Number of International conferences(ICCA Annual List)(C44)	Xiao-jing Chen (2005)[7], Shen Ye/Piao Zhina/Wu Bihu(2013)[21]
Price environment(C5)	City price index(CPI)(C51)	Xiao-jing Chen (2005)[7], Qi-jing Wang(2011)[25], Shen Ye/Piao Zhina/Wu Bihu(2013)[21]

Note: Data of indicators not specially marked are all from statistical yearbooks of cities (2011-2019)

IV. THE EMPIRICAL ANALYSIS OF CITY INTERNATIONAL CONFERENCE DESTINATION COMPETITIVENESS EVALUATION

4.1 Data Collection

In order to study the competitiveness level of the destination of Hangzhou International Urban Conference and the problems and deficiencies of the construction of the destination, data were collected according to the evaluation system established above (5 first-level indicators and 28 second-level indicators). Due to the outbreak of COVID-19 in 2020, international conferences were basically suspended. Therefore, this paper selected the data of the top 10 cities (Beijing, Shanghai, Hangzhou, Xi 'an, Guangzhou, Nanjing, Chengdu, Qingdao, Wuhan and Shenzhen) in 2019.

4.2 Data Processing Method

In order to better measure the real situation of the competitiveness level of conference destinations, the research needs to be assisted by mathematical statistics. In order to overcome the difference of magnitude and standard, the original data is standardized. Then, the commonly used entropy method is used to confirm the weight of each index through specific gravity calculation, and assign scores. The weight of each indicator is calculated by the above method as shown in the following TABLE II:

TABLE II. Weight value of each indicator

First level indicators	Second level indicators
Economic development environment 0.31	Total GDP (hundred million Yuan) 0.024
	Per capita GDP (yuan) 0.011
	Revenue in the general public budgets 0.023

	Total retail sales 0.015
	GDP of secondary industry 0.107
	The proportion of secondary industry in GDP 0.006
	GDP of tertiary industry 0.083
	The proportion of tertiary industry in GDP 0.041
Hardware environment and talent environment 0.209	Number of hotels above 4 stars in the city 0.044
	Average hotel rate of 4 stars or above 0.021
	Air passenger volume 0.025
	City highway mileage 0.011
	Rail transit miles 0.084
	Number of taxis 0.011
Tourism environment and social environment 0.316	Number of urban colleges and universities 0.013
	Per capita spending on education, culture and entertainment 0.012
	Grade A and above and the number of key scenic spots 0.018
	The number of days with air quality at or above grade II 0.046
	Urban greening rate 0.138
	Per capita park green area 0.020
	Urban popularity 0.026
	Number of domestic tourists received annually 0.030
International urban environment 0.151	The crime rate 0.026
	Number of inbound tourists received annually 0.029
	Number of Fortune 500 companies 0.063
	ICCA membership 0.041
Price environment 0.014	Number of International conferences 0.018
	City price index 0.014

From the perspective of the weight of the first-level indicators, the index of "tourism environment and social environment" has the highest weight, with a weight of 0.316, which reflects the urban heat, urban tourism attractions, urban environmental quality and urban safety quality, etc., which are the primary considerations of the conference organizers. The second is "economic development environment", with a weight of 0.31, reflecting that a good level of economic development and a perfect industrial structure are also one of the means to improve the competitiveness of cities. The third is "hardware facilities environment and talent environment", with a weight of 0.209, which reflects the basic conditions for a city to hold conferences and contributes greatly to its competitiveness. The fourth item is "Urbanization international environment", with a weight of 0.151, reflecting the degree of international integration of cities, which is one of the factors considered by the organizers of the conference; "Price environment" ranked fifth with a weight of 0.014, indicating that participants in international conferences have a high level of consumption and are less sensitive to price levels.

In terms of the weight of the second-level indicators, the top five are the number of rail transit miles, the GDP of the tertiary industry, the number of fortune 500 enterprises, the number of days with air quality reaching or better than second-level, and the number of hotels with more than 4 stars in the city. It can be seen that the factors that have the greatest influence on the competitiveness of a city's international conference destination are traffic conditions, urban industrial structure and tertiary industry development, urban enterprise level, environmental quality and good accommodation and other hardware facilities.

