

Scope Management of International Investment Exhibition Projects

Taking Xiamen GW Import and Export Trading Company as an Example

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ABSTRACT

The international investment exhibition is the main way for import and export trading companies to develop their business. Adequate pre-planning of the exhibition will help companies better achieve the goals of the exhibition and save resources. This article takes Xiamen GW Import and Export Trading Company as an example to discuss how the company applies project scope management planning and controls the scope of investment exhibitions before setting up the Xiamen International Private Brand Trade Fair, so as to achieve the purpose of accurately formulating exhibition plans, efficiently achieving exhibition goals and saving exhibition investment.

Keywords: *International investment promotion, Exhibition project, Scope management.*

1. INTRODUCTION

Xiamen International Private Brand Trade Fair is held in Xiamen International Convention and Exhibition Center in June each year. The organizer of the exhibition is the Private Label Manufacturers Association (PLMA), which is the only non-profit organization in the free brand market, with more than 4,000 members from more than 70 countries. Xiamen GW Import and Export Trading Company is one of the members of this association. In the past, participating in exhibitions has opened up many customer resources for the company. This article aims to discuss how to use project management theory to guide the feasibility and existing problems of international investment exhibitions, so as to further promote the practice and application of scope management theory in large-scale exhibition activities by taking Xiamen GW Import and Export Trading Company

successfully held the 2021 Xiamen International Private Brand Trade Fair, and publicly promoted the company's own brand summer sports suits at the exhibition for the first time as the example.

Project overview POS is shown in "Table 1".

*Project: 1. Source: Fujian Provincial Education Department's 2019 Young and Middle-aged Teacher Education Research Project (Social Science); Name: "Application Research on Project Management of International Exhibitions".

2. Source: Fujian Educational Science "Thirteenth Five-Year Plan" Special Project for Education and Teaching Reform in 2019; Name: "Research on General Skills Training Model for Project Management of College Students".

Table 1. Project overview POS

| | | | |
|--|----------------------|---------------------|---------------------------|
| Project Name: GW Import and Export Trading Company International Investment Promotion Exhibition | | Number: 20201012 | Project Manager: Wang Hua |
| Opportunity: With the development of global economy and technology, the rise of diversified industrial chains, and the further segmentation of the market, private brand trade exhibitions serve as an effective and convenient communication platform between similar enterprises and between enterprises and customers, showing the superiority that other marketing media can't match. | | | |
| Goals: Achieving goals: Successfully hold an international investment promotion exhibition, promote summer sports suits, increase the company's brand awareness, attract investment, and promote economic development through the exhibition. Restrictive goals: the initial budget is 300,000 yuan, the resource allocation is required to be reasonable, and the budget cost need to be within the controllable range, and ensure that the exhibition is successfully held on June 13, 2020. | | | |
| Deliverables: International Investment Promotion Exhibition | | | |
| Restrictions and risks: insufficient manpower, schedule delays, equipment failures, insufficient funds, and potential safety hazards. | | | |
| Prepared by: Wang Hua | Date: March 20, 2021 | Approver: Huang Xin | Date: March 23, 2021 |

2. PROJECT MANAGEMENT AND INTERNATIONAL PROMOTION EXHIBITIONS

Project management is a branch of management, a new management technique developed at the end of World War II, and was originally used in the military field. With the continuous development of technology, the scope of application of project management has changed from being limited to construction, national defense, aerospace and other fields in the 1980s, to the current computer, electronic communications, financial industry and even government agencies, and its importance has gradually become prominent. [1]

Project scope management refers to the definition of all the work content and scope of the project in order to achieve the project goals, and the determination of the project's goals and deliverables. The definition of project scope management includes the scope of output and scope of work. The scope of output refers to the performance and functions of the product or service delivered by the project. The scope of work refers to the work to be done to complete the deliverable, that is, which work needs to be done and to what extent can the deliverable be completed. In order to effectively achieve the project goals, the scope of output and the scope of work need to be highly consistent. The scope of output should be broken down into a series of elements to determine what the final deliverables are. The scope of work should be based on the scope of the output, and what work needs to be done in order to complete the deliverables. That is, the scope of output determines the scope of work. [2]

