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"SELLING SERVICES BY CREATING TRUST AN EMPIRICAL STUDY IN THE GERMAN TRADE FAIR MARKET"

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"By perserverance the snail reached the ark."

~ Charles Haddon Spurgeon ~

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ACRONYMS AND ABBREVIATIONS

AUMA	Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. / Association of the German Trade Fair Industry
B2B	business-to-business
B2C	business-to-consumer
CRM	customer relationship management
e.g.	exempli gratia
et al.	et alii
FAMAB e.V	Verband Direkte Wirtschaftskommunikation e.V. / Association for Direct Business Communication
ISO	International Organization for Standardization
NIE	New Institutional Economics
p.	pages
pp.	pages
UFI	The Global Association of the Exhibition Industry

1 INTRODUCTION

1.1 PROBLEM DEFINITION

Services are complex constructs. They are difficult to define or classify (Haller 2015, p. 6). Additionally, the marketing of services differs from the marketing of physical goods due to their distinguishing characteristics that are the intangibility, the inseparability of their production and consumption which leads to the integration of the external factor, the perishability as well as the heterogeneity (Dibb, Simkin 2009, pp. 312–316). On the other hand, business markets also have their own characteristics compared to consumer markets. Their customers are more complex. The purpose of buying goods and services is mainly to use them in further production processes. Therefore, more people with different educational backgrounds and knowledge as well as positions are involved in the buying process, forming the so-called buying center. The marketing needs to be adapted to the characteristics of the business markets. These are getting more complex in the process. (Dibb, Simkin 2009, p. 152; Godefroid, Pförtsch 2013, pp. 23–38; Webster 1991, p. 4) Both aspects are combined in the market for exhibitions and trade fairs on German fairgrounds. Besides offering exhibition ground to potential and currently exhibiting companies worldwide, German trade fair organizations sell services accompanying the actual trade fair participation. While some of these services are mandatory for the exhibitors to purchase, others are on a volunteer basis, either because they can also be bought from external providers or because they are not essential for the success of the trade fair participation in general (Kalka 2005, pp. 354–357). Investigations have shown that these additional services are mostly bought externally and not from the German trade fair organizers. Extensive marketing has not generated the desired turnover, although the German trade fair industry is growing significantly again after a serious decline in 2009 as a result of the economic crisis (AUMA Association of the German Trade Fair Industry 2011, p. 8; Prager 2012). Therefore, the question arises which different approach, instead of using the conventional marketing tools, can be followed in order to increase service sales within the industry.

Based in the New Institutional Economics and the principal-agent approach in particular, scientists have declared trust between the seller and the buyer of services to be one of the most effective tools and goals to be reached for reducing information asymmetries and uncertainties between the parties involved in order to the sell services. (Kirmani, Rao 2000; Singh, Sirdeshmukh 2000; Coulter, Coulter 2002) Yet, trust itself is a complex construct and still new to economic research without a clear definition of how it can be achieved in the economic context for the German trade fair industry. (Held et al. 2005, p. 279; Kiefer 2013, pp. 43–44)

1.2 DEFINITION OF OBJECTIVES

The main research questions to the survey which are closely connected to each other can be formulated as:

'Can German trade fair organizing companies sell services more effectively by creating trust?'
'And if so how, can trust be established between the service provider and his (potential) customer?'

As previous research has found out, the determinants of creating and maintaining trust can be named, but their degree of importance to reach these goals varies according to the industry and its customers in focus. (e.g. Ganesan 1994; Doney, Cannon 1997; Moorman et al. 1992; Kenning, Blut 2006; Sakoa, Helper 1998; Nienaber, Schewe 2011)

This leads to the following sub-objectives:

- Which trust-building determinants are of high importance for the exhibitors on German fairgrounds in order to establish trust with the service provider?
- How can these determinants be addressed to ensure a trust-developing communication between the service provider and his (potential) customer?

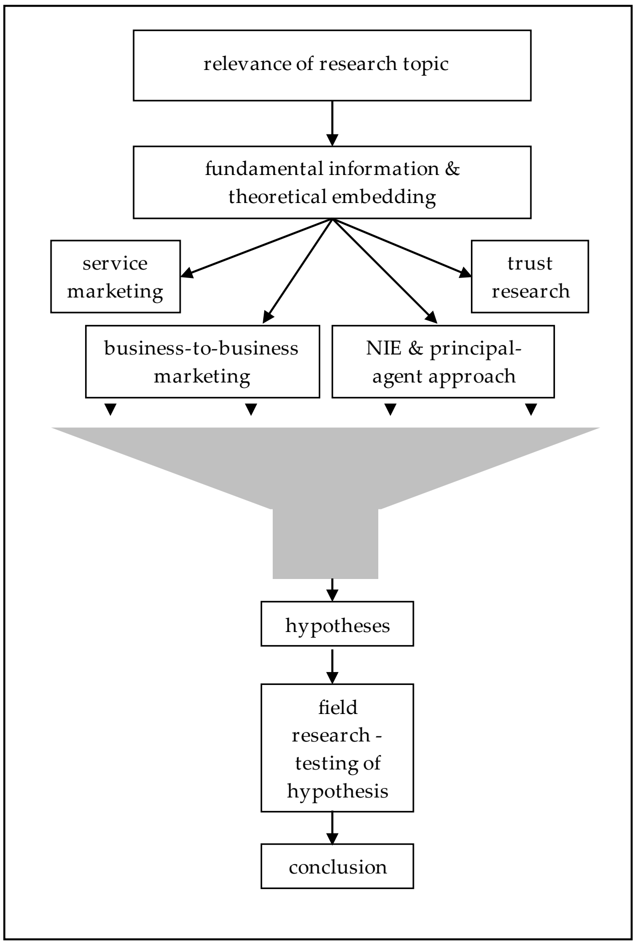
1.3 RESEARCH APPROACH

After the problem definition and the illustration of the practical relevance of the topic, the main research question and sub questions to be answered have been defined.

The next step to be taken is an extensive literature review. The different facets linked to the research problem have to be examined and relevant aspects have to be extracted. Since the setting of the problem is complex, the literature review focuses on several areas: Service management and marketing, business-to-business marketing, the theory of the New Institutional Economics with focus on the principal-agent approach and trust research in the scientific world. The current state of research is to be determined in these fields. Additionally, the German trade fair industry with its service offers is to be covered and briefly portrayed.

The information retrieved from the literature review is then to be funneled and hypotheses for the proceeding empirical research are to be deduced. Following the formulation of the hypotheses, their testing needs to be carried out. Therefore, a primary research is to be conducted among the target group. As a large variety of different industries meet on German fairgrounds, the target group for this study at hand has to be narrowed down. Only this way significant results can be expected. Due to reasons, which will be explained later in this paper, the medical industry has been chosen to be exemplarily in focus. The glass working sector is to be examined additionally for comparison. To begin with, the framework requirements have to be considered and defined, the research method has to be decided on and developed, followed by the execution of the survey among the target groups. Based on the survey results, the hypotheses are to be examined regarding rejection or acceptation. Implementation for theory and the practice will be given in the end leading to answering of the research question as well as the sub-questions. Figure 1 illustrates the structure of the research approach.

Figure 1: Research approach



Based on the structure of the research design, chapter 2 proceeds with the literature review in the relevant fields. Chapter 2.1 starts with the examination of service marketing, followed by the study of business-to-business marketing in chapter 2.2. Chapter 2.3 focuses on the New Institutional Economics with its focus on the principal-agent-approach. Due to its crucial importance for the whole research project, chapter 2.4 is dedicated to the trust research.

The secondary research is rounded up by an investigation of the German trade fair market in chapter 3.

In chapter 4 the previous findings are compiled and the hypotheses for the proceeding primary research are formed.
Chapter 5 then focuses on the primary research, meaning the data collection. It explains the research design in detail and also displays the data analysis.
A conclusion of the results and an answer to the research questions are given in chapter 6. Moreover, the implications for theory are given in consideration of the limitations of the study. The study ends with the resulting outlook for future research options.

2 LITERATURE REVIEW

2.1 SERVICE MARKETING

Based on the three-sector-theory by Colin Clark (1940), pure economics structures the production in the markets in three areas: In the primary sector, products or raw materials are extracted, specifically named are agriculture, forestry and fishery. The secondary sector deals with the manufacturing of products, as found in the craft trade sector, including mining and construction. The tertiary sector focuses on services, such as trade, repairs, communication, social and health care. Jean Fourastié (1949) used this classification to state his three-sector-hypothesis. He states that societies develop their economic activities from the first to the secondary sector leading to a service economy. The tertiary sector then dominates the economy. (Geißler 2014, p. 185; Bruhn, Meffert 2012, pp. 7–8) Nowadays, almost 70% of the working population in the EU in employed in the tertiary sector. (Statistisches Bundesamt (Destatis) 2013, p. 4) This shows its importance in today's economy and its need to consider the marketing activities in this area more closely.

2.1.1 Defining services

Until today, there is no single universally valid definition of the term "service" in the scientific world. Services are difficult to classify, there is a diverse range of services available. In addition, it is often difficult to do the separation between the category of a service and the category of a physical good. (Haller 2015, pp. 6–7) According to Corsten and Gössinger (2007, p. 21) there are three sorts of definition approaches: The enumerative definition, the negative definition and the constitutive definition.

The first, the enumerative definition, specifies the term by listing examples of services. (Meffert, Bruhn 2009, p. 16) The problem with this kind of definition lies in the fact that no clear definition is given of what would not be a service. (Corsten, Gössinger 2007, p. 21) Plus, the list of services would never be complete

due to the heterogeneity of the services, as mentioned above, and in addition new services are invented steadily. (Decker 1975 as cited in: Haller 2015, p. 6)
The second approach calls for a negative definition by comparing services to physical goods and stating what is not part of a service. Corsten and Gössinger (2007, p. 21) call this a "scientific solution of disconcertedness".
This leaves the third approach, the constitutive definition. The goal of this definition is to define the characteristics which all services have in common and then deduct a definition out of it. (Corsten, Gössinger 2007, p. 21) This is still not the perfect solution since no absolutely clear differentiation to physical goods could be found, however this seems to be the most useful way up until today. (Meyer 1994 as cited in: Haller 2015, p. 6) Moreover, this seems to be the only approach that can later be transferred and used for marketing purposes. (Meffert, Bruhn 2009, p. 16)
As Haller (2015, pp. 6–9) identifies, although there are different nuances to the various definitions of the scientists, all definitions include two constitutive characteristics:

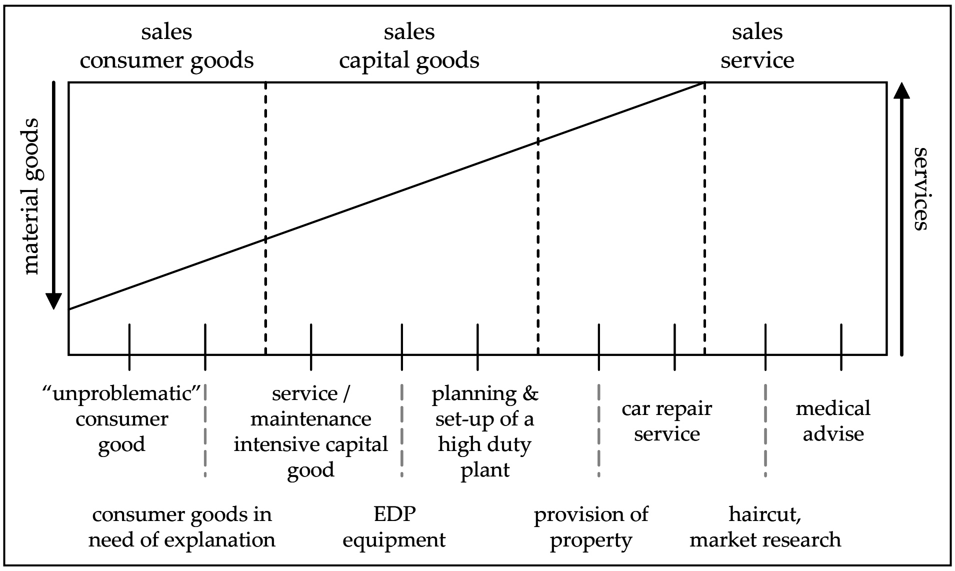
- The immateriality (or intangibility)
- The integration of an external factor.

These are now taken as a starting point for further research.

Services are **immaterial**. Some scientists even go as far as calling services intangible, meaning that the goods can neither be seen, touched, heard, smelled or tasted nor are they easily defined or understood. (Corsten, Gössinger 2007, p. 28) Hentschel (1992, p. 26) states that services are products which are mostly intangible before, during and after the contact of the supplier and the customer.
The fact that consumers cannot see the good makes it most difficult for them. They cannot evaluate the product before the purchase and therefore have to put trust in the supplier. (Bruhn, Meffert 2012, pp. 110–111)
However, differentiations can be made in how intangible a service is to the consumers. True services are services like a consulting service or the service offered by a language school. (Haller 2015, pp. 8–9) Many services are a combination of tangible and intangible good to the consumer. Some services only make sense when they are linked to material goods as also some physical goods only have an additional value to the customer when connected to a service: A

restaurant that offers meals only satisfies the customer when the cook not only produces a meal virtually, but with real ingredients and food. A plane on the other hand is not worth its original purpose without including the service of the pilot. (Wiesner, Sponholz 2007, p. 6; Maleri, Frietzsche 2008, pp. 31–34)
Hilke (1989, p. 8) illustrated the transition from material goods to services. This illustration is shown in 2.

Figure 2: The transition from material goods to services



Based on: Hilke 1989, p. 8

Today, in the era of saturated markets, services are also often used to set a company's product apart from the competitors'. A physical good without any service included is hardly conceivable. (Haller 2015, pp. 6–9) This is not only observed in consumer markets but also on the industrial sector. (Gebauer 2008; Vögele-Ebering 2004)

Closely linked to the immateriality are the non-transportability and the incapacity to store services. The incapacity to store the services implies that the consumer can only take or use the service as it is produced. A typical example is the service of a hairdresser: He can only produce the service of cutting hair once the customer is present. A preproduction of the service is not possible. The non-transportability states that the providers of a service and the demand for the service have to come together. (Meffert, Bruhn 2009, p. 44)

This leads to the second overall characteristic of a service: The **integration of the external** factor. The production (as well as the sale) of the service can only take place if a demander and/or an item that belongs to him are involved in the production process. (Engelhardt 1990, pp. 280–281) A service is provided directly towards a demander of it, like schooling or a haircut. Alternatively, there are also services that are asked for by a person yet the service is provided on an object that belongs to the customer. Examples could be a treatment of the customer's dog, executed by the veterinarian, or a repair service of the customer's car. The objects stay in the ownership of the customer before, during and after the process of the service. This fact is a criterion for delimiting services from physical goods. When physical goods are produced some kinds of raw materials are usually integrated in the produced item. These raw materials are in the belonging of the producer and are owned by the customer only after the production is done and paid for. (Haller 2015, pp. 7–8)
Maleri and Frietzsche (2008, pp. 169–170) expound in their work that the degree of involvement of the external factor is dependent on the sort of service. A mailman can deliver the customer's mail highly independently. All he needs are the person who handed the letter over to the mail and a receiving address. A florist needs someone to call or enter the shop to order the bouquet and to state his wishes for the composition. When offering a language course, however, the customer must get deeply involved himself in order to get a satisfying result in the end.
Therefore, not only the provider of the service is responsible for the success of a service. The customer is always involved to some extent. This makes a standardization of service-categories very difficult. Moreover, especially due to the integration of the customer into the process, the levels of quality are uneasily defined. (Haller 2015, p. 8)

Going further into detail, the so-called uno-actu-principle falls into focus. It affirms that the services are consumed at the same time as they are produced.

