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BUSM08- Degree Project in International Marketing & Brand Management

**The Importance of During-show Promotion at
Business-to-consumer Trade Shows**

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Abstract

Title:	The importance of during-show promotion at business-to-consumer trade shows
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Keywords	Trade show, marketing, promotion, communication and performance
Thesis purpose:	To fill the gaps in current research on trade shows. The business-to-consumer aspect has been greatly ignored by academic theorists. We are aiming to make an exploratory study into during-show promotion practices. We will also create a continuation of the Hansen (1999) framework.
Methodology:	Both a quantitative approach with questionnaires and a qualitative approach with interviews have been applied in order to gain a better understanding.
Theoretical perspective:	Promotion theory, communication theory and trade show theory.
Empirical data:	Questionnaires to trade show visitors and interviews with trade show exhibitors.
Conclusion:	A new framework for business-to-consumer trade shows has been introduced and a need for establishing clear objectives with trade shows has been recognized in order to have successful during show promotion.

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1. Introduction

The purpose of this paper is to ultimately explore the promotion practices and effectiveness in the business-to-consumer context of trade shows. The introduction will provide a starting point to understand trade shows and trade show theory as well as provide our research question and direction.

1.1 Background

Trade shows or exhibitions are an arena for the presentation of new products, selling, and/or promotion of products and services offered by several companies within a particular industry or interest. Trade shows often last about a week and can be open to only professionals or the general public. Exhibits or booths are the physical space that a company displays within. These trade shows are considered an important element of promotion, but at the same time encompasses, as an entity, the promotion mix. Within the promotion mix there is advertising, personal selling, direct marketing and public relations- these are all to be found in some form at a trade fair.

1.1.1 Promotion

The promotional mix includes advertising, sales promotion, personal selling, direct marketing and public relations (Ghauri & Cateora, 2006). Coupled with this definition is that the ultimate goal of promotion is to get the product sold. At this juncture, we should point out once again that these two elements, promotion and selling, are amorphyously intertwined. Though advertising is most often considered as the main element of promotion (Ghauri & Cateora, 2006), we are going to argue that these, as well as several un-aforementioned elements make-up an important part of the Exhibit promotional mix in the later parts of the paper.

1.1.2 Trade Shows

Trade shows are one of the main selling tools in a company's arsenal that is often neglected by the academic world. "In no other medium will all other elements come together. Advertising, publicity, sales promotion, product demonstrations, sales staff, key management, present and potential customers and many other elements join together in a live, multi-dimensional event." (Sashi & Perretty 1992: 250) In recent years, it has been suggested that trade shows have become the second largest component in advertising budgets, citing around a 22% allocation. (Williams, Gopalakrishna and Cox, 1993, Tanner & Chonko 1995) Practically, there are several important functions and attributes of such shows. They provide a large selling and promoting ground for companies who are placed among throngs of

customers looking specifically for their product or industry. These shows can take place in a business-to-customer or business-to-business context. Many companies go with specific selling goals and others go just to make new customer contacts. In some cases there is a 'new customer quota' to be met, in others no specific goal has been made, except to boost the attitudes and morale of employees. Shows can range in size, sometimes 100 exhibitors sometimes 10,000.

When a company decides to enter into a trade show, first they must contact the hall and purchase a space. These spaces are priced according to location and size. Better locations could be considered at 'islands'- where all four sides are unobstructed, 'cap spots' or 'peninsulas'- these locations are at the end of a row and allow the stand to be viewed from three sides. There are also corner spots that allow viewing from two sides, and traditional row locations where only one front can be viewed. The height constraints put on the stands do allow row located stands to be taller than corner or peninsula locations to allow visual presence.

It is essential that the company's stand is attractive and conveys the brand of the company properly. A design firm or consultant is often enlisted to help the company with such work as well as logistics with the trade show. The company can choose to rent or buy the stand, though bought stands can be more elaborate, they are also fixed and changes in sizes and regulations between trade shows can cause grievance. To be in a trade show, an exhibitor has to be prepared to spend a large amount of money. Not only are they responsible for all logistics behind the physical stand, but also there are often insurmountable hidden costs. Any electricity that is used is charged for, as well as floor rental, mandatory carpet cleaning, and high costs for any catered event (perhaps some coffee and muffins are ideal to make a sale over).

With all the trouble and expenditure behind attending a trade show, there are definite and immediate benefits. First, the company is exposed to thousands of hungry clients, ready and alert to meet new brands and products, second, with internet access- sales can be made on the spot, and third, important contacts and deals can be made within the exhibiting companies. (Carman 1968, Lilien 1983, Bellizzi & Lipps 1984, Kerin & Cron 1987, Bello 1992, Sashi & Perretty 1992, Seringhaus & Rosson 1994, Gopolakrishna & Lilien 1995, Tanner & Chonko 1995, Dekimpe et al 1997)

Along with the different aspects of trade shows, there are many different reasons why a company may or may not attend. Among these reasons, main points are outlined by Shoham (1992): intelligence gathering, enhancing and maintaining morale of employees, generation of new product ideas, to maintain supplier relationships, enhancing and maintaining company image, and forming strategic alliances. Most of these tasks can be completed whether the company decides to display or not.

Trade shows can be business-to-business, business-to-consumer or both. Fairs like the ITB held in Berlin, and explained more thoroughly later, is an example of a blended fair. The first few days of the show are dedicated to those in the travel industry- tour companies, travel agents, etc, while the last two days are dedicated to the general public. As you will see later, exhibitors tended to focus greatly on either business or consumer, but typically, not on both.

1.1.3 Trade Show Promotion

Promotion- pre-show

Pre-show promotion is often conducted at business-to-business trade shows. The exhibitors are normally presented with a list of all those attending. The company is then able to send out invitations to individual guests inviting them to specifically come to their stand. (Gopolakrishna & Lilien 1995) Since business-to-consumer shows are by nature fairly anonymous, it becomes increasingly complicated to contact potential customers directly. The exhibitors will have to use other means, for example billboards, magazine ads and television advertisements.

Promotion- post -show

There is a small line between post-show promotion and following up on a sale lead. Companies will often contact the attendees that they met at the show that appears to be potential customers. In a business-to-consumer show, business that collect personal information in some form are the only ones able to do true follow-ups.

Promotion- during show (gap)

During show promotion is the way that an exhibitor draws customers during a show. We have defined during-show promotion as the stand design, literature, handouts, give-aways, product demonstrations or performances and contests. Though much during-show promotion is conducted during business-to-business and business-to-consumer shows, there is a sizable gap in academic research on this topic.

1.1.4 ITB

The ITB trade show has taken place once a year in mid-march at the Berlin Messe since 1966. It is the largest travel industry trade show in Europe with 11.147 exhibitors attending in 2008. The show had 177.891 visitors and about 110.000 were trade visitors- those attending on business. The show is unique in that both the business-to-business and business-to-consumer contexts are highly emphasized and a company can really benefit in either way they chose. The show covers an area of 160.000 square meters where the following categories are represented: ITB SUPPLY, Cultural Tourism, Trends & Events, Youth Travel, Accommodation, ECOtourism, Experience Adventure, Travel for disabled people, Training & Employment in Tourism, Travel Technology, Wellness, Cruises, and Book World. There were 40 halls filled with stands within the respective category of the room. The largest portion of the fair was dedicated to regions in the world where countries would exhibit and typically sub-exhibitors under these categories. (ITB Berlin, 2008) For example, India had an entire hall. In the hall, the main India stand stood in the middle, with small companies taking small sections of the stand. Larger companies had small spaces laid out to decorate and use as their own.

Like many other trade fairs, ITB is coupled with a conference. This allows for more sponsoring opportunities as well as the chance to be able to speak in front of an audience of

potential customers. At ITB, there were three days of conference where topics sensitive to current issues were addressed. Special attention was also paid to corporate travel managers. A lounge was set up for these special attendees to relax, network, and be pampered by companies with particular interests towards business travelers. (ITB Berlin 2008)

1.1.5 EuroHorse

EuroHorse is Scandinavia's largest equestrian fair. It is typically held around Easter in Göteborg, though for the 2008 fair, it ran alongside the Rolex FEI World Cup Final in Jumping. Therefore the show took place in mid-April. This year there were 252 exhibitors filling 22.600 square meters. (EuroHorse-Svenska Massan, 2008) This show is primarily business-to-consumer, where all exhibitors were presenting products for horse riders and owners. Many companies were there to sell clothing, and tack, while others were there with larger items like horse trailers. Those with larger items were not all there to sell, but many to simply promote their products.

During show demonstrations came in the form of on-horse demonstrations, product demonstrations and tests, and a fashion show. Literature was limited and promotional bags were little to non-existent. This show was on a much smaller scale in comparison to the ITB, but large in comparison to other shows in the similar industry.

1.2 Research Presumptions

In order to write this thesis, there are a few presumptions that were made. First, it is assumed *that business-to-business and business-to-consumer trade shows are inherently different*. Much of business-to-business trade show literature places heavy emphasis on using trade shows to meet face to face with customers and as a powerful industrial selling tool. By doing this, a lot of pre-show and post-show promotion strategies are employed. These strategies include but are not limited to pre-show direct mail and invitations, as well as personal follow-up calls.

Selling is another important part of the business-to-business trade show. Typically, in these shows industrial selling is prevalent- meaning that large quantities of product or heavy machinery are involved. The exhibitor often uses the trade show as grounds to expedite these sales, and make lasting relationships with their customers. In a business-to-consumer environment, selling may occur, but more on a retail level. There can be large ticket items, but these either are not sold at the show, or not sold in a fashion that is no different than their own retail business, except for maybe more customers buying on that particular day. Therefore, *more emphasis should be placed on promotion than selling at business-to-consumer trade shows*.

Because of the anonymous nature of business-to-consumer trade shows, it is increasingly difficult to make strong partnerships with the consumer. Direct marketing through pre-show

activities is not a viable means when little to no customers are known of before the show. At this juncture one can then say *that during show promotion is more important than pre- and post- show promotion for business-to-consumer trade shows.*

1.3 Purpose

The purpose of this paper is to fill the gaps in current research on trade shows. The business-to-consumer aspect has been greatly ignored by academic theorists. We are aiming to make an exploratory study into during-show promotion practices. We will also create a continuation of the Hansen (1999) framework.

2. Theory

Much of the previous literature on trade shows has not been rooted in pre-existing marketing theory, because of this fact, what has been written is highly prescriptive. This is especially the case with Stevens' (2005) book Trade Show and Event Marketing, which is lacking academic theory completely but instead, like many others, focuses on normative theory. It has to be considered why this is. Is the trade show environment so unique that all previous marketing theory is not even in the slightest bit applicable or is it just taken for granted? We consider the following categories that trade show literature falls into, and we will explore marketing theory that we find relevant to this topic:

2.1 Promotion Theory

Marketing can be defined in numerous ways and there is a substantial amount of information in this field. Different authors perceive the term “marketing” in their own way however, according to Jansson and his co-writers, “marketing is about satisfying a perceived need.” (Jansson, Johnsson & Sjöling, 2003:216). In order to understand the customer, it is important for the marketers to define their target group and then offer them a product that would satisfy their needs. However, manufacturers at times, have to create these needs to encourage sales. The term marketing has evolved with the years. Today, both the manufacturers and customers are aware of the high degree of competition therefore, it is important to move at a fast pace in order to retain the customers.

It is important to understand the customer and this can only be made possible by gathering information about the target market. Terms such as information, segmentation and positioning are important within the marketing context since it is important for a company to understand the customers and to be understood by the customers in a way in which it wants to position itself. Therefore, markets need to pay special attention to such matters when marketing their products. Since, the market is complex and is evolving all the time; it is not enough for manufacturers to just “market” their products. It is also important for them to promote them in such a way that it is well understood by the customers and it stays as a “top of mind” brand. Top of mind is described as the mental connection a customer makes with a specific company or brand when the need for the particular product arises. (Jansson, et al. ,2003)

2.1.1 Promotion

Promotion belongs to the traditional marketing mix, which are more commonly described as the “4Ps”. The four Ps include product, price, place and more importantly promotion. Although additions have been made and more Ps has been added to the marketing mix, still these functions as the basis of the mix. Although, the emphasis in this paper is on promotion as a whole, it is however, necessary to explain the whole promotional marketing mix. According to Ghauri & Cateora (2006) and Jansson, et al (2003), Promotional mix can take many forms such as advertising, public relations, personal selling, direct marketing and finally sales promotion which will be explained in the following model and text.

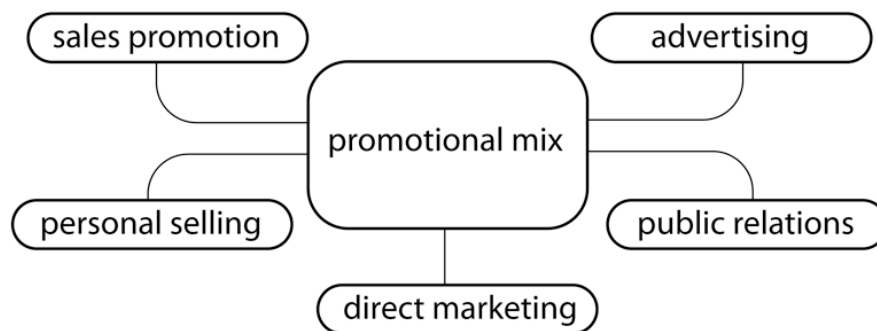


Figure 1: The promotion mix. (Jansson et al, 2003)

Advertising: is a paid form of non-personal presentation and promotion of a product, service or idea via a mass medium by an identified sponsor. It could be in the form of print media for example magazines, newspapers and leaflets. It can be on the television, internet as well events such as trade shows. Companies identify their target markets and then make the decision of whether they want to adapt or have standardized advertisement. (Ghauri & Cateora, 2006:394)

Advertising fulfils a very important function in society; it provides the customers with a variety of products and services to choose from. Many companies rely on marketing to sell their products and advertising is one of the factors underpinning economic growth. The purpose of advertising differs for different companies. It could either be to inform, persuade or remind the customers about a certain product or service. (Jansson, et al, 2003). According to Jansson, et al (2003), promotional gifts work as “leading-edge medium”, meaning they communicate the brand and its message directly to the customers. This is a great advantage to the companies since they can decide when to launch the product and what message and brand image they want to convey to the customers.

Public relations: is to promote good relations with parties that the company or organization wishes to cultivate and/ or influence. Publicity, sponsoring and corporate websites are all aspects of PR. Kotler et al (2002), defines corporate identity materials as PR tools. According to him, logo types, corporate presentations, stationery, business cards and so on are all

examples of PR tools. Such tools enhance the company and brand image and convey the message to the public.

Personal selling: is the communication between two or more individuals, designed to define the customers' need and enable the seller to offer the product that would satisfy the need. Employees play a vital role in personal selling since they act as the ambassador of the company or the organization. The employees identify customer's needs and offer them a solution. It is also an essential part of the marketing communication process, since this is the only two-way communication between the customer and the company. Therefore, training the employees is crucial.

In today's competitive market environment, both the companies and customers have realized the importance of personal selling and therefore, sales representatives have taken over the role of advisors and solution providers. Companies provide tailored services and products to the customers and this enhances their relationship. Promotional products strengthen the relationship and help in maintaining it.

Direct marketing: is the direct contact with individual consumers to elicit a direct response and develop closer relationship. Internet, direct mail, telephone sales as well as television advertisements are all means of direct marketing. (Jansson, et al, 2003). The internet has played a major role in marketing and promoting products and brands due to the massive use by the public. The message reaches the general public through websites and emails. The use of promotional products and giveaways are an essential part of direct marketing. It is an incentive to encourage sales in the long run.

Sales promotion: is a measure to increase sales by encouraging purchase of a product or service. Ghauri & Cateora (2006) defines sales promotion as all the activities other than advertising and personal selling. Some examples of sales promotion are demonstrations, contests, coupons, product tie-ins, sponsorship of special events and gifts.

According to Ghauri & Cateora (2006), promotional activities such as the ones mentioned above are a communication process. The communication process is the basis of the whole marketing and promotional mix. The customers need to understand the message the company is trying to convey. If the message is distorted and not understood the way it is intended, the marketing and promotional activities fail. Companies communicate with its current and potential customers by means of promotional products, giveaways and offers and in order to understand the process, it is necessary to define the term "promotional product" in detail.

2.1.2 Promotional Products and Give-aways

Promotional products are the most popular tool at trade fairs and exhibitions since they are the way to reach out to the most customers the easiest. These include bags, key rings, pens and so on, and this reminds the customer of the company every time the item is used.

PPAI (Promotional Products Association International) defines promotional products as giveaways and gifts that display a company brand and are used as sales promotional

instrument. (Jansson, et al, 2003) However, Jansson et al believe that there is much more to the promotional products rather than just a mere sales tactic. They state that the promotional products are an integral part of the whole company's marketing. They developed a model which is designed to describe the total value of the promotional product when presented as a giveaway or a gift.

The total value is divided into four parts:

Psychological value: refers to the value the recipient attaches to the gift or the emotions that are formed with the product in terms of appreciation and gratitude. The psychological value is enhanced by factors such as the degree of personal involvement in the handing over the product that is personally or via mail, the way it is presented and whether the gift is more personalized or not.

Monetary value: relates to the perceived economic value of the gift less the giver's actual cost since the product constitutes monetary goodwill. This enhances the psychological value of the product.

External promotional impact for giver: is the degree to which the giver's brand and/or slogan are increased by the recipient's positive reaction to the giveaway. For instance, the longer the bags given at a trade fair are used by the customers, the better it is for the company since there will be cost free advertising and publicity of their product. Therefore, good quality would lead to a longer period of advertising.

Bad will: is the receiver's perception of the gift as less than his or her expectations. (Jansson, et al, 2003)

The communication process and the following diagram will explain the relation between the promotional giveaways and the customer-company relationship clearly.

2.1.3 Communication Process

A variety of literature suggests that the communication process plays an important role in promoting products and services. It comprises of a sender, encoding the message, decoding it, receiver, the noise and feedback. The following diagram originally introduced by Kotler, best describes the communication process between the company and the customer:

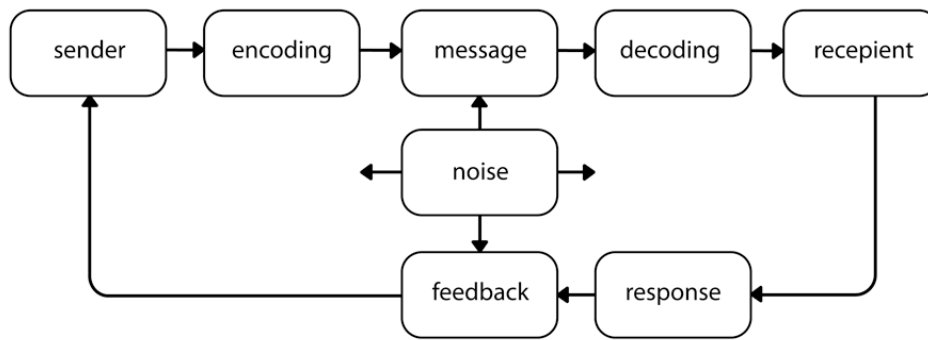


Figure 2: The communication model. (Kotler 2002)

The sender is the one communicating or sending the message, which in this case would be a company wanting to convey a certain message. The sender (or the company) gives away promotional products and the sender always has a reason to give away a product/service to someone.