4.3 Comprehensive Score Analysis

According to the above formula, the comprehensive scores of international conference destination competitiveness of Hangzhou and other 9 cities from 2011 to 2019 are shown in the TABLE III:

TABLE III. Competitiveness score of each city

2011	Beijing	Shanghai	Shenzhen	Xi'an	Guangzhou	Hangzhou	Chengdu	Nanjing	Wuhan	Qingdao
Competitiveness score	0.582	0.519	0.327	0.261	0.235	0.136	0.122	0.121	0.117	0.075
Rank	1	2	3	4	5	6	7	8	9	10
2012	Beijing	Shanghai	Shenzhen	Xi'an	Guangzhou	Nanjing	Hangzhou	Chengdu	Wuhan	Qingdao
Competitiveness score	0.561	0.507	0.305	0.300	0.239	0.137	0.118	0.117	0.085	0.080
Rank	1	2	3	4	5	6	7	8	9	10
2013	Beijing	Shanghai	Shenzhen	Xi'an	Guangzhou	Chengdu	Nanjing	Hangzhou	Wuhan	Qingdao
Competitiveness score	0.555	0.509	0.331	0.288	0.237	0.152	0.139	0.126	0.095	0.086
Rank	1	2	3	4	5	6	7	8	9	10
2014	Beijing	Shanghai	Shenzhen	Xi'an	Guangzhou	Chengdu	Nanjing	Hangzhou	Wuhan	Qingdao
Competitiveness score	0.537	0.514	0.346	0.297	0.248	0.170	0.149	0.135	0.097	0.085
Rank	1	2	3	4	5	6	7	8	9	10
2015	Beijing	Shanghai	Shenzhen	Guangzhou	Chengdu	Hangzhou	Nanjing	Xi'an	Wuhan	Qingdao
Competitiveness score	0.599	0.592	0.437	0.280	0.209	0.196	0.173	0.160	0.140	0.121

titivene ss score										
Rank	1	2	3	4	5	6	7	8	9	10
2016	Beijing	Shangh ai	Shenzh en	Guangz hou	Xi'an	Chengd u	Nanjin g	Hangz hou	Wuhan	Qingda o
Compe titivene ss score	0.574	0.540	0.395	0.281	0.240	0.178	0.170	0.161	0.117	0.108
Rank	1	2	3	4	5	6	7	8	9	10
2017	Beijing	Shangh ai	Shenzh en	Guangz hou	Chengd u	Hangz hou	Nanjin g	Xi'an	Wuhan	Qingda o
Compe titivene ss score	0.606	0.565	0.4121	0.302	0.236	0.191	0.189	0.173	0.134	0.126
Rank	1	2	3	4	5	6	7	8	9	10
2018	Beijing	Shangh ai	Shenzh en	Guangz hou	Hangz hou	Nanjin g	Chengd u	Xi'an	Qingda o	Wuhan
Compe titivene ss score	0.612	0.561	0.434	0.311	0.215	0.207	0.199	0.192	0.137	0.125
Rank	1	2	3	4	5	6	7	8	9	10
2019	Beijing	Shangh ai	Shenzh en	Guangz hou	Hangz hou	Chengd u	Xi'an	Nanjin g	Qingda o	Wuhan
Compe titivene ss score	0.630	0.454	0.370	0.227	0.175	0.174	0.172	0.154	0.099	0.096
Rank	1	2	3	4	5	6	7	8	9	10

According to the measurement results of international conference destination competitiveness of cities, the overall ranking of cities has not changed much in the past nine years, while the ranking of individual cities has fluctuated slightly. Beijing and Shanghai have been ranked first and second for a long time without any changes. From 2011 to 2018, Hangzhou's ranking was hovering between the sixth and eighth place, but in the past two years, it has jumped to the fifth place, which shows that Hangzhou's comprehensive strength is gradually emerging. In terms of city size location advantage, political status and city level, Hangzhou lags far behind Beijing and Shanghai in terms of conference destination construction, and also lags far behind Guangzhou and Chengdu. Hangzhou is China's first high-speed rail cross city, Hangzhou Xiaoshan International Airport is an important trunk airport in China, one of the top ten international airports in China. The location advantage of Hangzhou lies in the open advantage of being located in the coastal area and the aggregation effect brought by the development of Internet economy. As the capital of e-commerce and Internet economy, Hangzhou has attracted a large number of talents and promoted the employment of people from neighboring provinces. The regional economic development of