Among the nine modules of the project management system, project scope management

occupies the primary position and is an important factor affecting the success of the entire project. The quality of project scope management largely affects the effective control of the entire project's time, cost and performance, and affects the smooth progress of the entire project. Scientific and standardized project scope management can not only reduce project risks, but also lay a solid foundation for successful projects. [2]

The idea of taking "the Belt and Road Initiative" as a great power, has made China closer to the countries along "the Belt and Road". Economic exchanges between countries have become more frequent. For Chinese enterprises, there are more projects that need to be connected. Therefore, the model and content of project management need to be standardized, and the project management strategy that is in line with the world can promote the development of the enterprise economy and create a good environment for the economic development of the enterprise. [3]

Project management is a scientific management model, which is of great significance for improving the operating efficiency of enterprises. Therefore, in the process of enterprise management, project management methods should be continuously improved to improve the quality of project management [4].

The convention and exhibition industry mainly includes large-scale events such as conferences and exhibitions. Here the authors mainly analyze the events that take exhibition as the service object from the aspect of exhibition project management, and plan, organize, control, and communicate with each stage of the exhibition project to achieve the goals. In the exhibition project management, there are many business details and work items of the exhibition. A complete exhibition workflow

involves customer relationship management, venue sales, exhibition design, construction, exhibit transportation, customs declaration, commodity inspection, logistics work for exhibitors, exhibition advertising, post-show evaluation and information feedback, etc. At the same time, the scales of the exhibition are different, the work details are cumbersome, and there are many communication channels. It can be called a systematic project. Therefore, it is necessary to make reasonable arrangements for the input of working hours, manpower, material resources, and work schedules, refine and follow the work process. [5]

In the operation and management of the exhibition, project management is an important means to improve the quality of the exhibition, and has an important role in promoting the success of the exhibition. Taking into account the characteristics of exhibition planning, as well as the many links and preparations involved in the exhibition, the work of exhibition project management is relatively difficult. In order to ensure that exhibition project management can be effectively carried out and improve the overall effect of exhibition project management, it is necessary to clarify the specific goals of the exhibition project management based on the reality of the exhibition, formulate specific project management measures according to the actual needs of the exhibition project management, and make overall arrangements for the exhibition project management, so as to improve the rationality and effectiveness of the exhibition project management and meet the needs of exhibition project management. [6]

3. SCOPE MANAGEMENT

3.1 Planning Scope Management

Xiamen International Private Brand Trade Fair is a non-profit organization in the private label market, with more than 4,000 member units from more than 70 countries. Every year, exhibitions, press conferences, seminars, forums and other activities are held for the private label market. Participants include importers, wholesalers and distributors from all over the world. The selection of exhibits includes food, clothing, household appliances and handicrafts, pet supplies, entertainment and leisure, daily commodities, office and educational supplies, packaging products, and related private brands in Xiamen. In the exhibition, it will set up investment promotion hall, brand

introduction hall, product marketing hall, and set up special exhibition areas according to the different nature of the exhibition halls. It can highlight the nature of investment, and set up special exhibition areas in China and the world to attract Chinese and foreign exhibitors to invest, increase economic exchanges between different countries and regions, and promote economic growth in the investment promotion hall. It can set up special exhibition areas according to the major categories of exhibitors' brands to highlight the popularity of similar brands in the brand introduction hall; in the product marketing hall, it can reflect the characteristics of different products to promote product investment cooperation. It is necessary to organize a series of activities such as investment and investment promotion at international exhibitions, invite industry authoritative scholars and experts, well-known enterprises and international economic organizations and other representative authorities to attend the exhibition, and give speeches on current Chinese and foreign economic trends and forecasts of future investment. During the exhibition, the participants can implement project to dock system project database, choosing from the exhibition investment projects selected by national and global governments, and docking at the exhibition site for project negotiation.