According to Jansson, et al (2003), a sender would give away products in order to promote it and the sender has a clear idea as to why the gift or promotional product has been given and what it is supposed to communicate.

Encoding is the next stage in the communication process: to convert a message into symbolic form. For instance, a company deciding on giving away the product most associated with the brand and that specific product plays a major role in the advertising campaign, making it the perfect promotional giveaway. For example, Colombian stand at the ITB fair giving away Colombian chocolate or coffee.

The message itself is what the company is trying to convey by the means of the promotional giveaways. It is the product itself that becomes the message. The brand and the logo also convey a certain message. The gift or the giveaway becomes the medium the sender uses to communicate the brand to the customer or the receiver. Marketers can benefit from such gestures in the long run.

Decoding is when the recipient or the receiver interprets the message being conveyed. In this case, a promotional giveaway would be interpreted in a certain way by the customer/recipient. It could either have a positive effect on the receiver and they might appreciate it or, in some cases, receiver might not even pay attention to the pen he or she has received. Decoding is an important part of the communication process since the customer has to correctly translate the marketer's encoded message.

The response is the receiver's interpretation of the gift or the promotional giveaway after the decoding. Although, it is difficult to measure all the responses, it is an effective measure and increases sales.

Feedback is the receiver's response to the sender. According to Jansson, et al (2003), the immediate feedback that comes to mind is gratitude. But there can be both long and short-term feedbacks. The immediate gratitude is an example of a short-term feedback.

The noise or the interference refers to everything that makes it difficult for the receiver to get the intended message. When sending promotional products in mail, the possible noise would be if the recipient would not receive the gift, or at a trade show when one giveaway is cluttered with numerous others. Other examples of noise or interference are the misunderstandings in the encoding and the decoding of the message and this can be highly due to differences in culture and languages. At times, the meaning of the promotional giveaway might not be understood. Jansson, et al (2003) suggests that the communication process mentioned above is a good tool for visualizing how gifts and promotional products can be used effectively to communicate a specific message. Therefore, it is essential for companies to filter the noise when communicating to its customers. If the noise level is at its minimal, there is a higher chance of successful transmission of the message. This would enhance the brand image and improve during show promotion.

2.2 Trade Show Theory

2.2.1 Historical and General Framework

Trade show studies date back from the 1950's where research was heavily focused on the profitability and efficiency of exhibiting. These studies were based on no previous academic framework or true basis of testing. Carman (1968), one of the original researchers set forth bases for which trade shows could be evaluated. These factors were quickly deemed too vague, but they became key recommendations for success. Cavanaugh (1975) also focused on evaluating trade shows and setting objectives. Her research has a very similar focus as Carman's did, but she stressed the importance of event planning.

A small handful of researchers have entered the trade show arena. The number has lacked so much that these studies have become one exploratory analysis after another. So, Hansen (1999) collected the theories she found most relevant and created a framework for future research in trade shows. Hansen focused primarily studies with firm grounding in performance measures (Dekimpe et al. 1997, Gopalakrishna & Lilien 1995, Seringhaus & Rosson 1998, and Williams et al. 1993) as well on the key article on trade show function (Kerin & Cron 1987). From these theorists Hansen derived her model. First we will present the elements leading to her findings, then her model itself.

2.3 Derivations of the Hansen Framework

2.3.1 Selling and Non-Selling Activities

Kerin & Cron (1987) confirmed the original framework to trade show theory suggested by Bonoma (1983) by dividing activities between selling and non-selling:

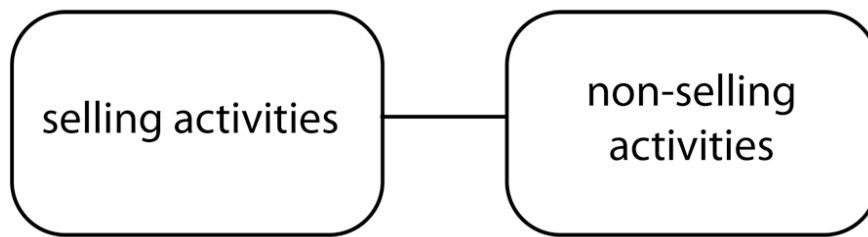


Figure 3: Trade show activities. (Kerin & Cron, 1987)

The Kerin and Cron (1987) study created eight trade show dimensions and linked them to selling and non-selling through survey evaluations with exhibit managers. Ultimately, what they found was the complex nature of trade shows. In their study they were able to identify a few factors that would lead to a successful trade show, for example, exhibiting a larger range of products and efficient ways of information-giving, also whether or not a show is appropriate for the exhibitor's goals.

Several researchers made continuations with this theory. Gopalakrishna & Lilien (1995) went on to describe trade shows as a mix of personal selling and advertising. By dividing trade shows into a three step process, pre, during and after marketing activities; they argued that one can more closely examine behavior at different stages of the exhibit process. The three steps, pre-trade show, during trade show and post trade show activities are all vital to understand the successfulness of trade shows.

Regardless of managers' perceptions, marketers are aware of the importance of non-selling activities, though most research tends to focus on selling activities. However, there are numerous activities that play a vital role for visitors to remember a trade show exhibitor; demonstrations, exhibit design and the literature are examples of important non-selling activities to boost top-of-mind standing. (Bellizi et al 1984) These activities are not directly linked to sales, but are still of great importance. Trade show sponsorship and press conferences are later introduced as an important tactic of affordable promotion strategies. (Stevens 2005)

2.3.2 Studies in Performance Measures

In order to determine the effectiveness of a trade show one needs to set the criteria for what effectiveness means. That can naturally be accomplished in different ways. Williams et al (1993) separated achievement terms into relative or absolute, and created a set of basic equations to determine the success of the show. These terms measured booth attraction, and booth contact. The absolute measures are described as objective- number of leads and visitors to the booth, and subjective- the firm's exhibit manager's perception of image enhancement by participating. The relative terms are described as objective- the proportion of visitors to the booth to buyers and subjective- the rating given by sales team for the booth compared to the other booths at the show. (Williams et al 1993)

The focus on behavior performance has been less examined than the research on outcome-based performance. The research that has been made on behavior performance has mainly covered primarily pre-show and after-show activities. The during-show activities have been mostly ignored in the research. By using pre-show marketing, trade show exhibitors can make more out of the trade show (Gopalakrishna & Lilien 1995). Gopalakrishna & Lilien(1995) showed in his research the effect of sending out invitations to the booth, they also had a coupon and offered giveaways. In doing so they were able to know who of the invited guests did visit the exhibit. Their research showed that pre-show activities did have a positive effect on trade show performance. (Gopalakrishna & Lilien 1995).

Dekimpe et al (1997) created the most in-depth study to date where 221 American and 135 British trade shows were examined to try and find generalizability in measuring trade show effectiveness and to see if extending the study beyond the United States could deepen the understanding of trade shows as well as reveal generalizability in cross-national situations. The study created a complex model to measure a multitude of elements derived from previous studies. The factors found to be most influential were the monies spent on pre-show promotion, booth size, personnel density, the prominence of the exhibiting company and whether the show was horizontal or vertical. Industry type and show size also showed evidence of having a large effect on show effectiveness. Dekimpe et al (1997) still found a weakness in generalizing trade shows, especially across countries.

Both the growth of trade shows and the research on trade shows suggests the same, trade shows are important. Shoham (1992) mentions four reasons why trade shows are effective today.

- Face to face communication
- Trade shows are a neutral location, away from the office distractions.
- Customers are more likely to right away meet with the right person to help them with their needs.
- People come with a positive attitude.

Shoham (1992) continues on in his paper to say that the key to having an effective trade show is to make sure you are participating in the proper show whether it be horizontal or vertical. Stevens (2005) backs Shoham's work and goes onto say that there must be a congruency in the goals of the exhibitor and the composition of the attendees. Overall, it is important for the exhibitor to create a specific list of reachable and tangible goals for each show. (Shoham 1992, Sashi & Perretty 1992, Tanner & Chonko 1995, Stevens 2005)

2.3.3 Outcome-Based Activities

In Hansen's (1999) model, outcome-based activities become half of the total activities performed during trade shows. Carman (1968), Cavanaugh (1976), and Herbing et al (1994) have all focused on how to maximize trade show effectiveness, but only in terms of sales. Focus has been on sales for many reasons. These activities are naturally important and in the end the reason companies attend trade shows, but it is not the only reason. The strong focus on sales in the literature could be that it is simply easy to measure (Hansen 1999). In later

research, these sales-based equations were thrust aside since the variables were often difficult to measure due to the nature and process of industrial selling. A more common way of determining whether goals have been met or not is determined from numbers collected during the trade show. (Stevens 2005) Setting objectives is another way to measure the whether a particular trade show can meet the needs of the exhibitor. Creating these objectives is also way that the company can justify various activities. From objective setting, a table of metrics was created to explore various ways of measuring trade show success which can be viewed in appendix A (Stevens 2005) Further on, Stevens creates a series of logical formations of equations to meet specific needs, and tries to move the focus from ROI (return on investment) to ROO (return on objectives).

Sharland and Balogh (1996) discuss the fact that most managers only consider trade shows in variables such as sales and sale leads. There seem to be a disagreement between some of the researches within this field. The focus on sales at trade shows is however contradicting the findings of Kerin and Cron (1987), which suggests that marketing executives focus more on non-selling activities than selling activities at trade shows. Sharland and Balogh (1996) show a failure in their research for marketing managers to explain to senior managers why non-selling activities (primarily information gathering) is of importance. All and all, the effectiveness of trade shows is intrinsically difficult to measure. (Serinhaus & Rosson 1994)

2.3.4 Behavioral-Based Activities

Tanner (2002) mentions the three stages of trade show activities and he talks about the importance of an integrated marketing strategy for the whole trade show. Tanner thereby demonstrates a need for pre- and after-show activities, and Tanner later confirms his hypothesis that firms using pre-show activities are more likely to be successful than those who do not. When it comes to during-show activities, Tanner listed a few such as demonstrations, press conferences and presentations, however, he fails to explain the importance of these activities. Tanner studies industrial business-to-business trade shows and his hypothesis may not be applicable to business-to-consumer trade shows.

Information Gathering/ Relationship Building (Intangible Activities)

Shoham (1992) talks about both selling and non-selling goals for entering trade shows. His research points at six different relevant non-selling goals, but mainly for industrial business-to-business trade shows. The goals are intelligence gathering, enhance and maintaining morale, enhance and maintaining company image, generation of new product ideas, management of suppliers' relationships and forming strategic alliances. Stevens (2005) also makes note to become friendly with the show management. Often this group of people can assist with specific demographic information, creating press events, advice on design issues with the specific show, as well as best promotion practices.

Part of creating a successful trade show experience is attracting the right people to your booth. The trade show exhibitors need to know who their potential customers are, as not all visitors are their customers. It is relevant to attract the potential customers to your booth, and not waste time with visitors who are not interested in making a purchase. (Gopalakrishna

1995) Time is a precious commodity during a show, and often used as a way to measure success, so salespeople are often given a certain amount of time with each visitor. (Stevens 2005)

Rosson and Seringhaus (1995) created a visitor matrix, separating trade show visitors into four categories: the intensive user, special purpose user, stroller and pragmatist. The intensive users and special purpose users are the most valuable customers of the fair. They will have the widest media exposure, most specific goals, and very often intent to purchase- if not at the fair, then soon after. Before each trade show, a list of the visitors including position within the company and contact information is published. Exhibitors have the opportunity to target customers that are most likely to be buyers and are able to send personal invitations. (Stevens 2005) As for other visitors, the staff must be able to engage passers-by, but also quickly assess and politely disengage each visitor when needed.

Another debate among theorists is the composition of the booth staff. Foremost, it is important to match the staff to the intention of the show. For example, in a technical show, it may be more important to staff a booth with IT personnel, and developers instead of sales staff. Tanner and Chonko (1995) created a survey study to describe staffing practices, how staffs are trained and how these activities relate to goals set forth by the exhibiting company. In the companies surveyed, the primary goals were to sell, followed by getting leads and creating and getting general marketing communication. In most cases the stands were staffed mostly with sales representatives despite the nature of the show. Also, the researchers found that the training of the staff made a direct impact on the success in reaching the goals set for the show. Tanner & Chonko (1995) stress the importance of proper managerial practices, and put main emphasis on the fact that any one show should be managed by only one person. Stevens (2005) argues that booths should be staffed with call center personnel over normal sales staff for their ability to engage with strangers and solve problems in an efficient sequential matter. She also defines the staff as outgoing, personal polite, well informed as well as professionally matched to the interests of the show's attendees.

Motivational Activities/ Image Building (Tangible Activities)

Promotional activities are the highlight of business-to-consumer trade fairs. According to Jansson et al (2003), companies give away their promotional products in order to endorse a relationship between giver and the recipient and the ultimate goal is to increase sales. According to these authors, promotional products are commonly distributed as giveaways in order to increase visitors to a particular stand. The motive of such giveaways is also to trigger the interest of other visitors to the fair, as when companies hand out bags with its logo and slogan. Other visitors see the bags being carried around the fair and are attracted to visit the stand either because they like the bag or they are curious about the slogan. Stevens (2005) introduces strategies to make the most of promoting products visually, through placement and number. She also created a matrix to compare and contrast presentation options- for example live demonstrations or kiosks- with strengths, weaknesses and best applications.

2.4 The Hansen Model

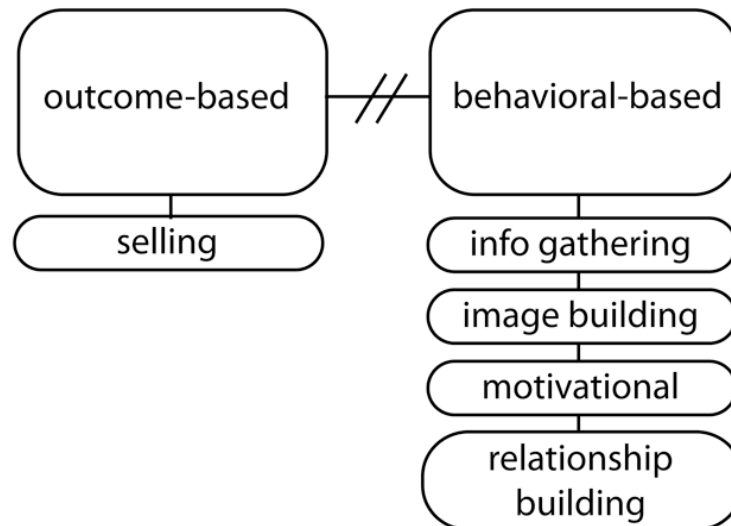


Figure 4: The outcome-based and behavioral-based activities model. (Hansen, 1999)

Hansen's model suggests that all trade show activity is based on outcome or behavior. Outcome-based activities include on-site sales and direct after-show sales, writing orders, obtaining leads, developing prospects and negotiating. This category is primarily based in selling and all the elements are easy to evaluate with simple equations. The behavior-based dimension is split among information gathering, image building, motivational activities, and relationship building. These are more abstract variables, and consequently much more difficult to measure.

2.5 Importance of Literature

Hansen's framework is a well-organized model and many scholars have used this model as a basis and have derived their theories from it. However, it is best suited towards business-to-business trade shows. In chapter 6 of this paper, we propose a framework that is best suited for business-to-consumer trade shows. The new framework will be based on research and observations we made at the ITB and the EuroHorse. We will base this framework from the Hansen (1999) framework and will adjust the components and make it flexible to show the difference between business-to-business and business-to-consumer. The modified version of Hansen's model serves as the theoretical base for our research question and the empirical and the analysis will identify the resulting theory in chapter 6 which is the modified version of Hansen's framework.

3. Methodology

In this chapter the methodology will be presented. The method adopted by the authors is displayed in the following figure.

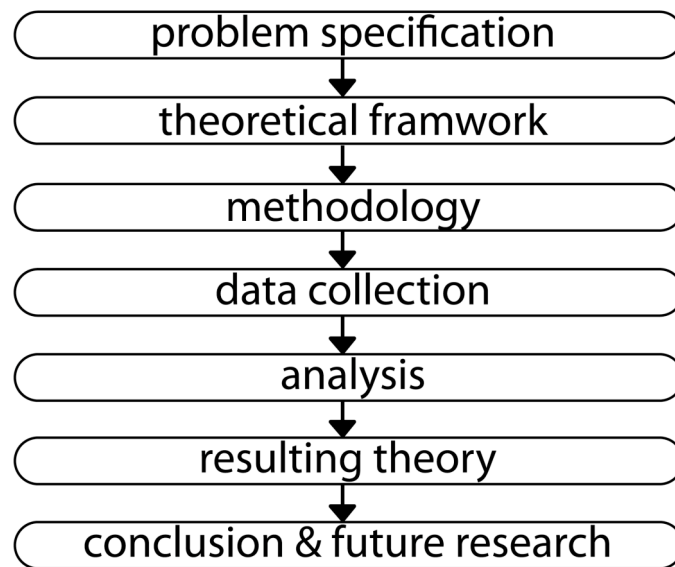


Figure 5: The methodology map

The process started with the specification of the research issue and problem, this made it possible for the authors to narrow down the area of interest. The second phase is the methodology, where the authors selected the most appropriate method to collect the necessary data. The third phase is the theoretical framework, this concentrates on what other researches and scholars have said on the subject. During the fourth and fifth phase the empirical data will be presented and analyzed with the help of the theoretical framework. Finally a conclusion is drawn from the findings and the authors will evaluate whether the hypotheses are valid.

3.1 Methodology: An Introduction

In this section of the methodology chapter the following steps will be presented: process of searching for literature, the research purpose, research approach, research method, sample selection, data collection method, data analysis, validity of data and methodology critique.

The research was of explorative and deductive nature that included quantitative data such as interviews.

3.2 The Purpose of Research

Research can be done to fulfill certain purposes. The purpose of this thesis will be of an explorative nature. Since there is not enough previous research on the topic of trade show's during show promotion, we decided to explore this subject deeply and come up with valid conclusions that can be beneficial for trade show exhibitors as well as students studying this field.

3.3 Research Approach

The research is dependent on what approach the researcher wants to adopt. In this thesis the most appropriate approach is the qualitative method since interviews will be conducted. The qualitative approach is "more subjective in nature and involves examining and reflecting on perceptions". (Yin, 1994: 12) This is an important method in this thesis. The qualitative approach is also known as the phenomenological paradigm. This paradigm stresses on "the subjective aspects of human activity by focusing on the meaning, rather than the measurement."(Yin, 1994: 53) In this thesis the authors will be analyzing surveys and the interviews conducted. However, since surveys will be used at the ITB, the research approach is a mix of both the qualitative and quantitative approach. The quantitative approach is best defined as a research strategy that emphasizes the quantification in the collection and analysis of data. (Bryman & Bell, 2007: 731)

The quantitative approach is often linked to the deductive research strategy. Research for this paper will be conducted using a deductive approach. Deductive is an approach to the relationship between theory and research in which the latter is conducted with reference to hypotheses and ideas inferred from the former. (Bryman & Bell, 2007: 11)

In a simpler version, it is when the conceptual and theoretical structure is developed and tested by empirical observation, which in this case will be the questionnaires and the interviews.

