

F.H. ROLF SERINGHAUS & PHILIP J. ROSSON

Exhibitors at International Trade Fairs: The Influence of Export Support

ABSTRACT

This paper examines international trade fairs and export support. International trade fairs play a key marketing role while export assistance builds foreign market capability. We provide a comparative analysis of exhibitors participating in international trade fairs with assistance (on a government exhibit) and independently. Discriminant analysis shows that the groups experience differential performance results. It is also evident that various trade fair management activities, including staff training and visitor attraction efforts, are correlated to performance. The paper offers implications for exhibitors and export assistance providers.

Acknowledgment: Financial support by the Social Sciences and Humanities Research Council of Canada, SSHRC, is gratefully acknowledged

INTRODUCTION

Trade fairs are recognized, as an important marketing vehicle to enhance exporters' competitive ability in a globalizing business environment. Because of this, many export promotion programs support participation in international trade fairs (ITF). Such assistance to exporters,

F.H. ROLF SERINGHAUS, Ph.D., Professor of International Marketing

Wilfrid Laurier University School of Business and Economics, Waterloo, Ontario Canada

• e-mail: seringh@wlu.ca

PHILIP J. ROSSON, Ph.D., Professor of Marketing

Dalhousie University Faculty of Management Halifax, Nova Scotia Canada • e-mail: philip.rosson@dal.ca

however, has not been analyzed in terms of the impact it might have on exporter performance. Given the importance of both ITFs and government export assistance (Seringhaus & Rosson, 1990), it is timely to address whether assisted and independent exhibitors differ in their management and performance.

Our objective is to shed light on the role such assistance plays in trade fair exhibiting. Therefore, we wish to identify differences in exhibitors using government export assistance in their ITF participation and those participating entirely with their own resources.

We first survey the literature on the issue of trade fair performance and export assistance and develop three research questions. We then explain the methodology and discuss company characteristics of exhibitors. Our analysis compares assisted and independent exhibitors on their foreign market involvement, trade fair management, and trade fair performance. We also offer implications of our findings for exhibitors and export assistance agencies.

TRADE FAIRS AND EXPORT ASSISTANCE

The research literature has discussed ITFs as a communications and stimulus-response process in the marketing mix (Gopalakrishna & Lilien, 1995, Dekimpe et al, 1997). While the focus on visitor attraction methods and the interaction process (Rosson & Seringhaus, 1995, Bello & Lohtia, 1993, Fach und Wissen, 1992) appears germane to ITFs, contact and lead generation as performance criteria have also been examined (Williams et al, 1993). Other research addressed personnel and sales issues (Tanner & Chonko, 1995), trade fair selection, objectives and targeting (Kijewski et al, 1993, Rosson & Seringhaus, 1991, Bello & Barczak, 1990).

A useful integrated framework of trade fairs in the global marketing process, which focused on the linkage between the decision to exhibit and preparations, performance measurement, and the marketing impact was suggested by Seringhaus and Rosson (1994). This approach suggested three relevant factors: the importance of a fair's visitor profile in ITF selection, the influence of process management on the visitor-exhibitor interaction, and the need for a broad approach to measuring results (Seringhaus & Rosson, 1994).

Measuring the outcome of trade fairs involves various yardsticks, including visitor attraction (Dekimpe et al, 1997, Gopalakrishna & Lilien, 1995, Rosson & Seringhaus, 1995, Bello & Lohtia, 1993, Hansen, 1996), contacts, leads (Williams et al, 1993), and sales (Gopalakrishna et al, 1995). It is apparent that purely quantitative analysis is unable to capture the needed dimensionality of ITF performance.

Participation in ITFs is often supported by export assistance, since fairs provide a focused, tangible and experiential way to develop contact between companies and their target markets. Support such as exhibiting on a government-organized and -financed stand is a key compo-

ment in many export assistance programs (Seringhaus & Rosson, 1990, Hansen, 1996). This type of support fits well with the purpose of helping companies with learning and building their global business competence. Exhibitors on a government stand benefit from the organizational, logistical and financial perspective as well as the unified image umbrella of the integrated ITF stand.