Zhejiang is relatively balanced. Unlike Chengdu and Wuhan, Hangzhou is not the dominant city in the province, and its attraction to the population in the province, and its attraction to the population in the province is slightly weaker. Chengdu, also as a new first-tier city, has a similar level of conference industry development. However, as a national central city, Chengdu is the political, economic, cultural, transportation and science and technology center in southwest China and an important sub-provincial city in central and western China. Urban development scale, comprehensive economic strength, radiation and influence, information exchange ability, international competitiveness and other aspects of the central and western regions have a more prominent leading advantage. The number and quality of foreign affairs organizations, universities and transnational enterprises settled in Chengdu are all higher than that in Hangzhou. Although Hangzhou is located in the Yangtze River Delta region with developed economy and more prominent transportation advantage, the siphon effect of Shanghai is also very obvious in the international conference market because of its close proximity to Shanghai.

4.4 Score Analysis

In order to more directly reflect the competitiveness level of Hangzhou as an international conference destination, especially the specific ranking of various indicators compared with other 10 cities, the ranking of various indicators from 2011 to 2019 is shown in the following TABLE IV.

4.4.1 Analysis of economic development environment

TABLE IV. Changes and rankings of economic development environment scores of cities from 2011 to 2019

Year City	Beijing	Shanghai	Hangzhou	Xi'an	Guangzhou	Nanjing	Chengdu	Qingdao	Wuhan	Shenzhen
2011	0.101	0.115	0.034	0.160	0.070	0.036	0.015	0.027	0.041	0.069
Rank	3	2	8	1	4	7	10	9	6	5
2012	0.089	0.104	0.032	0.163	0.064	0.036	0.016	0.025	0.036	0.066
Rank	3	2	8	1	5	6	10	9	6	4
2013	0.098	0.109	0.033	0.175	0.070	0.037	0.018	0.025	0.036	0.071
Rank	3	2	8	1	5	6	10	9	7	4
2014	0.102	0.108	0.031	0.172	0.068	0.035	0.016	0.021	0.037	0.070
Rank	3	2	8	1	5	7	10	9	6	4
2015	0.138	0.166	0.082	0.018	0.086	0.038	0.054	0.061	0.081	0.133
Rank	2	1	5	10	4	9	8	7	6	3
2016	0.139	0.151	0.049	0.113	0.087	0.041	0.025	0.029	0.047	0.098
Rank	2	1	6	3	5	8	10	9	7	4
2017	0.159	0.170	0.059	0.024	0.099	0.050	0.039	0.033	0.057	0.113

Rank	2	1	5	10	4	7	8	9	6	3
2018	0.156	0.170	0.057	0.021	0.088	0.049	0.040	0.030	0.058	0.108
Rank	2	1	6	10	4	7	8	9	5	3
2019	0.280	0.102	0.038	0.015	0.060	0.031	0.022	0.019	0.035	0.058
Rank	1	2	5	10	3	7	8	9	6	4

From 2011 to 2013, The economic development of Hangzhou always ranked 8th, which was in the lower level among the 10 cities. Since 2015, The economic development environment of Hangzhou has risen to the 5th or 6th place among the 10 cities. It can be seen that in recent years, as an emerging conference destination, Hangzhou's economic environment level has been developing well and its comprehensive economic competitiveness in China has been strengthened significantly.