3.4 Search for Literature

The starting point of this paper began when the authors realized that few scholars wrote about trade shows and exhibitions, however, even less has been said about business-to-consumer trade shows and promotional activities. Therefore, a literary search began. The literature was collected from Lund and Stockholm University libraries. Databases such as Emerald and ELIN@Lund, provided by Lund University, made it possible to retrieve articles and scientific journals. Interviews were conducted at the ITB and the Euro horse show and brochures were also collected for analytical purpose. In addition to this, the use of Internet search engines such as Google was used to find online articles and journals. In conclusion, the literature consisted of books, articles, journals, literature from the trade shows and online material.

3.5 Research Steps at ITB

The course of action conducted for this thesis began by conducting a survey at the ITB Berlin trade show. This show was held from the 5th to the 9th of March in Berlin, Germany. This trade show was proven to be one of the largest and most renowned trade shows, therefore an ideal option for this thesis. It is popular amongst customers as well as companies and countries. This exhibition was attended from the 7th to the 9th of March, 2008 when it was open for public. On day one, the authors investigated the attendees and handed out the surveys. Three hundred and eighty-four visitors entering and leaving were requested to fill in the survey, though 347 were used due to surveys that had to be discarded. The reason to why 384 surveys were selected was after consulting the sample size calculator. (Raosoft, 2008)

Some of the basic questions asked were what their expectations were of the trade show and how far had they traveled to attend it and also whether they intended to buy something or not. The visitors leaving were given a different survey and were asked about their favorite stands at the ITB. The participants were given an option of filling in their email addresses for later contact (if needed). This proved to be one of the most beneficial tools since most of the participants wrote down their email addresses. These people were later contacted once again, the reason for this was to see whether the customers would name the same favorite stands or different and to see how well the observed during-show promotion had worked. The questionnaires can be viewed in appendix B.

The authors also interviewed the companies that were regarded as the “top of mind” or the most attractive stands by the visitors. On day two, interviews were arranged with the companies that appeared to be on top of mind and the authors asked each company’s marketing directors or suitable personnel some questions with regards to their strategies of differentiation. These interviews can be viewed in appendix C. However, all the companies, that authors wished to interview could not be interviewed therefore, contact name and numbers were saved for email questionnaires. Later, the company heads were contacted via email and were asked similar questions. Most of the responses were received within 3 days, but many were unusable.

3.6 Research Steps EuroHorse

The authors decided to attend another trade exhibition in order to test and analyze the during show promotion at this trade show. Another important reason why another exhibition was selected to validate the results received from the ITB and to evaluate whether during show promotion differs for different shows or the strategy remains the same. This show was held on 23rd - 27th of April 2008, in Gothenburg, Sweden. The authors attended this exhibition on the 24th of April and interviewed people whose stands stood out from the others as well as some that were randomly picked before the show. Some of the major companies at the EuroHorse 2008 were interviewed because of their unique ideas and innovation for promotion. These interviews can be viewed in appendix D.

Some of the companies were there for selling purposes while others were there for solely promoting their products. Therefore, companies with different motives for being at the trade show were interviewed in order to get a better understanding of how the during show promotion works at trade events.

3.7 Sample Selection

The purpose of this section is to clarify the selection of the companies chosen in the thesis. The focus will be on the sample. A sample represents the whole population and “they maybe formed from different countries, nationalities, occupations since this adds power to the research.” (Smith, Thorpe & Lowe, 2002: 44)

The companies and countries selected for the ITB interviews were decided after the entry and exit polls and short conversations with the attendees at the show. The sample selection was chosen after consulting the sample selection calculator and calculating a 5% error margin.

At the EuroHorse, we only interviewed the companies that stood out from the rest due to their uniqueness and innovative ideas. The selection of the companies was based on our observations made at the show. We spent time evaluating the stands and measuring the crowd flow at each of the stands and during the latter part of the day, we interviewed eight companies chosen from our observations as well as a couple picked at random before the show.

3.8 Data Collection Method

Data collection made in this thesis appears in various forms. As mentioned in the previous Section interviews will be a major part of the data. The collection of data comes from two sources: primary and secondary data. (Yin: 1994)

3.8.1 Primary Data

In this thesis the primary data comes from interviews and surveys. The benefit of this type of data is the possibility of finding new data, which probably has not been found.

Interviews

The collection of data was done through open-ended questions; which allows the person being interviewed to give his or her own answer to the question. These interviews were recorded and hand written in order to avoid any misunderstandings due to the language differences. At the ITB, all the interviews except one was conducted in English, the company representatives had good communication skills and explained every point raised by the authors. The interview with the Cuban "Fremdenverkertamt" officer was conducted in

German and two of the authors had good German skills therefore, it can be said that all possible measures were taken to minimize errors and misunderstandings.

The primary data collection method at the EuroHorse was through interviews of the companies that were conducted in a similar fashion to those from ITB.

Surveys

The questionnaires were first typed in English as well as German in order to get a variety of views from the attendees at the ITB. The questionnaires were answered both in English and German. Although, two of the group members spoke German, in order to avoid misinterpretation, the authors requested their native German friends to translate the answers from German to English. This increases the reliability of the answers.

Observations

At both the trade shows visited, observations play an important role. The authors of this paper observed the show as normal customers and visitors and scrutinized closely for observing promotional strategies of the companies. At the EuroHorse, choice of the companies for the interview was based on observation therefore; it plays an important part in this thesis.

3.8.2 Secondary Data

Secondary data used in this thesis is from data that already exists. It comes in various forms such as books, articles, reports and statistics. The use of the secondary data is to compliment the primary data. The benefits of collecting secondary data is its' availability since the data does not need to be created. However, as mentioned earlier, there is a knowledge gap and there is a lack of information and literature on this topic therefore, the authors will rely more on the primary data and back it up with the scholarly articles.

3.8.3 Research Foundation

The data collection method proved to be very effective as the information gathered at ITB formed the basis for this thesis and helped in formulating interview questions for the EuroHorse. The analysis of the paper is based on the survey results from ITB as well as the interviews conducted on both the trade shows.

3.9 Validity and Reliability

It can be said that empirical data is reliable since the interviews at the ITB were conducted in English except for one, which has been mentioned earlier. The data is reliable due to the fact

that the German data was translated to English by German natives who can understand all dialects better than the group members who speak German but are non-German. Since the surveys were typed in English as well as German, the authors were successful in reaching out to people from many different nationalities that had come to attend the show.

At the EuroHorse, most of the interviews were conducted in Swedish using a recorder and were handwritten as a backup measure. The information was firsthand therefore, it can be considered reliable since follow up questions were asked to the interviewees.

3.10 ITB & EuroHorse description

After visiting the trade shows, the authors compiled their observations from the trade shows which serve as an important part of the empirical data in section 4. The observations made at the trade show include description of the trade show, the participating companies' activities, stands and booths and displays and demonstrations. The description of the activities serve a vital role since the analysis of the study is based on observations, data collected from the surveys and the interviews.

3.10.1 Methodology Critique

The process of obtaining data for this thesis involved a few difficulties. At the Berlin trade show, asking people to answer a survey was a demanding job since most of them said they were either in a hurry to enter or leave and therefore, they did not want to answer. It took authors much more time than expected. Another important factor was the group of students at the ITB. When they answered the survey, they discussed it with their colleagues and friends which lead to a few similar answers. These students were on a study trip from Poland and therefore, most of them nominated Poland as one of their favorite stands. However, the authors realized this after a few students had answered the survey; therefore, authors looked for a more diverse group and asked people who were not in a big batch.

Finally, when the surveys were tallied, Brazil, Turkey, USA and India were among the countries that were categorized as "top of mind". However, when these country booths were approached for interviews, the officials were not at the booth and a contact name was given for later contact. Emails with interview questions were sent to these countries' representatives threadbare answered were received, and thus the surveys were not useful. Therefore, other "top of mind" companies and countries were interviewed. The interview with United Airlines was based on our pre-show observations. This company was selected on the basis of its perceived effective during-show promotion.

The authors also decided to tally the official results of the ITB survey conducted by Gelszus Messe-Marktforschung GmbH with the results from our surveys and it was noted that the two studies had different outcomes in some cases. This can be due to several facts. It is not known

what data collection methods were used for the official surveys. The official statistics states that 59, 5% of the visitors came from Berlin, but no definition of Berlin is offered. The difference in result may also be due to the fact that the main public transit stop was located at the hall where we did our surveys. That means we most likely had an overrepresentation of students (young people) and people traveling far away. After realizing this we tried to ask people of all ages, and people not waiting to meet with their groups. Other reasons may be how the questions were asked.

Our survey was completed during the first day of trade show being open to the general public. Two hundred entrance surveys and 200 exit surveys was brought along. Unfortunately due to time restriction we did not manage to get them all completed. In the end of the day 183 entrance and 164 exit surveys was completed. That means that 347 surveys were completed, a shortage of 36 surveys according to Roasoft (2008). The shortage is a weakness in the statistics. The strength is that the weaknesses are known, unlike the official statistics which needs to be used carefully since the method of the official survey is unknown.

At the EuroHorse, the authors decided to conduct only company interviews and the companies were decided on the basis of authors' observations at the trade show as well as a random sample chosen prior to the show. There were no customer survey since this show was not at such a large scale as compared to the ITB therefore; companies chosen to be interviewed were based on observations. Although, the authors spent time in observing and deciding the most appropriate companies still, it can be regarded as a limitation since some important companies could have been left out.

4. Empirical Data

In the empirical section we will cover the research performed in the form of surveys, interviews and observations that we at the ITB trade show in Berlin and the EuroHorse show that took place in Göteborg/Gothenburg.

4.1 ITB

4.1.1 Preliminary Research

We knew entering this project that we needed to go to a couple of trade shows to test the environment and to truly understand trade shows. We checked some event databases and found the ITB show in Berlin. The timeframe for the show was desirable and we were intrigued as it was exalted as the largest international tourism fair in the world.

Before choosing to go to ITB, an intense online evaluation was made of the show to decide its value to our project. First, we found that the show would take place in the entirety of the Berlin Messe, which covers over 160.000 square meters, and has about 40 exhibition halls available. The facilities are ideal as they are fully equipped for full service to exhibitors. On the website we found that in previous years approximately 170.000 visitors were recorded along with 11.000 exhibitors. The website also provided a detailed layout of the show, with all the stands, the size of the show, and the relation of the entrances to parking lots and public transportation. We also found the show context- that on the first few days the show was strictly business-to-business, but on the last two days the show was open to the general public as well. The promotion for the show towards potential exhibitors was mostly stressing the business-to-business platform, but also made clear the sheer amount of consumers that enter the show. No selling was to go on at the show, only promotion. The show covers everything from individual countries across the world to Eco-tourism to individual travel companies such as theme-travel groups and cruise lines. The show managers tout mostly the size of the show (being the largest in the world travel industry), the great facilities, the organized and professional manner in which the show takes place, ease of exhibiting as well as the city of Berlin itself. (ITB, 2008)

Sponsorships are available for the companies, but are quickly bought up, some possibly more than one year in advance. Sponsorships are offered for the entire show, and for the convention, general partnerships as well as media partnerships and sponsoring for the press and business lounges are also available. For this year, the Dominican Republic sponsored the whole show, and traces of this were to be found all over the website. Anywhere that there was and ITB advertisement, the Dominican Republic logo was found on it. (ITB, 2008)

An in-depth guide is available to the exhibitors for the show that lays out a suggested timeline for preparing starting from twelve months prior to the show. Within the timeline are provided how-to suggestions for creating a successful show from creating an appropriate design for the stand to booking catering. Though the comments offered are very general to the trade show industry, they are tailored specifically to ITB- i.e. when it is appropriate to order services and how to measure success without the option of selling.

For the exhibitors primarily concerned with the business-to-business platform, the show website provides a “Virtual Market Place” where all the trade attendees were listed with information about which company s/he works for along with the exact position with the company that the representative holds, email address, phone number, and business address. In the Virtual Market Place attendees can also search for all exhibitors, as well as special offers made for the show. This database also provides a service to create a personal profile on the Virtual Market Place that will allow attendees and exhibitors alike to keep records of information that are especially relevant. The Virtual Market Place is available an entire year before the show, so promotion activities on behalf of the exhibitors may start as early as preferred.

In recent years, over 100.000 trade visitors have come to ITB. These visitors are generally representatives from travel agencies or corporations looking to form business travel partnerships, or those looking to professionally enter the travel industry. The trade-visitors pay 42 euros to enter the show for all five days, and are able to freely enter the conference-save for a few lectures. The site encourages the trade visitors to use the Virtual Market Place to make contacts and appointments with the exhibitors.

The conference for the show was held from March 4th to March 6th 2008. Each day was given a theme: ITB Future Day, Aviation Day and Hospitality Day. These days came along with appropriate lectures, most having a strong emphasis on sustainability and the environment. A company called PhoCusWrite was sponsoring lectures on travel technology and organization. These lectures were not covered in with the entrance fee.

4.1.2 Pre-Show Observations

The first day we attended the ITB show, we did not enter. For most of that day we conducted surveys outside of the South Entrance. This was the largest entrance hall and faced the S-Bahn- where the larger proportion of people were coming and going. From this hall visitors were able to purchase day passes, check coats, consult information booths and have a snack at one of two café kiosks. This hall also had ample space for us to move around and conduct the surveys.

For the first half of the day we conducted entrance surveys. Many of the people entering the show were in a rush, and getting people to take the survey was quite challenging. The general public visitors ranged in age from children with families, to young couples all the way to elderly couples. There was not a distinctly more common demographic than any other. Visitors often came in pairs, and rarely alone. There were also a significant amount of school groups, most notably from Poland and the Netherlands. There were many people entering the

show with suitcases. We mistook these people for trade show visitors, but later found out they were part of the general public, and the suitcases were indicators of the amount of literature and giveaways that they intended to collect.

For the second half of the day we changed to surveying visitors leaving the show. We tried to get a sense of what was going on inside by what people were carrying on their way out. We observed that no one left the show without promotional materials. Many people had several bags, all full of magazines, brochures and posters. The bags we saw most prominently were those belonging to the Gay and Lesbian travel group, United Airlines/Chicago, and Pennsylvania.

The majority of the visitors left the show in the last hour, meaning that the show must be quite large since it was completely filling the visitors' day. This conclusion was also drawn from the fact that the majority of entrance surveys were conducted within the first two hours we were there, and the majority of the exit surveys were conducted within the last hour. The people looked completely exhausted and many were extremely unwilling to answer the surveys- coming up with any excuse possible.

4.1.3 Survey

To write the surveys we knew we wanted to test attendees for initial interest as well as test the outcome and thoughts. We did this through creating two surveys: entrance and exit. In choosing our sample, we figured that the general population was represented by both, therefore we were not concerned with having the same people fill out both surveys. For the entrance survey, we wanted to collect general demographic questions: age, gender and how far one traveled to arrive at the show. We later decided that asking nationality would have been more beneficial. We also questioned the respondents how long they had planned to attend ITB, what the purpose for attending the show was, whether they planned on buying something- before we discovered the absence of selling at the show, how they found out about the show, and whether they were returning customers, and how often in the past they had come.

The exit surveys were to serve as a tool to find the most successful exhibitors at the show, and since the only function of the show was promotion: the most successful promotion schemes. For these surveys we asked the general demographic questions again: age, gender and distance traveled. We asked whether they had bought something- once again before we were aware of no selling, and how many hours they had spent in the show. Our main and most interesting task for this survey was to have the respondents name five exhibitors and describe why they liked the booth. From this question we were able to create a list of exhibitors to interview for our second day. The top exhibitors included Brazil, Colombia, Ruf, Cuba, Turkey, Emirates, Poland and Greece. There was a surprising lack of companies- Ruf was the only company listed more than once.

4.1.4 Official ITB Statistics

Gelszus Messe-Marktforschung GmbH, Dortmund conducted the official statistics for the ITB show. These statistics were collected in three manners- the trade visitors, the exhibitors and the general public were all surveyed in unique ways. Though this survey is very important, it has to be used carefully as the collection method is unknown. It was conducted with intention to be used by ITB as a marketing tool to attract visitors and exhibitors for next year. The numbers that the surveys present are all very positive towards, ITB, for example, 97,8% of the exhibitors – including the top two choices on a Likard scale- were satisfied with the facility’s services. There are some similar questions between our survey and this one. For this paper we will use the official ITB statistics as a comparison point, though for the conclusions we will use our own.

4.1.5 The Visitors

The most interesting result came from the exit surveys where visitors had to rank their top five stands. The visitors’ top of mind turned out to be the following:

Exhibitor	No. as top of mind
Brazil	24
Turkey	22
Mexico	19
Poland	19
USA	17
Colombia	15
Cuba	12
Greece	12
Australia	11
India	10
Slovenia	10

Figure 6: The top of mind exhibitors from exit surveys

The visitors were asked why they chose to visit ITB. Sixty-seven percent responded that the ITB served as a source of ideas and information, while only a small portion- 7%- answered ‘no reason’. This figure suggests that much of the general public were high involvement. The rest of the respondents filled in ‘other reason’; these people included the students and many of the people that were attending the show with a friend. There were no similar questions from the official statistics, therefore, nothing to compare these numbers to.

Our survey indicated that the average distanced traveled by the visitors was 224 kilometers, that distance includes Poland, Czech Republic, Sweden and Denmark. This figure may be

unrepresentative of the truth as there were a few respondents whose answers heavily skewed the results. Two hundred and twenty-four further kilometers suggests that the attendees were high involvement, having traveled so far. Though, when comparing to the official statistics, our number is much higher. Instead of asking distance traveled GMM asked where the attendees were from. According to their results, 59,9% came from Berlin, 24,5% came from the New German Federal States, 11.6% came from the Old German Federal States, and that left only 4,3% coming from foreign countries.

The next question was how far in advance the visitor had planned before coming to the ITB show. This question was used to test the involvement of the average attendee. Had most come spontaneously would suggest that ITB was just a normal outing, and that the information in the fair was just more for amusement. The exhibitors would certainly hope for high involvement visitors as these would be the future customers. Judging from the distances traveled, we expected the answers to be in the three to six months range, but surprisingly, 40% of respondents said they had come to the show spontaneously and more than 40% said they had planned this trip less than a month in advance. Of course, there are some travelers in Berlin that saw advertisements and were interested in the show, however 40% seems too high of a number. Though, when comparing this figure with the official crowd composition, it would make sense being that 87% of the attendees came from Germany.

On both entrance and exit polls, the attendees were asked their age. On both surveys the average came to about 30 years old. This number is significantly less than the official average, coming in at over 40 years. In fact, those under 40 years account for 33% on the official survey. Our observations lead us to believe that the official statistics may be skewed, but there are implications with our numbers. First, we mainly stayed at the south entrance where the public were generally coming and going by means of public transportation. For this reason, our crowd may have been disproportionately younger. Other exits lead towards private car parks, therefore the average age from those exits may have been disproportionately high. Also, willingness to answer surveys could also be an attribute of the younger generations. All our respondents were asked politely to fill in the survey, and many said no. Many of the oldest attendees just ignored our request.

Even though the ITB has been an annual event since 1966 most visitors seem to be there for the first time, 30% had been to ITB before. The official ITB statistic points out that 95% of all visitors intend to visit ITB again.