In the exhibition activity plan, different departments are responsible for the management of the scope of different projects and arrangements by relevant personnel. If people need to understand the situation of the international private brand trade exhibition, they can consult the exhibition brochure and contact the personnel of the exhibition promotion department; if people want to know about booking booths and participating in the exhibition, they can check the investment plan and contact the staff of the exhibition affairs department.

3.2 Collecting Requirements

The organizer of Xiamen International Private Brand Trade Fair is Private Label Manufacturers Association (PLMA), the only non-profit organization in the free brand market. Attracting many guests to participate in the exhibition, the exhibition provides customers with a platform for bilateral and multilateral exchanges, which is conducive to Xiamen GW Import and Export Trading Company to establish a good relationship between distributors and wholesalers, and it is also

conducive to improving the technical content and quality of the products, laying a foundation for adjusting the product structure.

The brainstorming method is used to collect the requirements this time, and the purpose is to stimulate the participants' innovative thinking, break the routine, and change the perspective of thinking. Participants include GW's project manager, conference affairs team leader, command team leader, marketing team leader, booth team leader, exhibit team leader, and product transportation team leader. Lead by the project manager, the project manager determines the exhibition goals, proposes topics, and allows participants to discuss. Before starting the discussion, the conference team leader will release background information. The project manager should actively guide everyone to participate in the discussion, and the recorders should record the ideas put forward in the meeting. Finally, the conference affairs team leader sorts out everyone's ideas, screens them, and draws the final plan, which is finally handed over to the project manager for review.

The exhibition also collects customer needs through email. The information collection department of GW company designed the content and format of the questionnaire about free brand summer sports suits, the design department designed small gifts related to the theme of summer sports suits to give to customers (in order to thank customers for filling in the demand collection form), the leader of the booth group is responsible for sending emails to the customers participating in this exhibition, and the marketing group sorts out and collects customer needs. According to exhibitors' needs and suggestions for summer sports suits, they can provide customer demand information for the next self-owned brand summer sports suits exhibition, so as to improve customer satisfaction with the exhibition. At the same time, the collection of customer needs plays a vital role in the development of the exhibition, which is conducive to the establishment of cutting-edge experience in the development process of the private brand, and can fully demonstrate the new transformation of the private brand and the industry as a whole.

3.3 Defining the Scope

Scope definition includes output scope and work scope. It is a must to systematically consider the work required to complete the deliverables of

the products delivered by the project, and define the scope and boundaries of the project in detail to make project stakeholders participate in, so that they can reach a consensus on the project scope and boundaries, and break down the work package into necessary activities through the "defining activities" process.

The project has a clear scope management plan, which improves the accuracy of project progress, cost, and quality. After the project stakeholders completed the selection and training, they will fulfill their responsibilities, start to implement the exhibition promotion and publicity, and invite manufacturers, distributors, and wholesalers from all over the country. On display in the showcase is the company's own brand new summer sports suit. The preparation of the exhibition materials includes rental equipment, tea break customization, exhibition manuals, gift preparation, and brand production. Booth arrangement coordination and booth construction companies implement details and sign contracts to ensure that the exhibition can be held in a stable and orderly manner. During the exhibition, it is necessary to conduct on-site management and control of the booth — product display, customer communication, data recording, activity development, statistics on daily customer information collection and order transactions, and report potential business opportunities to the company to deal with and respond in a timely manner, and do a good job in the storage of exhibits and materials. After the exhibition, it will be a necessity to complete the handover work with the organizer, supplement the database and send the thank-you card to the customer, follow up the customer, rectify the effect evaluation report, fully summarize the experience and lessons, and lay a better foundation for future marketing using the exhibition platform.