Research on export assistance suggests that companies using assistance differ from those who do not and our study will explore this view relative to ITFs. While some export assistance agencies have evaluated ITFs as export promotion (GAO, 1992, 1989, Solberg, 1991, SPR 1987, Seringhaus, 1994), the literature, with few exceptions, has not dealt with the use of trade fairs as export assistance (Rosson & Seringhaus, 1989, 1996). Some noteworthy findings include Solberg (1991) reporting that Norwegian firms participating in trade fairs with government support often do so ineffectively, while Hansen (1996) notes that visitors paid greater attention to government stands. Canadian exporters were ineffective in their use of the opportunities provided (Rosson & Seringhaus, 1991); American trade show programs of the US Department of Commerce lacked clear objectives, targeting of markets, shows, and exhibitors (GAO, 1992, 1989).

In particular we are interested in establishing whether companies exhibiting on a government or independent stand differ in their strategy, trade fair process, and trade fair performance. We will then be able to draw conclusions about the role and possible influence of export promotion on trade fair exhibiting.

This study will use multi-dimensional measures of ITF performance and apply these to a comparative analysis of assisted and independent exhibitors. We focus our analysis on the trade fair management process prior to and during the fair. The performance analysis will use discrete and behavioural measures, as well as at-the-fair and after-the-fair impact measures. The following section develops the research questions.

DEVELOPMENT OF RESEARCH QUESTIONS

Research shows that companies using export assistance differ from those who do not. In particular, users have less foreign market experience thus need assistance (Seringhaus, 1986/87), and differ in their foreign market strategy (Seringhaus & Mayer, 1988). Thus, management's perception of foreign markets influences whether or not a company uses export assistance. Exporters without foreign market know-how or ITF expertise stand to benefit by exhibiting with export assistance. Hence our first research question is:

- 1: characteristics and foreign market involvement of assisted exhibitors differs from independent exhibitors

Dekimpe et al (1997) and Gopalakrishna and Lilien (1995) concluded that pre-show promotion attracts the target audience. Their conclusion makes intuitive sense, however, their measure was too simplistic (promotion did, did not take place). We believe that a 'hard' measure of stand attraction, such as # contacts, needs to be related to a quantitative measure of pre-show promotion.

As government-organized ITF participation takes care of many planning and preparatory details, exporters may conclude that they need not expend effort to attract visitors to the exhibit. Thus, we expect that assisted exhibitors are less likely to undertake visitor attraction efforts. Our second research question is:

- 2: the visitor attraction effort of assisted exhibitors is lower than that of independent exhibitors

General company competitiveness also involves the effectiveness of handling the visitor/staff interaction. A multi-measure approach promises a better understanding of ITF performance. Bello and Lohtia (1993) suggested that trade show effectiveness was linked to a visitor's role in the buying process as well as contact analysis and stand staff effectiveness. Measuring staff effectiveness then must consider an exhibitor's contact procedures and analysis, as well as the decision-influence of visitors in relation to trade fair performance. Williams et al (1993) noted considerable variance in contact-to-lead ratios over different trade shows. Measures of immediate sales, lead conversion into sales over a specific time period, over a broad spectrum of exhibitors and trade fairs should provide qualitative and quantitative performance criteria of greater generalizability. We believe that exporters using assistance are less experienced in exhibiting, this includes preparation, staff training as well as operating the stand and thus leads to lower performance results from the ITF. Our third research question is:

- 3: trade fair performance of assisted exhibitors is lower than that of independent exhibitors

RESEARCH METHOD

A sample of trade fair users was drawn from Canadian exporter and government lists and directories. The sample proportionally represents four industrial sectors (food, machinery, electrical and electronic, and services). There was no listing of companies using ITFs that could assist in developing the sample of independent exhibitors. Therefore, the Business Opportunities Sourcing System (BOSS) published by Industry Canada and containing over 32,000 manufacturers and service businesses was used.

A 12-page mail questionnaire was developed, pre-tested and mailed to an eligible sample of 705 companies generating 230 usable questionnaires. A response rate of 32.6 percent was achieved after two follow-up mailings. To determine possible response bias, early vs. late respondents were tested but no significant difference on the key classification variables was noted. Potential respondents were pre-screened and asked to identify the most important of the ITFs they participated in. Responses regarding trade fair management and performance are for the ITF that respondents singled out as the most important of the fairs they exhibited at. This focus on a single ITF provided high involvement and recall necessary since the survey was conducted between 15 and 27 months after the event to enable respondents to report on leads, follow-up and sales or other objectives realized. The analysis will contrast the two groups of exporters: ASSISTED refers to exporters using export assistance by exhibiting on a government exhibit, INDEPENDENT are exporters exhibiting on their own. An ASSISTED exhibitor is part of a large integrated stand, identified as a government exhibit, all preparation and organization for participation is handled by government, exhibitors pay only a share of costs.