The majority of our initial questions involve issues of involvement. Involvement is important to exhibitors due to the nature of a trade show to promote and sell. There is much money being spent, and to have a group of attendees not care could be detrimental to the exhibitor's budget. Luckily, since entrance fees are almost always applicable, a certain level of involvement is suggested. Our surveys suggest a wide range of visitor involvement, and it is important that exhibitors keep this in mind, and are careful to promote towards those that are most likely to buy in the future.

4.1.6 During-Show Observations

“The show itself was massive; forty halls were filled completely with exhibitors. The halls were split by theme. Companies showcased in halls that were dedicated to theme travel companies, cruise lines, employment and education and health spas and healthy travel. Otherwise most of the halls were set aside for countries to exhibit. In most situations the countries were divided into halls assigned by continent, but not in all situations- for example the United States was paired in a hall with Great Britain and Russia. A curious phenomenon was that the airline companies were among the countries and not the hall dedicated to travel services.” (Jana Heiss, during show observations)

The main strategy for exhibitors in this fair on the days for the general public seemed to revolve around cultural shows and demonstrations. During our day, we experienced dancing and music by Mexico and Colombia, one of the Regional Stands in Germany’s halls and Poland. We saw jewelry making for the Pforzheim region where goldsmithing is a large trade, as well as pottery painting and handicrafts in the African hall. Lastly, food was being handed out in the Poland area and in one of the German regions and reportedly ice cream was given out at the Florida and Israel stands. No program for the show events was provided, so unless there were lots of personal contacts with individuals, the crowds that formed to watch demonstrations or contests were mostly people passing by chance. Also, there was an abundance of literature, mainly elaborate four-color pamphlets and booklets as well as posters and bags. No Internet was provided in the halls, so sales weren’t able to take place at this particular show. Here are some accounts of the show from the general public:

“My overall impression was that there was polarization and specialization. Creating atmosphere and "getting the visitors there", giving them a 3-D or 4-D idea of what to expect has increased in some areas; in others, a cool, economical focus and approach was dominant (e.g. Japan, Germany). More than ever it was easy to distinguish and determine each booth's intention and target group.” (D.Kyanite, ITB visitor)

“Somewhere in Poland was also a very delicious looking and smelling snack, but we were so full from the cake, to be honest I was a little depressed because these were hot and fresh. Poland was definitely making a huge effort. They were really pushing the fact that it was one of the culture capitals of the world. They had live music and a clown on stilts running around and dancing with people...” (Jana Heiss recalls from during show observations)

Most of the people were concentrated in the halls occupied by countries. There was also a notable lack in population in the halls the farthest from the south entrance. Though, there were entrances from all sides of the exhibit halls, the south entrance was closest to the public transportation where a large number of people were coming and going.

From the surveys conducted the previous day and the observations we made, we compiled a list of exhibitors that we thought were doing an exceptional job at promotion; while interviewing these stands, we made special observations of their booths:

Greece:

Many of the countries that were there to boost their tourism had very strong branding schemes- Greece was one of these countries. The logo used by the country uses white and shades of blue and green that appears to represent the architecture and the location on the Mediterranean. The branding was carried through on the physical design on the stand. The area consisted of smaller stands and meeting rooms with rounded rectangular shapes, the shades of blue, white and birch- once again a reference to the architecture many people can relate to the Greek coastal cities. The stand was also filled with large backlit panels presenting pictures and maps of Greece. The stand as a whole was greatly understaffed- almost empty, but this may have been due to the fact that we were there within the last hour of the last day of the fair.

United:

United's stand was located at the outskirts of the American section. There was a prominent back wall that was advertising for both the airline and for Chicago. The perimeter of the booth was surrounded almost completely with bags and special ITB coupons for people to take as they walked by. On one edge of the stand, United had placed two sets of the new lie-flat business class seats for passers-by to try out. The middle of the stand was filled with tables for the stand representatives to sit and chat with clients, but on the business-to-consumer days, these tables sat empty. Overall, the stand was fairly small, but the impact and the giveaways certainly made a strong promotion strategy. There was not a crowd surrounding this stand like the others, but as we were interviewing the representatives, many people were picking up the United bags on the way by.

Cuba:

Cuba's stand was very large, but in the context of ITB it was about medium sized. When we arrived there was a table on one of the edges where a few representatives were passing out booklets, and answering questions. The interior of the exhibit was up on a slightly raised platform and was filled with arches and half arches that were painted the colors of the Cuban flag. The structure was painted bright red and was filled with tables, which stood empty just as the other stands. To another side was a bar with an espresso machine and other drinks available. Along the back wall of the stand were panels displaying images of Cuba.

Colombia:

Colombia's stand was located against the back wall in a corner location. They chose to leave most of the stand very close to the wall. On one side there was a stage and a changing room/ storage room, in the middle were representatives handing out brochures, booklets and chocolate, and on the far side some more representatives were passing out Juan Valdez brand coffee. The exhibit was mostly red with floor-to-ceiling images on the back wall of Colombian nature. Within thirty minutes of visiting the Colombia stand, there was a dance performance to represent the large carnival that happens in Bogotá every year. This performance drew a huge crowd that blocked the paths leading up to the booth from both

directions. The stand itself was not as impressive as others, so the promotion strategy appeared to lie in the performances and giveaways.

Ruf:

Ruf is a company that specializes in children's travel. We were not surprised that the exhibit was a large mostly open circus tent occupying an island space. Within the tent there was a circular desk that had representatives with catalogs for interested consumers. There were also two stages within the tent, one larger than the other. All of the design language pointed towards children and children's activities. Ruf's exhibit was located next to a company called Globetrotter that had a much more appealing stand. There one could climb on a large ropes course that they had built just for ITB. The stand was very interactive and was staffed by much more people than the Ruf exhibit. After visiting the Ruf stand, we puzzled why there wasn't more excitement over Globetrotter.

Emirates:

The Emirate's stand was among the more unique stands of the day. Like many of the other airlines, there was a sample first class seat that passers-by were able to try- the main difference being that there was a flight attendant assisting each 'passenger'. In the middle of the booth was a very large stylized globe that attendees could walk in and out of. In the inside were backlit photographs of resorts in Dubai as well as LCD screens. Also in the stand, were desks assigned to various sub-companies of Emirates, including the vacation planning and hotel sector.

Indonesia:

Though we were unable to interview a representative from the Indonesia stand, we were struck by the size and intricacy of it. There was a great effort made for the stand to really exude Indonesian culture. Several larger than life shrines adorned the top of structures along the back wall. The largest and most visible of these shrines was a large Indian-style Buddha sitting astride a winged creature with the head of a bird and the body of a human. In large 3D letters below was spelled "Indonesia". Other shrines included human-scale paper puppets particular to the culture and a wooden temple-like structure. The back wall was also covered in floor to ceiling banners depicting scenes in the country. The middle of the booth was filled with tables for meeting with customers and the perimeter facing the isles was surrounded with tables filled with brochures and LCD screens playing promotional videos.

Overall the show was filled with very impressive stands all featuring the most advanced technologies- for example a few areas boasted fountains that were able to make out patterns and spell messages in the water. There were endless amounts of literature available for attendees and in most stands, a number of employees willing to answer questions on any topic regarding travel.

Also most of the stands had their own bars to offer refreshments to high-end clients, and some sort of demonstration or special element to make the stand memorable. As an example, two different photos can be viewed in the following text that gives a visual understanding of the stand and the displays and give aways such as the cake. Also, for a better understanding; photos from the ITB and EuroHorse can be viewed in appendix E.



Figure 7: Images from ITB

The fact that there were even a couple stands that were picked as being top of mind, is quite incredible, in the analysis section we will try to pick out exactly what made the aforesaid stands so special.

4.1.7 Interviews

To gain a better understanding of the top of mind stands, we interviewed the companies that were at top-of-mind for the attendees, and those we felt had especially good promotion tactics. Not all of the stands were able to provide a person for us to interview, but we were able to contact most of them through email. The email answers we received from these companies were quite abbreviated. On the other hand, the interviews we were able to conduct in person were rich in information.

Greece:

Greece was one of the stands that was mainly focused on the face to face interaction that came with the business-to-business days. Ms. Olympia Tsioulackis, the representative from the Greek German office spoke with us on Greece's intentions at ITB. Much of the promotion strategy for Greece involved human contact, and portraying the Greek culture and laid-back way of life. She stressed the importance of the press conferences that were held in the stand, as well as the refreshments and comforts that the booth had to offer: "You know café neon? It's a coffee shop in Greece, they serve to the visitors, to the trade, and also the normal visitors from wine to coffee or water, or uh, soft drinks."

For the general public, she indirectly admitted not having very much, but she pointed out that there was lots of information on travel in Greece: gastronomy, ecological, day trips, and nautical travel.

Mexico:

Of the interviews, Mexico gave us the least information about their strategies and intentions of being at ITB. The marketing representative was hesitant to speak with us, and appeared not to really know the answers to the questions we had. We were told that there was a 12% European tourism rate, and that the stand was brightly decorated to attract visitors and crowned with a Mayan Temple.

Colombia:

Mr. Sergio Calderon, the Director of the Colombia's Commercial Office in Germany was able to speak with us on the booth. The goal for Colombia in the tourism market for ITB was to re-create people's impression of the country. He spoke about the crime-ridden image that the country faces now, and how they were trying to humanize the destination by saying: 'yes, there are problems, but no more than anywhere else, and you will be safe as visitors to our country'. He made a reference to the German people as being a large market, and with their concern for safety, the need for image re-adjustment is very important. He continued on to say that Colombia's tourism office hopes to gain four million visitors by the year 2010- more than the Dominican Republic whose tourism industry is comparatively gigantic. He also boasted the carnival in Bogotá that is second only to the carnival in Rio de Janeiro, and made sure that we stayed to watch the demonstration. He stressed the importance of the demonstration and the promotion, stating that many Europeans are not aware of Colombia and another of their goals is to educate, and create an environment that will really encourage visitors. He ended in saying "...Colombia is not unique, but it is different."

Colombia was special in that they were primarily there for the business-to-consumer days.

Cuba:

The interview with Cuba was different from all the other interviews as it took place in German. We spoke to Mr. Gioacchino Cinquegrani who explained the intentions Cuba had. Cuba attends ITB every year, and uses ITB as a platform to sell Cuba as a tourist destination. They like to make people aware of Cuba and in order to achieve this they had been advertising on taxis throughout Berlin. They also sponsored big banners at the entrance to ITB. The business-to-business days and the business-to-consumer days were equally important to Cuba. No specific goals with the ITB were mentioned, in fact Mr Gioacchino Cinquegrani said that there is no way of knowing whether a trade show really works or not.

Ruf:

Like the other interviewees, Mr. Jens Wiesehöfer, the Key Account Manager of RUF Jugendreisen, stressed the strategic importance of being at ITB since it is of the top travel trade shows in the world. Ruf claimed to have a special friendship with the show management, which helps the show go very smoothly from year to year. The company focuses heavily on the business-to-business portion of the show, but also finds that the business-to-consumer days are important. The stand was stressed as the most important marketing tool for this show. It is a structure used to attract children with the bright colors, but Wiesehöfer also pointed out its role as a fun project for the company's employees to participate in. Along with the stand were also several performances to draw attraction from the crowd and from the press.

United:

Of the companies that we interviewed, United had the most specific goal for the show, and that was to promote the new lie-flat seats that the airline offered. The interview was steered to the seats time and time again, but otherwise the promotion strategy was admittedly the bags. Otherwise, United's aims are simple in that they were there with Chicago to promote the place and the product. It is interesting to note that the interviewees did not mention the special ITB offers or any other promotion activities that were being offered that day.

4.1.8 Follow-up

When the authors asked the participants to fill in the survey, they had an additional email field, which was optional. Most of the people who answered the surveys filled in their email addresses. This was an important advantage for us, as we ended up wanting more information. After the data collection process ended, an analysis of the surveys was done in detail. As mentioned in the limitations in the methodology section, some people had identical answers and this was due to the fact that they answered in groups and copied each others' answers. It was then decided that the people who answered the exit surveys should be contacted once again in order to enquire about their favorite stands at the ITB. The questions asked were to name their favorite stands at the ITB and what their overall impression of the trade show was.

Most of the people contacted, answered the emails within a week, however, some emails failed to send due to some forged or illegible email addresses. Of the ones that were received, most of the people liked the South American halls, which included Colombia, Cuba, Mexico, Ecuador and Brazil. A few respondents also mentioned the airline stands.

Although, the Poland stand was massive and had a lot to offer, we were not too confident about it being in the top five stands since there were a lot of student groups who had come from Poland and they named their country as the favorite stand. However, once the email surveys were sent out there were people who named Poland as their favorite stand whose emails were not explicitly from Poland, which increased the validity of the during show surveys.

All the participants said that they were generally very impressed by the ITB and if given the chance, they would definitely go back next year. They were impressed by the diversity of cultures and the massive displays the companies and countries had. One participant in particular recalls that:

“I was really impressed. I could not even imagine that the ITB is such a big place with all the countries and companies presenting themselves. It was an incredible experience and I would love to attend the ITB again” (Nina Kunsic, ITB visitor)

4.2 EuroHorse 2008

The EuroHorse show was held from the 23rd to the 27th of April 2008 in Göteborg/Gothenburg, Sweden. This trade show might not be on that large scale when compared to the ITB, but it was noted as one of the larger and more successful shows in European horse industry.

4.2.1 Preliminary Research

After attending the ITB Berlin, we had an overall view of the trade show industry. However, we realized that basing our opinions on one show would not be as reliable. Therefore, to test our presumptions in another scenario and industry, an extensive research on trade shows was done to find the most appropriate trade show within reach. Since EuroHorse was taking place in Göteborg in April, it seemed to be the most appropriate show with regards to time and place, therefore we chose to attend the EuroHorse 2008.

4.2.2 During-Show Observations

Since EuroHorse is an industry specific show, people with specific purposes such as those who own horses or have riding schools attended it. It can be considered a vertical show. One of the most striking features of this show was the fact that they did not divide the days between business-to-business and business-to-consumer days. Both consumers and corporate officials attended the show simultaneously. Overall the show appeared to be geared towards consumers. Another important difference between the ITB and the Eurohorse is that exhibitors had different aims of being at the Eurohorse. They were both promoting as well as selling horse related products. There were both small and large-scale companies who exhibited at the show. From horse trailers to horse magazines, about 252 exhibitors were present at the show. Since the motives of the exhibitors were different of being at the show, the authors observed that even telephone companies, print companies, travel agencies, charity organizations as well as a bank whose booth was simply a minivan containing an ATM machine.

The authors once at the trade show went around observing all the stands and consumer's reactions towards the promotional and selling offers. Many promotional offers were presented by companies that were looking to make their sales directly after the show. This could most often be seen with exhibitors looking for people to sign contracts, but not necessarily pay on the spot. On the other hand, the companies there to sell items such as clothing or tack had 50% discount offers already on the second day of the show which seemed unusual since there were three more days before the show ended.

Some clothing companies hosted a fashion show; many different brands were being promoted. They had a live fashion show with young models ranging in age from about 12 to 25 years. These models presented riding clothes for English as well as Western style and casual riding clothes and riding boots.

There were live demonstrations with horse riders that attracted visitors, as well. These riders were demonstrating within a small arena. The fence was being sponsored by Poda, therefore served as a promotion strategy for them as well as the performers inside.

After the observations were made, the most interesting companies were selected on the basis of crowd attraction and their aims of being at the EuroHorse. Eight companies were

interviewed who were there to either sell or promote their products. These companies include:

Poda:

Poda is a fence company selling high-end fencing for pastures, training areas, and riding areas. This booth was in an island located towards the center of the exhibiting area. There were no walls, but instead left open from all sides. The exhibitors were very conscious of keeping such an open scheme. The floor was surrounded with sample fence pieces laid into a woodchip filled base to create a realistic idea of how the fences would look on one's property. The largest indicator for the company was a large circular banner suspended over the booth with the name of the company and another hanging banner with limited details on the company. In the middle of the booth was a counter with candies, coffee, and soft drinks. Behind the counter were a few tables for meeting and negotiations to take place. The exhibitors were only there to promote their products and make contacts.

Värmlandsvagnen:

Värmlandsvagnen is a horse trailer company based out of Central Sweden. At the show they had several trailers on display, three hook-on trailers and two trailers with the truck cab built onto the front. Each trailer sat with an easel holding a poster explaining the technical details of each. Beyond these artifacts was a small table containing a couple brochures and a small bowl of candy. The salespeople were noted as the main promotional tool for this booth. It is important to point out that in the part of the show dedicated to trailers, the lines between the exhibiting companies were especially blurred due to the nature of the product and booth designs.

Horse-trainers:

The Horse-trainers stand was one of the largest in the show, and certainly had the overall most expensive products. The booth was laid out in such a way so traffic would be directed through the middle. The products were placed at the perimeter of the area- these were the most peculiar part. On one side was the horse treadmill accompanied with a small table holding brochures and a television showing a promotional video. On another edge was the horse spa, which can be best described as a large horse-Jacuzzi. Yet another edge had a treadmill submerged in water and adorned with color-changing strobe lights (we were unsure whether the lights were part of the product promotion or the product itself), and the last edge was occupied by an artificial sunlight apparatus. In the middle of the booth was an outdoor table for the exhibit staff to chat with potential customers. Over the table was suspended a portable version of the artificial sunlight fixture.

J.A Ranch:

J.A Ranch is a holiday resort for people who like calm environment. It is located in the southern part of Sweden and had one of most unusual stands at the show. The booth caught our attention due to the Old West theme. There was a man dressed up as a Native American and a woman dressed as a cowgirl that attracted many people. The stand was near the end of the hall and did not have a lot of crowd. However, the ones who walked passed the stand definitely looked again. The reason being, the products the company was selling. They were selling American ranch-style souvenirs and organized a lottery where people could leave their

visiting cards and they could win a stay at the Ranch. The stand itself did not have the best location but it certainly had the attention because of its unique idea.

Krafft:

Krafft is a horse food supplier to most of the Scandinavian horse owners. (Krafft, 2008) At the EuroHorse show, Krafft's stand was of reasonable size and hard to miss since it was placed in the middle of the hall. The stand itself did not have the variety of products only a few vitamin bottles and so on. However, the personnel was there to help the customers with their enquiries. There were some products in display but it was observed that the company stressed more on promotion than selling.

Equitours

Equitours was among the companies picked at random before attending the show. This company was solely a travel agency, nonetheless, gearing specifically to the horse industry. Equitours sells destinations for horse-lovers where people with similar interests can meet and socialize. The tours being promoted were mostly to other large horse shows in locations all over the world, including places like Paris and Dubai.

The stand was at the rear end of the exhibition hall and this area did not generate much traffic. It was highly unlikely to be noticed. The stand was very small, about one meter by 2 meters and had only one person to attend the customers. There was no particular selling at the booth and the posters around the booth suggested that they were there to promote the brand name and to market themselves.

Pullman Western Store:

This is a German based company selling Western style riding products. The stand was facing a wall at the end of the hall but was comparatively bigger than a lot of stands and had a wide range of products displayed that the company sold. The quantity of the products suggested that the company was there for selling purposes. There were a few people at the booth to attend the customers and help them with their queries.