Combined with practical reasons, in 2014, Hangzhou took the lead in implementing the "No.1Project" of intelligent application of information economy in China. After years of efforts, digital economy has become a new driving force for innovative development and a new highlight of economic growth in Hangzhou. From 2014 to 2018, the added value of the core industries of the digital economy grew by 22% annually, contributing about 50% to the city 's economic growth, among which 5G, big data, cloud computing, artificial intelligence, chips, block chain and the Internet of Things have played an obvious driving role. By 2018 the added value of digital economy was 335.6 billion yuan, accounting for 24.8% of GDP, and the main business income was 1.08 trillion yuan, accounting for 59% of the province. At the same time, 2015 is the final year of the 12th Five-Year Plan, a key year for Hangzhou to accelerate transformation and upgrading, and an important year for economic development to fully step into the new normal. Under the leadership of the Municipal deepening reform to enhance the vitality of the system as the breakthrough point, and developing and improving people's livelihood as the foothold to promote steady and long-term economic development. The annual economic aggregate achieved a historic breakthrough, becoming the tenth city in China to enter the "trillion" square, the growth rate returned to double digit growth, its economic and social development has reached a new level, the remarkable improvement of various economic and industrial advantages, for attracting industry conference to settle in Hangzhou has a strong appeal and internal demand.

4.4.2 Analysis of the hardware facilities environment and talent environment

TABLE V. Score changes and rankings of hardware facilities environment and talent environment in cities from 2011 to 2019

Year City	Beijing	Shang hai	Hangz hou	Xi'an	Guang zhou	Nanjin g	Cheng du	Qingd ao	Wuha n	Shenzh en
2011	0.177	0.203	0.027	0.023	0.090	0.033	0.034	0.009	0.036	0.039
Rank	2	1	8	9	3	7	6	10	5	4

2012	0.186	0.216	0.028	0.032	0.096	0.035	0.038	0.014	0.020	0.042
Rank	2	1	8	7	3	6	5	10	9	4
2013	0.169	0.196	0.031	0.031	0.085	0.034	0.047	0.010	0.027	0.036
Rank	2	1	8	7	3	6	4	10	9	5
2014	0.165	0.198	0.033	0.033	0.090	0.039	0.049	0.009	0.026	0.042
Rank	2	1	8	7	3	6	4	10	9	5
2015	0.185	0.227	0.038	0.039	0.090	0.045	0.057	0.010	0.025	0.055
Rank	2	1	8	7	3	6	4	10	9	5
2016	0.188	0.217	0.038	0.038	0.093	0.046	0.055	0.008	0.028	0.054
Rank	2	1	8	7	3	6	4	10	9	5
2017	0.198	0.224	0.037	0.038	0.094	0.046	0.054	0.023	0.033	0.048
Rank	2	1	8	7	3	6	4	10	9	5
2018	0.199	0.229	0.046	0.050	0.102	0.048	0.065	0.033	0.028	0.056
Rank	2	1	8	6	3	7	4	9	10	5
2019	0.112	0.174	0.028	0.031	0.069	0.031	0.049	0.019	0.025	0.043
Rank	2	1	8	6	3	6	4	10	9	5

As can be seen from the above Table V, the hardware facilities environment and talent environment of Hangzhou from 2011 to 2019 ranked the 8th among the 10 cities, ranking lower. The number of hotels above four stars in Hangzhou is not as good as other cities. In particular, in 2014, the Implementation of the Measures for the Administration of Conference Fees for Central and State Organs clearly stated that “Meetings of the second, third and fourth categories should be held in designated hotels below four stars (including four stars)”. As a result, some five-star hotels give up their stars or get stars through asset restructuring in order to enter the procurement list of designated places for government meetings. And star hotels are generally concentrated along the west Lake, the range of conference hotels to choose from is small. Until the G20 summit, Qianjiang New Town and century City, Xianghu lake and Baima Lake, Xixi wetland, Binjiang district, Xiaoshan district and Linping district government around the larger hotel areas formed and developed. In addition, as for the talent environment index, we take the number of colleges and universities in each city as the standard, and find that the number of colleges and universities in Hangzhou is far less than that in Beijing, Shanghai and even other cities. In particular, the number of related majors in tourism and exhibition is also decreasing year by year.