A comment on variable definition will be helpful. ITF management is reflected by the company's staff training efforts, the number of staff on the stand, and the various activities undertaken to attract visitors to the exhibit. As mentioned earlier, we also believe that a multi-dimensional approach to capture time, quantitative and qualitative aspects of performance is needed. Our measures include the number of contacts and leads, lead conversion into sales, the time lapse over which such conversion and sales occur. (please refer to Table 2 and the Appendix for full details).

CHARACTERISTICS OF ITF EXHIBITORS

Exhibitors of both groups are broadly similar in terms of classification variables (Table 1) and there are no systematic structural differences between the groups. This will strengthen the validity of any behavioural and performance differences we may identify. All exhibitors are active exporters and, again, show substantial similarity in their foreign market involvement, except that INDEPENDENTS export a larger share of their sales. ANOVA found no interaction effects with the size or age of company, but highlighted the difference in export ratio ($p < .07$). Moreover, the INDEPENDENT group attended more ITFs over the past three years compared to their peers, the ASSISTED. This suggests that INDEPENDENTS are more proactive or it might signal limited financial resources among the ASSISTED. Four technology management variables thought important show that INDEPENDENTS possess greater technological capability, in particular the level of technology and R&D capability, while ASSISTED attached more importance to manufacturing productivity.

TABLE 1. Exhibitor Characteristics.

Classification Variables:	ASSISTED Exhibitor (n = 127)	INDEPENDENT Exhibitor (n = 103)
Year company established (Median)	1976	1976
Company size – # employees < 100	78.7%	82.4%
100–499	15.7	13.7
500 +	5.5	3.9
Industry sector food:	22.6%	12.0%
machinery	25.3	20.0
electric/electron.	23.1	36.0
services	29.0	32.0
Management Variables:		
ITFs in past 3 years (Mean)	6.1	8.5 c
(Median)	5	6
Sales exported	44%	52% b
Product and market expansion strategy	49%	51%
Countries exported to (#)	8.2	10.7
Company export strength: ¹		
Manufacturing productivity	2.24	2.06 b
Technology level	2.37	2.69 b
R&D capability	2.02	2.39 d
Product technology	2.59	2.75

significance level of difference, T-test, 1-tail, and Chi Square:

a = $p < .10$, b = $p < .05$, c = $p < .01$, d = $p < .001$

¹ Company export strength indicated by respondents on a 3-point scale: 3 = strength, 1 = weakness

The results of this comparison do not corroborate findings in the export promotion literature that assistance users differ broadly on characteristics from non-users, thus research question #1 is not supported.

TRADE FAIR MANAGEMENT

We concluded that various activities prior to and during the ITF are best captured through multiple measures (variables V1 to V5) of which the latter four are multi-item indexes (refer to appendix for variable definition). The INDEPENDENT group has a larger exhibit staff (V1), and more of them have systematic staff training, although the staff training (V2) in general is similar for both groups. The fact that the behaviour and expertise of exhibit staff influences the outcome of the critically important interaction with visitors (Niemann, 1998) is not apparent here but will show in the performance analysis later on.

TABLE 2. Trade Fair Management and Exhibitor Performance – Comparison of Exhibitors –.

	MEANS	
	ASSISTED Exhibitor (n = 127)	INDEPENDENT Exhibitor (n = 103)
ITF Management:		
V1 Customer contact staff	2.6	3.9c
V2 Staff training index	.69	.72
V3 Visitor attraction index	.37	.44c
V4 Special events index	.16	.21b
V5 Venue services index	.39	.38
Exhibitor Performance:		
P1 Contacts (#)	128.8	137.8
P2 Leads (#)	29.4	64.1c
P3 Buying information collected (#)	4.00	3.97
P4 Main decisionmaker reach (%)	29.1	27.9
P5 Lead conversion 12 mos. (%)	18.7	24.5a
P6 Time lapse to sales (# mos)	8.2	7.9
P7 Sales from ITF (\$'000)	369.3	273.1
P8 Sales on-exhibit (%)	1.9	6.0b
P9 Sales within 12 mos. (%)	93.1	91.2
P10 ITF learning	2.20	2.01d
P11 Objective achievement	86.0	90.7b

significance level of difference in mean, 1-tail:
a = $p < .10$, b = $p < .05$, c = $p < .01$, d = $p < .001$

Note: for definition of variables refer to appendix

Promotion and preparation before and at the trade fair to attract visitors to the exhibit has been acknowledged (Dekimpe et al, 1997, Gopalakrishna et al, 1995, Rosson & Seringhaus, 1995).