Equipage:

Equipage is a lifestyle magazine company for riders and horse lovers. The company booth was placed in a strategic corner location where it was hard to miss. Although small, it was equipped with all the necessities. The booth had at least three staff members to attend customers and had a mini table displaying their range of magazines. The staff was friendly and helpful to those who stopped by to look at the display. The magazines being sold were offered at a discount, but there was nothing being given away.

4.2.3 Interviews

After observing different stands, the decision was made to interview eight different stands with different aims of being at the trade show. It was noticed that there were a lot of selling activities at the show, which was a striking contrast to the ITB where the companies only promoted themselves. The company representatives were asked about their aims of being at the trade show, whether they actively prepared for the show, and which customers they were

focusing on- whether business-to-business or business-to-consumer and so on. The interview questions were open-ended which allowed them to answer freely and express their opinions as clearly as they want to. This also helped the authors to ask further follow up questions. The following section has a summarized version of the interviews conducted at the EuroHorse; a detailed version can be viewed in Appendix D.

Purpose of attending EuroHorse 2008:

When the companies interviewed were asked about their main aim of being at the show, their answers were along the lines of promoting and selling.

Poda for instance, was there to promote its brand and had no selling activities at the stand. Its representative said that they were at the trade show to promote their brand and to introduce themselves to those who had not heard of them before. They further said that their purpose was to communicate both with business-to-business and business-to-consumers customers.

Värmlandsvagnen as mentioned earlier had one of the bigger stands when compared to the rest. When asked what their aim was of participating at the EuroHorse, they said:

“We are here in Göteborg as we believe this is one of the better trade shows, or the best one actually when it comes to business.”

“One could think that no one would just come in a buy a trailer for 50.000 Swedish kronor, but many customers have walked around and since the trade show lasts for several days they have time to talk to us and the our competitors and they make up their mind. Then we also have some good offers here at the trade show, a discount or some equipment. We also notice an increase in sales after the show, we believe we close about half the sales at the show and half afterwards.” (Roger Johannesson: Värmlandsvagnen)

Horse-trainer was one of the most unique companies interviewed. Its products were unique and it definitely attracted attention. When asked what their main aim was to attend this show, they said their products were distinctive and 9 out of 10 customers came back to them. Their aim was to promote themselves and there were no selling activities at all. They further said that they were trying to reach the customers with buying power, whether be business-to-business or business-to-consumer.

JA Ranch's motives were to promote themselves as a holiday spot and attract children to stop at their stand since they had decorated it in an Old West style. Their main aim was to sell through special offers such as renting conference centre and weekend specials. They also sold some souvenirs but mainly, they were marketing and advertising.

Krafft's purpose was not very different than *Poda's* since their representative said that they were at the show to promote *Krafft* as a brand name and to send out the message that they manufactured the horse feed that is beneficial for horses. They had some selling activities at the stand such as vitamins. However, their main purpose was to answer people's queries regarding horse feed and to provide general information through seminars. Their main target customers were business-to-consumer industry.

Equitours was present at the trade show to promote and introduce itself as a travel agency for those who did not know about them. There was no actual selling according to the company. However, they gave away brochures to those interested in their holiday destinations.

Pullman Western Store's representative said:

“My company is from Germany, and we sell some English stuff and also Western. We have two booth here, one we use for saddles, western saddles and booths, and this is the first time we come to Sweden. Just to see how the market is going on...and we are mainly here to sell to customers.” (Oliver Krause)

Equipage said that their motive was to:

“Show ourselves more than just in stores and to our subscribers we already have. We want to reach everyone who takes an interest in us...We try to focus as wide as possible.

While standing in our booth we mainly focus on our product and our subscriptions, but then we move around and schedule interviews with the riders and talk to different companies” (Gunilla Falk)

4.2.4 Evaluation of the Show

When asked, whether the companies assessed the trade show before coming, most of them answered yes. They knew the importance of the show since it attracted all the potential customers whom these companies need to reach out to. All the companies interviewed said that they visited other trade shows as well. However, for some it was their first time in the Göteborg trade show.

Horse-trainer for instance, said that they attended shows from Canada to Dubai and were confident that their products were unique and most of their clients came to them after a trade show. This show was of particular importance because of the jumping world cup in Göteborg. The companies knew this would attract all sorts of customers who were either riders, owned riding schools or were just horse lovers.

5. Analysis

In this section we will compare our empirical data to what is written in pre-existing academic theory. We will then compare our data to the data collected by ITB, and then an examination of these findings against the presumptions will be made.

5.1 Overview of the analysis

The empirical data gathered at ITB and EuroHorse confirm some of the previous trade show marketing theories while others are partly confirmed or inconclusive. As most of the theories were originally intended for business-to-business trade shows there was a need to test them and see whether they could be applied to business-to-consumer trade shows as well. Communication is vital to all trade shows regardless of nature. The major problem with communication is “noise” distracting the intended message to be comprehended by the visitor. Companies need to overcome this obstacle properly. The nature of the show, the product and the company appears to be key issues to understand the customer’s behavior at a show. This is illustrated by the vast difference between ITB and EuroHorse. To understand trade shows we also need to understand its visitors. At ITB our surveys along with the official statistics helped us understand the visitors better in terms of who they were their intentions of coming to the trade show and what they remembered from the trade show. The visitors’ behavior plays a vital role and differ from trade show to trade show, which make some of the theories inconclusive. Finally the need to have a good location affects the visitors’ ability to remember the exhibitor after the show.

5.2 Analysis of observations from a literature perspective

There has been a vast amount of literature on marketing and it has been observed that the Business-to-business and Business-to-consumer marketing activities differ from one another. The traditional marketing mix of the 4P’s is an important part of marketing. However, since trade show activities differ from one another due to the difference in the industry, it can be said that an adapted and re organized model of the 4P’s are required. The 4P’s are definitely an important part of the marketing literature and many authors support and link their theories on them however, it is important to realize the differences in sectors and industries. According to the findings in this paper, it can be said that the 4P’s work but there is a need for re organization and adaptation according to the sector. For instance, at ITB; the most important aspect of the traditional marketing mix was promotion of the products. Therefore, it depends on the company’s aims and objectives.

Promotional give-aways

Jansson et al (2003), mention that promotional give-aways are an essential promotional tool. This was held true at the ITB since it was observed that the companies had massive

marketing as well as promotional tactics. The visitors carried bags and even suitcases where they stored all their give-aways. This explains the mind set of the people about the trade show. Since ITB was a promotional trade show, there were attractive displays and even better give-aways like Colombian chocolate and coffee, cake, pens, bags and so on. The visitors had pre-planned their trip to the trade show therefore; they had bags that could store a large amount of their give-aways. If there were no or low quality give-aways at the ITB, the consumers would have been hugely disappointed and that is what Jansson and co-authors label as “consumer’s bad-will”. However, if the consumers are satisfied with the promotional products and if it has a high monetary value, they would get emotionally involved and every time they see the product such as a pen or a bag, it will remind them of the show and it serves as both psychological as well as external promotion purposes.

However, the EuroHorse was quite a contrast to the ITB. This is due to the fact that visitors had a different mind set at the EuroHorse and they carried out products that they had bought from the stands rather than give-aways. This is due to the fact that the EuroHorse had both selling and non-selling activities at the show. Therefore, it may be hard for the customers who did not involve themselves in buying activities, to remember the show for a long time since there will be no psychological involvement.

Communication process

Jansson et al (2003) also use Kotler’s communication model in order to explain the communication process within the promotional process. At the trade show it was observed that it all depends on what the company is trying to communicate with all the attractive displays and demonstrations. The companies’ aims differ and therefore, it depends on how they want to portray themselves. The communication process plays a vital role in such situations. Companies may aim at promoting their brand name and image by handing out give-aways and customers as receivers, will decode the message that is perceive the brand in a certain way and may tie emotions with it. The consumer’s reaction to the promotional give-away will detect the feed back within the communication process and will identify whether the company has been successful in sending out the intended message. At ITB, the companies communicated their products and countries by organizing attractive demonstrations, which portrayed their national cultures. Colombia for instance, is a good example of an attractive demonstration and display. The people at the Colombia stand gave away coffee and chocolates to the visitors and had a mini carnival with live dancers which attracted a massive amount of attention and therefore, in the survey it can be seen that Colombia was successful in communicating the brand and country since it was one of the “top of mind” stands. The communication model experts mention the “noise” factor, which is hard to ignore. It was observed that at the ITB that a company had a huge cake that was being distributed to the visitors however; the company did not print its name on the cake, which in our opinion is noise. This is due to the fact that people get distracted by the cake and focus on it while queuing for it and then eating it. When we tried to recall the company or the city stand that had the cake display, we were unsuccessful. Therefore, we looked at the photos to find out what German city as the “cake stand” representing. This is considered as noise since the intended message fails to reach the customers.

Hansen's model: outcome-based & behavioral-based activities

The literature chapter also distinguishes between business-to-business and business-to-consumer theories. Hansen's model divides the trade show activities into outcome-based activities and behavioral-based activities. According to the outcome based activities sales increase effectiveness of the trade show and this can be seen at the EuroHorse show, the interview with "Värmlandsvagnen" suggests that their sales went up after the previous year's trade show therefore, they attended the 2008 EuroHorse expecting the sales to increase. The behavioral-based activities propose that pre-show activities are important. It has been mentioned in the theoretical chapter that firms who use pre-show activities are more successful than those companies who do not. The advertising campaigns for both the trade shows spread the message around and customers interested in horses or vacations attended these shows. The ITB advertising campaigns were massive. The posters could be seen all around Berlin. The show was advertised virtually on the internet and on billboards, bus stops, airports, vehicles and so on.

The entry surveys at the ITB suggested that many people attended the trade show to get ideas for their holidays in the future. Although, Hansen's theories are best associated within business-to-business perspective, it can be applied to some areas within business-to-consumer industry.

Due to the research gap, the authors formed a business-to-consumer framework for trade show promotion and the research focused on the tangible activities within the trade show such as live demonstrations, brochures, information packages, lectures and building the image by displaying attractive designs of the booth. According to the new framework developed by the authors, behavioral and outcome based activities go hand in hand and play a vital role in the promotional sector.

Selling & Non-selling activities

After observing two different trade shows and interviewing different people, it can be said that the selling and non-selling activities depends on the nature of the show, product and the company. Kerin and Cron (1987) in their article suggested that there are both selling and non selling activities at the trade shows and it was observed to be true, however, we realized that the nature of the show plays an important role in identifying the activities. At the EuroHorse show, there was a mix of both selling and non-selling activities. This can be due to the different type of companies present at the show. There were both small and large scale companies; selling from trailers and horse spas to horse feed and magazines. Therefore, products like magazines and riding clothes and boots were being sold at the event however; trailers and spas were being promoted. After conducting the interviews with the company representative at the EuroHorse, it was concluded that different companies had different purpose in mind. Some companies like Värmlandsvagnen stated that they closed many deals at the trade show and their sales went up after last year's show. This shows that customers who attend such events plan to buy before coming. They get all the required information at the show and either make their decision on the spot or contact the dealers after the event. Since the companies at the show staff their booth with sales people, it is easier for the customers to communicate with them and enquire about the product in detail. Therefore, it becomes easier for the customer to make his/her decision.

At the EuroHorse, Horse-trainer's representative said that they did not focus on selling at all. They had no selling activities at the trade show meaning, they focused on promoting their brand and products. This is a contradicting attitude to many other companies such as Equipage who was there to sell and get customer contacts for subscriptions.

The most important aspect observed at the EuroHorse was that it was very different to the ITB tourism fair. People at the EuroHorse were buying clothing, magazines, horse feed and so on. However, at the ITB, people carried around brochures and information packages of different holiday destinations. This can be due to the nature of the product and the price; nonetheless, people bought trailers at the trade show, which means that the price is not the most important factor.

An important fact observed at the ITB was that companies gave away offers and discounts which would ultimately increase sales. United airlines for example, were promoting their new "Business Class" seats and had a special price for their trips from Frankfurt to Chicago. Although, there was no direct selling at the United booth, this promotional offer enables the company to track sales and ultimately increased them.

According to different scholarly articles and books, selling is an important part at trade shows. However, since the shows mentioned in this paper, are mainly focused on business-to-consumer industry. The company's attitude changes between business-to-business and business-to-consumer, customers. ITB for instance, had a business-to-consumer attitude and all the companies merely focused on the promotion rather than selling. There was no selling at the trade show and the companies aimed at presenting themselves and promoting them as a brand name. Colombia's representative for example, said that their main aim was to portray Colombia as a safe country to visit. Similarly, all the countries and companies presenting at the ITB focused on promotion rather than selling. However, there was a combination of activities at the EuroHorse. Companies were selling and promoting. Therefore, it would not be correct to say that promoting and selling decisions are made by the company and it is up to them to choose what their aim is when presenting at a trade show.

Pre, During & Post show promotion

According to Golpalakrishna (1995), trade show behavior can be closely observed at different stages, which are pre show, during show and post show behavior.

A few of the questions asked during the interviews with the company representatives were based on this ideology. The authors asked the companies whether they conducted any pre or post show activities and how did they differentiate themselves during the trade show. Most of the companies at the EuroHorse, said that they did not have any pre show activities. They did not send brochures or mails to customers however, once at the show they tried to make contacts and promote themselves by being innovative at the show. Before the ITB show, a massive advertising campaign was carried out which reached out to the general public.

Since, this paper focuses on during show promotion, it was noticed that most companies tried to distinguish themselves by having contests, attractive displays and demonstrations such as the mini carnival show Colombia had at the ITB. This was a huge success since, many people within the South American hall started gathering around the Colombian stand. Similarly, Ruf

had a very attractive display since they displayed posters of teenagers on the trips the company offers.

Many companies at the EuroHorse had contests where people could leave their visiting cards to contact details and they could win a holiday and so on. Also, at EuroHorse, Poda had live demonstrations. The horses attracted many people including kids, which is an important part of the brand promotion during a trade show. Another interesting example of during show promotion is the company called Horse-trainer. As mentioned earlier, they had a horse treadmill on display and other products such as a horse spa and artificial sun-light apparatus. All these products were unique and different which gave the company a competitive advantage over the others. The products on display worked as during show promotion and according to the company spokesperson nine out of ten of potential customers became their clients and this was due to the uniqueness of their product. This can be titled as “image building”. The companies aim to build their brand and seek for the right customers who appreciate the products and are willing to buy them. Live demonstrations play an important role in creating the need for the product and they also boost sales.

When asked, whether the companies had any post show activities, most of them said they contacted their potential customers after the show. Those who left their contact details were contacted by the local dealers to help them with their enquiries. However, at ITB promotional bags and give-aways worked as means of advertising and if sales if the customers are interested in the holiday destination.

General pattern for trade shows

Dekimpe et al (1997) on the other hand, suggested that a pattern of generalizability can be found between cross national trade shows. However, this was proved to be untrue, since ITB and EuroHorse had major differences with regards to selling and promoting activities as well as their attitude towards customers. Therefore, as mentioned earlier, the nature of the product and the show as well as the aim of the company play a significant role.

Trade show effectiveness

Gopalakrishna & Lilien(1995) said that trade show effectiveness can be measured by evaluating pre, during and post show activities and this was observed to be true since there was a huge advertising campaign for the ITB all over Berlin city and at the airports. This serves as a perfect example for pre show promotional activities and during show activities were measured by the companies in a very effective way. The companies such as JA Ranch at the EuroHorse had a contest and customers had the option of leaving their contact numbers and business cards in order to win the attractive prizes. This is an effective method, since the companies can contact their potential customers and inform them about their promotional activities and this also serves as an after show promotion where customers are reminded about the brand name. However, according to Shoham (1992) trade shows can be made effective if there is face to face communication, a reachable location, by staffing the booth with personnel with positive attitude and if the customers meet the right people at the booth, they are most likely be encouraged to enquire more about the product. Face to face communication is an important part of the whole trade show experience. If the personnel at the booth are friendly and welcoming the customers tend to ask more questions. It was observed, that the customers were attracted to live demonstrations and were intrigued by

different presentations at the trade shows. At ITB, the companies handed out bags which serve as a reminder and sticks to the customers' memory as long as they keep the bag. The face-to-face communication and openness of the staff at the company booths increase effectiveness of the trade show.

There has been a vast amount of research to measure trade show effectiveness and scholars such as Tanner and Chonko (1995) say that the booth staff plays a vital role in promoting the product since they speak to the customers. Information gathering and relationship building is another important aspect of the trade shows many scholars and trade show theorists agree to that and it has been accepted by the company representatives. They emphasize on the importance of staffing the booth with the right people who have the knowledge of the product and can deal with customer queries. At ITB as well as the EuroHorse, companies were represented by their top management for instance, their marketing managers and sales managers. This shows how important trade show activities are for the companies and how seriously they deal with the promotion and marketing issues.

The following table summarizes the theoretical analysis and gives a better understanding of the theories tested and their results.

Theory	Confirmed, Partly confirmed or inconclusive
Promotional give-away theory (Jansson et al, 2003)	<i>Confirmed</i> : valid for promotional trade shows since people expected give-aways at ITB.
Communication process (Kotler, 2002)	<i>Confirmed</i> : important for all trade shows
Hansen's model (1999)	mostly valid for business-to-business trade fairs
Selling & non-selling activities (Kerin & Cron, 1987)	<i>Partly confirmed</i> : since it depends on the nature of the product and the show
Pre, during & post show promotion (Golpalakrishna et al, 1995)	<i>Partly confirmed</i> : most companies had little to no pre show promotion other than general advertising. However, the focus was on during show promotion by means of contests, demonstrations and live shows.
General pattern for trade shows (Dekimpe et al, 1997)	<i>Inconclusive</i> : since ITB & EuroHorse had different patterns
Trade show effectiveness (Gopalakrishna & Lilien. 1995), (Shoham, 1992) & (Tanner & Chonko, 1995)	<i>Confirmed</i> : trade show effectiveness can be increased by staffing the booth appropriately, face to face communication and massive advertising.

Figure 8: Evaluation of previous theory

5.3 Discussion of the official and our survey statistics

The official statistics provided on the ITB website created more research dimensions than the results from our survey. They concluded that 41% of all visitors are planning to buy a trip in the near future, 39% answered maybe. That corresponds fairly well with our survey where about 70% said they visited ITB to get ideas/information for a trip. It needs to be kept in mind that it is not exactly the same question

There are some findings that differ between the two surveys. According to the official statistics 95% intend to visit the show again, but very few of the people we asked had been at ITB before, therefore we question the honesty of the answers. There are quite different age ranges between the presented data and our collected data, and also differences regarding distance traveled to ITB. The mean distance traveled can naturally depend on several reasons, often being skewed by those few that travel from places like New Zealand or Chile. The official survey asked if they were from Berlin, the New Federal States, and the Old Federal States or if they came from abroad. In our survey we asked for distance traveled. Our way of asking was more exact, but unfortunately, many people did not know how far they had traveled, and guessed the answer. According to the official statistic 59,5% of all visitors came from Berlin. Were in our survey nearly 50% came from less than 20 kilometers away.

Following are the distances traveled to ITB according to our survey conducted at the ITB. This graph illustrates how measuring average does not give a fair representation of where the ITB visitors come from. We do however have a larger percentage traveling a greater distance than the official statistics.