Different scientists have different opinions on how this principle evolves or what it includes in detail. Corsten and Gössinger (2007, p. 139) define it as a result of the need to integrate the external factor Bruhn and Meffert (2012, pp. 58–59) call it an obvious development of the immateriality. Haller states that service-performance is fugacious, since it is not storable. However, Haller (2015, pp. 8–9) as well as Meffert and Bruhn (2009, p. 44) call for Frietzsches definition (Frietzsche 2001, S. 131ff): The production of the service can only be carried out if the provider as well as the consumer, meaning the internal as well as the external factor, get together. The selling or the consumption can also be earlier or later: Before starting a vacation, flights and hotel accommodation have been booked and paid for in advance. The flight or the accommodation is used later. The medical treatment, like a vaccination, provides a benefit for the customer even after the injection. (Frietzsche, Scheuch 2001, pp. 107–149)
And there are exceptions to the rule: If the concert can be saved on a digital advice, for example, it can be carried to another place and listened to at a different time. However, it is then seen as a physical good, as a CD. The performance itself still does not belong to the customer. (Haller 2005, p. 9)

As a result of these characteristics, problems or challenges develop. Due to the missing suitability for storage, there has to be a just-in-time-production. Therefore, a very well organized coordination of production capacities and demand has to be established. Capacities have to be flexible and sudden demands have to be handled. In the aviation business, for example, there can be times when flights are half empty; however, during summer vacation, there are sometimes not enough seats. Solutions have to be found to keep the costs reasonable and to keep the customers satisfied. (Meffert, Bruhn 2009, pp. 44–45)
Since services are not transportable, the provider has to find a way to the customer. Often this is done by establishing subsidiaries. These, however, are not always easily controlled and, therefore, do not show the same quality standards as the original provider. (Haller 2015, p. 20) So, the provider has to be present in order to stay competitive. (Meffert, Bruhn 2009, p. 45)
As mentioned above, the immateriality makes it also difficult to evaluate the good before using it. The consumer cannot evaluate his haircut before he gets it; therefore, the service provider has to get it right the first time. And while

providing the service he should convince the customer of his abilities in order to create trust by the customer. (Haller 2015, pp. 20–22)

The integration of the external factor can lead to difficulties, but also to positive aspects. The involvement of the demander provides a "volunteer-co-worker". Depending on the degree of involvement, he can take over bigger tasks (like getting his own food in self service) or smaller tasks (providing first ideas of how to design the new kitchen). (Haller 2015, pp. 19–20)

This leads to additional issues: As every customer has own ideas, the services one company offers are very difficult to standardize. Moreover, the consumer often does not express all his wishes or cannot articulate his ideas well; or the provider does not clearly display his abilities. These aspects lead to asymmetric distribution of information between both parties involved. (Lehmann 1998, pp. 63ff; Meffert, Bruhn 2009, p. 43) A risk of dissatisfying one side is high. (Meffert, Bruhn 2009, pp. 42–43; Haller 2015, pp. 17–22)

Progressing from the constitutive approach of a service-definition, services can furthermore be divided into three phases that all have their own characteristics (Corsten, Gössinger 2007, pp. 22–25):

- Potential-oriented phase:

In this phase or definition, the provider of a service displays his ability and willingness to provide a certain service. He has the mental power and knowledge. However, the provider is not only capable of operating the service but also has the tools needed. For example, the hairdresser has a shop, scissors, a chair to sit on and so on. The provider of hotel accommodation has a house with different rooms and beds. Thus, in this phase the internal factor is most important.

- Process-oriented phase:

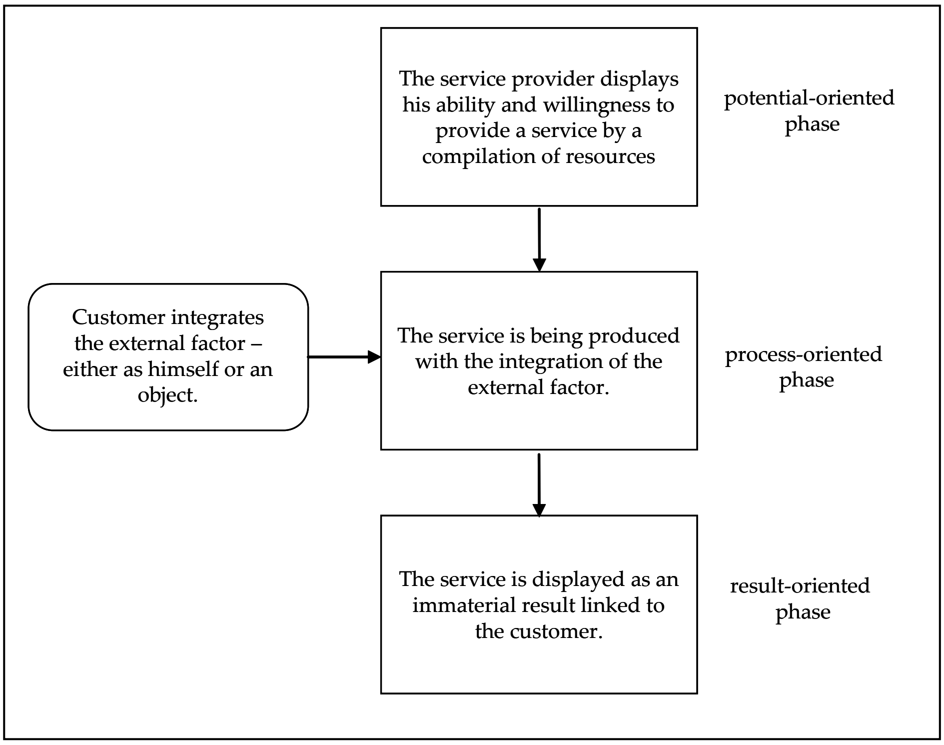
When it comes to the process-oriented phase, the external factor comes into action. Someone is demanding a service. According to Berekoven (1983, p. 23) this is the phase where the actual service is produced. The external factor asks for a service and offers its information so that the provider can start the service production and fulfill it. As an example: The customer enters a hairdresser's shop, the hairdresser and the customer talk about the way, the customer would like his hair to be done, and the hairdresser will carry out his task accordingly.

- Result-oriented phase:

In the result-oriented definition, the effect of the provided service is essential. What benefit does the customer take with him, after the service is executed. It can result in conservation or restoring of certain aspects of an object or a person, like a car that is functioning again or a body that has been healed from an illness. It can be a creation of something new or it could be a demolition of something.

Some scientists also divide the results into process-related results and subsequent results. Process-related results are the ones that are present as soon as the service is fulfilled: The new look of the dog right after the visit at the dog parlour or the patient's discharge of the hospital after a successful kidney transplant. The subsequent result gets obvious some time after the actual service was provided: What does the dog look like four weeks after the visit? Is the patient still feeling well after two years of the operation? (Haller 2015, p. 12) Figure 3 summarized the three-phase-model.

Figure 3: Dividing services by phases



Based on: Corsten, Gössinger 2007, p. 26

Recapitulating the previous findings, the impossibility of one precise definition of the term 'service' becomes obvious. The terms differ in the degree of involvement of the external factor, they are difficult to set apart from physical goods, and their results can be (partly) material or immaterial.
However, all attempts that scientists made to explain it combine the following aspects:

- Services show a great heterogeneity.
- All services contain certain characteristics, such as the integration of the external factor or the immateriality to a certain degree.
- Services have constitutive phases.

2.1.2 Performance-models of services

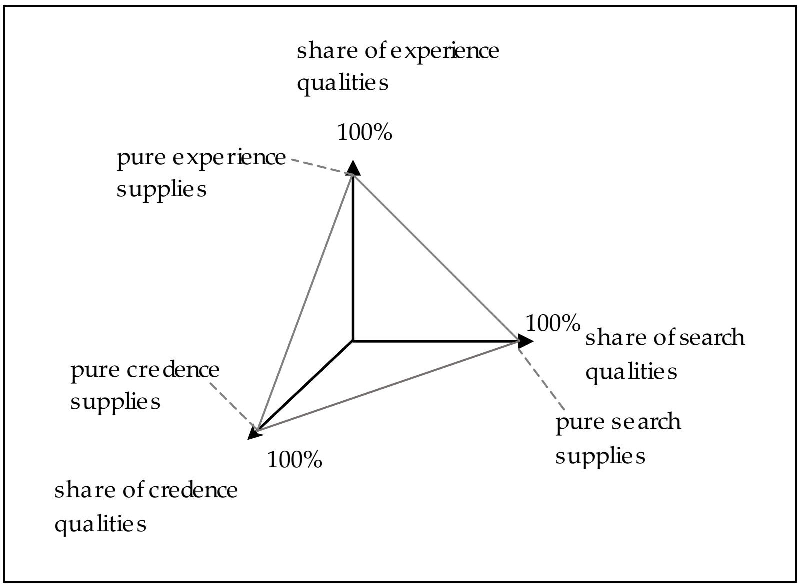
Since services are so difficult to define clearly, a large number of models to cluster services into groups have been developed. Many of them use the factor of performance as basis for the clustering. Some of the most cited models are displayed in this subchapter.

Nelson (1970) defines that there are two ways customers can inherit information about a product in order to evaluate it and its performance: The customer can either search for information prior to the purchase or he can evaluate it after the purchase based on the experiences he made with the good. Which kind of information search he uses depends on the costs (also measured by the time) that arise for the search. If the costs for getting enough information in order to evaluate are too high, the customer will judge on the experience after the use.
Darby and Karni (1973) expand Nelson's model by a third characteristic: Some goods can neither be clearly evaluated by searched information nor by experiences. Some goods can only be trusted in their level of performance. These goods have then a high level of credence qualities, also called trust qualities.[1]
Then **Weiber and Adler** (1995) developed the information economics triangle. In this scheme search, experience and credence qualities are combined in a three-

[1] See also: Essig, Amann 2013, pp. 424–425.

dimensional chart. A product can be allocated within this triangle. Goods are placed according to their most significant qualities as can be seen in figure 4.[2]

Figure 4: Information economics triangle



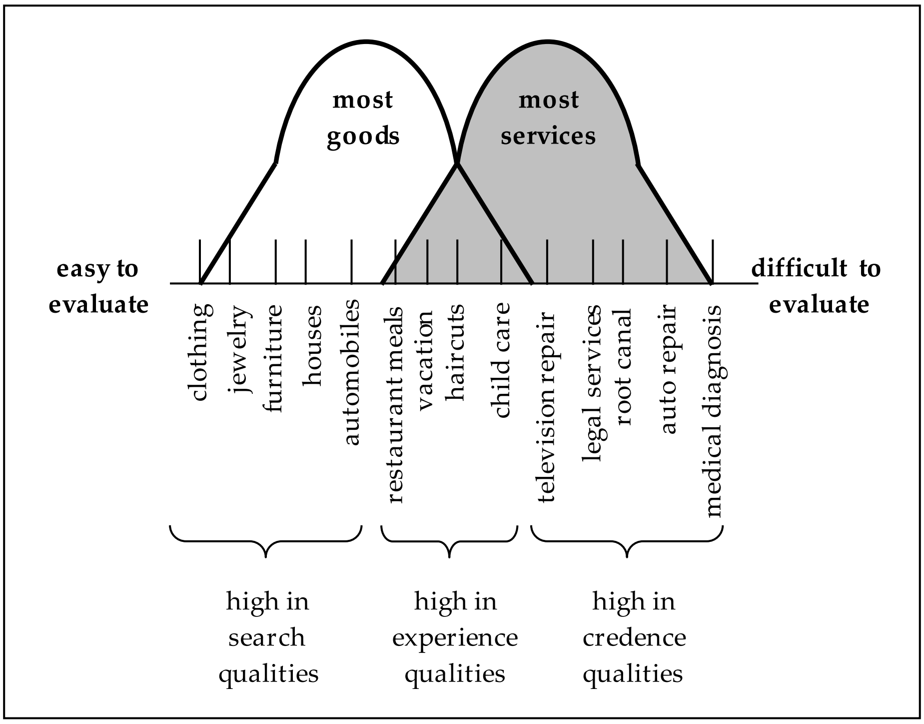
Based on: Weiber, Adler 1995 as cited in: Essig, Amann 2013, p. 424-425

Zeithaml, Bitner, and Gremler (2013, pp. 23–24) use the findings of Nelson as well as Darby and Karni. They shows in their work these differences between the qualities goods can own. They use them to evaluate a performance oriented definition of services. According to their work, physical goods can be separated from services by assigning the different qualities to the goods. Most material goods posses a high portion on search qualities. These are rather easy to discover and to evaluate. As the goods involve services, the portion of search qualities reduces and experience qualities progress into account if the quality can be measured after using the good and services (see figure 5). However, goods with a high percentage of service aspects or true service goods are difficult to evaluate as most of them not only obtain a high share of experience qualities but also credence qualities that the consumer is unable to evaluate even after the

[2] See also: Meffert, Bruhn 2009, pp. 56–57.

consumption. Typical services with credence qualities are medical diagnosis, for example. Measuring quality standards becomes extremely difficult then. [3]

Figure 5: Evaluation of goods and services



Based on: Zeithaml et al. 2013, p. 23

Engelhardt, Kleinatenkamp and Reckenfelderbäumer (1992) develop a new typology of performance levels. They do not differentiate between physical goods and service goods, all goods can be placed in the scheme according to their performance characteristics. They put in focus the question of whether the output of the performance is material or immaterial. In addition, they determine whether the service provider can offer the service rather autonomously or to what degree the external factor has to be involved. [4]

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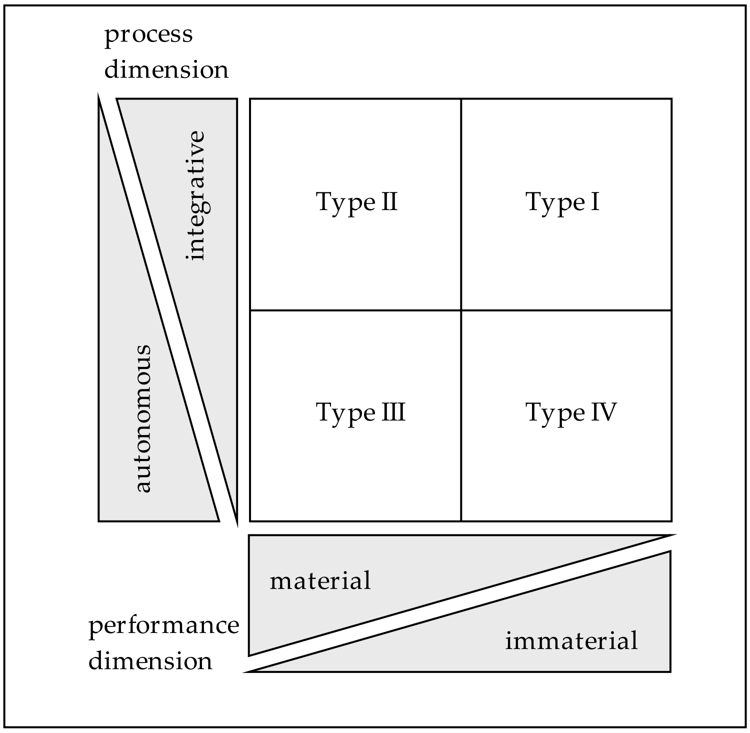
[3] See also: Dührkop 2010, pp. 133–166.

[4] See also: Meffert, Bruhn 2009, p. 21; Schneider 2002, pp. 256–258.

Figure 6: Typology of service performances by Engelhardt et al.