4.4.3 Analysis of the tourism environment and the social environment

TABLE VI. The score change and rank of tourism environment and the social environment during 2011 to 2019

Year City	Beijing	Shanghai	Hangzhou	Xi'an	Guangzhou	Nanjing	Chengdu	Qingdao	Wuhan	Shenzhen
2011	0.096	0.076	0.057	0.055	0.043	0.044	0.044	0.036	0.035	0.170
Rank	2	3	5	4	8	6	6	9	10	1
2012	0.096	0.080	0.041	0.056	0.052	0.060	0.032	0.035	0.025	0.160
Rank	2	6	7	5	6	4	9	8	10	1
2013	0.100	0.098	0.042	0.055	0.053	0.056	0.037	0.046	0.026	0.181
Rank	2	3	8	5	6	4	9	7	10	1
2014	0.096	0.098	0.051	0.058	0.060	0.056	0.054	0.046	0.026	0.191
Rank	3	2	8	5	4	6	7	9	10	1
2015	0.100	0.090	0.052	0.073	0.063	0.071	0.048	0.043	0.025	0.205
Rank	2	3	7	4	6	5	8	9	10	1
2016	0.089	0.074	0.053	0.061	0.060	0.064	0.046	0.051	0.031	0.198
Rank	2	3	7	5	6	4	9	8	10	1
2017	0.088	0.073	0.062	0.076	0.063	0.075	0.086	0.051	0.033	0.203
Rank	2	6	8	4	7	5	3	9	10	1
2018	0.097	0.080	0.066	0.084	0.069	0.081	0.058	0.055	0.028	0.207
Rank	2	5	7	3	6	4	8	9	10	1
2019	0.111	0.101	0.078	0.101	0.054	0.067	0.051	0.044	0.024	0.213
Rank	2	3	5	3	7	6	8	9	10	1

As shown in TABLE VI, Hangzhou ranked seventh in tourism environment and social environment among the 10 cities, which is relatively low. This is mainly reflected in air quality. The city is surrounded on three sides by mountains, causing fog and haze precipitation easily and difficult to disperse, so the air quality is mediocre. In terms of temperature, it is one of the four furnaces in south China. Summer sultry

low pressure, winter wet cold rain, deterring many conference organizers and attendees.

4.4.4 Analysis of the international environment

TABLE VII. The score change and rank of international environment during 2011 to 2019

Year City	Beijing	Shang hai	Hangz hou	Xi'an	Guang zhou	Nanjin g	Cheng du	Qingd ao	Wuha n	Shenzh en
2011	0.205	0.120	0.016	0.023	0.029	0.004	0.026	0.000	0.002	0.046
Rank	1	2	7	6	4	8	5	10	9	3
2012	0.182	0.102	0.015	0.022	0.021	0.004	0.026	0.002	0.005	0.032
Rank	1	2	7	5	6	9	4	10	8	3
2013	0.181	0.102	0.016	0.022	0.024	0.007	0.044	0.002	0.005	0.036
Rank	1	2	7	6	5	8	3	10	9	4
2014	0.170	0.103	0.016	0.027	0.025	0.013	0.048	0.002	0.007	0.037
Rank	1	2	7	5	6	8	3	10	9	4
2015	0.171	0.102	0.019	0.026	0.027	0.014	0.048	0.003	0.009	0.039
Rank	1	2	7	6	5	8	3	10	9	4
2016	0.155	0.088	0.013	0.028	0.033	0.011	0.045	0.013	0.009	0.038
Rank	1	2	8	6	5	9	3	7	10	4
2017	0.153	0.091	0.024	0.033	0.038	0.012	0.049	0.012	0.011	0.043
Rank	1	2	7	6	5	9	3	8	10	4
2018	0.144	0.080	0.034	0.029	0.037	0.014	0.036	0.008	0.010	0.042
Rank	1	2	6	7	4	8	5	10	9	3
2019	0.127	0.073	0.020	0.026	0.036	0.014	0.045	0.003	0.010	0.042
Rank	1	2	7	6	5	8	3	10	9	4

From the Table VII, it is obvious that Hangzhou's international environment fallen before other cities. Ahead of the G20 Summit, Hangzhou is not well known internationally, so the number of inbound tourists received each year is less than that of other cities, and only a handful of large-scale conferences held in Hangzhou. Compared with Beijing and Shanghai, the internationalization level in Hangzhou is relatively weak, so that there is not even an embassies and consulates, the number of sister cities is not very large. There is still a big gap between Hangzhou and international cities in terms of both ICCA members and resident foreign population.