3.4 Creating WBS (Milestone Plan)

To ensure the smooth progress of the exhibition, the company uses WBS (Work Breakdown Structure), which is a key tool for linking project goals and project execution. The company adopts a "top-to-bottom" decomposition technology to gradually subdivide the project work into work packages that are easy to manage and control. The decomposition process uses the MECE rule, that is, mutually independent and completely exhausted. First, it establishes a milestone plan to report the completion of the project to senior management and customers, and to achieve the realization of the goal

and the progress control of the project work more effectively. As shown in "Table 2":

Table 2. Milestone plan

| Milestone event | Progress time | | | |
|-------------------------------|---------------|-------|-------|-------|
| | March | April | May | June |
| Project planning | △3.20 | | | |
| Preparation before exhibition | | △4.26 | | |
| Customer invitation | | | △5.11 | |
| Material preparation | | | | △6.1 |
| Exhibition arrangement | | | | △6.10 |
| Exhibition execution | | | | △6.13 |
| Investment intention | | | | △6.18 |
| Finishing touches | | | | △6.23 |

△ means completed.

The WBS is at the center of the planning process and conforms to the 100% principle, which is conducive to follow-up plans such as the quality plan, human resource plan, construction period and cost of the project. WBS is a graph arranged in an orderly manner, allowing project team members and other project stakeholders to clearly know which projects to complete and what the project will look like in the end. For the project scope that is not part of the project work, it is necessary to clearly exclude it, make adjustments in time, cost, and quality to prevent scope spread and gilding, and evaluate whether the project has reached all the required deliverables through the completion of various activities. It is conducive to clarify the core demands of the project manager, and carry out scientific and standardized configuration for the grasp of the goal, the control of the progress, and the collaboration of the team to ensure the realization of the final product of the entire project. (See "Figure 1")

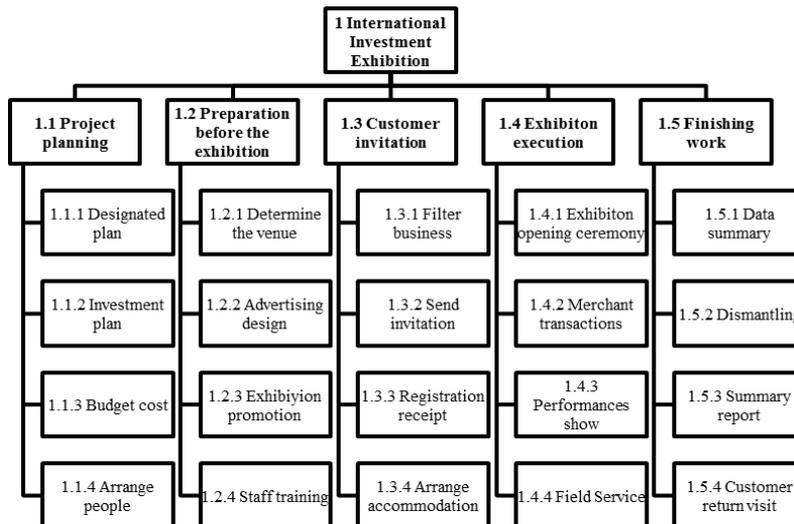


Figure 1 WBS work breakdown structure of Xiamen GW Import and Export Trading Company.

4. CONTROLLING THE SCOPE

4.1 Tracking of Related Party Demand

Related party demand tracking is the tracking of the entire process of the new styles of private-label summer sports suits, in order to make the new styles of private-label summer sports suits better meet the needs of customers, and to make the dealers and wholesalers get the benefits to the maximization.

Organizations participating in the exhibition will include government agency personnel, salespersons, small and medium-sized business owners, sales managers, technical personnel, etc. The marketing department of Xiamen GW Import Trading Company will issue participation receipt forms to these exhibitors, and will look for interested partners in the exhibition. (See "Table 3")

Table 3. Exhibitor receipt form

| Exhibitors | | |
|---|------------------------------|-----------------------------|
| Is there any intention to understand? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Contact | | |
| Phone number: | | |
| Mailbox: | | |
| Address: | | |
| Questions: 1. Have you heard about our new summer sports suits? | | |
| 2. Will you buy the company's new summer sports suit? | | |
| 3. Do you have any thoughts on the new summer sports suits? | | |