Based on: Engelhardt et al. 1993, p. 417

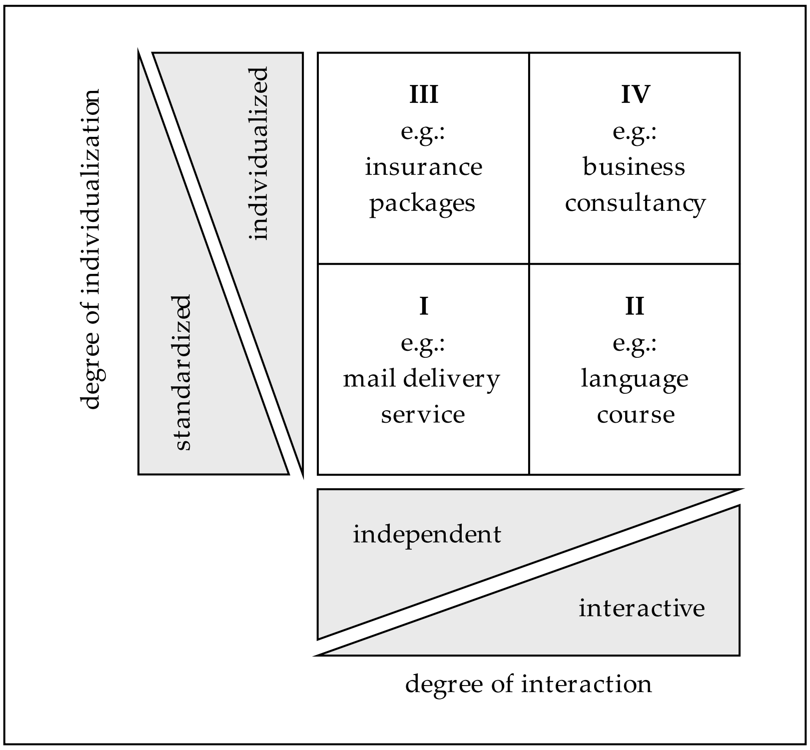
Based on these two dimensions, four basic types of performances evolve (see in the graphic above):
Type I: A high integration of the external factor is required (highly integrative); the output of the service is rather immaterial. A classical example would be the service of a business consulting firm.
Type II: In this case, a high integration of the external factor is required as well, however, the output of the performance is rather material. A typical example would be a special machine which has been exclusively developed for one customer based on his special needs and wishes.
Type III: The performances to be placed in this quadrant can be produced without a major integration of the external factor (is therefore highly autonomous). The provider is able to produce it rather autonomously. The output is of a

materialistic nature. Products of mass production or reproduction of certain goods could be placed here.
Type IV: The performance can be carried out autonomously by the provider, the result is rather immaterial. Data bank service can be named as an example. (Engelhardt et al. 1993)[5]

Meffert (1994 as cited in: Haller 2015, pp. 16–17; Meffert, Bruhn 2009, p. 24) broadened the model of Engelhardt, Kleinatenkamp and Reckenfelderbäumer by dividing the component of the integration of the external factor into two more dimensions: The degree of interaction and the degree of individualization.
The degree of interaction defines the way the external factor is integrated in the process of production of the goods and services. In case of a high integration, the consumer and the provider have to get in touch frequently in order to achieve the desired result (like a consulting firm and his customer). Services with a rather low integration can be carried out more self-governed by the provider (like a mail delivery service).
The degree of individualization refers mostly to the outcome of the performance. While the process can involve a high or a low portion of contacts with the customer, the outcome can be rather individualized or customized (like, again, the service of a business consultant) or it can be more standardized, like for example the service of a group language course.

[5] See also: Meffert, Bruhn 2009, pp. 21–22; Haller 2015, pp. 14–15.

Figure 7: Typology of service performances by Meffert



Based on: Meffert 1994, p. 524

Woratschek (1996, 1998 as cited in: Meffert, Bruhn 2009, pp. 24–25) also took the model of Engelhardt, Kleinatenkamp and Reckenfelderbäumer and developed it a little further. He suggests exchanging the degree of immateriality with the degree of behavioral uncertainty. Performances are then sorted by the qualities of individuality, integrity and behavioral uncertainty. Woratschek states that especially for immaterial goods and complex goods, a high degree of asymmetric information is obvious for both parties involved in the business. The customer finds it difficult to judge the performance's quality and therefore cannot compare different options well. Of course, the provider on the other side does not know all the details and wishes of the customer either. This uncertainty has to have an impact on the marketing of such services and performances in the end.

All attempts stated above try to define services more clearly. However, it becomes obvious, that although there are distinct differences between material goods and services, there is no approach which distinguishes and separates services totally from physical products. Most goods offered on markets today are bundles of services interconnected with other goods. (Burr, Stephan 2006, p. 23)

So based on these facts, consequences regarding marketing activities for service offers can be determined.

2.1.3 Significant aspects of service marketing

Based on the service characteristics as well as the findings regarding the performance level approaches, service marketing calls for special considerations. Modifications to the traditional marketing mix by McCarthy (1960, pp. 208–668) consisting of product (e.g. physical good, packaging, branding), place (e.g. distribution channels, storage, transportation), promotion (e.g. advertising, sales promotion), and price (e.g. price levels, discounts) need to be made. (Groucutt et al. 2004, p. 17) Due to the characteristics of services in general, the marketing mix needs to be extended by the aspects of people, physical evidence and process. (Zeithaml et al. 2013, pp. 24–27)
All three factors take their share of including the external factor and facing the credence qualities of the goods offered. They all consider the intangibility, the heterogeneity, the perishability and the simultaneous production and consumption (Zeithaml et al. 2013, pp. 26–27):

- The factor **"people"** includes not only the people inside the service providing company, but also the customers. Both sides bring in their level of experience, their motivation as well as their willingness to cooperate, for example.
- The factor **"physical evidence"** is built on the intangibility. A physical surrounding has to be established to be linked to the service itself and to make it more concrete for the customer. This might be the facility design or reports offered by the service provider.

- The factor **"process"** considers the level of standardization, the involvement of the customer and the work flow while producing and consuming the services at the same time.

However, the most crucial aspect in marketing services is to reduce the risk a customer takes when purchasing a service as a result of uncertainties. (Fliess 2009, pp. 158–165) Recalling the information economics tringle grounded on the findings by Nelson, Darbi and Karny, Weiber and Adler[6] the issue can be approached by the information economics perspective. Buying but also selling service goods contains a high degree of credence qualities. As a result, an information asymmetry between seller and buyer regarding wants and needs but also the seller's possibilities and offers is generally present.[7] Therefore, the main goal ought to be the reduction of the uncertainties in the selling and buying process. Often cited actions are signaling, screening as well as establishing a strong buyer-seller relationship. (Fliess 2009, pp. 165–173)

When **signaling** one party involved actively offers information to the other party. Generally, this originates from the seller signaling information about his work, his services or his performances to the potential buyer in order to reduce the uncertainties on the purchaser's side. For signaling, the seller can use various communication tools through which he hopes to reach his clients. Which tools and channels are most effective depends on the target customer and his routines when searching for information. (Kotler, Armstrong 2014, pp. 176–177; Blackwell et al. 2006, pp. 75–76) Based on the previous assumption of the information economics triangle, a service might contain each of the three qualities. Therefore, the seller should discover ways to directly address these. Addressing the search qualities, the seller needs to establish a communication that reaches the potential client. He can place advertisements in magazines the potential customer reads. He can also provide flyers or folders showing previous results of his work or the company in order to produce physical evidence, for example. (Fliess 2009, pp. 170–171) However, as Hopf (1983) points out, such activities include new

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[6] See chapter 2.1.2.

[7] The issue of information economics as part of the New Institutional Economics is broached in chapter 2.3.3.4 in detail.

experience and trust qualities which need to be verified by the customer himself again.
Regarding experience qualities, Fliess (2009, pp. 172–173) advises sellers to use references from other customers. Existing customers can be asked to share their positive experiences with the service provider as testimonials. Moreover, they can be asked to attract new customers through offering incentives, for example. However, the credibility of the testimonial or reference customer is essential and needs to be ensured beforehand. In addition, sellers can offer ways to let potential customers gain experiences themselves, e.g. through workshops or open days.
The third category refers to the credence qualities of services. Here, testing by independent agencies offer risk-reducing sources of information to potential buyers. Same goes for the aspect of reputation a service provider has in the industry or among other customers. Offering guaranties can reduce the perceived risk, as the purchaser can share the risk with the provider. Moreover, establishing a solid brand name and certifications can support the buyers positive attitude towards a provider. (Fliess 2009, p. 173; Rao 2007, pp. 142–145; Bruhn 2006, p. 385)
So, based on the information economics approach, the seller has many ways to reduce the perceived risk and the uncertainties for the potential seller. Nevertheless, the seller always has to balance the cost for the signaling against the usefulness for the intended purpose. (Fliess 2009, pp. 167–168)

Screening on the other hand involves the active search of information of one party in the buyer-seller relationship. Again, both sides can screen the other. A seller might screen the information the buyer, as external factor, offers regarding his wishes and needs. On the other hand, the client can search the market to find the right provider. If the potential buyer is screening the market, he searches for information provided as stated in the paragraph above. He looks for trustworthy sources to gain more information and to reduce his information asymmetry concerning the providers of services he needs. (Fliess 2009, pp. 168–169)[8]

[8] More details on signaling and screening are also be provided in chapter 2.3.4.3.

A third approach can be the focusing on building and establishing a strong **business relationship between seller and buyer**. The transition from focusing mainly on transactions to a relationship-oriented business world has been established in the industrial world. Companies submit themselves to long-term commitments and efforts in order to build and maintain strong and sustainable business relationships. As earnings they get rewarded with partners as customers. (Webster 1992)

While the primary goal of relationship marketing is "to build and maintain a base of committed customers who are profitable for the organization" (Zeithaml et al. 2013, p. 152), Zeithaml, Bitner and Gremler (2013) state several benefits for both customers and service providers when strengthening the relationships between each other:

For customers it is much easier to have confidence in a service provider they have a functioning business relationship with. This fact links back to the credence qualities of services and the importance of building trust. The authors name this aspect the most important benefit for customers, relying on scientific studies. Additionally, social benefits should not be neglected which develop when the customer and his contact at the supplying firm become acquainted with each other. Especially in business-to-business relationships this can be an advantage. However, in case the employee leaves the company, this can easily turn into a disadvantage as well. The third benefit for customers mentioned are possible deals and discounts as well as a privileged treatment. (Zeithaml et al. 2013, pp. 153–154)

The service provider on the other hand also profits from a strong relationship. Increased purchases and a willingness to pay higher prices are referred to as economic benefits. Plus, maintaining existing customers is regarded less expensive than attracting new ones while existing customers might also tend to spread the word-of-mouth messages, saving advertising costs for the company. Due to the integration of the external factor, a loyal customer can furthermore be regarded as an "additional" employee who shows involvement and simplifies the cooperation between customer and supplier. Moreover, customers with a solid business relationship to their service provider tend to have a more realistic view on the possibilities the provider has in performing his service, saving time and effort concerning discussions for the employee of the providing company. As a result, employee retention is likewise supported due to a higher degree of satisfaction. (Zeithaml et al. 2013, pp. 154–156; Bruhn 2009, pp. 22–31)

2.1.4 Market services internationally

Since the 1980s there is an increasing international business competition in the markets. Markets are changing and the requirements of the markets are changing as well. Companies need to consider joining the globalization and the international competition to keep a strong position in the markets. Globalization in the markets started out mainly with material goods – but by now, also services are sold and marketed internationally. (Meffert, Bruhn 2009, p. 443; Zentes et al. 2013, p. 1; Keegan, Green 2013, p. 60)
When marketing services internationally, the basic characteristics of services themselves stay valid. However, certain aspects of the characteristics might have to be considered in more detail. (Meffert, Bruhn 2009, pp. 449–452; Keegan, Green 2013, pp. 32–39; Usunier, Lee 2009, p. 85)
Considering the immateriality of services and their non-transportability as well as their incapacity of being stored[9], a way has to be found to distribute the goods and services to the customer and out into the international market. (Meffert, Bruhn 2009, p. 452) This can either be done by the company itself or through the distribution channels of local partners. (Meffert, Bruhn 2009, pp. 441–447; Keegan, Green 2013, pp. 248–304) Nevertheless, the quality aspect has to be put in focus. While it should be the overall goal to offer the same quality everywhere, there might be different expectations according to different regions. Plus there might be different price levels which all might lead to a variation in price-performance-expectations among the customers. (Meffert, Bruhn 2009, p. 451; Usunier, Lee 2009, pp. 220–233)
Although the scientific knowledge of the so called country of origin-effect is still rather limited, it should be mentioned in this context. The county of origin-effect tries to define the influence that the good's or service's origin has on a customer's perception and attitude towards it. Images of countries are often defined by

[9] See chapter 2.1.1.

stereotypes such as the assumption that cars manufactured by a German brand are reliable, consumer electronics manufactured in Japan are innovative or goods produced in China are often of cheap quality. The images of a country are therefore often transmitted to the products and services manufactured in the corresponding country. But not only the image, the potential customer has of the producer's origin, matters. The people selling the product, the product itself and also the selling situation might have an impact on the country of origin-effect. (Mai, 2011) Yet, although the knowledge about the impact is limited, several authors indicate the possibility to effectively integrate the country image in the communication policy or in the pricing policy of internationally acting companies. (Onkvisit, Shaw 2004, p. 477; Stauss 1995, p. 464)

Equally important is the integration of the external factor. The customer as external factor stays in touch with the employee of the supplying firm. This employee should be qualified and well-informed about the customer's origin and the cultural differences or similarities between the supplier's and the customer's country (Berry, Parasuraman 2000). Rizal, Jeng and Chang (2015) even go a step further in their research and state that not only their country origin is important. In some regions, even the ethical background has to be considered. Furthermore, Sichtman and von Selasinsky (2009) point out the even greater importance to build trust in international business relationships than in regional ones.

So concluding the aspect of international service marketing, the service provider has to be aware of his own origin as well as the potential customer's. This way, he can better promote and market his services internationally and can take an active role in building and maintaining a strong customer-seller relationship.[10]

Recapitulating the findings on service marketing, it is first of all essential to realize that there is no distinct definition for services. The embodiment of services can vary significantly. However, to some extent at least, all services are immaterial and call for the integration of an external factor during the production. Furthermore, services are difficult to standardize in most cases, which, of course,

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[10] Further details on specific cultural differences per region are neglected here as they have limited additional value to the investigation at this point. The issue is picked up again within the primary research.

is also partly due to the integration of the external factor. Therefore, marketing services requires some attention to certain characteristics, one of them surely the relationship between the service provider and his (potential) customer.

2.2 BUSINESS-TO-BUSINESS MARKETING

2.2.1 Defining business markets and business-to-business marketing

Industrial goods are goods that are produced for and sold to industrial and institutional customers. These are for example manufacturing firms, wholesalers, retailers, governments, hospitals or educational institutions. They use the purchased goods for their own production in contrast to end consumers who purchase goods for their own consumption or use. (Webster 1991, p. 4) This definition, however, neglects some areas like for example services which are offered from one organization to another. Therefore, in today's scientific literature, the term 'business-to-business marketing' (B2B marketing) is more and more used on this matter. B2B marketing focuses then on all areas of marketing which do not address the end consumer directly. It includes all industries, reselling businesses, service providers as well as governmental and institutional organizations that do business with other companies and organizations. (Eckardt 2010, p. 1; Zimmerman, Blythe 2013, pp. 23–27; Godefroid, Pförtsch 2013, p. 23)

Compared to consumer goods, industrial goods or B2B-transactions also call for different kinds of management and marketing approaches due to the characteristics of the customers on these markets and the markets themselves. Pfötsch and Godefroid define several areas in which business-to-business markets differ from consumer markets (Godefroid, Pförtsch 2013, pp. 23–26) [11] [12]:

Structure of the markets: Business markets are mainly deeper segmented than consumer markets. There are fewer sellers but also fewer customers in each segment as they are often very specialized in their demand and offers.

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[11] For this section also see: Zimmerman, Blythe 2013, pp. 7–9; Shepherd 2012, pp. 58–59; Doyle 2011, pp. 58–69; Eckardt 2010, pp. 3–8.

[12] Some of these aspects are taken a closer look at in the progress of this chapter.

Products: While some products offered in consumer markets can be similar or even the same as the ones on B2C markets, many products and services are very specialized. Often, there is a close exchange between the supplier and the customer. Custom-made products are developed and manufactured to meet the customer's specific needs. Furthermore, in B2B markets product-service-packages are standard. This means, the supplier usually does not only provide the hardware but also the installation and maintenance if required.

Buying behavior: The buying behavior in B2B markets is very different from the buying behavior on business-to-consumer markets (B2C markets). Of course, also on B2C markets more than one person can be involved in the buying process. However, on the B2B markets where organizations buy it is a standard procedure. Companies usually have a buying structure which involves several persons and departments. The buying behavior is more complex therefore, impulsive buying is highly unusual. Buying within organizations is usually a rational and well planned procedure.

Demand: Demand in B2B markets is regulated by the demand of the customers of the buying organizations. Suppliers in B2B markets can hardly influence the demand of their customers as they are facing a derived demand.