4.5 Comparative Analysis of Hangzhou Environment and Other Cities

Beijing's conference industry started earlier in China and developed more mature. According to the ICCA statistics, Beijing has always ranked first in the number of international conferences held in China,

has strong urban competitiveness in the international conference market, and Beijing ranks first in terms of economic development environment and international environment. In 2018, nearly 32.3% of the conferences were held in the Convention and Exhibition Center in Beijing, 25.8% were held in universities, 19.4% were held in conference hotels, and international conferences in Hangzhou and other cities were held in conference hotels and universities. Beijing's advantages in conference support are closely related to the government's attention. The Beijing municipal government vigorously supports the development of the conference industry, fostering and introduction of a group of high-quality, high-level and international conference enterprises and conference talents, And the integration of conference organizers, conference places and other related information, establish an authoritative high-end conference resources database, so that Beijing's conference resources gather, comprehensive benefits outstanding. As can be seen from the data in the above table, Beijing is ahead of other cities in terms of urban attraction. Beijing, as the capital of China, the political and cultural center, and Beijing's government units, enterprises and universities, scientific research institutions and conference talents have obvious resource advantages, coupled with the local government taking advantage of Beijing's unique conditions, with "sophisticated" as the core of the city packaging, in the international marketing promotion, which makes Beijing in the international visibility increased. In addition, the Beijing Municipal government attaches great importance to the cooperation with international professional organizations such as the International Congress and Convention Association (ICCA) and the Meeting Professionals International (MPI), which also effectively enhance Beijing's influence and attraction in the international conference market.

Shanghai is ahead of other cities in hardware facilities and talent environment, among which the government plays an important role. The government has not only optimized the construction of the conference industry service system, but also set up the operation guarantee coordination group of the National Convention and Exhibition Center, which effectively guarantees the development of the conference market. Although Hangzhou has also set up a special guarantee team, but it has not been unified supervision, and other departments have crossed the border, making the role of the special team greatly reduced. Although Xi 'an has a low ranking and the competitiveness of many indicators is also low, it ranks high in the tourism environment and social environment. Xi' an, as a famous tourist city in China, has a beautiful environment and profound historical and cultural heritage. In addition to the government's attention to environmental protection, the amount of subsidies for low-emission enterprises has been increased. For enterprises under environmental pollution liability insurance, their application for special funds has been suspended. These government measures make the Xi'an conference industry more competitive than other cities in the tourism environment.

Nanjing, Chengdu, Hangzhou and other cities have developed rapidly in recent years. From the above table, we can find that although no special indicators rank first, all indicators are balanced. These city governments attach great importance to it, and the relatively mature conference management system has been gradually formed under the promotion of the government. For example, Nanjing established Nanjing Convention and Exhibition Office, Chengdu established Chengdu Convention and Exhibition Office, and Hangzhou established Hangzhou Development Convention and Exhibition Coordination Office. Under the guidance of the government, the conference facilities are also basically improved, such as Qujiang

International Conference Center in Xi'an, Hangzhou International Expo Center, etc. In addition, these cities pay attention to the building of conference brands. Nanjing encourages enterprises to establish overseas liaison agencies, fully participate in the competition of international conferences through cooperation and merger, and increase the popularity of urban conference brands through these methods. Chengdu attaches great importance to the cooperation with the media. The competitiveness of these cities in the international conference market is increasing year by year, and their ranking is also increasing year by year.

V. PROMOTION STRATEGIES FOR HANGZHOU INTERNATIONAL CONFERENCE DESTINATION COMPETITIVENESS

According to the aforementioned research and analysis results, at present, Hangzhou has a good competitiveness advantage in the economic environment. Hardware facility, talent and internationalization are the key factors for the follow-up construction of Hangzhou being a international conference destination at the present stage, and need to be optimized. The following part will be an in-depth interpretation of various indicators, analyze the problems and deficiencies in Hangzhou building an international conference destination, and table proposals for Hangzhou to enhance the competitiveness of the international conference destination.