The pre-show promotion (V3) and special events (V4) shows the INDEPENDENT group to be more pro-active. That is, a significantly larger proportion of them engages in both pre-fair and exhibit visitor attraction efforts. An exception is that ASSISTED telephoned or faxed prospective visitors more frequently. This might be attributable to government organizers managing the pre-fair process. Noteworthy for both groups is, however, that relatively few exhibitors stage special events, such as receptions, videos or seminars.

ITF venues themselves are highly competitive and organizers offer a range of services for exhibitors and visitors (Handelsblatt, 1998). There was no significant difference in the index of services usage (V5) between the groups. Some individual service items, however, suggest that more ASSISTED used stand location plans and more free entry vouchers were used by INDE-

PENDENTS. Based on the significant differences between ASSISTED and INDEPENDENT, we support the second research question.

PERFORMANCE MEASUREMENT OF THE ITF EVENT

Table 2 shows the multi-dimensional construct of quantitative and qualitative performance criteria, including real-time and delayed performance and impact variables, measuring performance of the ITF event. We used discriminant analysis to test the relevance of the construct for our analysis. The discriminant model of performance is significant ($p < .002$) and provides a high level of classification accuracy for both the main analysis and the cross-validation analysis (Cpro 52.3% and 52.0% respectively better than chance). This analysis provides highly interesting differentiation between ASSISTED and INDEPENDENT exhibitors (Table 3).

Learning (P10), achieving objectives (P11) emerge as the two top discriminators. We see from Table 2 that ASSISTED derive greater learning from ITFs, underlining a key benefit of

TABLE 3. ASSISTED and INDEPENDENT Exhibitors Discriminant Analysis of Performance.

	Standardized Coefficient	Discriminant Loading
P10 ITF learning	-.64	-.51
P11 Objective achievement	.60	.47
P8 Sales on exhibit	.51	.34
P2 Leads	.48	.29
P4 Main decision maker reach	-.46	-.20
P9 Sales within 12 mos.	.37	.03
P3 Buying information collected	-.33	-.01
P1 Contacts	-.32	.05
P6 Time lapse to sales	.23	-.05
DISCRIMINANT FUNCTION: Chi Square 26.0, df. 9, $p < .002$, Canonical Correlation .46, Variance explained 21.3%		
Classification Matrix:		
Actual Group	# Cases	% in Predicted Group
		ASSISTED Exhibitor
		INDEPENDENT Exhibitor
Government Exhibit	65	78.5%
Independent Exhibit	50	24.0%

512

77.4% of cases correctly classified, Cpro=.508, classification accuracy 52.3% better than chance cross-validation accuracy 72.2%, 52.0% better than chance in mean, 1-tail: a= $p < .10$, b= $p < .05$, c= $p < .01$, d= $p < .001$

providing assistance to this group. While both groups stress the importance of objective achievement, INDEPENDENTS emphasize this significantly more. Other significant contrasts are that, in immediate results, the INDEPENDENT group also generates more leads (P2) and more companies generate on-site sales (P8), in delayed results they perform better at converting leads into sales (P5) than the ASSISTED group.

Our analysis also considers the relationship and its strength of trade fair management variables on performance measures. Table 4 offers support for Dekimpe et al's (1997) conjecture that visitor attraction, staff training, special events and venue services are significantly, positively related to both quantitative and qualitative performance measures. It is noteworthy that staff training (V2) is more consistently correlated with performance among the INDEPENDENT group, thus providing an argument for assistance providers to focus at least some of their support at the pre-ITF preparation phase. Also, venue services (V5) seem to be less effectively used by ASSISTED. Moreover, INDEPENDENTS apparently manage to connect these services more directly with results-generating activities. Overall, we accept that performance of the ASSISTED group is lower than for INDEPENDENTS.

CONCLUSIONS AND IMPLICATIONS

International trade fairs have long served an important role in market entry and development, and this has been recognized in the literature. This paper has focused on the issue that export promotion support can play a valuable role in conjunction with ITFs.

TABLE 4. Correlation of ITF Management with Exhibitor Performance.