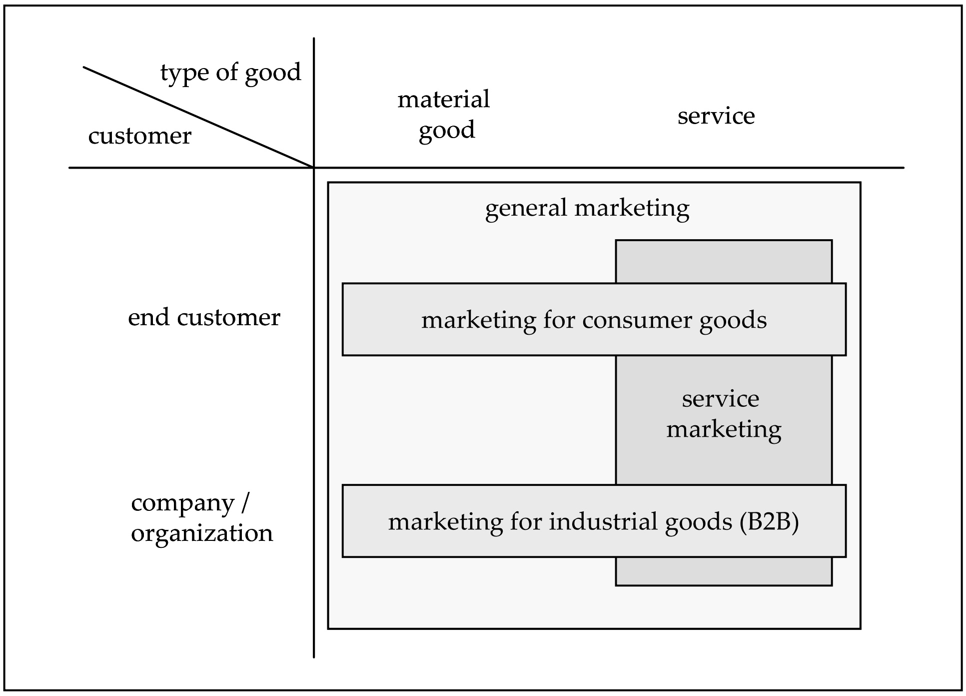
Distribution channels: The distribution in B2B markets is usually a direct distribution between the supplier and the manufacturing operations or the retailer.

Pricing strategies: As goods to be sold are specialized and markets are not transparent, the customers have great power to get involved in the negotiation of prices.

Communication: Effectiveness of communication tools differentiates a lot between the B2B markets and the B2C markets. On B2C markets mass-communication is often and effectively used. A big variety of tools is used. In B2B markets, personal sales have an outstanding position in marketing practice. The buyers are usually experts in their fields and therefore also demand experts on the selling side. The purchasing process in B2B markets is less emotional and more analytical. Therefore, communication is mainly based on providing information and facts as well as establishing credibility instead of stirring emotions.

Services are sold on consumer as well as in B2B markets depending on their nature. Therefore, they interfere with both branches of marketing and management. (Backhaus, Voeth 2010, pp. 5–6) The following chart shows the classification of the types of marketing:

Figure 8: Demarcation of endconsumer marketing, B2B marketing & service marketing



Based on: Backhaus, Voeth 2014, p. 6

Marketing for industrial goods, therefore, is a special discipline within the marketing. To market B2B-services is even more particular as it combines the characteristics of marketing for industrial goods as well as the characteristics of service marketing.

2.2.2 Buying behavior in business markets

Compared to the typical end consumer, the customer in B2B markets shows some major differences. In order to understand and analyze the buying behavior in B2B markets, it makes sense to take a closer look first of all at the customer himself, then at the buying techniques, the influencing factors, and finally also at the different stages in the B2B buying process. (Eckardt 2010, p. 22)

2.2.2.1 The buying center

With only few exceptions, the buying processes in organizations are usually carried out by a number of different people, often situated in different departments as well. Such group of people in a company is called a buying center or a decision-making unit. (Zimmerman, Blythe 2013, p. 18; Godefroid, Pförtsch 2013, pp. 53–56)

As Webster and Wind put it in short:

> "Industrial buying takes place in the context of a formal organization influenced by a budget, cost and profit considerations. Furthermore, organizational (i.e., industrial and institutional) buying usually involves many people in the decision process with complex interactions among people and among individual and organizational goals." (Webster, Wind 1972, p. 12)

A buying center consists of several persons involved in the actual purchasing process. The different people are involved in the process according to their roles and functions within the organization. However, while a buying center is an institution, it is not only formed by different roles and functions within the organization but also of individuals with own minds and own thinking. It should not be forgotten, that it is still the human being who takes the decisions in the end. (Zimmerman, Blythe 2013, p. 17) As a seller of goods and services, it is, thus, important to know the different parties involved in order to provide the relevant information and to behave according to the different people. (Schneider 2002, p. 225)

Categories of members in the buying center

In literature, role concepts are valued as a useful instrument to investigate and understand the purchase decisions within the buying center. These roles are independently seen without a close linkage to certain persons. These role models are always general models without being linked to specific buying situations either. This fact is a weakness for the application of these models in the actual working environment. However, they have been proven helpful for understanding buying situations that involve multiple individuals. (Backhaus, Voeth 2010, pp. 50–51)

One very famous and often cited model is the "General Model for Understanding Organizational Buying Behavior" by Webster and Wind (1972). In their model, Webster and Wind classify the members of a buying center into five groups[13]:

Gatekeepers are the ones that supervise and control the flow of information that enters the buying center. In addition they also monitor the flow of information within the buying center. They also support the deciders.

The **Deciders** are the ones with great authority. They actually have the power to take the final decision of which alternative should be taken. They often possess a higher rank within the organization and have access to the budgets needed for the transaction.

Influencers influence the decision process. They can do this either directly or indirectly. Influencers provide information that are relevant for evaluating the alternatives and taking a decision in the end.

Buyers are the members of the organization that actually are in contact with the suppliers. They have the authority for contracting and sign the purchase contracts.

The **Users** after all are the ones who use the purchased products or services.

Bonoma (2006) claims one more party to be involved in a buying center in addition to the model of Webster and Wind (1972). He adds the **Initiator** who starts the buying process by suggesting that a company's problem can be solved by acquiring a certain product or service.

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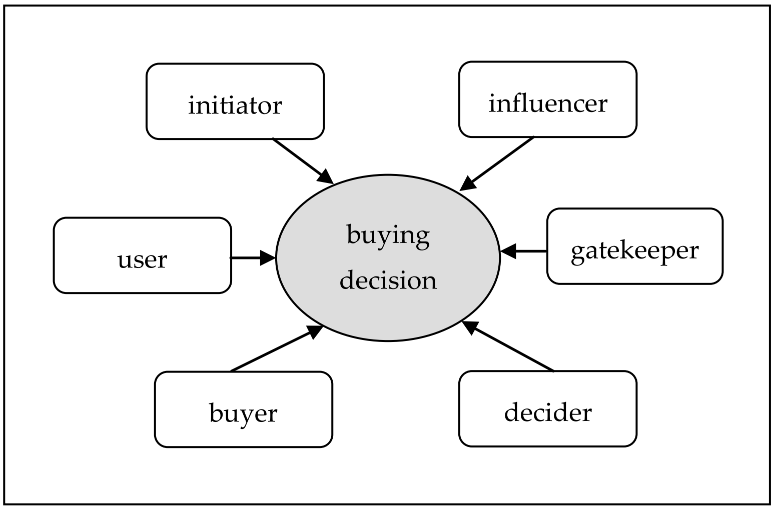
[13] For this section see also: Zimmerman, Blythe 2013, p. 17; Kotler, Armstrong 2014, p. 194; Backhaus, Voeth 2014, pp. 52–54.

Figure 9: Members of a buying center



Based on: Backhaus, Voeth 2014, p. 52

Kotler, Keller and Opresnik (2015, pp. 240–241) furthermore add the **authorities** that give their approval to buying decisions. In some companies, the buying center members prepare all the details for the potential buying decision. The final decision about a purchase, however, is then taken by such an authority of approval.

Besides the role that each person in the buying center has, human beings also have individual needs and desires which influence their working behavior. Often, they are also influenced by the situation a decision is taken in. Moreover, the position one has in the company, the power and also the competence to take a qualified decision as well as other people involved affect the decision taking. (Eckardt 2010, p. 33)

Analyzing the individuals within a buying center
According to Backhaus and Voeth (2014, p. 48) three major aspects are relevant in order **to analyze the persons involved** in a buying center:

- the concernment
- the experience and

- the cultural background.

The concernment indicates how strongly the person is involved in the work and decision making of the buying center. Is the decision of the buying center extremely relevant for his personal tasks? Does his influence strengthen as he shows greater concernment?

In previous empirical researches it has been found out that the experience of the member is another relevant factor for the position within the buying center. Persons with greater personal experiences inherit a bigger influence and, hence, also call for a delivery of specialized information.

The cultural background should not be forgotten, especially for future marketing activities. Individual of different cultures act or react differently on certain matters. They have different understandings of what is complimentary or what is rude, for example. However, although this aspect is acknowledged research has not gone deeper into analyzing this matter within buying centers in detail.

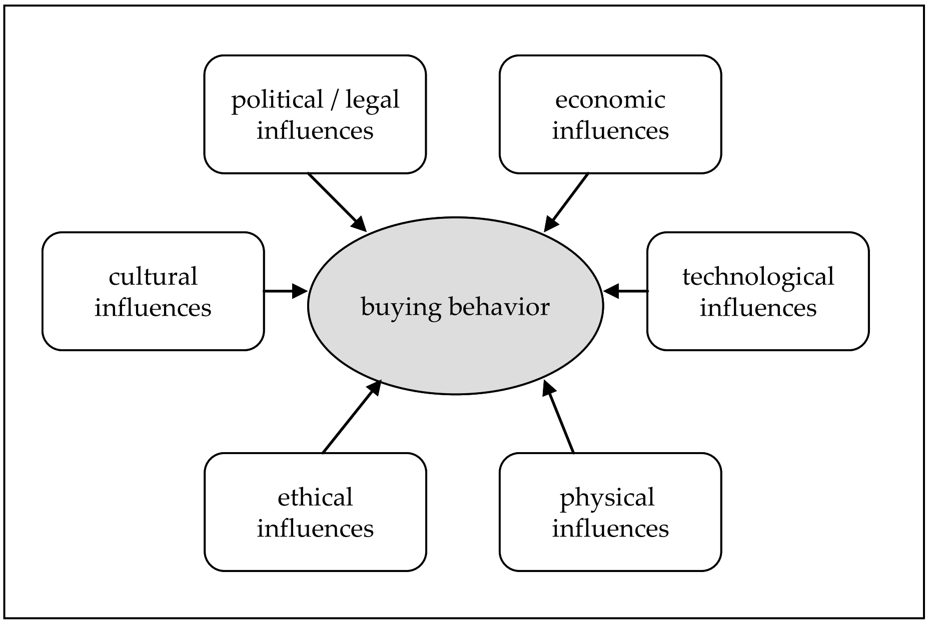
Functions

As mentioned before, the function of the individual within the buying center is of greater relevance. Yet, the functions can also be very diverse: There are people of the research and development department who take part in initiating the process of buying. There are people of the sales force that have the most knowledge about the future customers' needs and wishes. There is the finance department with the knowledge of the financial situation of the company, just to name some examples. In order to serve these members right, the provider has to function as an expert in the fields of his contact persons as well. Therefore, it is essential to know which background, the contact has, to meet him at eye level, showing profound knowledge and reassuring the customer of his competence. (Backhaus, Voeth 2014, p. 49)

Environmental and organizational influences on a buying center

Besides these individual and personal factors, environmental and organizational influences affect the members of the buying center. (Backhaus, Voeth 2014, pp. 91–105) Environmental influences on buying behavior can be categorized into six groups, as can also be seen in the following figure (Loudon, Della Bitta 1993 as cited in: Zimmerman, Blythe 2013, pp. 19-22):

Figure 10: Environmental influences on buying behavior



Based on: Zimmerman, Blythe 2013, p. 20

Political and legal influences: On the one hand, businesses have to meet the challenge of national laws which define technical, safety or ethical standards. There are, for example, laws in Germany regulating emission and wastewater disposal. These laws might influence production processes or costs of production. (Bundesministeriums für Umwelt, Naturschutz, Bau und Reaktorsicherheit 2013) On the other hand, international trade is regulated by trade sanctions and trade barriers. This might affect business operating world-wide or across countries. (Zimmerman, Blythe 2013, p. 21; Backhaus, Voeth 2014, p. 90)

Economic influences: The economic situation of a country (or even across countries) affects businesses as well. If the economic climate is positive, end consumers are willing to spend money and buy goods and services. Consequently, manufacturers of goods and providers of services need to produce the goods. This also leads to a higher demand of raw material, manpower and so on. Sales increase. However, if the climate is rather bad, the consequences are negative, too. (Zimmerman, Blythe 2013, p. 20)

Technological influences: Especially for internationally operating companies, technical influences need to be considered. Technical standards might vary from country to country. This results in a need to check the local conditions. Different power plugs in European countries is just one example. (Zimmerman, Blythe 2013, p. 20; Backhaus, Voeth 2014, pp. 90–91)

Physical influences: The location of the producing and the supplying company might matter. Many companies tend to prefer local suppliers to support the local companies or to work together with people of the same cultural background. Also delivery times might matter. On the contrary, cost and quality matters also need to be considered. (Zimmerman, Blythe 2013, p. 20)

Ethical influences: Although business-to-business partnerships are focusing on the companies' relationships, there are still people doing the actual work. Thus, also ethical issues matter. Bribery, for example, is still in common practice in some countries, however, from the ethical point of view, one has to debate whether a bribing business partner is seriously trustworthy. What about working conditions in countries with low salaries like in the garment factories in Bangladesh? Is everything allowed in order to being able to offer low prices to the end consumer? Such questions and open discussions influence the industrial businesses. (Zimmerman, Blythe 2013, p. 21)

Cultural influences: Especially when analyzing business relationships, cultural influences should not be neglected. Considering the partner's cultural background might make contract negotiations and collaboration much easier. (Zimmerman, Blythe 2013, p. 21; Backhaus, Voeth 2014, p. 91)[14]

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[14] For the whole section see also: Loudon, Della Bitta 1993 as cited in: Zimmerman, Blythe 2013, pp. 19–22, see also Kotler, Armstrong 2014, pp. 194–197.