5.1 The Shortage of Hangzhou's Construction as an International Conference Destination

5.1.1 Lack of large conference places and high-end conference professional talents

Hangzhou averagely ranked eighth in Hardware facility environment and talents environment among the 10 cities, which is mainly reflected on the number of high-star hotels, conference places, conference enterprises, conference professional talents and other aspects needed to be improved. The number of Hangzhou's high-star hotels is almost the same as that of Beijing, Shanghai and other cities, but there is a great gap in the number of large conference venues, conference enterprises and conference professional talents. Large conference venues are a very important factor in whether international conferences can be held. In the whole conference industry chain, other conference elements can be solved through policies, funds and other means, but not in the conference venue. Compared with Shanghai and Beijing have high-end international conference places such as: National Exhibition and Convention Center(Shanghai),Shanghai New International Expo Centre, Shanghai World Expo Center, Shanghai International Convention and Exhibition Center,1933 Convention Center, Shanghai International Convention Center, The Beijing National Convention Center, The Beijing International Convention Center and so on. It follows that Hangzhou has significantly fewer high-end conference venues.

High-end talents is one of the important factors to promote the development of urban conference industry. Their role is not only to provide quality services for the conference, but also to enhance the value of the conference, help customers to achieve the purpose of the conference and ensure the sound development of the conference industry. However, due to the relatively late starting in China, the conference industry hasn't been mature enough. At present, the scale of conference companies in

Hangzhou is small, the capital is not rich, and there is a lack of conference professional talents. Most of their company employees are learning and doing simultaneously without professional and systematic training. In addition, for the staff of international conferences need a certain foreign language foundation, the conference company will definitely select personnel with high foreign language level when selecting employees. However, although the temporary part-time employees have strong foreign language ability, they have obviously insufficient conference service experience, which seriously affects the quality of the holding conferences. Nowadays, many universities in Hangzhou have opened exhibition majors or add up Exhibition direction under the tourism management major, but still, however, most of them are mainly theoretical knowledge learning and lack of practical training, so it can be seen that the cultivation of conference professional talents in Hangzhou still need to be improved.

5.1.2 Lack of international transport accessibility and convenience

From the dimension of urban international environment, there is still a large gap between Hangzhou and Beijing, Shanghai and other cities. In July 2013, the expansion of Hangzhou East Railway Station was completed, and the expanded Hangzhou East Railway Station covers an area of 400,000 square meters, which makes Hangzhou East Railway Station one of the largest transportation hubs in Asia and its accessibility completely as good as Beijing, Shanghai and other cities. But in terms of aviation accessibility, Xiaoshan Airport is ranked 10th in China, which has only two airstrips at present, pulled a big gap compared with Shanghai Pudong Airport, Beijing Daxing International Airport. Although in recent years, it has opened direct international medium and long-distance routes to Los Angeles, Vancouver, Rome, Madrid, Sydney and other place, but its accessibility still has room for improvement.

5.1.3 Mediocre Climate environment urban environment

According to the research results, although Hangzhou's tourism environment and social environment are ranked relatively high, instead, the climate environment play a negative role. Hangzhou is located in the north subtropical excess zone with humid temperature and four distinct seasons. However, due to the unstable intensity of the monsoon climate, there are often cold, hot, dry and wet abnormal and severe weather. In terms of environment, Hangzhou is surrounded by mountains on three sides, and has a large area of industrial zones in the southeastern city, plus lots of car exhaust, all of these have seriously polluted the air quality of Hangzhou

5.2 Strategies for promote Hangzhou International Conference Destination competitiveness

5.2.1 Deepen the integration of industry and education, improve the quality and quantity of high-end conference professional talents

Government is supposed to encourage colleges and universities to set up exhibition majors and train professional conference talents, meanwhile, actively carry out school-enterprise cooperation to promote the integration of industry and education, making the students take in professional theoretical knowledge and

practical operation at the same time. This can not only greatly improve the quality of conference industry talents, but also timely provide professional conference talents for conference enterprises, achieving a win-win situation in a real sense.