ITF Management:	Customer Contact Staff		Staff Training Index		Visitor Attraction Index		Special Events Index		Venue Services Index	
	ASSIST	INDEP	ASSIST	INDEP	ASSIST	INDEP	ASSIST	INDEP	ASSIST	INDEP
<i>Exhibitor Performance:</i>										
Contacts	.39d	.12	.08	.27c	.25c	.28c	.05	.31b	.16a	.32c
Leads	.29d	.27c	.13a	.28c	.34d	.18b	.03	.43c	.10	.23b
Buying Information	.00	-.04	.22b	.11	.34d	.43d	.22a	-.09	-.05	.22b
Main decision maker	.02	.08	.11	.25c	-.07	-.09	-.33c	-.05	-.08	.00
Lead conversion	-.07	-.07	.08	.05	.03	.02	-.17	.06	-.05	-.04
Time lapse	.02	.05	.05	-.09	-.11	.02	.23a	-.02	-.15	-.18a
Sales from ITF	.47d	.08	-.14	.19b	-.15a	.01	.27b	.04	-.11	.06
Sales on exhibit	-.07	-.04	.11	.19a	-.07	.08	-.18	.07	-.19b	.31c
Sales - 12 mos	-.03	.09	-.03	.13	-.05	-.04	-.13	-.19	.01	-.04
ITF learning	-.05	-.11	.19b	.15a	.12a	.11	.01	-.06	-.05	.08
Objective achievement	.03	.10	.08	.06	.22c	.12	.24b	-.01	.20b	.19b

significance level, 1-tail: a = $p < .10$, b = $p < .05$, c = $p < .01$, d = $p < .001$

Our research provides a comparative analysis of ITF exhibitors, those participating with export assistance and those doing so independently. Our analysis of a key activity in the context of export assistance, showed that ASSISTED and INDEPENDENT exhibitors indeed differ in their management of ITFs (research question #2) as well as in the performance related to their participation (research question #3). The groups did not differ, however, on structural variables and only marginally in foreign market orientation (research question #1).

Our research also made a methodological contribution. The multi-dimensional performance construct, comprising quantitative, qualitative, real- and delayed-time variables affords greater of validity of the results. This, together with the sampling methodology, the diversified ITF venues and other specific behavioural variables, helps to advance the state of ITF research.

As well, a number of implications, for exhibitors and assistance providers, emerge from the study. The lesser level of foreign market involvement of the ASSISTED group suggests them to be at an earlier phase in export development. Also the lesser technological capability of this group may mean lower competitiveness and greater uncertainty in their foreign market activities. This may well motivate them to seek assistance.

Regarding performance the ASSISTED group derives greater ITF learning, suggesting that ITF exhibiting more routine for INDEPENDENTS. The latter are more effective in converting leads into sales. It might be that either ITF preparation and staff training or technological capability and marketing expertise are responsible. This suggests that companies building their foreign market involvement can benefit from export assistance. Future research might look at the conditions under which firms use assistance and elect to exhibit independently. Do firms rely on assistance when going into unfamiliar markets, at what point of learning to they go on their own?

Export assistance providers, on the other hand, should target companies in the early phase of exporting. However, exhibitors seeking assistance must be committed to exporting. Also, providers should consider assisting at the preparation stage as well, including various visitor attraction efforts. They need to do a better job at either developing trade leads before the fair or help clients with lead generation.

Finally, our data is for Canadian firms and a cross-national study would help identify differences among exporters based on their country or origin. ■

REFERENCES

- BELLO, DANIEL C. and G.J.BARCZAK (1990), "Using Industrial Trade Shows to improve new product development", *Journal of Business and Industrial Marketing*, Vol. 5, No. 2, pp. 43–56.
- and RITU LOHTIA (1993), "Improving trade show effectiveness by analyzing attendees", *Industrial Marketing Management*, Vol. 22, 311–318.