2.2.2.2 *Buying techniques in business markets*

Depending of the kind of purchase the buyer is about to make, the buying situation and consequently the buying behavior varies for the buying center involved. Depending on the perspective taken, types of buying situations can be categorized. The purchasing behavior might, therefore, depend on the value, the purchased items has, for example. The product technology involved can also increase the complexity of a purchase. (Backhaus, Voeth 2010, p. 74; Eckardt 2010, pp. 23–24) An often cited model is the buyclass framework by Robinson, Faris and Wind (1967). It "has also been called one of the most useful concepts in organizational buying behavior" (Anderson et al. 1987, p. 71) and is still in used also in empirical research (Moon, Tikoo 2002; Moschuris 2007) The concept categorizes the types of purchase according to their degree of innovation for the company. Generally, three different kinds of purchases have been determined: The straight re-buy, the modified re-buy as well as the new task. (Zimmerman, Blythe 2013, pp. 27–28; Eckardt 2010, pp. 22–25)

New task: In such a buying situation, the task to be carried out is new to the buyer, or it is at least perceived this way. This means, the buyer has no previous experiences or already acquired knowledge about the task. In order to take a proper decision, the buyer has to take the challenge of facing a complex decision making process. The buyer first needs to determine the needs, his company has. Then, he needs to understand the complex details of the offered goods and services in the market in order to evaluate the alternatives. After finding these, he must undergo the negotiations with the potential suppliers to finally take the best decision. Yet, as stated in the previous subchapter, in business-to-business management, it is not only one person deciding on issues. Therefore, this new task can become a very complex one, if many departments and people are involved in the decision making process. The complexity of a new task is related to the risk, linked to the new task. (Kotler et al. 2006, p. 25; Hutt, Speh 2013, pp. 38–39; Backhaus, Voeth 2010, p. 76)

Straight re-buy: The contrary of a new task is the straight re-buy. In this buying situation the buyer purchases the same product in basically the same quantity and from the same supplier again. The buyer already gained experiences during previous buying situations; he knows the supplier and can easily fulfill the task. Usually, a straight re-buy is no complex buying situation and most of the time, few people of the buying center are involved in the task. (Kotler et al. 2006, p. 25; Hutt, Speh 2013, pp. 39–41; Backhaus, Voeth 2010, pp. 76–77; Zimmerman, Blythe 2013, pp. 27–28)

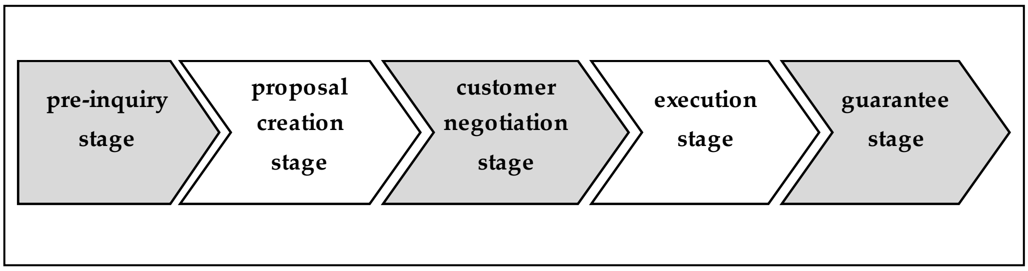
Modified re-buy: The modified re-buy is a construct between the new task and the straight re-buy. Sometimes, a buyer reevaluates his already habitual buying process and makes some adjustments to the existing purchasing process. The buyer might have gained new information of various origins. There might be a need to order a smaller quantity, or the company might have decided to order more exhibition space at the next trade show. Maybe a competitor of the current supplier is offering better deals. So during a modified re-buy only one or a few components are changed compared to a straight re-buy. The basic task is still similar to the previous buying situation. (Kotler et al. 2006, p. 25; Hutt, Speh 2013, p. 41; Backhaus, Voeth 2010, p. 76)

Mending existing and well functioning business relationships with straight re-buy customers takes less effort from the supplier than the other two situations. In straight re-buy situations, both parties tend to show more commitment and trust as well as communication and, therefore, satisfaction within the buying process. In the new task situations, potential customers face greater perceived risks, have less commitment and keep a greater distance. The supplier has to put much more effort in such a relationship – which, on the other side, can lead to new customers and profits. The modified re-buy is in between. Although the situation is not as extreme as for a new task, the customer has much power. His willingness to change things in the relationship has high potential for conflicts and the supplier needs to fear the customer's willingness to change suppliers. However, also the supplier has knowledge about the buyer from previous experiences and can consequently use these to please the customer. Nowadays, companies try to keep and maintain existing business relationships, despite all the efforts it takes to gain long-term profits. (Leonidou 2004, p. 739)

2.2.2.3 The B2B buying process

Different models to describe the different stages of a business-to-business purchasing process exist in scientific literature. Exemplarily, the model by Backhaus and Günter (1976; Eckardt 2010, pp. 27–28) is shown here. In this model the purchasing process divides into five stages that followafter one another. Figure 11 visualizes the five stages of the process:

Figure 11: The stages of the B2B buying process



Based on: Backhaus, Voeth 2010, p. 42

1. Pre-inquiry stage

The buyer defines a need, for example in a production process. He then has to decide what product or service he requires to fulfill this need. In addition, he has to decide, if he can provide it himself or needs an external supplier. If an external supplier is needed, he proceeds to stage 2.

2. Proposal creation stage

Most of the activities in this stage are carried out by the potential supplier(s). The buyer sends his inquiry to potential suppliers. They create their proposals in return and give them to the buyer.

3. Customer negotiation stage

The customer assorts the inquiries he received, compares them and weights them according to their potentials to fulfill the needs (content-wise and financially). After negotiating with the potential suppliers, he takes a decision.

4. Execution stage

In this stage, the customer places his order with a supplier, and the supplier carries out the execution of the task given.

5. Guarantee stage

After the product or service is delivered, the supplier makes sure, everything has been carried out pleasing the customer. He analyzes his performance in order to improve for future orders. Furthermore, he offers additional services, if required. In daily practice, however, the reflection stage is often not carried out properly.[15]

2.2.3 Pertinent aspects of marketing communication in business markets

The main goal in marketing communication is to deliver information to a receiving audience with the purpose to create an effect of some kind, meaning to influence the focused target group. The marketing communication of a company includes not only the planning of the strategy but also the implementation as well as the controlling and adaption of the chosen strategy if necessary. (Meffert et al. 2014, p. 570)

According to Bruhn (2014, pp. 202–204) the process of planning the marketing strategy for a company can be divided into six main stages. After analyzing the company's situation, internally and in the market, a target group needs to be fixed. While considering the chosen target group as well as the company's previously defined marketing goals, specific communication goals need to be developed. These goals can be divided into economical objectives, such as sold items, as well as psychological objectives, like a certain image, for example. In the next step, a strategy needs to be developed which will make it possible to reach the objectives. Decisions of the budget and the tonality have to be taken before a detailed communication mix with the detailed use of the communication instruments can be considered and the, in the progress, be implemented. A critical review of the taken steps finalizes the communication process of a company.

In principle, the process of planning and executing a marketing communication strategy is comparable in both business-to-consumer and business-to-business markets. However, the use and the importance of the different marketing

[15] As mentioned before this section is based on: Eckardt 2010, pp. 27–28.

communication instruments vary in the markets as business markets are a lot smaller and focusing more on information instead of emotions than consumer markets. They, therefore, comprise some restrictions. (Zimmerman, Blythe 2013, p. 294; Shepherd 2012, pp. 17–18)
Zimmermann and Blythe (2013, p. 294) summarized the main differences of communication on business-to-consumer and business-to-business markets as shown in the table below:

Table 1: Differences in communication on B2C and B2B markets

Consumer markets	Business-to-business markets
Availability of mass media.	Mass-media of little use.
Greater use of emotional appeals.	More rational approach.
Greater tendency on the part of consumers to avoid the message.	Greater preparedness to seek out information.
Selective retention means that communications are quickly forgotten.	Communications are frequently stored for future reference – brochures, advertisement, and leaflets may be filed away.
Copy is almost always short and punchy, usually just ten to a dozen words.	Copy is frequently long, even a thousand words of more.
Communication is aimed at individuals, who are in most cases solely responsible for purchasing decisions.	Communication is aimed at groups, who in most cases need to agree on purchasing decisions.
Characterized by mass media, reaching broad market segments.	Characterized by industry-specific media, widely-read by decision-making unit members.

Based on: Zimmerman, Blythe 2013, p. 294

Communication instruments in B2B markets

In the following, the most effective communication instruments in B2B markets, according to literature, are presented. It is not intended to show all possible communication instruments.

Personal selling

The most important type of distribution (distribution channel) used in B2B marketing management still is the personal selling. Depending on the structure of a company's sales organization, the sales department usually consists of the sales force which is working in the field and the sales personnel working in the office. Some companies also provide a support service for the sales force, for example with a deeper technical know-how of the products if those are very complex. The personal relationship between a field sales person, supported by the office sales person, and the most important or most influential employees of the customer are essential to the supplier in order to succeed. This is a result of the already mentioned complexity of B2B markets as well as the possibilities arising from fewer customers on a market compared to consumer markets. Personal selling includes all kinds of contacts between the sales force and the (potential) customer. It can be carried out during visits to the customer, by personal talks at trade fairs or via the telephone. Due to these personal talks, often face-to-face and in an atmosphere without time-pressure, customers can gain the information for their specified needs. In addition, such meetings also lead to new creative projects between supplier and customer. In the daily business practice, the personal selling is supported by the seller's customer relationship management (CRM)[16].

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[16] Customer relationship management (CRM) in the business-to-business markets is the "strategic process of strengthening the relationship with business customers". (Kumar, Reinartz 2012, p. 261) Or as George S. Day (2000, p. 4) puts it, CRM is process in which a seller tries to keep close to the customer by frequent dialogue through all channels, e.g. sales force or call centers, in order to ensure the customer retention and to make the marketing activities more effective. In order to create a source of knowledge to build this strong relationship, software systems are frequently used in companies to produce an information pool. This information pool can then be used by all members of the selling center that get in

Depending on the kind of system, the seller established, different sorts and amounts of information about the (potential) customer as well as his buying behavior are stored in a computer program. A well kept CRM system helps the sales force to follow up the sales approaches carried out towards the customer and to plan the future personal selling strategy more easily. (Godefroid, Pförtsch 2013, pp. 273–333) [17]

However, one basic problem, the sales force is facing, is to address the right members of the buying center and then to also address them in the most efficient and correct way, according to their knowledge and functions. Therefore, the personal selling should be backed by other communication instruments. (Godefroid, Pförtsch 2013, p. 341)

Public relations

According to the Merriam-Webster dictionary (Merriam-Webster 2014) public relation is

> (1) "the activity or job of providing information about a particular person or organization to the public so that people will regard that person or organization in a favorable way"

and

> (2) "the relationship between an organization and the public".

So in public relations activities, a company provides information about itself, its way of working and its goals to the public. Yet, it also tries to gain information about the public in return. Compared to consumer markets, public relations own

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touch with the customer and his wishes and needs (e.g. the sales force, research and development, products designers). CRM systems are not a marketing strategy themselves; however, they can be used as the foundation to develop marketing or customer strategies. (Hutt, Speh 2013, pp. 76–77).

[17] As customer relationship management as own topic combined with CRM systems themselves are side issues to this report, explanations are kept short on these topics. More detailed information can be acquired though various sources, for example: Hippner et al. 2011; Kleinaltenkamp et al. 2015; Kumar, Reinartz 2012. The relationship between seller and customer will be also further analyzed in chapter 2.3.3.3 with the principal-agent approach.

a higher priority on business-to business markets. In consumer markets, companies mostly offer certain brands which the consumer is often unable to link to a company name. In business-to-business markets on the other hand, product and company names are often not only linked but also the same. Therefore, public relation activities about the company are more effectively link also to the offered products in the public. Public relation, however, is not only addressing customers. The public is defined in a much broader sense. Employees, shareholders and many other stakeholders are part of the public and can be reached by public relations. (Godefroid, Pförtsch 2013, pp. 341–344)

Advertising

Advertising aims at motivating customers to show a certain behavior. In the marketing sense, the advertiser is following commercial goals, of course. Style and methods used in advertising can vary, though. (Justitz 2013, p. 26; Nieschlag et al. 2002, p. 989) Although advertising is an important marketing tool in business-to-business marketing, it is not as important on these markets as in consumer markets. In consumer markets, mass media reaches a much bigger group of single customers while the business-to-business markets have the tendency to consist of fewer potential customers, as mentioned above. Plus, the style of business-to-business advertising also varies from the end consumer advertising: Business -to-business advertising focuses much more on transferring information to business customers and neglects most of the emotional factors. (Godefroid, Pförtsch 2013, pp. 345–353)

Weis (2012, p. 511) defines four major areas of objectives companies pursue by advertising:

- Presentation of and creation of awareness for a service or a product by creating, maintaining or increasing the brand awareness.
- Distribution of information about the product or service by presenting the goods features, usage as well as its cost-befit-ratio.
- Strengthening of the trust level consumers have into the product or service by building a positive image and by building a close relationship with the customer.
- Support of sales activities by creating a unique selling proposition and differentiating one’s good from the competitors’ goods, by offering sales

arguments and by that supporting the sales force, and finally by completing the cross-channel marketing activities.

Advertising in business-to-business markets also differs from the advertising in consumer markets regarding the publications and advertising locations. As only a specialized group of people forms the target group, advertising is done where these specialists can be met. Advertising in specialized press publications, trade publications, such as technical newspapers and catalogues, in technical school, or at trade fairs for the branch of industry are common used options. Yet, advertising in these B2B markets does not only mean advertising in the classical sense, but also making use of editorial articles in trade magazines. These can transfer more information, and tend to be more convincing to the target group due to their rather neutral appearance. (Godefroid, Pförtsch 2013, pp. 348–351)

Trade fairs and exhibitions

> "Exhibitions and trade fairs are among the most widely-used business-to-business marketing tools, and yet at the same time they are the at least well-researched." (Zimmerman, Blythe 2013, p. 351)

Especially in international business, trade fairs are used a lot. For many companies, this is the only way to personally meet with customers abroad. (Zimmerman, Blythe 2013, p. 352) Besides the networking and selling activities, trade shows are also used to introduce new products, to strengthen the company's image and identify new potential customers. Another aim, which should not be neglected, is the chance to also collect information about the competitors and the overall situation in the market. (Zimmerman, Blythe 2013, p. 354; Godefroid, Pförtsch 2013, pp. 354–357) Although some trade fairs are open to the interested public, the larger part of trade shows aims at business customers. Trade fairs, thus, have a deeper impact in business-to-business markets than in consumer markets. (Godefroid, Pförtsch 2013, p. 354) A survey among German companies revealed that for many years about 40% of a company's communication budget was spend on trade show or exhibition participations. Since 2013 this percentage has increased by five percentage points and has been steady on a share of 45% of the whole communication budget since. (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015a, p. 14)

Of course, not all trade fairs are internationally organized and the meeting point for the whole branch of industry. There are also many smaller national or even local trade fairs and exhibitions which mainly attract smaller business as exhibitors as well as as visitors. (Godefroid, Pförtsch 2013, pp. 355–356)

Sales promotion

Sales promotion aims at providing an inducement to buy to customers. Usually, this is done by offering added values or incentives of some kind. Sales promotion activities show a great variety, such as short term discounts, ad-ons to existing products, special packaging sizes, contest and games, loyalty programs and so on. These activities are generally embedded in a larger strategic marketing framework. Typically categorized as push strategies, sales promotions are custom to increase the customers' sales. (Doyle 2011, p. 337; Zimmerman, Blythe 2013, pp. 364–365) Besides increasing the sales, another often followed goal of sales promotion is to influence the introduction and establishment of new products in the market. (Eckardt 2010, p. 166)

Over the past years, sales promotion activities have been taking growing shares of companies' marketing budgets. In Germany, for example, sales promotion has gained a higher relevance especially in the investment goods industries. (Godefroid, Pförtsch 2013, p. 358)

Use of the Internet

Many business-to-business companies have increased their use of the internet as communication tool. Not only consumers in B2C markets are using the internet to search for information or do online shopping. In many buying centers, the internet is used by the members to receive concrete information about a product or service and to get an overall picture of the (potential) provider of a needed good. On the other hand, sellers provide also online purchasing tools to business contacts. Productions are increasingly automated and can often be connected to online purchasing systems which simplify the placing of orders in many respects. Moreover, using the internet as communication tool is less costly for companies, even regarding the exchange with customers (compared to a telephone hotline, for example). It is easier to keep the information up-to-date and to react to daily happenings, too. (Godefroid, Pförtsch 2013, pp. 368–371) Although B2B businesses are getting slowly involved into the usage of digital and social media for their marketing uses, the intensity is increasing as more and more research is carried out in this field and more insight is given on best practice, reducing the risk of failure for companies. (Järvinen et al. 2012; Siamagka et al. 2015)

Direct mail

This instrument is frequently used in business-to-business marketing, too. As already mentioned in subchapter 2.2.1, business markets are smaller than consumer markets; the number of customers is mostly a manageable amount. However, sending out direct mails requires an updated and valid address file. Only direct mails that reach the correct person in a buying center can be effective. (Godefroid, Pförtsch 2013, p. 360; Zimmerman, Blythe 2013, pp. 306–311) This links direct mails to the tool of personal selling and the customer relationship management.

Catalogues / brochures

Other widely-used communication instruments on the B2B markets are catalogues and brochures. As communications is less emotional but more informational in these fields, customers who indicate a first interest should be supplied with informative brochures as well as catalogues, designed for people in the buying centers with the specialized knowledge. In contrast to consumers markets, in B2B markets, customers tend to file such information for later instead of throwing them away after reading. Therefore, they are an important communication tool. (Godefroid, Pförtsch 2013, pp. 359–360, p. 294) Nowadays, since the use of the internet is increasing in the buying centers, catalogues and brochures can (or should) also be provided online. (Lilien, Grewal 2012, pp. 546–550)

Seminars / trainings

Products and services sold in business-to-business markets can be very specialized and complex. Therefore, just reading all the information in a catalogue or seeing a movie of its functionality might not be enough to convince the potential buyer. Many companies offer trainings and seminars then, to get a feeling for the good as well as to learn the handling of it. (Godefroid, Pförtsch 2013, p. 362)

So basically speaking, business-to-business marketing uses the same marketing tools as marketing in consumer markets does. Only the emphasis on certain techniques and instrument shifts.