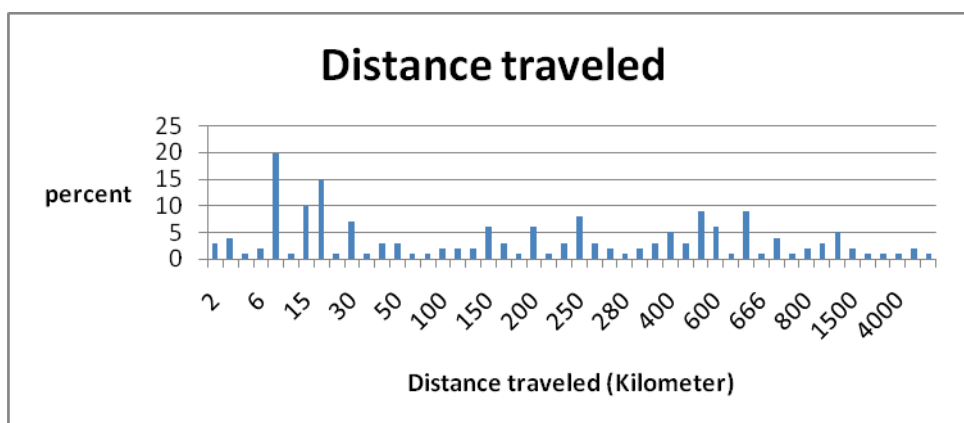


Figure 9: Distances traveled by ITB survey respondents

A visitor from an old federal state may have traveled more than 600 kilometers, but a visitor from Poland may only have traveled 100 kilometers, a factor that causes difficulties to estimate from where the visitors did come from. The official statistics do not reveal anything about the origin of the visitors. Based on our survey and observations made in the south entrance, 4,3% seems to be an underestimate of foreign visitors.

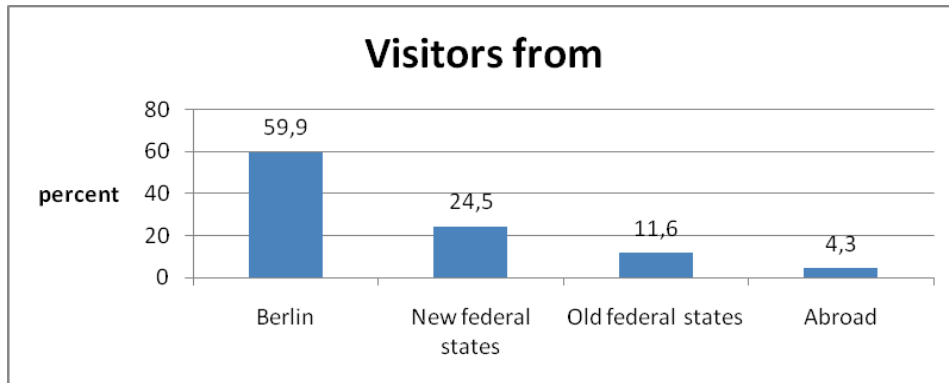


Figure 10: Visitors' locations (Official ITB Statistics 2008)

The age structure differs significantly between the two surveys. This illustrates the problems one can have when randomly choosing people. Although, while aiming to interview visitors of all ages, the official statistics and our surveys (exit and entrance combined) resulted in very different outcomes. The interviewed visitors in our surveys are younger. The first group, 0-20 can most likely be partly explained by an overrepresentation of students that day, but there is no easy explanation for the large discrepancies in the other age categories.

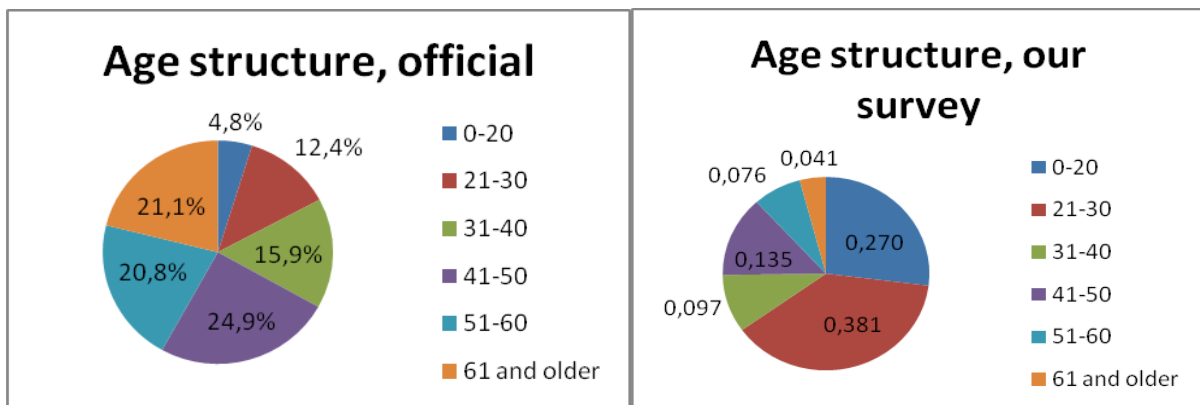


Figure 11: Age distribution of attendees: our data and official data

The time visitors spend at a trade show such as ITB is very important for the exhibitors. As the trade show has more than 11.000 exhibitors, it is safe to say that not all will be seen, or especially not visited by each attendee. The average visitor spends five and a half hours at the show. If each visitor spends five minutes at each stand, s/he would only visit 66 stands during the span of the day. That means s/he would have visited merely 0,6% of all stands! This calculation illustrates the competitive pressure that exhibitors at shows like ITB are under. Even if the visitor would spend all day, 8 hours and spend only 2 minutes in each stand, it would still only be time to visit 240 stands, or 2,1% of all stands. The hyper competition at ITB and the time constraints show the importance of promotion strategies. The exhibitors must immediately gain the visitors attention, or the customers will walk right by in order to find something more interesting.

As 70% of respondents visited ITB for the first time, one can expect that most of the visitors were a bit confused and overwhelmed by the size and all the stimuli. The visitors might have been less sure of what to expect than if they had been there before. The visitors also had various ways of acquiring information about ITB. On our survey, four means of pre-show promotion were asked of: internet, newspaper, friends or other. Each element was answered about 25% of the time, so no one medium of pre-show promotion can be said to be more important than the other.

5.3.1 Top of Mind

The top of mind ranking is essential as it demonstrates which companies the visitors were able recall. As this survey was completed before the authors had seen the trade show themselves there was no way of giving suggestions or influencing the results. However, one factor that could have contributed was the large banners sponsored by Cuba, India and Turkey in the entrance hall. Cuba, India and Turkey got high ranking and this could be partly that people took notice of the banners while filling out the questionnaire. The official statistics do not take into consideration top of mind stands; therefore there is no ground for comparison.

This question was for us by far the most important one in order to understand what the visitors remembered from the show. As mentioned before, each exhibitor had only short time to capture the visitor's interest, before s/he moves on. The companies rated top of mind all had big stands with different attractive elements. One other thing most of them had in common was the type of destination they represented. The exotic locations and popular travel spots were typically highest in the visitors' minds. Those places with beaches and lots of sun were most remembered by attendees. This may be due to the sharp contrast to the German landscape and the dark and cold winter weather. Some of them offered many giveaways, but far from all of them. As the top of mind companies were located all over the trade show we know that the respondents did not just write down the stands closest to the exit, which they are more likely to remember.

In the questionnaire, visitors were asked for their top five exhibits. Few people were able to think of five to write down; most of the respondents could only think of three stands. This might seem odd as they just walked out of a trade show where they on average spent five hours looking at thousands of exhibitors. The experience was for most people may have been overwhelming and the noisy environment could easily have rattled memories. For the exhibitors that were able to make it on these abbreviated lists suggests that their promotion strategies were strong enough to overcome the noise from the environment. Again, the importance of during show promotion is important to make the visitors remember your stand, or to offer something that can refresh the memory of the visitors.

5.3.2 Who is the typical ITB visitor?

The two different sources of statistics combined generate the typical visitor. It is a female between 30 and 50. Her income is around €2000 per month and she is planning her holiday trip. She spent 5,5 hours at ITB and walks out satisfied. She did not go last year, but will come back again. She also resides in the Berlin area.

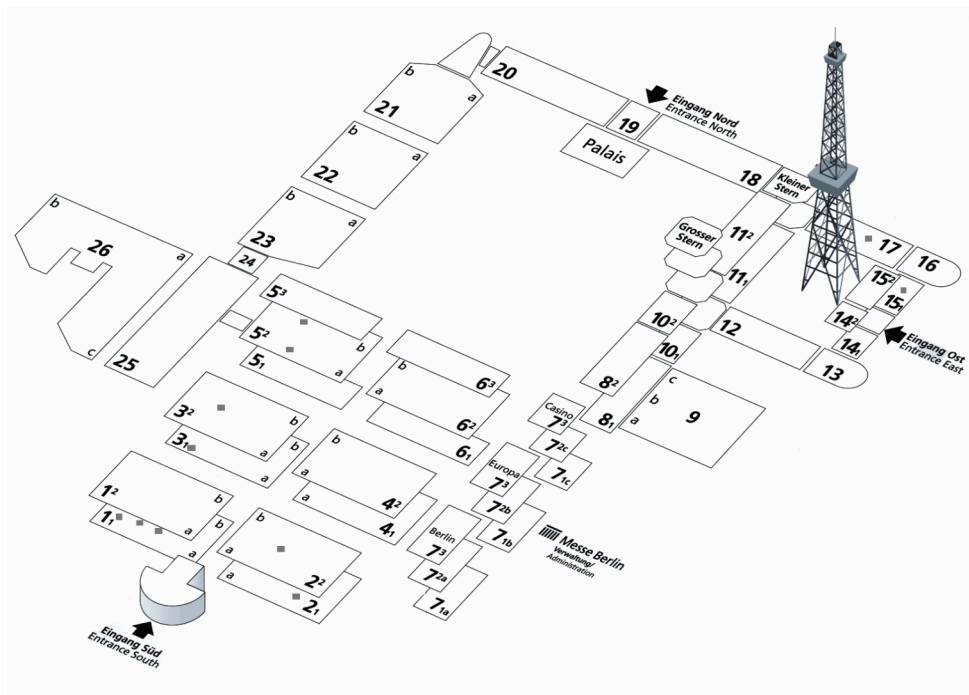


Figure 12: Location of top of mind stands

The location of an exhibit will certainly affect the traffic and visitors noticing the exhibit. In evaluating the location of the top of mind stands, it appears clear that many of the top of mind stands were close to the south exit, where the surveys were completed. Most of the top of mind exhibitors were also located on first floor. As ITB is divided so that countries from the same continent were generally displayed together the companies are not entirely free to locate themselves. As south entrance is the biggest one, the countries such as Brazil, Colombia and Mexico had a great advantage. The only top of mind countries not close to the south entrance were Poland and Slovenia who were consequently close to the east entrance. The closeness to an entrance may be important, but countries such as Russia were also close, and did not make it into the top of mind exhibitors.

Exhibitor	Location of Stand
Brazil	1,1
Turkey	3,2
Mexico	3,1 1,1
Poland	15,1
USA	2,1
Colombia	1,1
Cuba	3,1
Greece	2,2
Australia	5,2 A
India	5,2 B
Slovenia	17

Figure 13: Top of mind stands and location

5.4 Analysis of presumptions

At the beginning of our research we based our investigation on three assumptions:

- Business-to-business and business-to-consumer trade shows are inherently different.
- More emphasis should be placed on promotion in business-to-consumer trade shows
- During –show promotion is more important than pre- and post-show promotion at business-to-consumer trade shows.

First, we found that business-to-consumer trade shows differed greatly from the context that we were given of business-to-business trade shows that came from the academic articles. The atmosphere of the trade shows we attended were very lively and one could sense the need to attract customers was high as was competition between the booths. The texts gave the impression that business-to-business trade fairs are organized, the need to attract new customers is there, but done in a more civilized manner- often through appointments and scheduled demonstrations. It is common at business-to-business trade shows for the customer to know what s/he is specifically looking for, where as through the surveys we found that attendees were looking for ideas over product. This may not have been the case at EuroHorse, which was mostly set up like a retail space. The most important conclusion that can be drawn is that there is an explicit difference between business-to-business and business-to-consumer trade shows.

It was then assumed that more emphasis should be placed on promotion in business-to-consumer contexts. In the case of ITB, the respondents overwhelmingly stated that they were there overtly for getting ideas. Even those that where new to the show had no intention of purchasing a vacation or product. The importance of promotion is unequivocal, and more importantly good promotion. In our findings from ITB, promotion strategies were responded to by the consumers, especially interaction. As we, ourselves walked through areas that were

not listed in the top of mind booths, like Africa, we observed that there were aesthetically pleasing booths with an obvious absence of booklets, contests, giveaways and in many situations, representatives. This presumption appears to hold a strong truth, but let us consider EuroHorse. This show is considered to be the largest in Scandinavia, and the exhibitors that were interviewed agreed with its standing. The show was selling by nature, and many of the clothing and tack companies did not have an obvious retail name within the exhibit. Found in Appendix E is an example of an unbranded clothing exhibit. The fact that the nature of the show can be behavioral-based or outcome-based, therefore, trumps the presumption that promotion is more important in all business-to-consumer trade shows.

Lastly, we take into account the importance of the various types of promotion strategies. In academic texts, the authors touted the strategic importance of pre-show promotion. This strategy allows for customers to be targeted before the show and appointments to meet can be arranged. Unfortunately, in the business-to-consumer context the audience becomes anonymous- definitely before, and probably remain so after the show. For this reason, during-show promotion strategies were assumed to be important for business-to-consumer trade shows. The data collected through our observations and surveys reinforced our thoughts on this matter. The stands that rated well just after and weeks after the shows were those with nice literature, promotion strategies that left the consumer feeling that something of value was gained from the stand (i.e. the chocolate bars and coffee that was given away by Colombia), and large bags. In the later surveys, the stand appearance appeared to play a lesser role in becoming top of mind, but arguably nice stand design attracts consumers in the first place. The giveaways played an important role as a tool through which the consumer could remember the stand and want the product. All in all, during-show promotion strategies are a key device making lasting impressions for one's company.

6. Resulting Theory

The available theory on trade shows was unsatisfactory towards matching our results. From the analysis we improved on the Hansen framework, and drew some new conclusions regarding the importance of promotion and selling activities. From these thoughts, we continued on to propose a promotional mix tailored to exhibitors.

6.1 Business-to-consumer- Our Framework

As discussed in the above sections, the current framework is geared towards business-to-business trade shows. To conclude this thesis, we would like to propose a framework that is flexible between business-to-business and business-to-consumer. The new framework will be based on research and observations we made at the two “business-to-consumer trade shows”. We will base this framework on the Hansen (1999) framework and will adjust the components and make it flexible to show the difference between business-to-business and business-to-consumer. This framework served as the theoretical base for our research question and analysis.

First, we agree that there are two main activities at trade shows: outcome-based and behavior-based. Hansen (1999) lists information gathering, image building, motivational activities and relationship building under behavior-based activities. We would like to split this category into tangible and intangible. The tangible activities being physical promotion, for example handing out pamphlets, having live demonstrations or sponsoring a lecture. In this category we are placing image building and motivational activities. The intangible behavior based activities revolve around human interaction to build relationships or to gather information either from competitors or from the industry. The outcome-based activities revolve around selling, including lead gathering and selling at or directly after the show. Typically, outcome-based activities are easier to measure the success of than behavior-based, but we do not want to underestimate the effectiveness of behavior-based activities.

The following models are a derivation from Hansen’s model and they have been adapted by the authors of this thesis in order for it to fit better with business-to-consumer trade shows. Hansen’s model fits best for business-to-business trade shows and this model has been enhanced in a way that it would work for business-to-consumer trade shows.

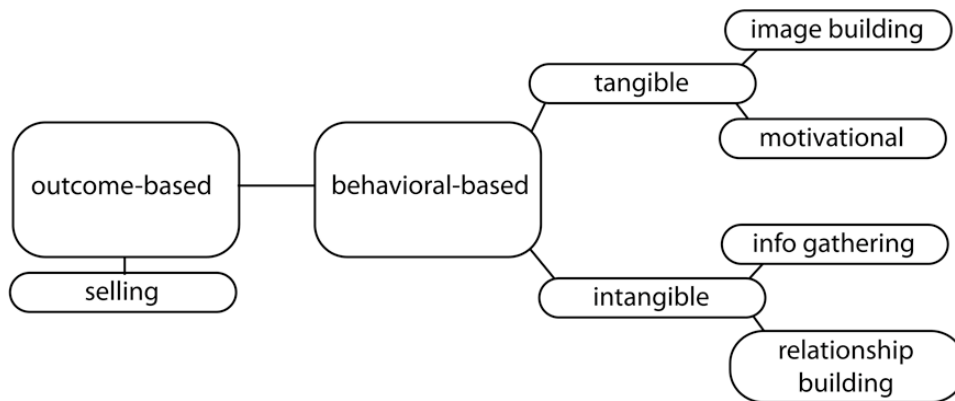


Figure 14: Our addition to the Hansen (1999) model

Between business-to-business and business-to-consumer trade shows both behavior-based and outcome-based activities serve a vital role in an exhibitors presence, though the emphasis appears to be more heavily set on one or the other whether by exhibitor’s choice or by the nature of the show. In business-to-consumer shows, a stronger emphasis is placed on promotion, therefore behavioral-based activities are more important. From previous theory, outcome-based activities are more prominent in business-to-business shows, but this model is too static. We imagine the model to be like a mobile, where the two activities are of equal importance but one of the activities will be in the foreground while the other will naturally be in the background. We will argue that in business-to-consumer shows, behavioral-based activities will typically be in the foreground, but this model allows that individual exhibitors may differ within shows.

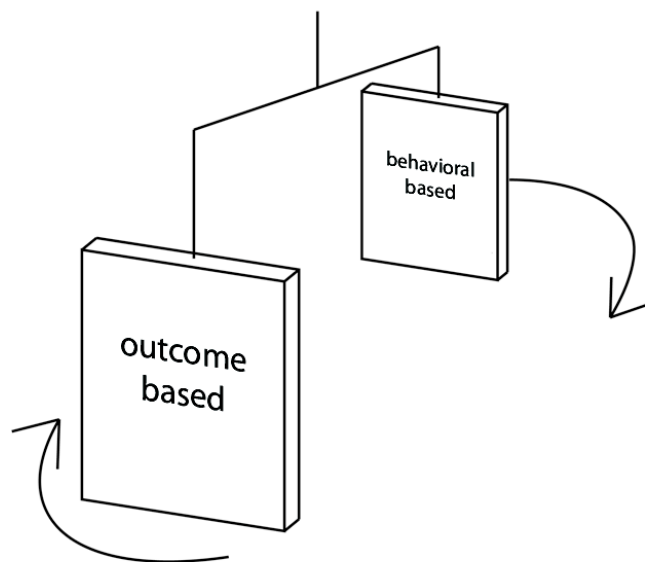


Figure 15: The dynamic representation of the new framework

For our research we are focusing closely on the tangible behavior-based activities- image building through the design of the booth, literature, and demonstrations, and motivational activities through contests and giveaways.