4.2 Project Scope Change Control

To do a good job in the change control of the project scope, it is a must to try to avoid "scope spread". "Scope spread" refers to the fact that the actual work of the project exceeds the original planned scope. If it is not controlled, it may cause the project to run out of control or even end in failure. Common "scope spread" includes out-of-control of project schedule management, increased costs, and substandard quality, etc. Such spread will waste the resources of the enterprise, and resources are often limited. It is a necessity to maximize the use of resources as much as possible. Therefore, in

order to make the private brand summer sports suit develop in a normal direction, it is essential to control the project scope change, especially the control of time, cost, and quality. If the scope of the project is changed and the change is within the scope of control, Xiamen GW Import and Export Trading Company will negotiate internally and adjust the corresponding scope, schedule, personnel management and expenses according to the content of the change. If the content of the change occurs outside the scope, it shall be negotiated and adjusted with related parties. The project manager must evaluate the changes. (See "Figure 2")

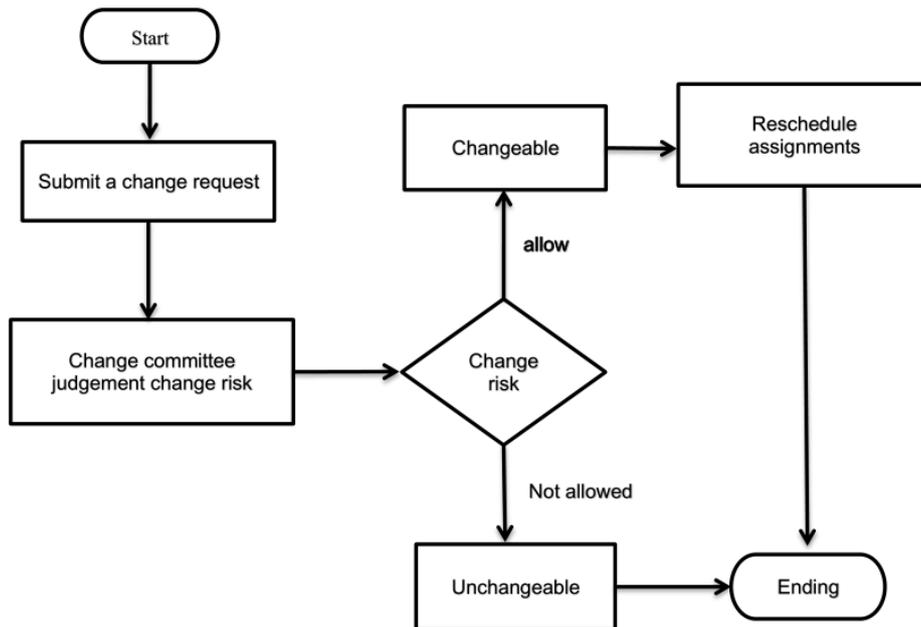


Figure 2 Project change process.

5. CONCLUSION

This article mainly uses the theories and methods of project management to plan the new exhibition of its own brand summer sports suit launched by Xiamen GW Company. According to the situation of Xiamen Free Brand Trade Fair held in the past, the Xiamen GW Import and Export Trading Company's exhibition plan is formulated, and WBS is used to show the overall process of the exhibition, integrate scope management and control requirements and other links. In terms of planning scope management, each exhibition area of the project need to be set up, and departments and personnel related to this exhibition need to be arranged; in terms of collecting requirements, the researchers choose brainstorming and email collection methods to collect customer needs and suggestions for this exhibition; in terms of scope definition, it is necessary to pay attention to the control of the scope of the project and the objectives and direction of the project, and clarify the responsibilities and obligations of relevant personnel; in terms of the scope of control, the project need to be tracked, and scope changes also need to be adjusted and processed through corresponding control methods to strengthen the control of the scope of the project. The successful holding of this exhibition is conducive to the promotion and export of its own-brand summer

sportswear brand. It has important reference significance for the development of the next international free-brand trade exhibition, and at the same time injects new power into the project management of the exhibition.

AUTHORS' CONTRIBUTIONS

Xiaoyan Huang is responsible for mainly written; Honghua Wang is contributed to revising and editing; Xiaoling Ding is responsible for analysed data; Ruping Chen is responsible for Chart making.

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