2.2.4 Marketing goods in business markets internationally

When marketing products internationally, B2B companies have similar options than companies acting in consumer markets. Although a standardized marketing communication is favored sometimes due to a possible cost and work reduction, adaption is usually necessary when operating on international markets. Not only language might be an issue, but also layout as well as the media selection might differ largely according to the origin of the companies addressed. Laws and regulations might also lead to adapted products or communication strategies. (Zimmerman, Blythe 2013, pp. 311–312; Keegan, Green 2013, p. 326)
When planning the strategic alternatives, companies have basically four options to market their products internationally (Keegan, Green 2013, pp. 328–332):
First, they can offer the same product in every country they operate, using the same communication likewise. This strategy is more frequently used when goods are sold in business-to-business markets instead of to end consumers. The major reason is the goods are usually not sold with such a high emotional impact and therefore are also "less deeply rooted in culture". (Keegan, Green 2013, p. 329)
The second option calls for adapted communication, although the product is still the same. This approach can be based on the fact that the product is used in a different way in another country or this might be due to different values and opinions in the target market. (Keegan, Green 2013, p. 330)
A company could, however, also modify the product according to the local needs or possibilities (like resources or regulations) while communicating in the same way in all countries they are operating in. (Keegan, Green 2013, p. 331)

In the fourth approach, a company could alter both elements, the product and the communication. This is usually done when both the market regulations as well as the target group call for a diversification. (Keegan, Green 2013, pp. 331–332)
So, companies operating internationally and seeking success need to analyze the target market's conditions regarding regulations, laws and preferences of product usage. Plus, in addition they need to thoroughly study the target group and the cultural differences amongst the different origins. (Keegan, Green 2013, p. 333)

Summarizing the findings on business-to-business marketing, it needs to be taken into account that the markets for business good or industrial goods and services vary from end consumer markets. Not only the structure of the markets is different, but also the buying behavior,and demand as well as the embodiment of the marketing mix consisting of product, prices structures, distribution and the communication. Especially the buying center with its variety of members, their functions and the buying techniques should be considered. Environmental and organizational influences might affect the behavior. Consequently, an adapted marketing communication strategy is essential in B2B markets to reach the customers efficiently. Selling services in B2B markets requires a combination of the characteristics of service marketing as well as B2B markting.

2.3 NEW INSTITUTIONAL ECONOMICS

2.3.1 Origin and development of the New Institutional Economics

Based on Ronald H. Coase's paper "The nature of the firm", which he published in 1937 (Coase 1937), the theory of the New Institutional Economics (NIE) has developed within the economic theory. (Goebel 2002, p. 49) However, it got its name in the 1970s, when Oliver E. Williamson wanted to show the differences to the older institutional studies. (Opper 2001, p. 602) Especially since the 1970s this field of research has picked up importance in economic science, and it is established worldwide today. (Springer Gabler Verlag 2015b) The NIE developed as an advancement of the neoclassical economics. Early scientists did not see it as a replacement of the old theory but as a critical revision. (Opper 2001, pp. 601–602)

The neoclassic economics are based on the assumption of perfect markets. In this approach it is hypothesized that transactions do not generate any costs. As markets are perfect, all relevant information are accessible for everyone; contracts are not needed as no one is trying to cheat on someone else or acting in an opportunistic way; nor do any time lags occur on markets during transactions, as supply and demand even out. The NIE on the other hand dissociates itself from the perfect market. It does not follow the assumption that supply and demand even out in today's markets. Consumers are not willing to buy only the cheapest goods and services that are offered to them. They search for a variety of options and evaluate them in order to find the choice that fits best to their needs. Neither does the NIE believe in perfect information in the market. In order to find the best solutions, consumers have to search for information. In the NIE approach, scientists claim that in a real world, not all information is accessible for everyone. Therefore, this search for information can turn out to be extensive and costly. So transaction costs can arise, showing the imperfection of the market once more. (Kaas 1995c; Kleinaltenkamp, Jacob 2002a; Furubotn, Richter 2005, pp. 51–57; Opper 2001, p. 602)

According to Coarse, the subjects in the markets form regulating systems to face their problems of imperfection. (Coase 1937) This leads to the fact that within the institutional economics not the individual in the market is in focus of research anymore but institutions which regulate, structure and influence the acting of these individuals in the markets. (Opper 2001, pp. 601–602)

2.3.2 Institutions

The theory of New Institutional Economics focuses on institutions. But what are institutions? The term is difficult to define. (Hodgson 2006, 2006, p. 1) In daily linguistic usage institutions are usually understood as public establishments with a certain scope of duties, such as religious or governmental establishments. (Strzysch, Weiß 1998, pp. 432–433) Still, it can be much more complex.
North (1991, p. 97; 1992, p. 6) defines formal and informal institutions. Formal institutions are constitutions, a jurisdiction or property rights, for example. As informal institutions on the other hand, he sees morals, traditions or behavioral codes. Combined together, these institutions form a system which creates an order and which helps human beings to reduce the uncertainties they have to face in life everyday. They are like the rules of the game of life. (Holl 2004, p. 12)
Richter and Furubotn (2005, p. 7) back the idea that institutions create a system that helps the individuals to reduce uncertainties and therefore make it easier for them to take decisions. In the long run, this then also leads to a reduction of transaction costs. The same applies for Ostrom (1990, p. 51) as she defines institutions to be understood as a group of rules that determine within a certain framework who is in charge of taking decisions, which codes of conduct have to be followed, and which actions and orders have to be carried out.[18]

Such institutions can either develop from a habitual way of acting, so that after a passing of time, people adopt certain rules, traditions or habits that are valid in specific situations for a specific group of people. Or institutions are purposely

[18] See also: Holl 2004, pp. 12–13; Maier 1997, pp. 29–32.

created, either by one person assigning or establishing a rule or as a contract between two or more people. (Goebel 2002, pp. 8–10; Windsperger 1996, pp. 7–8) North (1991, p. 97) transferred his findings also to economic life and defines:

> "Institutions provide the incentive structure of an economy."

In this regard, institutions form then the basis for the future development of an economy.

2.3.3 Approaches of the New Institutional Economics

As the NIE has not been developed as one single approach but evolved out of several directions over a period of time, it combines an assortment of studies all developed as enhancements of the neoclassical theories. The NIE cannot be seen as a homogeneous construct. Today, it can be viewed as a sort of generic term for a collection of related theories. (Opper 2001, p. 602; Goebel 2002, pp. 48–49) Most researchers focus on the three major approaches of the NIE: The property-rights approach, the transaction-costs approach as well as the principal-agent approach. The last one is often combined with the studies on the approach of information economics as this focuses also on the relationship between the principal and the agent and the situation of asymmetric situations between both parties. (Richter, Furubotn 2010, pp. 51, 226; Jost 2001, pp. 23–31; Kleinaltenkamp, Jacob 2002b; Beye 2013, pp. 19–20)

2.3.3.1 Property-rights approach

The property-rights theory focuses not only on basic the right of ownership of a material or immaterial good but also on the rights of disposal that are linked to it. The theory states that not the ownership itself has an economic value. In order to measure the value of a good, the rights someone has to actually do something with or to the good have to be considered. (Picot 1981, pp. 156–157)
According to Furubotn and Richter (Richter, Furubotn 2010, p. 143) property rights can be divided into absolute property rights and relative property rights. Rights, like the right of private ownership, which need to be respeced by every other human, are absolute property rights. Relative property rights, on the other

hand, are those that are only valid between a limited number of participants, as for example the right of the landlord to collect the rent. He can only demand the money from the tenant that he signed a contract with.[19]

In the broadest sense property rights can also be transferred to personal relationships between people. Those relationships can be seen as an asset to an individual. If one has close personal relationships, he has a sort of right to expect help if needed, to expect loyalty or faithfulness, for example. (Richter, Furubotn 2010, p. 103) This social capital can also play an important role in business relationships: As business partners feel the loyalty and fairness of the opponent, they can expect a trustful cooperation. A trustful relationship facilitates transactions while costs for scaling down the information asymmetry can be reduced. (Ripperger 2003, pp. 165–167)

In detail the rights an individual can own of a resource can be divided into four to five groups according to the property-rights approach (Goebel 2002, p. 66; Picot 1981, p. 157):

- the right to use an object (usus)
- the right to use the profit gained by the object (usus fructus)
- the right to change the object (abusus)
- the right to assign some or all rights of the object to other individuals
- the right to exclude other individuals form the usage of the object,

while the last two points could also be combined as the right to consign. (Erlei et al. 2007, p. 297; Opper 2001, p. 604)

The actor who owns all these five rights on a resource owns the most extensive property rights. He has the full power of the resource and can influence all the results of his action. (Riedel 2009, p. 23) Nevertheless, these rights can also be segmented among several individuals, so that the rights on one resource are owned by several individuals. (Fritsch 2014, pp. 8–9)

As individuals decide and act rationally as much as they can, it can be assumed that the owner of any right will try to maximize his advantage of it. This assumption leads to the predictability of the individual's behavior. (Richter, Furubotn 2010, p. 143) However, the acquired property rights can also be limited

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[19] See also: Goebel 2002, p. 67.

in the institutional context in some cases. Governmental laws, for example, can limit the right of an individual. (Fritsch 2014, p. 9)

As a recapitulatory definition of property rights, Göbel states that all kinds of permissions to command a material or immaterial resource can be defined as property rights. It does not matter, whether the right has been assigned according to law, has been acquired by a contract or has developed out of social responsibilities. (Goebel 2002, p. 67)

Costs are also a relevant factor of this theory. While acquiring property rights or while using them, costs can develop. Those costs are called transaction costs. Practical examples could be the costs for a person checking entrance tickets to a theatre performance, costs that arise, when deciding on a contract for buying a house, or costs for a fence which is set up to ward unauthorized persons to enter a construction site. (Kieser 2006, pp. 247–257)

2.3.3.2 Transaction-costs approach

Ronald Coase is often mentioned as the discoverer of the transaction-costs approach. (Goebel 2002, p. 63; Richter, Furubotn 2010, p. 53; Cortekar, Groth 2010) In his famous article "The nature of the firm" Coase (1937) points out that the neoclassical approach of an unproblematic use of the market which is free of any costs is not acceptable. Every use of the market is linked to costs. Due to these 'findings' Coarse also often gets called the founder of the New Institutional Economics. (Goebel 2002, p. 132) Since the publication of Coase's article in 1937, many economists have searched the nature of transactions and transaction costs. Today, there are several existing definitions which show the diverse nature of transactions costs. (Furubotn, Richter 2005, pp. 51–58)
According to Commons (1934, p. 58 as cited in: Goebel 2002, p. 129), for example, transaction costs can be closely linked to any conclusion of a contract of purchase. They are the costs for the instantiation of the contract, for signing the contract and for possible problems of executing the contract. Commons further explained that every transfer of property rights causes transaction costs, not only contracts of purchase but also rental agreements, loan agreements and so on. Williamson

(1985) then argued that not only the transfer of property right but also the (physical) transfer of a good or service across any kind of interface – which leads to a transfer of property rights – is responsible for transaction costs. So also the costs for sharing the work can also be considered as transaction costs. (Furubotn, Richter 2005, pp. 180–183) This leads to the overall assumption that not only using the market creates costs but also forming a hierarchy and establishing a bureaucracy does. Even broader definitions have been created; however, the one from Williamson is probably the most cited one. (Goebel 2002, p. 132)

Transaction costs can be estimated through models, yet only to a certain extent. The problem of asymmetric information, bounded rationality, opportunistic behavior, uncertainty and the structure of the market with its unpredictable occurrences need to be kept in mind by the estimation. (Richter, Furubotn 2010, p. 86) As Arrow (1969) puts it, transaction costs are "the costs of running the economic system" which sums up the importance and relevance of investigating transaction costs within business operations.

2.3.3.3 *Principal-agent approach*

Principal-agent relationships exist in almost every social structure as soon as two or more parties are involved in solving a problem, in working on a case or are influencing the others acting. (Shy 1996, p. 396) The focus of this theory is set on the relationship between a client ('principal') and a kind of contractor ('agent'). In order to realize his own interests the principal transfers certain tasks and decisions to his selected agent. This agent gets a compensation for his efforts in return. In today's business world this usually results in a pay for the work done. (Baßeler et al. 1995, p. 64; Richter, Furubotn 2010, p. 602) In general this compensation has been fixed in a contract in advance. (Kieser 2006, p. 258; Jost 2001, pp. 12–23) Therefore, typical principal-agent relationships are the following ones, for example:

- A landlord and his tenants
- A salesman and his customer
- A manager/employer and his employee
- A doctor and his patient
- …

Pratt and Zeckhauser (1991, p. 2) define these relationships as follows:

> "Whenever one individual depends on the action of another, an agency relationship arises. The individual taking the action is called the agent. The affected party is the principal."

Jensen and Meckling (1976, p. 308) state:

> "We define an agency relationship as a contract under which one or more persons (the principal(s)) engage another person (the agent) to perform some service on their behalf which involves delegating some decision making authority to the agent. "

Also Ross (1973) backs these definitions. Especially Jensen and Meckling's definition makes it easy to draw a link to principal-agent relationships in the business world. Due to a high degree of division of work and due to specifications in the field of working, the principal-agent construct has taken a strong position in order to define, describe and analyze business relationships. Companies today are often not able to fulfill all the specialized tasks themselves. They need partners who help them out in order to grow and to maximize their success. (Goebel 2002, pp. 98–99)

Contracts in principal-agent relationships

As mentioned above, a contract is usually the basis for such a relationship. It forms and controls the ties between the parties involved. The contract is supposed to be a guideline for all possible situations that can occur during the existence of the relationship. It states the rights, the powers and the responsibilities of each party, makes them measurable and offers the opportunity to have a third party judge a critical situation. In addition, also the compensation, the agent gets for his efforts is defined in this document. (Jost 2001, pp. 12–15) The fact that a contract is signed and therefore also needed, however, proves the existence of **opportunistic behavior**: The principal and the agent do not necessarily share the same interest nor do they trust each other thoroughly. If that was the case a contract would not be needed. The actions of the principal as well as the agent are based on their individual goals and interest. Each party tries to maximize its benefit. As a result of this possible opportunistic behavior, conflicting interests can arise and the parties try to minimize the risks by establishing contracts. (Schumann et al. 2007, pp. 450-452, 488; Erlei 2007, p. 130) The other reason that makes contracts between agents and principals a necessity is the fact that each side has to expect an asymmetric distribution of information between the parties. (Jost 2001, p. 21) The principal has an information advantage regarding his own ambitions, meaning his interests, wishes or needs. The agent on the other hand has more detailed information about his production process, the costs of production or the expertise in a certain field, for example. (Kleinaltenkamp, Jacob 2002a).[20]

Jost claims another basic issue which complicates the contracts in the principal-agent relationships: Agents tend to have a **risk aversion**. So when contracts are compiled, agents make an effort to keep their possible risks as small as possible and have the principals take over all the risk. (Jost 2001, pp. 22–23)

Arrow (1984 as cited in: Pratt, Zeckhauser 1985, pp. 37–51) agrees with the previously stated points but also adds that the results of these relationships are not only dependent on the agents' work but can furthermore be influenced by external threats like coincidences which cannot be controlled by contracts.