6.2 The Exhibit Promotion Mix

The literary research suggests a traditional promotional marketing mix, which consists of advertising, public relations, personal selling, direct marketing and sales promotion. However, for this paper an adapted exhibit model has been created which connects trade shows to promotional mix. The adapted exhibit mix comprises of advertising and sponsorship, press conferences, direct marketing and sales promotion which can be seen by the figure below and is explained in the following text.

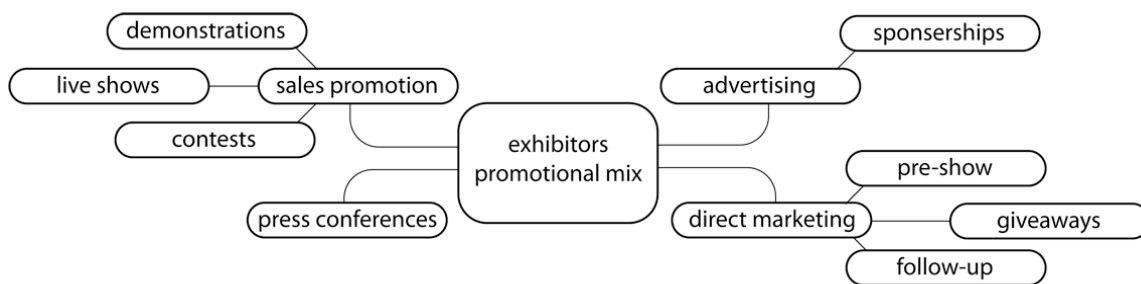


Figure 16: The proposed exhibit promotion mix

Advertising and sponsorships are one of the essential tools within the trade show context. Although, in marketing literature, sponsorship is linked to public relations, however, for trade shows and this adapted model, sponsorship fits better with advertising. Companies can advertise by sponsoring an event or by displaying banners among other opportunities. It is mainly to promote the company name or the trademark. By sponsoring, the company manages to form and tie a link with the event, which is beneficial for the company since the customers would relate the event to the brand. Major trade events tend to get attention from the media and the sponsoring company will gain from the massive advertising over media.

Similarly, press conferences are valuable since they promote the trade show as well as the companies participating at the event and the press conference. Sponsors, advertising companies as well as the exhibitors; all benefit from press conferences.

Direct marketing is a vital part of the exhibit mix since the companies need to inform their customers about the trade show or in order to introduce their new products. Before coming to the show, the companies carry out pre-show promotion where direct marketing tactics are used. They can either contact their potential customers via television or direct mailing through post or the internet. Once the customers are informed about the trade event and know which companies are exhibiting, they can plan their visit accordingly. Companies can send promotional products via post to their potential and current customers and after the show they can follow up and get customer feed back regarding the show and the company products and services. These practices are less observed in a business-to-consumer environment due to the anonymity of the potential attendee.

Finally, an effective and efficient sales promotion is the key to a company's success at the trade show. Companies, who wish to be at the "top of mind" of their customers, have to be unique in order to attract the right people. They do this by having attractive displays, live

shows, demonstrations and contests. After attending the ITB and EuroHorse, it has been confirmed that stands with live demonstrations and colorful displays attracted more customers than others. Contests encourage people to leave their contact details in order to win attractive prizes and these contact details are later used by the company for follow-up research.

7. Conclusion

The conclusion comprises of our final thoughts and a synopsis of this thesis.

7.1 Conclusions

7.1.1 The Importance of During-Show Promotion and Its Effects

Well-planned during-show promotion unites the top of mind exhibitors at ITB. During-show promotion both attracts people to the exhibit and enables the visitors remember the stand after the trade show. Due to the short time most people will actually spend at each display it is essential to have appealing elements. During-show promotion is the main tool that the business-to-consumer exhibitor holds. Pre-show promotion cannot be direct in an anonymous environment, and post-show promotion, from our observations, appears to only be a complement.

The type of during-show promotion proved most efficient cannot be answered as it depends on many aspects. The different types of during show promotion all serve its own purpose, but might not all function as well. Brochures are important, but only as a complement to other successful during show promotion as most customers will have a bag full of brochures when they return home. It is important for there to be incentive to keeping the literature, perhaps the colors and articles are interesting or the booklet is to serve as a reminder of the stand and the interest in a visit resulting from the show itself. Contests do not seem very effective, except for those who win. Shows and live demonstrations seem to be more efficient, at least in the ITB case, but like contests, the audience is smaller and harder to reach since such performances often cannot be continuous. Nonetheless, live shows/demonstrations were mentioned in the surveys and were observed by the authors to draw attention.

The exhibitor, we found with the clearest objectives also had one of the strongest during show promotion strategies with live shows, plenty of giveaways, colorful brochures a nice stand design. It was also one of the top of mind stand in the eyes of the visitors.

During show promotion has to be linked to the exhibit. The cake from Jena, Thüringen is an excellent example of that. When the promotion cannot be linked to the exhibit it will be remembered independently from its exhibitor. Uniqueness is important in order to be remembered, especially at a large show such as ITB.

7.1.2 Resulting Theory

As mentioned in earlier sections, trade show theory differs between business-to-business and business-to-consumer. This is due to the differences in companies' aims and objectives and the targeting techniques. Companies advertise and market themselves differently when approaching other businesses or companies however; different advertising and promoting measures are required when targeting the customers that generally remain anonymous.

The theory suggested that trade shows are a mix of both selling and non-selling activities. However, it depends on the companies' aims and objectives of how they want to promote themselves. It was observed that there were no selling activities at ITB however, at the EuroHorse; there was a mix of selling and non-selling activities. Many companies were targeting consumers by attractive discounts and offers.

Due to lack of literature in business-to-consumer trade show theory, we developed a framework, which is derived from Hansen's (1999) model. The Hansen model divides the trade show activities into outcome-based activities and behavioral-based activities. According to the outcome based activities, sales increase effectiveness of the trade show and behavioral-based activities propose that pre-show activities such as direct mail and advertising are important for trade show success.

However, the new model developed by the authors divide the activities into two categories; tangible and intangible activities. Tangible activities consist of image building and motivational activities and intangible focus on information gathering and relationship building. Both the activities go hand in hand and are equally important for trade show as well as company success. Although, both the activities are equally important, the focus for this thesis has been on the tangible aspect since during show promotion has been the prime focus. During show promotion has been via live shows and demonstrations, attractive displays, contests as well as by literature and promotional giveaways.

7.2 Future Research

This study provides an in-depth analysis of business-to-consumer during trade show promotion. However, in order to gain an even better understanding and view of the trade show industry; more than two trade shows can be examined, a more detailed survey can be conducted and the visitors as well as the exhibitors can be interviewed.

As previously covered in the theory section, the trade show industry has been vastly under studied, and not much has been done beyond the exploratory studies that have been going on since 1968. With respect to the work that has been done in this thesis, first, we would like to suggest that the framework we have created could be examined in a more deep and systematic way. A large-scale study across business-to-consumer and business-to-business trade shows must be conducted where a true comparison can be made. Other theories also need to be presented and tested in regards to during-show promotion.

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9. Appendices

Appendix A: Steven's measurement of success table

Primary Objective	Associated Metrics
Introduce a new product	Number of demos given Number of visitors to booth Numbers of samples ordered Number of press mentions Number of qualified leads generated by product Number of RFP's requested
Generate sales leads	Number of qualified leads Cost per qualified lead
Gather new prospects	Number of prospects gathered Cost per new prospect Number of new accounts added to the database
Enter new market	Number of prospects gathered by industry Number of qualified leads generated by industry Number of RFP's requested
Sales	Revenue Number of transactions closed Number of purchase orders signed Expense to ratio (E:R) Return of investment ratio (ROI) Number of new accounts/customers
Awareness	Number of visitors to booth Number of demos given Number of flyers distributed Number of attendees to pass by booth Number of visibility opportunities (i.e. sessions, events, etc.) Number of resulting impressions Pre-post show awareness levels Number of press mentions
Recruitment channel partners	Number of partners recruited Cost per recruited partner Geographic penetration of recruited partners
Recruit new employees	Number of employees recruited Cost per recruited employee Employees recruited by skill category
Competitive research	Number of competitors at the show Competitive analysis completed
Market research	Customer surveys completed Focus groups conducted
ROI	Return of investment ratio

		Expense to revenue ratio
Retain customers	current	Number of customer appointments made and held Number of new product demos to current customers Revenue closed from current customers
Support industry	your	Number of association functions attended Dollars invested in association function sponsorship

Appendix B: Questionnaires at ITB

Entrance survey

1. Alter, (age) _____
2. Geschlecht, (gender) _____
3. wie weit sind Sie gereist, um hierher zu kommen? (How far did you travel to get here?) _____ km
4. Wie lange im Voraus haben Sie geplant, hierhin zu kommen?
(How far in advance did you plan coming here?)
Spontan (Spontaneous)
Weniger als ein Monat (less than one month)
Ein Monat bis ein Jahr (1 month-1 year)
Mehr als ein Jahr (more than a year)
5. Warum sind Sie hierhin gekommen?
(What was your purpose of coming here?)
Kein Grund/no reason
Ideen für Reise/Informationen, ideas for travel/information
Um eine Reise zu kaufen/ to buy a vacation
other _____
6. Haben Sie geplant, etwas zu kaufen?
(Did you plan on buying something?)
Ja/yes
Nein/no
7. Wie sind Sie auf diese Messe aufmerksam geworden?
(How did you find out about this trade show?)
Internet
Tageszeitung, Werbung (newspaper/advertising)
Freunde/friend
Andres/other _____
8. Sind Sie zum ersten Mal hier? Wenn nein, wie oft waren Sie bisher hier?
(Is this your first time here? If no, how many times have you been?)
ja/yes
Nein/ no _____
9. Sind Sie einverstanden, weitere Fragen zu beantworten? Bitte notieren Sie Ihre E-Mail

(Are you willing to answer further questions, please write down your email?)

Adresse: _____

Vielen Dank für ihre Zusammenarbeit
Thankyou!

Exit Survey at ITB

1. Alter, (Age) _____
2. Geschlecht, (Gender) _____
3. wie weit sind Sie gereist, um hierher zu kommen? (How far did you travel to get here?) _____ km
4. Haben Sie geplant, etwas zu kaufen?
(Did you plan on buying something?)
__ yes __ no
5. Haben Sie etwas gekauft?
(Did you buy something?)
__ yes __ no (if yes: would you tell us what you bought _____)
6. Nennen Sie Ihre fünf liebsten Stände, was hat Ihnen daran gefallen (Farben, Musik, Angebote/Giveaways, Personal, Sonstiges)

[Name your five favorite displays, what was attractive about it. (Colours, music, offers/giveaways, staff, other)]

Stand	Was haben Ihnen gefallen?
_____	what did you like? _____
_____	what did you like? _____
_____	what did you like? _____
_____	what did you like? _____
_____	what did you like? _____

7. Wie viele Stunden haben Sie heute hier verbracht?
(How many hours did you spend here today?)

_____ Stunden/ hrs

8. Gibt es irgendetwas, von dem Sie gedacht hätten, dass wir es fragen würden?
(Is there something you expected us to ask, but didn't?)

9. Sind Sie einverstanden, weitere Fragen zu beantworten? Bitte notieren Sie Ihre E-Mail

Are you willing to answer further questions, please write down your email
Adresse: _____

Vielen Dank für ihre Zusammenarbeit
Thankyou!

Appendix C: Company/country Interviews at ITB

Colombia

What are Colombia's intentions of being here?

So as you know, well, Colombia doesn't have that good of an image in the world. We don't pretend to say that we don't have any problems. We do as everybody does, but since we have such bad press, we want to show the world that, umm, that we are people that believe in our product, we believe in our country. So, we take the risk to talk about risk, OK? We tell people through video, through this stand, and just by being here, that Colombia is a safe country, that it is as safe as any other country in the world. Colombia is full of happy people, we don't sell destinations, we sell Colombia. Can you read here? {Points to brochure}. Colombia is full of happy people, passionate people and we want to show that to the world. So what do we want to achieve first? An enhancement of our image, but also we have very specific goals in tourism. Ten years ago, only 5,000 visitors came to Colombia around 2000/2001. Last year, it was already one million 400 thousand. To keep this number in mind: Dominican Republic which has a big, big tourism received every year 3 and a half million people. Our target for 2010 is 4 million. Anyway, our figures today are pretty good, pretty impressive. I mean the image we have, we are already receiving one third or one half that Dominican Republic has. Ok?

How important are trade shows to reach this audience?

Very important, if we are not here, people will never find out about Colombia- they will never even hear of Colombia. It is very important to be here in Germany because it is a very sophisticated market. Germans are very sensitive to the security issue, so we want to show them that Colombia has great things, and its not any, well, Bogotá might be as dangerous as Hamburg. So it's a safe place, a really safe place.

So, what do you do to differentiate yourself from the other stands?

You're going to see that in about half an hour. That's an amazing "Barranquilla Carnival". It's the second largest in the world, after Rio, and nobody knows that. So its not only important to be here, its also important to tell things about your country. If you go into our page, here. You will find a lot of information about Colombian tourism. Where to go, what we have. So we are also trying to tell people. That there is a tourist destination called Colombia.

Do you think its hard to differentiate yourself from the other companies here with a lot of money?

No, no I would say that Colombia is not unique, but it is different.

Mexico

What are your intentions here?

When we are here, at this trade fair- we want to bring tourists to Mexico.

Do you have any more specific goals?

Our goal is to bring tourists. The most we can.

Exactly, and you do think it helps to be at this trade show?

Of course. It's the most important trade fair in Europe for this business.

Do you see a jump in tourism every year, an increase in tourism every year?

Yes. Last year, we have a 12% tourism, German tourism.

How do you differentiate yourself from other exhibitors here?

I think because, Europeans love our country. And that help us a lot because we have everything to offer. Culture, nature, adventure and that is something that helps us present our country with.

What about your display? To draw attention?

We have a good image, a new image. The colors are very bright, and I think that's one of the things that make it attractive to come here. We only have constructor that makes the stand, but otherwise we do it with our office here in Germany.

Is there anything you would like to add about...?

Come to Mexico!

United Airlines

Ok, so, what are your intentions for coming here? Why are you here?

I think primarily to display our new business class seat, which is right here. This is probably...We're here every year, but the most important part this year, I think, is to display the new line of equipment that we have.

Are you selling anything here?

We're not selling anything here at this moment. We can't link you up to a reservation. A number of people will stop by and say, I would like a flight to this city and on this day, can you tell me how much, but we don't have computers here. But, we are really here to sell United as a whole, and specifically displaying our new lie-flat business seat.

Did you have an agreement with Chicago? Or is that just your hub?

It is our hub and our headquarters. But, we have five hubs, and two international hubs, but...well we can tell that for the last three/four years we clear the cost and we have a lot of synergies. It is our hometown, and we also have the ITB special flight to Chicago.

Are trade shows important for your marketing in general, or here?

We, in former years, we used to go to three different trade shows in Germany, the CBI, the CIT in Munich and Stuttgart, and then we decided that ITB was the most important one. I think its in part to be in front of customers and to be {...} with our clients. So it is a

big part of our marketing {...} in Germany. We are entering the world market in London and we are {.} and all those other worldwide trade shows.

How do you differentiate yourself from all the other companies? You must have done something!

I think it was really tying in with Chicago and sharing some things. So I really think that people associate the two together, so I think that its really important for both of us and I think the new seats are really important. Not only to us, but I think they stand out. It's the first American company that has completely lie-flat seats in the business. So we really want to display that. And I think the set up, the large structure we have here today really helps. I think also our bags. I think our bags are a reason that so many people are seeing us. We are not only the only US carrier with a flat back, we are the only carrier at all that offers a flat back from Germany to the US. {...}

For this exhibit, did you use external help?

Yes, we have someone that does all the panels, and of course someone to carry it all around, these seat, but we have professionals taking care of that {...}

RUF

So, what are your intentions in being here?

Our intentions? Well first of all, it's the biggest the biggest fair opportunity, so that's a must for us to be there. It's the only fair we take place at. So, we put all our fair focus on the ITB, and we have good connections to the management of the ITB, so we are in a friendly relationship, a private friend {name}, that's the reason why we come back every year. Several corporations and our management director are the ITB.

So is this trade show an important marketing tool for you?

It is more of a business platform than it is a marketing platform in the area of the business-to-consumer. We're not expecting to sell more trips or to have more clients, but it would be nice but our focus is on communication with business partners.

So, in the first days when it's business-to-business, those are more important to you?

Well its both, I mean, of course we want to give an idea of what we are and what we do. So also the Saturday and the Sunday are important days for us, but it's the whole fair where we try to get the feel of marketing. It's the brand marketing, the image marketing.

What exactly does your company do?

We are Germany's and I think Europe's biggest travel company that offers trips for young people between 8 years and 20/21. So we have around about 75,000 customers.

What do you do to differentiate yourself here compared to all the other companies?

What we do to uh, just look. Look around. When we planned for example this stand, we sat together and said: ok, what, what do you have in mind when you think kids, about travel, a lot of things. And one of the first things that everyone said is it has to be colorful. I mean there are a lot of stands all over the fair which are only grey and white. So this is

what we have in mind when we think about kids and young people, so that was the first thing that was important to us {was the tent}, to symbolize that we have all sorts of things under one roof- it was a double meaning. It was also written in the name of our company [RUF]...we have a lot of programs that we store under one roof.

Did you use any external designers?

It is cooperation with fair builders from "Fair Berlin" so we cooperate with them for, what, ten years now. So it is a design of the staff. It's a process we do together with them. Its not that we tell an agency, hey- we need to design something. But its something we start a half year, with sit together with friends actually, it's a nice thing, I mean you never know what comes out at the end.

I see a stage over here, do you have a performance?

Yes. I mean uh, we have this small stage because there are several. Yesterday, there was, for example a press conference with some international known football players, umm that are the testimonials for one of our football schools, and Thursday we had a business get together. But we also have a team of animators with us, on the fair. But when they perform, they have pieces of art, of musical dances, or club dances- we use the big stage, over there.

Greece

What are your intentions here?

Our intentions are to contact the travel agents that we have in Germany and also in Europe and the whole world a connection to Greece are organized face to face. We have press conferences here with the tourism minister and other than that to contact the visitors

Would you say it is mainly business-to-business, or business-to-consumer?

In this fair, its business-to-business. Yes, business-to-business is most important because we visit also, or we have booths in other place in Germany that is absolutely visitors. Only visitors. Like CIT in Stuttgart, Munich, Düsseldorf, Frankfurt.

So would you say that trade shows are an important marketing tool for Greece?

Yes. It helps.

With all these displays and all these designs, did you use any designers or extra help?

We have a constructor company that makes the booths in Germany. They have the same model of Greece, and they have the same art, of the posters which are advertising in the media. They make the stand, and they make the plan, and we say them our idea about our needs because we need offices, also we need [conference room] places, we have café neon. You know café neon? It's a coffee shop in Greece, they serve to the visitors, to the trade, and also the normal visitors from wine to coffee or water, or uh, soft drinks.

How would you say you differentiate yourself from all the others? How are people going to remember Greece here, when there are so many others?

We have the history in Greece! Every culture has his history, but we have, I think, something different. We also have the good weather, the seas, we have about 2000 islands.

Is that what you are trying to communicate here?

To communicate the Greek art of living! Here another way of living, and we would like to communicate to visitors that we live with art, that we live the Greek way of living. Greece is a very secure place. We have no problems, and women alone can go away at night and it ok!