The government should encourage leading companies in the conference industry, such as Hangzhou Convention and Exhibition Group, Hangzhou Xinqiao Exhibition Company, Hangzhou Yuancheng Media Convention and Exhibition Company, etc, to actively cooperate with colleges and universities in Hangzhou. Build teachers' communities of industry, and form the Hangzhou Conference industry teaching and lecturing group. Otherwise, Enterprises are encouraged to hold conferences and exhibitions on university campuses, let college students participate in the real conference projects, and improve the validity of practical training.

Industry associations should play an active and positive role of platforms, For the shortage of high-end talents, actively lobby relevant departments on the basis of the existing talent policy, develop the talent treatment suitable for the development of the conference industry, and expand the intensity and scale of talent introduction. Simultaneously, improve and build a professional training system and build up professional and training programs with strong integration of theory and practice for enterprises, industries, universities and so on.

5.2.2 Government should support and cultivate high-level conference enterprises

The 2016 G20 Summit made Hangzhou re-understand the value of exhibition industry, prompting the industry confidence soared. However, the marketization and industrialization of Hangzhou conference industry is still insufficient, and there is still a big gap with Beijing and other first-tier cities in Shanghai. At present, the organizers of large conference and exhibition projects in Hangzhou are basically supported by the government or undertaken by state-owned enterprises, even those independently operated ones are rarely to be seen. Of course, a large part of the reason is that the current conference enterprises in Hangzhou is generally small, accompanied by a shortage of talents and capital and Less operational experience in large projects, which makes it impossible to undertake large conference independently. In such a case, the government should strengthen even more efforts. For large conference projects with a government background, set up the public bidding method with the brand new designs. Trying to achieve the purpose of selecting more private enterprises with strength and potential and gradually improve the ability of Hangzhou conference enterprise. In addition, promulgate Special support measures policy, Support and encourage small and medium-sized conference enterprises to improve their comprehensive level, implementing an upgradation of transforming into Full-case planning and marketing with popularization.

On the one hand, in the supervision of the conference industry, although the last reform of the major system achieved the integration of industrial functions. But because of the particularity of the conference industry, making the division of the Tourism Department and Commerce Department still evident. At present, Hangzhou Bureau of Commerce has an exhibition office and Hangzhou Development Convention

and Exhibition Industry Service Center, both sides have also set up special trade associations. In the actual operation process, though, these two apartments assist and supervise each other, the reuse and waste of resources remains evident. As a consequence, a further coordination and integration should be put forward in Tourism, conferences, exhibitions, festivals and events and other fields. And the establishment of a unified regulatory and service agency is still a necessity.

On the other hand, COVID-19 accelerates the rapid development of digital exhibitions and integrates online and offline conference which has been widely used nowadays. Hangzhou, as the Internet capital of China and Headquarters location of Alibaba, owns the top-leveled network technology. The government should operate policy that, encouraging Hangzhou conference enterprises to actively explore the operation mode of digital conference, becoming a world pioneer of digital exhibitions and promoting the transformation and upgradation of the conference industry in the new era.

5.2.3 Improve the comprehensive environment and create more attractions

As one of the six ancient capitals, Hangzhou has rich tourism resources and developed tourism industry. In the future, through the breakthrough and innovation of tourism projects, improving the level of the tourism reception industry and promoting the perfection and optimization of city tourism image as standing for first-class capital, which will boost the attraction of Hangzhou being an International Conference destination and improve the service quality. In addition, accelerating the internationalization of cities, especially taking opportunities such as the Asian Olympics. Then create an international atmosphere in terms of hardware and software, improve and perfect the international business system and improve the international reception service capacity and so on, accelerating the competitiveness of being an international conference destination. In addition, constantly improve and optimize the natural environment of Hangzhou's natural and cultural environment, control and adjust the air quality in a planned way to improve the perception and satisfaction of Hangzhou's comprehensive environment, then pull up the attractiveness of the city to attract international conference.

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