So basically, principal-agent relationships can be summarized as corporations between two or more individuals or companies. These partnerships are established to follow a common goal while both partners have to face risks and uncertainties. The character of this relationship can vary depending on the integration of the sides involved. It can vary from a delegation, when a principal assigns all the work as well as the decisions to be taken to his agent, to something like a team effort, when all parties are involved strongly. (Kaas 1995b, p. 32; Laux 1988, pp. 185–186)

2.3.3.4 Information economics

Closely linked to the principal-agent approach is the topic of information economics. It focuses on the effects that result from the information asymmetry in the market and between its actors and searches for solutions (mechanisms and institutions) to reduce the resulting problems. (Kleinaltenkamp, Jacob 2002b, p. 152) Since this information asymmetry usually evolves between a principal and

[20] The aspect of asymmetric information and the resulting problems are further explained in the following chapter 2.3.3.4.

an agent, it is often included in the principal-agent approach in scientific research. (Richter, Furubotn 2010, p. 51; Jost 2001, pp. 23–32; Fritsch 2014, p. 246)
As stated in the previous chapters, economists today presume that most markets are imperfect. Decisions have to be taken under the situation of uncertainty. Not all information is accessible or present to the actors in the market. (Berg et al. 2007, pp. 248–254; Erlei 2007, p. 124) The provider of a good or service lacks information about the needs, expectations, situation and the restrictions of the consumer, while the consumer has no absolute knowledge about the available products, production possibilities, qualities and prices in the market. (Kaas 1995a, p. 4) As a result, the NIE assumes that all actors in the markets act and make decisions under **bound rationality**. If an actor does not have access to perfect information, he has to make decisions based on his knowledge and understanding. In general, the actor searches for available information to take the best decision for his cause. Yet, once he believes he has enough information gathered, he discontinues the search. Therefore, his decisions cannot be absolutely rational. (Fritsch 2014, p. 316; Furubotn, Richter 2005, pp. 555–556)

The shortfall of information can be divided into two categories: The first one is the 'uncertainty'. Although the actor in the market is willing to search for information he has to realize that some uncertainties will have to be accepted. Either it is plainly impossible for the person to find out or the costs for finding out are in no relation to the benefit of getting them. The other category of a deficit in information consists of the information that could realistically be acquired in order to reduce the information asymmetry without disproportional effort. This group can be summarized as 'ignorance'. (Fritsch 2014, pp. 245–246) However generally speaking, the information search, no matter how small the findings, help to reduce the asymmetry. Therefore, it can be assumed that as long as either the agent or the principal rate the benefit of investing any kind of resources into the information search are beneficial, one will invest in them. On the other hand, it does not imply that all parties involved search for the same amount of information. The decision regarding the essential level of information is rather subjective to each actor. A very important aspect in this regard is also the individual's willingness to carry a risk. (Blankart 2011, pp. 12–13)

The outcome of this can be encapsulated as: Each information search reduces the lack of knowledge for either participant, yet does not necessarily solve the information asymmetry problem between the actors. This leads to particular problems.

2.3.4 Problems and difficulties in principal-agent relationships

Based on the previous findings, in becomes obvious that problems and difficulties in business relationships can occur. These problems and difficulties are the subject of this subchapter.

2.3.4.1 Problems based on asymmetric information in an agency relationship

As seen before (chapter 2.3.3.4) one should not act on the assumption that principal and agent always have the same quantum of information. In addition, it has to be assumed that each side of the relationship has a different perspective of what is beneficial in the course of action, while each side also tries to maximize its benefits. Starting from this perspective, problems within the principal-agent relationships might arise. In specialized literature on this topic, four main problems are defined (Goebel 2002, p. 100; Fritsch 2014, pp. 252–260):

- the problem of hidden characteristics,
- the problem of hidden action,
- the problem of hidden information, and
- the problem of hidden intention.

For one there is the possibility of **hidden characteristics**. Before signing a contract with an agent, the principal wishes to know the characteristics of the agent. While the principal is able to observe the potential agent's behavior, he is not able to judge the characteristics which are private information to the agent. The agent might want to look better than he is and hides his bad or less beneficial characteristics in order to get the deal. An employer, for example, might hire a person without knowing for sure if this person is seriously capable of working with a certain computer program all by himself. An insurance agent might on the

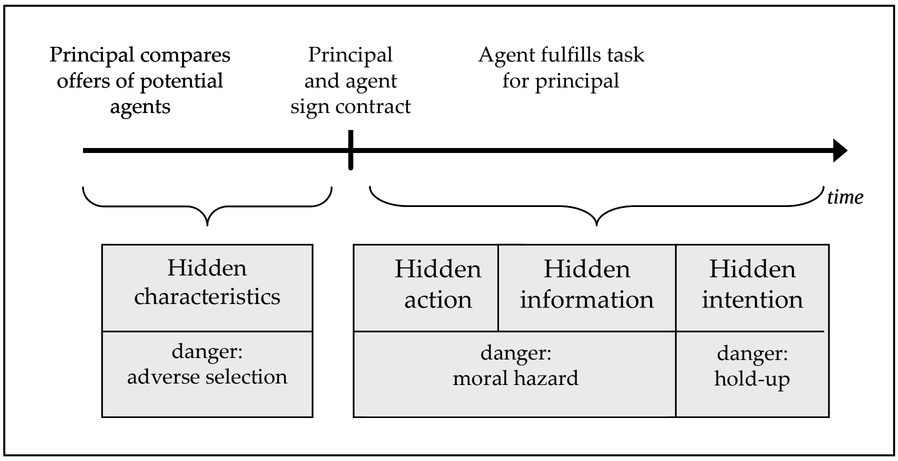
other hand accept a new customer, although the new customer hides a certain medical record from the agent that would - if known before - not recommend them as a good client. As these examples show, the difficulty of hidden characteristics can arise on both sides, the one of the agent or the principal. It is a difficulty which is present already before a contract is signed between principal and agent. (Goebel 2002, p. 101; Jost 2001, pp. 27–28; Fritsch 2014, p. 259)
Due to this asymmetrical information, a result could be an **adverse selection**. The principal might decide on an agent as a partner for fulfilling a task, who is less perfect than another would be. Or also an agent might choose a principal who reveals disadvantageous characteristics once a contract has been signed and the task-fulfillment has begun. (Jost 2001, p. 28; Kirmani, Rao 2000, pp. 67–68)

The problems of hidden information or hidden action evolve after the contract is signed. (Jost 2001, pp. 25–27) **Hidden action** occurs when the principal cannot observe all the actions the agent is taking in order to fulfill his task. Another case could be that the prices for observing all the details in the agent's work are too high. If the principal cannot judge the efforts of the agent when seeing the result either, the agent can take advantage of the principal. An agent could work slower than he has to or could take more breaks, for example (also known as 'shirking'), or he could have the principal pay for resources that he uses then for other tasks, not related to the contract with the principal, as well. (Goebel 2002, p. 102; Snyder, Nicholson 2012, p. 583) The problem for the principal arises also in the fact that not only endogenous reasons can be responsible for the action and result of the agent's work. Sometimes exogenous reasons, which the agent is not responsible for, interfere with the planned way of working or limit the progress of the agent. Therefore, the agent could also explain possible bad results with those exogenous matters to the principal. (Jost 2001, p. 26; Fritsch 2014, pp. 256–257)
Hidden information problems develop when the principal can monitor the actions and activities of the agent, yet he cannot rate them properly. He does not know if the way of working is the most practical solution or if a stated limitation to a process is actually true. A patient, for example, might see and actively take part in a treatment. However, he does not necessarily know if this special treatment was the best solution to reduce his pains. A person bringing his car to the garage might be able to watch the mechanic change the ignition plug yet is

maybe not capable of judging this action as right and neccessary. (Goebel 2002, p. 102; Jost 2001, pp. 30–31; Fritsch 2014, p. 258) In such a situation, the agent could again blame the exogenous factor for failures or problems. (Jost 2001, p. 31) Both situations, the one of hidden action as well as the one of hidden information lead to the danger of **moral hazard**. Moral hazard occurs when the agent takes advantage of the principal's informational limitations after he has signed the contract with the principal. (Fritsch 2014, pp. 256–257)

The fourth group of agency problem results of the situation of **hidden intention**. When looking at the point of time before a contract is signed, hidden intention describes the issue that the principal might be unable to see how honest or fair an agent would act during the process. This situation could also be subsumed under the construct of hidden characteristics. When looking at the time after signing the contract however, a new situation arises. Even without asymmetric information, the agent could take advantage of the principal since the principal is now linked to the agent by a contract. As an example, he could always demand additional costs due to influencing factors which he claims could not be foreseen. The result of such a situation is called **hold-up**. (Goebel 2002, p. 103; Fritsch 2014, p. 260) Figure 12 summarizes the problems based on asymmetric information possibly resulting within a principal-agent relationship:

Figure 12: Problems based on asymmetric information in a principal-agent relationship



Based on: Goebel 2002, pp. 100-103; Fritsch 2014, pp. 252–260; Joost 2001, pp. 25-31

2.3.4.2 *Additional problems in an agency relationship*

While the normative branch of the agency-theory works with many premises and reduces the agency problems basically to finding the right contract, another branch also takes a closer look at the rather complex business situations that can develop between principals and agents in reality. Out of this perspective, a broader variety of problems can occur. Goebel (2002, pp. 105–109) compiled the following situations which can lead to further principal-agent-problems:

- **Several agents:** Often, a principal does not only face one agent, but several. A typical example would be an employer who has several employees (agents) working for the success of his business. Another one could also be an exhibitor for example, planning his participation at a trade fair. He needs a booth which has to be planned, constructed, the carpenter needs to put the carpet on the floor, and the florist brings in the plants, the caterer brings the food and so on. In order to implement the whole project, the exhibitor needs support of several different service providers meaning several agents. The problems for the principal are to coordinate the work of the agents and to have each single agent to give his best effort. If the agents depend on each other's work, it might get difficult to judge each performance and define reasons and responsible agents especially in cases of difficulties or wrong production. Each agent might withhold some effort as he sees his chance to reduce his work within the team without being held responsible. On the other hand, the agents might also make special arrangements among each other to benefit themselves while harming the principal's success (such as price agreements or reduced performance levels). [21]

- **Multilevel relationships:** Especially in companies with diverse hierarchy levels, there are multilevel relationships. The worker at the machine is the agent to his foreman; the foreman on the other hand is the agent to the head of the division while this person is the agent to the top management. If coalitions are formed the principal agent relationships can be harmed. Yet, in cases that

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[21] See also: Arrow 1985.

trust between the individuals involved developed, it can also be beneficial for the company.

- **Several principals:** While a principal sometimes has to work with several agents, it can also be the other way around, having one agent to several principals. A typical example could be an artisan or a service provider that offers his work and service to several customers. He is expected to be fair to all customers, fulfilling the tasks on time for every customer despite the different interests of the different principals.[22]

- **Several tasks:** An agent often faces the challenge to not only have one task to do but a wide range. Hardly any employee carries out one task all day long, all the time. Therefore, not only having several principals can develop to a problem but also a variety of tasks, which need to be taken care of. An employee in the service department does probably not only have to make sure, the customer gets his service as ordered, he also has to make sure, the right suppliers are available with the needed material.

- **Several periods lasting relationships:** The challenge for the agent in business relationships that last several periods is to keep up the quality and service offered and to draw up a smart contract. On the other hand, these relationships can develop to big advantages as well. Working together for a longer time reduces the information asymmetry between the parties involved. Furthermore, a reputation can be reached which can make the renewal of existing contracts as well as the signing of new contracts much easier.

In addition Göbel (2002, p. 109) picks up the topic of the **bound rationality** and broadens the issue. The bound rationality is not only based on the fact that principal and agent cannot access all relevant information. Although a lot of information is available, each side has also a limited capacity of taking in and

[22] See also: Arrow 1985.

processing information. In case a human takes in too much information, it might even lead to an increasing inefficiency in taking decisions.[23]

So, summing up the preceding findings, principal-agent relationships can lead to several problems. Information asymmetry, bound rationality, external factors as well as the constellation of the relationships might result in difficulties for one or even all parties involved. This leads to the question of how such problems can be solved. Some areas of scientific research have focused on this issue. Results are to be presented in the following subchapter.

2.3.4.3 Possibilities to reduce agency problems

As seen before agency problems can result from the asymmetric information between the principal and the agent. They can furthermore result from the conflicting goals one has in the transaction as well as from the fact that each party tends to live his own opportunism. Nonetheless, there are also external factors. Once a business relationship is established, there are some additional practical issues that one has to keep in mind when analyzing principal-agent-problems in detail in reality.

Especially the four main problems in principal-agent relationships are often considered in economic science. They can make it impossible to establish or tend to disturb well functioning business relationships. Therefore, scientists have also focused on the questions of how these problems can be avoided or solved. Starting out from the foundations of the agency problems, three main categories of solutions can be divided (Goebel 2002, pp. 110–125; Fritsch 2014, pp. 260–261):

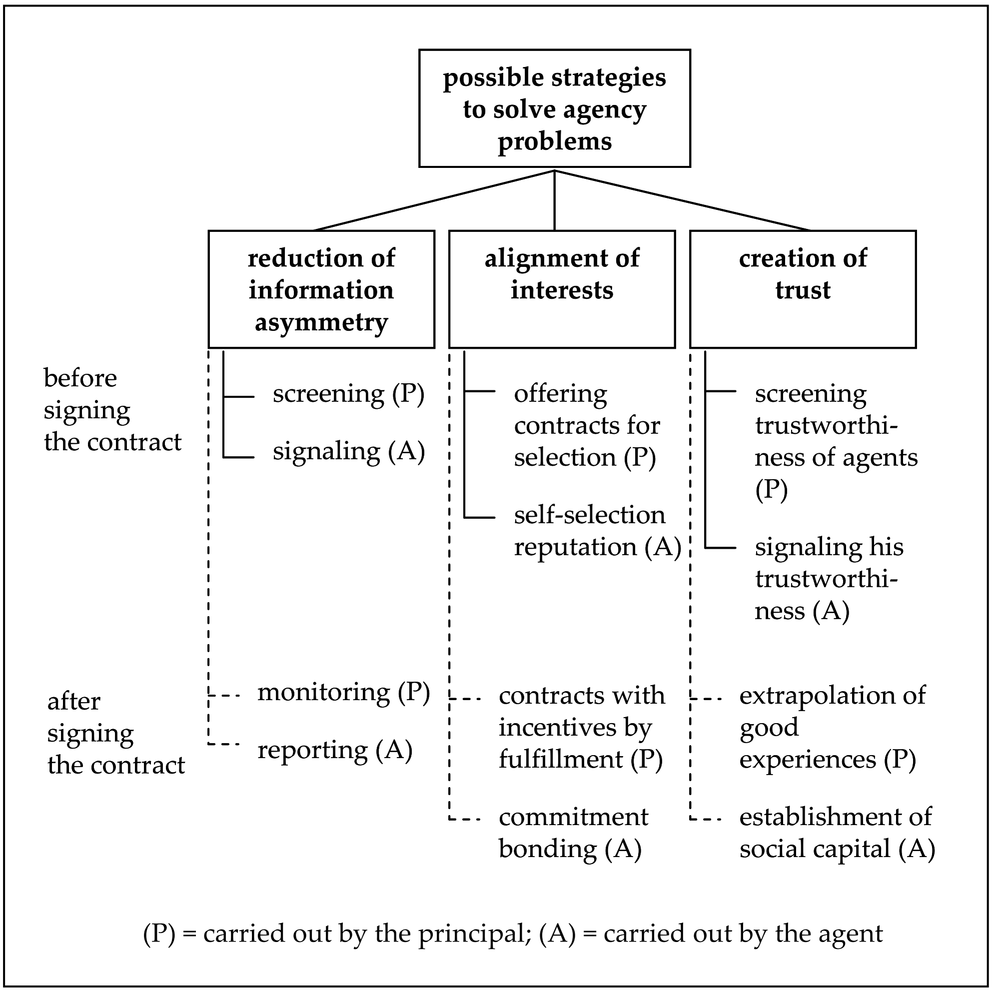
- Both parties involved could try to minimize the information asymmetry.
- Both parties try to align their interests and goals.
- Both parties create and build trust towards one another and strengthen it with the passing of time.

Furthermore, it has to be considered whether the problem occurs before the contract between principal and agent is signed or after. (Goebel 2002, pp. 110–125)

[23] See also: Kroeber-Riel et al. 2009, pp. 421–422; Jacoby 1977, p. 569.

The figure below already gives an overview of the possible ways to reduce agency problems and strengthen the business relationships. The different options named in the figure are explained hereafter:

Figure 13: Possible strategies to solve agency problems



Based on: Goebel 2002, p. 110

2.3.4.3.1 Reducing information asymmetry

The situation of asymmetric information can be present before and after the contract between a principal and an agent is been signed. According to the timing and the one taking the initiative, four procedures are possible.