When people left the trade show, they said they really liked the Greece display. Why do you think that is? Like the colors, the give-aways?

Give-aways? No! We have just a little, not very lot of things. We have a lot of information about our country. Yes, we try to communicate. We have a lot of information. Now we have about, a lot of information about special art of traveling, city breaks, sea, nautical.

Appendix D: Interviews Eurohorse

Poda

Are you here for business-to-business or for business-to-consumers?

For business and consumers! Business within the horse industry and especially to people with quality awareness.

Do you sell things here?

We really do not have any types of sales here. We sell the things we put together (for the booth), apart from that we do not sell things, just market ourselves and show our logotype.

Do you believe that trade shows are an important marketing tool?

Yes, it is

Do you travel to a lot of different trade shows?

Not that many, we try to pick the right trade shows and not so many.

How do you choose tradeshow?

It is the quality minded horse people that we are after, and then we find this trade show to be important for us.

Do you prepare yourselves in any particular way before a trade show?

We build everything (for the booth) so it will not take three days to build together.

Do you send out invitations, offers or anything similar before the trade show?

No, we do send out our catalogue before, but it does not mention that we will be here. We are in the marketing of EuroHorse as we sponsor them with the fence.

Do you gather names of potential customers or anything like that during the show?

We build contacts and register contacts, and once we get back home we get in touch with this people.

Do you do anything special to create attention during the show?

Our assortment speaks for it selves, our product is unique; we are the only one carrying it. We want an open booth, no walls around it. The customers must see that we are a complete fencing solution.

How do staff your booth?

The people in the booth are these (pointing on a board with all the dealers for Poda Sweden). I am responsible for the Swedish market as a whole, but they are the once talking to the customers, I am only here to support them. They contact the customers and then leave the contact to the one that is closest (geographically)

Krafft

Please tell us what you are doing here?

We are a feed company that sells horse feeds. We have no big selling here, just some small vitamin jars and some small things, but we are mostly here to give information, answer questions and advising people.

Do you get contact information of potential customers?

We take names if they have several horses or stables and they like us to visit the, but most of our customers only have a horse or two.

Are you mainly here for business-to-business or for business-to-consumers?

Mostly to consumers, almost only actually.

Do you exhibit on many different trade shows?

Yes, we do have a few riding shows, we only exhibit at riding shows, that we usually attend. For example we always exhibit at Falsterbo. That and the big trade shows, it is very important to be at the big trade shows.

How do you prepare for a trade show?

We have prepared a little bit, when we found out this week that we should have a campaign price but not that much more, we in the booth here all work as advisers, so we have the knowledge about the about the company and what we have to offer.

Do you use the same booth in all shows?

Yes, we do.

Do you do any type of evaluation after the show?

No, or some, but nothing particular, more like thinking that is went pretty much as we thought.

Do you do anything during the trade show to attract visitors?

We have a contest together with Doggy and Axa, we are all part of Lantmännen. Sometimes we have autograph signing with riders we sponsoring, but I do not think we will have that this year. It depends on how much time they have to be here.

Have you picked this stop for any particular reason?

I do not know!

Equi-tours

Would you like to tell us a little about what you are doing here?

I am running a business which is a travel agent specialized on horse travels. We do all types, both events, trot and gallop races all around the world. We have a joint venture with ridsportförbundet (Swedish riding association) which we started last year where we are doing trips to the biggest competitions for dressage, horse jumping and hosting a

couple of times a year. And this year we have the Olympics as a big deal. We also have some riding travels, we try to have everything.

Are you here mainly for business-to-business or for business-to-consumers?

Both actually, pretty much 50/50. I guess mostly consumers visiting the booth, and at the same time there are a lot of businesses from the industry here that we try to get in contact with, so it's really both.

Do you prepare the trade show in any ways before you go?

I wish I had more time to do that, that is of course a very important part as it is very expensive to exhibit at a trade show, we try to book meetings and make sure our booth is expressing what we want.

Tell us about your booth!

We have made it ourselves; it is not very big, as you can see. We always use these posters at trade shows. We also have some brochures; travel agencies do not have a product to sell. We also have a small competition.

Do the customers book trips at the show?

No, it is more like they get a brochure with them, we show who we are.

This spot, did you actively pick it?

No, it was not. We decided pretty late to attend so this spot was just given to us at random.

Do you do anything during the trade show to attract visitors?

We have a small competition people can participate in, but then there has to be some interest from them as well. Perhaps we look a bit more closely in the eyes to people between 30-50, or 30-60 which is our main target group. So we try to catch them, but everybody is of course welcome.

Värmlandsvagnen

What are you doing here?

I am working for Kungälv häst-transportcenter, north of Göteborg and I am a dealer for Värmlandsvagnen for this region, west Sweden. We have five different models of trailers and we brought three of them to the trade show. We decided to keep the other models back at the dealership. But here at the show we have three trailers, we also sell trucks, B-drivers license trucks (are allowed to drive with a regular drivers license). We have two trucks with us. Two of our dealers sell the trucks, and there are five of us selling the trailers. All dealers do not at the moment sell trucks.

We are here in Göteborg as we believe this is one of the better trade shows, or the best one actually when it comes to business. Stockholm also has one trade show in Globen, but there is not as much business going on there. I guess the concept is or less the same, you rent your spot and can be part of the trade show, but not as much as sold there, so we believe this trade show to be the most important trade show to participate in.

Is this and Stockholm the only trade shows you enter?

No, we participate in Globen as well, but only with one trailer, that tradeshow is smaller, more expensive and has fewer customers. There is also a show in Falsterbo in the summer. When they have all the competitions in Falsterbo, they also have a trade show, a lot like this one, except it is outside as it is in the summer. We participate there, but this one in Göteborg is the most important one.

Are you here for business-to-business or for business-to-consumers?

For consumers, it could also be a company, you never know. For example trot always have a business where they have their horses, and then big stables and framers. But the trailers are still used for privately. We do not actively reach out to businesses.

Are you selling here at the trade show?

Yes. Last year we closed many deals here at the trade show, more then we could expect. One could think that no one would just come in a buy a trailer for 50000 Swedish kronor, but many customers have walked around and since the trade show last for several days they have time to talk to us and the our competitors and they make up their mind. Then we also have some good offers here at the trade show, a discount or some equipment. We also notice an increase in sales after the show, we believe we close about half the sales at the show and haft afterwards.

Do you evaluate the trade show?

Yes we do, we see how many turns up here and the days after. It is hard to tell how many would have come anyways, but we can see some increasing. The interest created here at the show can be notice a few weeks after the trade show. We always try to get the name of customer of he/she is interested, perhaps ask what kind of trailer they have today, and if they like to trade it in. we try to give a rough price and the customers do not call back I will contact them. I ask if they gave it some thoughts. We do not want to let go of the customer, if we call it can lead to another closed deal.

Do you prepare the trade show in any particular way?

Yes, we make sure we have brochures, think about which trailers to bring, we do have limited space so we cannot bring all of them. We also discuss what to offer our customers in terms of discount or products.

Did you actively choose this spot?

Yes, we chose it some years ago, three I believe. We got this spot then, and we fell like it is a good spot, so now soon when we sign up for next year we will request it again. You can see how people walk down the aisles, and if you stand by a wall you only get customers from one side, we get customer from four sides around our stand.

Do you only staff your booth with salesmen?

Yes, that is correct, we are all salesmen.

J-A Ranch

What are you doing here at the trade show?

We are mainly here at the trade show to sell our program, and courses and conference centre, weekend offers and also selling of course.

Are you here for business-to-business or for business-to-consumers?

Our idea was to attract all the kids running around here and parents who do not wish to be here, so we thought we might be able to sell our company to us, and then we get private consumers as well. First of all we like to market our facilities to companies, that is the idea.

How do you prepare a trade show such as Euro horse?

It took a while to build this booth. Our booth must reflect the business and we have prepared it very carefully with brochures, and we have to be dressed so the customers can see who we are.

Did you invite people to your booth?

No, this is the first year we are here, so we can try it. We got a fairly poor location this year, on the backside, towards a wall. Here is almost no traffic; we have to solve that to next year. We said that we will come here and see how it goes and then we evaluate.

Is this the first time you exhibit at a trade show?

No, we have been on other trade shows before. But trade shows with a focus on conferences and business-to-business.

How do you evaluate?

We look at how many reservations we got, and now we have the cowboy hat where we collect business cards, that might be a gold mine. It might not be very personal, but we have to sit down with this when we get back home. We have been here for three days, and my wife is coming for the weekend. After that we will sit down and discuss this. We might not get any big results now, but maybe after three month we might have a great result. It is hard to know directly after the show.

Do you sell anything here at the show?

We sell all this crafts. It might have been a bit misguiding here, tomorrow we will but the brochures in the front. Today when people mass by they only see the crafts, and that is not the idea. The idea is to market our program and activities.

Do you collect names of potential customers?

Yes we do and they can book immediately, you can even book a conference and then we also have weekend offers.

Are you all working at the ranch?

No, him (pointing) and I work here. And then Kulan, he is our supplier. So we felt that we are in the same business and we help each other.

Do you find it difficult attract people to your booth?

If you just look you can see the traffic there (pointing), but as Kulan said, over there people are so stressed they do not know what to do. So I think we are doing ok, but on the other side of the wall would be good, a little bit more traffic would be good.

Do you have any other trade show experiences you like to share?

I don't know. I fell that our booth reflects our company and that is really important. We are very pleased with it and that is important.

Horse trainer

Tell us about yourself:

We mainly deal in Horse training is training and rehabilitate, we started about five years ago with the normal tread-mill that you see here and then we have expanded first with the tread-mill with water” and the massaging floor and last year we bought the franchising rights to the spa so everything has grown a bit since we started five years ago.

Do you visit a lot of different trade shows?

Yes we do, we go around all over the world, from Sweden in the north to Dubai in the south, to Canada, and so we travel quite a lot around the world.

Where is your company based?

The company is originally a Danish company.

How do you pick the tradeshow?

Well, it mainly a few things that are important. Like the one here in Göteborg is of course the world cup, and it's the world cup finals and there are a lot of audiences. These products are not mainly for the audience they are more for the riders, the trainers and the owners who will be here, so we need to have the right, with a certain buying power to buy our product as the start from 185000 Swedish kronor for the cheapest product we got here. So therefore it is not something all the girls are going to buy, so therefore we need people with a certain buying power, so for us then. So more specifically shows where we get in contact with a lot of buyers. Auctions, especially if we are talking race horse auctions, racing is also a very big market for us. We are very much on the track circuit, we obviously spend a lot of time and all three winners were using our products so it makes sense, so that works that way.

Are you mainly here for business-to-business or B to C?

No, we are here to selling to breeder, riders. But the people who come and ride on a show like this have serious money and they would never be interested into going to a “little nowhere show” where people buy a horse for less, it could have the same value for a personal buyer, don't misunderstand me. But a girl that buys a horse for 50000 kronor it is normal that she is having a greater relationship and doing more to save the horse, in terms of that so that is not what I am saying. What I am saying is that it is important to

find people with buying power. But therefore we also have one of our clients here on our stands today that had set up a rehabilitation centre. For all people who do not have the money to buy the products themselves, they can take their horse there and have them taken into rehab.

Do you do any demonstrations here?

We don't have live demonstrations here because we cannot do it, the horses simply can't hand of it, it is too difficult at a trade show. We are happy to arrange demonstrations around the world. We they can see the equipment working if the y are seriously interested and in an environment where we can work with the horses.

How do you prepare a show like this?

We have been doing this for several years, so it is getting easier and easier. But there is of course a lot of preparing to do. It is pretty much the same things we need to bring, so what we do is en the end of the year is that we start to talk about how much are we going to bring back, we already booked today for the next year's show, are we are about a year ahead of our trade shows, we are going to the same shows next year. We know we are going to be in the same spot next year.

Do you have any ... activities, or invite people to the show?

Well, we are having a guest coming during the weekend. We talk with breeders and all that, we have conversations with old clients so they can come and see that we got it all here. We got all the products in one place, so they can see it all. There are of course no horses here.....So, yes we are bringing people in, but not enough.

Do you do anything other than that to create attention to your stand here?

We have our products!

Do you do any follow up?

Oh, yes, we have our follow up system, we write people down, we try to look of course of they are serious inquires or not, that is the danger of being a sales person that you have to and evaluate where we need to work. Taking business cards is a major thing and then doing follow-ups on that. With a business card you also know if it is a person who actually runs a business or if it is a business here on business. And I am not saying that a person who does not run a business cannot be a possible client but that's the way we get leads.

As I said, we are a little bit different from all the trailer people here do day... who has the prettiest color and all that, my product is not about color. I have got a unique product. You can find all the products in the market, but I would comfortably say to all the people on the market and look on the competition and 9 of 10 would come back to me because I have the best product.

So, why do you like this spot so much?

Well, we have been moving around a little bit, and we have been moved a little bit since last year. They have pushed it up a little bit, I flew in last night and was not here, we have been moved, but the idea was to be within the three main isles so we can get traffic

through the stand. So that's that, we have thought about that. There is a reason of course that we have done that.

Do you staff your booth with sales people or marketers or?

As Thomas said, he is selling some machines here in Sweden. And we sell around the world; Norman over there (pointing) is the main guy behind the company. And we take it from there.

Is there anything else you like to add, your theories on trade shows?

I think it is important that you are out there. And to use it as a promotion platform more than a selling platform, it's more promotion than actually selling platform, so our point of view it is more to create attention by the right audience, that's what it's all about.

German western company

Tell us about yourself:

My company is from Germany, and we sell some English stuff and also western. We have two booths here, one we use for saddles, western saddles and boots, and this is the first time we come to Sweden. Just to see how the market is going, between English and also western. There are some people who say we should come next time also....

Do you visit a lot of different tradeshow?

Normally we go to Paris, and also in Germany we go to different shows, like Americana,

Are you here mainly for consumers or other businesses?

We are here for consumers and business, both-

When you are here, are you mainly selling things, or to build a brand?

Yes, so people can recognize the brand, and for English it's also for selling but for western we are building our brands

How do you prepare for a trade show?

Normally we browse the internet for trade shows and we go over what is going on in the market and what type of tradeshow it is. In Germany, there is a specialized tradeshow for western riding and we sponsor the outfits for some really good western riders. Down there we have a good market. It is one of the greatest markets in Germany.

When you are here, do you do anything special to attract the crowd?

Yes, we look over what is going on and this time we have some special prices for stuff, and we have special things to show and a western selection. We also show people what is going on in the market of western riding.

Do you do any follow up?

Yes, we will go over how it has been going on. And maybe we will go over the Scandinavian market; we have already been here in Scandinavia, Norway and Finland. So I say that the Scandinavian market for western riding is very small.

Do you team up with any saddle companies here or any other companies here?

Yes we have in Scandinavian.

Is there anything you like to add about trade shows and what you do?

We would prefer if it was more western riding at trade shows here, especially this show is much more classic. So we are not sure if we are going to have so much people

Equipage

What are you doing here at the trade show?

We are a lift style magazine called Equipage. We have been around for three years and we are here at the trade show so we can show ourselves more than just in stores and to our subscribers we already have. We want to reach everyone who takes an interest in us.

Do you exhibit at many different trade shows?

About six every year.

How do you choose which trade show to exhibit at?

In the particular case, Göteborg, it is a big event, the world cup and everything. We know that there is a wide range of people here, from people just having horses as a hobby up to the elite. We also know there will be a lot of people here, this very important for us.

Are you focusing on consumers or other businesses here at the trade show?

We try to focus as wide as possible. While standing in our booth, we mainly focus on our product and our subscriptions, but then we move around and schedule interviews with the riders and talk to different companies. But while standing in our booth we focus on the consumers and product.

Are people signing up for subscriptions here at the trade show?

Yes, believe so, you know, it is always psychological. Now we have wide aisles and not very crowded and not so many visitors and that means less business for us, tomorrow is going to be a lot more. Tomorrow it's the 25th, and people get paid and a lot of people are going for the event (Göteborg horse show) and then we will sell even more. People get a little bit afraid when they understand that it is not for free, people are here to make bargains you know. So then this might come secondary.

Do you do any preparations before you come here?

Yes we do, to make sure we all look unique, we need to be properly dressed and also our booth. We cannot have it too nice while dealing with the horse people, which can scare them. It has to be somewhere in between, where they feel comfortable.

Do you invite any people to the trade show?

We attend press conferences. We schedule interviews in advance. Maybe not so much at our booth, but we split up and move around more.

Do you have any special activities to attract the crowd to your booth?

We have a special trade show offer, to speed up things; offers such as take two numbers for 39 kronor. Many people are very busy with everything else and do not care. It is mainly our trade show offers, and they are not very many. It has to go fast.

How do you evaluate a tradeshow?

Willet, no we should really be better at evaluating, there is risk that we forget it and just say that it went well. We shall improve our evaluation.

How do you staff your booth?

I am the editor and write stories, but today I salesmen, and I am a salesman from the beginning. The rest here have different backgrounds, writers and independent writer, we are seven in total.

Did you actively choose this location?

No, we did not, but we wanted a small booth and we are happy with this. I have not really been out to check how the aisles are going, but I suppose we are satisfied here, except there are not a lot of people here today.

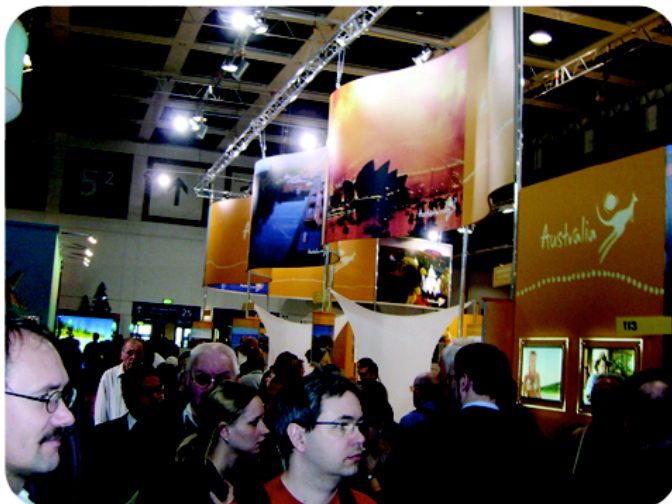
Appendix E: Photos from ITB



Turkey: filled an entire hall- once again an example of smaller stands within the larger stand



Sri Lanka: extensive use of flora to create a new environment within the Messe



Australia: hords of people gathered around the stands of popular travel destinations like Australia



Colombia: a sample of the carnival in Bogota was performed to draw visitors along with coffee samples and chocolate



Globetrotter: a large ropes course was set up to demonstrate the activities offered by the company



Cuba: used the colors of the flag through out the stand and logo to create a strong brand.



Ecuador's stand: extensive efforts were put into creating the feel of South America through a common theme of wooden planks



Mexico: live music and dance was performed for passers by.



Brazil: small booths within the larger were set up for smaller tour companies to exhibit.



Poda: riding and display pens were built throughout the show sponsored and built by Poda with their own products



Krafft: samples were available to take home, and the staff attested to mainly be there for promotion purposes



German Western Company: a lesser successful stand- it was in a bad location, with too much product and the company had no explicit goals