- DEKIMPE, MARNIK G., PIERRE FRANCOIS, SRINATH GOPALAKRISHNA, GARY L. LILIEN, and CHRISTOPHE VAN DEN BULTE** (1997), "Generalizing about trade show effectiveness: A cross-national comparison", *Journal of Marketing*, Vol. 61 (October), 55–64.
- FACH UND WISSEN** (1992), *Messen und Messebesucher in Deutschland*, Spiegel Verlag Rudolf Augstein, Hamburg.
- GAO** (1989), *Export Promotion – Problems in Commerce's Programs*, United States General Accounting Office, Washington, DC, January.
- (1992), *Better Trade Show Management can increase Benefits to Exporters*, US Department of Agriculture, United States Accounting Office, Washington, DC, March.
- GOPALAKRISHNA, SRINATH and GARY L. LILIEN** (1995), "A three-stage model of industrial trade show performance", *Marketing Science*, Vol. 14, No. 1, Winter, 22–42.
- , **GARY L. LILIEN, JEROME D. WILLIAMS and IAN K. SEQUEIRA** (1995), "Do trade shows pay off?", *Journal of Marketing*, Vol. 59, July, 75–83.
- HANDELSBLATT** (1998), "Messeteilnehmer Anspruchsvoller", Duesseldorf, 13.1.1998.
- (1998), *Internationale Messen*, Duesseldorf, 13.1.1998.
- HANSEN, KARE** (1996), "The dual motives of participants at international trade shows", *International Marketing Review*, Vol. 13, No. 2, pp. 39–53.
- KIJEWSKI, VALERIE, EUNSANG YOON and GARY YOUNG** (1993), "How exhibitors select trade shows", *Industrial Marketing Management*, Vol. 22, 287–298.
- ROSSON, PHILIP J. and F.H. ROLF SERINGHAUS** (1995), "Visitor and Exhibitor Interaction at Industrial Trade Fairs", *Journal of Business Research*, Vol. 32, pp. 81–90.
- and **F.H.ROLF SERINGHAUS** (1996), "Trade Fairs as International Venues: A Case Study", Proceedings of the 12th IMP Conference, Karlsruhe, Germany, September.
- and **F.H.ROLF SERINGHAUS** (1991), "International Trade Fairs: Firms and Government Exhibits", in Seringhaus F.H. Rolf and Philip J. Rosson (Eds.), *Export Development and Promotion: The Role of Public Organizations*, Kluwer Academic Publishers, Boston, MA, pp. 3–18.
- (1986/87), "The Role of Information Assistance in Small Firms' Export Involvement", *International Small Business Journal*, Vol. 5, No. 2, pp. 26–36.
- (1990), "Program Impact Evaluation -Application to Export Promotion", *Evaluation and Program Planning*, Vol. 13, No. 3, pp. 251–65.
- (1994), "Fairs and Missions Survey", SPR Associates, Inc., Toronto, July 27, 5.
- and **CHARLES S. MAYER** (1988), "Different Approaches to Foreign Market Entry between Users and Non-users of Trade Missions", *European Journal of Marketing*, Vol. 22 No. 10, p. 9–13.
- and **PHILIP J. ROSSON** (1990), *Government Export Promotion: A Global Perspective*, Routledge Publishers Ltd., London.
- and **PHILIP J.ROSSON** (1994), "International Trade Fairs and Foreign Market Involvement: Review and Research Direction", *International Business Review*, Vol. 3, No. 3, p. 321.
- SOLBERG, C.A.** (1991), "Export Promotion and Trade Fairs in Norway: are there better ways?", in Cavusgil, S.Tamer and Czinkota, M.R. (Eds.), *International Perspectives on Trade Promotion and Assistance*, Quorum Books, New York, NY, pp. 119–25.
- SPR** (1987), "The Trade Fairs and Missions (Promotional Projects Program): Survey of Part Participants", SPR Associates Inc., Toronto, October, 52.
- TANNER, JR., JOHN F. and LAWRENCE B. CHONKO** (1995), "Trade show objectives, management, and staffing practices", *Industrial Marketing Management*, Vol. 24, pp. 257–264.
- WILLIAMS, JEROME D., SRINATH GOPALAKRISHNA and JONATHAN M. COX** (1993), "Trade show guidelines for smaller firms", *Industrial Marketing Management*, Vol. 22, pp. 265–275.

Appendix: Definition of Summary Variables

- V2 Staff Training Index** sum of proportions of four variables:
- special selection criteria for staff
 - systematic staff training
 - trained to arouse interest
 - staff has prior ITF experience
- V3 Visitor Attraction Index** sum of number of nine variables of visitor attraction methods used:
- invitation letters
 - product brochures with invitation
 - pre-ITF telephone, fax contact
 - publicity materials
 - free entry vouchers
 - contact by local dealer/agent
 - give-away items
 - ads in trade publications
- V4 Special Events Index** sum of number of four variables of special events staged during ITF:
- videos
 - seminars
 - receptions
 - contests
- V5 Venue Services Index** sum of number of eight variables of ITF organizer services used:
- distribution of press releases
 - stand location plans with exhibitor
 - logo/name
 - visitor brochures/posters
 - promotion stickers
 - free entry vouchers
 - trade fair calendars
 - business magazines with ITF feature
 - exhibitor name/products in press materials