Screening

Screening is an action the principal can do before he has signed the contract with an agent. In order to reduce the information asymmetry and to protect himself from an adverse selection, the principal tries to find out as much information as possible on the possible agents. Then, in the end, he can compare alternatives and has a better knowledge to decide on the best fitting agent for his tasks. In order to gain information, the principal can execute a variety of actions and test. He can, for example, do a research on available press releases or articles on the possible agent. He can get in touch with previous customers. Depending on the good the agents are offering, the principal can request samples. He can also try to visit the agent and get first hand information on the production process of the good. On the other hand, the principal could also hire an independent expert to gather information about potential clients for him, if he can find one, that is truly nonpartisan to either side. This list could be extended. (Fritsch 2014, pp. 261–262; Picot et al. 2002, pp. 99–100; Stiglitz, Joseph E. 1975)

Nevertheless, the principal faces the difficulty to identify the characteristic features which actually are the ones to base the best decisions on. In addition, finding out the details in the necessary depth might result in high costs. As a consequence, the principal always has to consider the cost-benefit-analysis. (Alparslan 2006, p. 29; Fritsch 2014, p. 261)

Signaling

Signaling is also done before a contract is signed. It is a tool to reduce asymmetric information, too. However, this time, the potential agent is taking action. He voluntarily provides information about himself to the principal. He does that at his own costs. In order to convince the principal of the correctness of the given information, the agent can use proofs from nonpartisan sources, such as consumer associations or the International Organization for Standardization

(ISO); or he uses information by previous customers. Certificates and diplomas, as well as independent survey results reveal an objective perspective on the agent towards the principal. Acquiring such proofs is often linked to additional costs for the agent. On the other hand, it might also lead to more successful and profitable contracts. (Goebel 2002, p. 111; Jost 2001, pp. 29–30; Picot et al. 2002, pp. 98–99)

Monitoring

After a contract has been signed, the principal might still like to be informed about the progress of the assigned tasks or about resources used, for example. The principal could monitor the actions of the agent and by doing so keep track of the progress. This approach might involve difficulties, though. First of all, monitoring the agent and his work might be very time consuming and costly. Secondly, besides the time and cost issues, the principal might not have the knowledge to judge the progress correctly. He could hire an independent and capable observer. Yet, this way could also lead to problems, as the observer is then another agent involved. The observer himself could also hide important information like the fact that he is in favor of the other agent he is observing or that he is not fully capable of fulfilling the task in the first place. (Goebel 2002, pp. 112–113; Arrow 1985)

Reporting

The opposite of the principal observing the agent and his work during the process could be called reporting. Reporting would then mean that the agent reports to the principal about the progress of the project, after a contract has been signed and the project has been started. He then keeps him up to date with actual information. As mentioned above, the external factor might also harm a positive outcome of a project. The agent could use reporting to distinguish clearly the impact the external factor might have on a project’s outcome. (Goebel 2002, p. 113)

2.3.4.3.2 Alignment of interest

As mentioned previously, problems between a principal and his agent can occur due to unequal objectives. Therefore, it might be worth trying to align the interests of both parties. This, can be difficult if it is assumed that both want to maximize their benefits. (Jost 2001, p. 15)

From the **principal's perspective**, contracts can be a solution. In order to prevent the agent from showing opportunistic behavior the principal can install **contracts**. These contracts can include different perspectives. On the one hand, these contracts can be used to clarify the responsibilities of the agent. In addition to that they then also state the consequences if requirements and agreements are not met by the agent. This way the agent knows and by signing such a contract also agrees on possible fines. On the other hand, such contracts can also be used to present incentives to the agent. Only if an agent sees enough benefits also on his side, he is willing to sign the agreement. The contract then defines the incentives that will be offered to the agents in case of a positive evaluation of the fulfillment of the assigned task. For a service agent the incentive could be defined in terms of a fee. The employee, for example, might find his salary as well as some bonus agreements in his contract. Both contents of a contract, the incentives by fulfillment as well as the possible punishments in case of non-fulfillment, might prevent the agent from opportunistic behavior and taking advantage of the principal. (Jost 2001, p. 17; Goebel 2002, pp. 113–115; Fritsch 2014, pp. 265–266)

However, when assuming that the agent might try to minimize his own risk, the drafting of a contract can turn out to be a challenge. While the agent knows his own competences and resources, he surely wants to assure himself that in case of external threats (as mentioned before), he is not taking all the risk himself. (Jost 2001, p. 23) Asymmetric information might lead to difficulties in setting up the contract as well. Here, the principal needs to make sure, that the agent is not able to take an advantage of a different level of knowledge. (Jost 2001, p. 21)

The agent on the other hand can also do his part to align the interests. First of all, the agent can ask the principal for all the necessary details of his tasks before agreeing on a partnership. This way, he can select himself, if the objectives are going into the same direction or not. So, possible fundamental problems can already be avoided in the first step, before showing any commitment.

Alternatively, the agent could also present the reputation he gained in the market. This way, the principal can also evaluate if a successful partnership could be possible. (Goebel 2002, pp. 110–113)
After a contract has been signed and the agent takes over his assignments from the principal, the agent has further ways to show the principal his willingness to work by the same interests. Two possible ways are the commitment and the bonding. When showing commitment, the agent signals the principal, that he does not have the plan to take advantage of the principal. He can do that by making an investment himself to enhance the results of the business he is doing for the principal, for example. When using the bonding, the agent is willing to make advanced payments (prepayments) in his course of action. The principal can then transfer his payment to the agent later. This way the agent shows the principal that he is aiming for the same goals. The principal on the other hand gets a sort of insurance that the agent is working according to his wishes. Otherwise, the principal could disagree to even out the prepayment made by the agent. Although bonding is seen as an action provided by the agent, it has been observed that sometimes principals also request such prepayment as a sort of deposit. (Goebel 2002, pp. 116–117)

2.3.4.3.3 Creation of trust

When two parties work together as principal and agent, there is hardly ever a chance of a 100% control or 100% guarantee that all matters are handled as stated in the contract or that all information asymmetries are removed. Therefore, trust between the principal and his agent can strengthen the relationship and reduce the experienced uncertainties on both sides. Nevertheless, trust research has rather recently found its way into economic science. It is a rather new field in economic research. (Singh, Sirdeshmukh 2000; Goebel 2002, pp. 118–120)
While the principal can try to screen the potential agent before signing the contract with him thoroughly with regard to his trustworthiness, the agent on the other hand can do likewise and signal his intentions. In the end, the goal should be to create a basis of positive experiences with each other and to let social capital develop between the parties involved. (Goebel 2002, pp. 119–123)

Kirmani and Rao (2000) affirm, though, that signaling itself does not succeed in selling services with mainly credence qualities, such as services. They indicate trust to be essential for those transactions. Singh and Sirdeshmukh (2000) support this statement and even go a step further, calling trust essential for sustainable principal-agent relationships in general.

Now, if trust is so essential for a functioning principal-agent relationship and seems to be most effective for reducing the agency problems, a closer look should be taken at the issue. However, as many scientists have claimed, trust is a multidimensional construct difficult to define. (Yousafzai et al. 2009; Singh, Sirdeshmukh 2000) Therefore, the following chapter will delve into this subject.

2.4 TRUST

As literature shows, the roots of the research on trust lie in several different areas of academic research. Trust research has its origins in the fields of philosophy, psychology, social psychology and sociology. Over the passing of time, it also situated significance for economic research. (Enke, Greschuchna 2005, p. 4; Cornelius 2008, p. 4)

A lot of research has been done on the phenomenon of trust in all various disciplines on science. However, until today, there is no overall-valid definition for the term 'trust'. Trust is an intangible construct. (Gilbert 2007, p. 62)[24] Yet, trust defines the modern society, as human beings trust not only in other people but also in organizations, in science, in technological and economic progress. (Cornelius 2008, p. 3; Frambach 2003, p. 241) Trust is the basis for all social relationships as well as all economic transactions. A world with perfect information does not exist. There are usually uncertainties to some extent and humans close these gaps by using trust. (Hippe 1997, p. 255; Möllering, Sydow 2005, pp. 64–76)

2.4.1 Trust research in etymology

When taking the definition of the word 'trust' from a dictionary, trust can be defined as:

(1) "the belief or willingness to believe that one can rely on the goodness, strength, ability etc. of sb/sth"

or

(2) "responsibility, care" (Hornby, Crowther 1995, p. 1281)

The word 'trust' developed from the Middle English and its origin is probably Scandinavian from the Old Norse words 'traust', 'traustr' meaning 'strong'. It is also closely relates to the Old English word 'treowe' meaning 'faithful'. (Oxford University Press 2015; Merriam-Webster 2015)

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[24] See also: Mayeret al. (1995); Bittl (1997); McEvily et al. (2003) as cited in: Gilbert 2007.

2.4.2 Trust research in philosophy

Trust research in philosophy dates back as far as Aristole, Thomas Aquinas, and Thomas Hobbes. (Cornelius 2008, p. 4) One of the most cited representatives of trust research in philosophy, however, is Rudolf Schottlaender.
According to Schottlaender, trust is the necessary ingredient to have a functioning relationship between two persons and within a community. (Schottlaender 1955, p. 348)
He defines trust as a sort of frame of mind, that one sees the good that lies within the other people around. (Schweer 2008, p. 13) It is therefore similar to faith as trust is directed towards the future which is always linked to uncertainties. (Schottlaender 1957, p. 10)
On the other hand, Schottlaender claims that trust is based on previously made experiences. A person gains knowledge from making experiences and uses this knowledge to predict future behaviors of others, for example. Thus, trust is also linked to knowledge. (Schottlaender 1957, p. 10)
Furthermore, Schottlaender differentiates between 'familiarity' and 'trust'. Before trust can develop, the person or the item that should be trusted has to be familiar. One needs to get used to the person or item before trusting him/it. Still, while familiarity is necessary for trust to arise, it does not always lead to trust. Other factors might influence the developments otherwise. (Schottlaender 1957, p. 12) Trusting always leads to a condition of being at ease and feeling safe. (Wesemeier 2002, p. 62)
Jackson et al.'s (2011, p. 209) conception of trust is comparable to Schottlaender's conclusions. They claim that trust is the belief that one day, the opponent will do the same for oneself as one has done for him.

2.4.3 Trust research in psychology

Psychology is the scientific research on the behavior of individuals and their mental processes that go along with this behavior. (Zimbardo et al. 2008, p. 2) Erikson advanced the model of the psychosexual development by Freud and added the eight psychosocial stages of ego development model. This model claims, that each individual passes through eight different stages through his span of life. In each stage, the individual has to face a psychosocial crisis. This crisis is always determined by a certain social relationship, for example between an individual and its mother, between an individual and both of his parents, or between an individual and partners in friendship and sex. Each stages takes its time and has a favorable outcome such as trust and optimism, competence in intellectual, social and physical skills, or concern for family, society and future generations. (Weiten 2008, p. 341; Erikson 1963, pp. 222–250) Already the first stage is the cornerstone for building trust and/or mistrust when a baby is interacting with his mother or the person who takes over the motherly care. (Erikson 1995, pp. 222–226) As a conclusion, the creation of basic trust is therefore a concomitant of a close relationship between a newborn child and the person who provides nourishment, love, and a positive feeling of physical closeness towards the baby. (Zimbardo et al. 2008, pp. 388–389) Erikson (1953, p. 11) defines trust as a feeling that one may rely on another person. However, he also states that negative behavior such as punishments or threatening, harm the creation of trust. [25]

Rotter (1967, p. 651) on the other hand contradicts with Erikson's opinion that negative behavior leads to mistrust.[26] According to him, trust can be defined as the expectation an individual or a group has regarding the reliability of the promises another individual makes. For that matter it is not important if the promise is good or bad, if the promise was transferred in a verbal or a written form. Only the fact that one can rely on this promise is important for building trust. (Rotter 1971, pp. 443–452) Besides the specific trust in a certain person or situation, Rotter states that generalized expectations also develop with the passing of time when an individual transfers his expectations made with one social agent to another:

> "The development of such a generalized attitude may be learned directly from the behavior of parents, teachers, peers, etc., and also from verbal statements regarding others made by significant people or trusted sources of communication such as newspapers and television. It is ironic that we can learn to distrust large groups of

[25] See also: Petermann 2013, pp. 12–13.

[26] See also: Petermann 2013, p. 13.

> people without personal experience validating such distrust, because people who are themselves trusted teach distrust." (Rotter 1967, p. 653)

Consequently, interpersonal trust is based on the learning experiences of an individual. Over some time, they form patterns of expectations and attitudes and evolve into personality traits. (Petermann 2013, p. 13) Rotter found out that people who are able to trust others are more reliable, are less unhappy, have more friends and experience less trouble. (Petermann 2013, p. 82)

A more detailed definition yet also in the same direction as Rotter's, is the definition by the social psychologist Morton Deutsch. He focuses on trustful acting which can be observed. According to Deutsch, one person trusts another without being forced to do so. (Petermann 2013, p. 13) Therefore, in order to be able to trust someone else, one also needs to have confidence in his own decisions (Wesemeier 2002, p. 66) as "trust is subjective and dependent on the views of the individual." (Vu et al. 2010, p. 184) His famous definition reads as follows:

> "A trusting behavior occurs when an individual is confronted with an ambiguous path, a path that can lead to an event perceived to be beneficial or an event perceived to be harmful. In this person's perception, the occurrence of these events is contingent on the behavior of another person and the strength on a harmful event to be greater than the strength of a beneficial event. If this person takes the ambiguous path he makes a trusting choice to another person. He trusts that the other person can so the actions leading to a good result. Otherwise, he makes a distrustful choice." (Deutsch 1962 as cited in: Vu et al. 2010, p. 184)

This leads to the studies of social psychology.

2.4.4 Trust research in social psychology

According to Thomas trust research has gained much interest in the social psychology studies since the late 1990s. (Thomas 2005, pp. 19–20) As social psychology investigates how people interact with one another, focuses on thoughts, feelings and behaviors of individuals as they interact with other human beings (Hogg, Vaughan 2008, p. 4), it seems rather surprising that the strong research interest began so late.

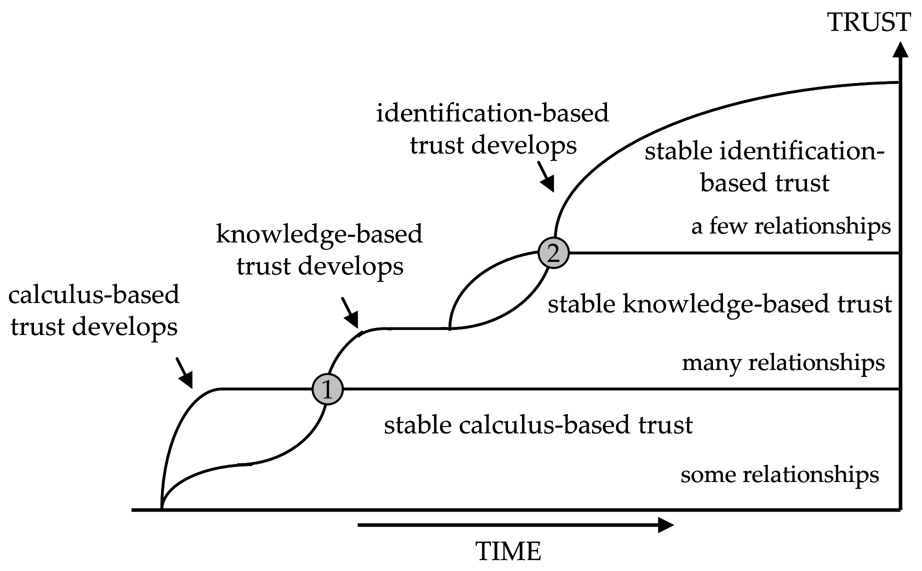
Social psychologists define trust as the foundation of all social order and as basis for solid social institutions and markets. (Arrow 1974, Zucker 1986 as cited in: Frey, Bierhoff 2011, p. 123) It can be seen as an expectation of an individual that a situation or transaction will lead to a positive outcome without having the duty to supervise the opponent party that is involved. In addition, trust also reduced the complexity of life's reality. (Oswald, Fuchs 1998) Mayer, Davis and Schoorman (1995) agree with this definition.

Oswald (2010) also defines that trust cannot only develop between persons but also into organizations and institutions. Moreover, trust can not only develop into a belief that another person's motives are right but also in a person's competences to perform according to his motives. Frey and Bierhoff (2011, p. 124) cite an example by Yamagishi and Yamagishi (1994, pp. 131–133) in this respect: A passenger on a plane can trust an inexperienced pilot to have to right motives to fly the plane safely to its destination. However, the passenger might not trust in the competences of the pilot to actually act according to his motives.

Lewicki and Benedict Bunker (1996) developed a model that trust development runs through three stages which they have also transferred to the business world. In the first stage, a person calculated the economic value of the relationship and of the trusting. Therefore, the stage is called calculus-based trust. He compares the costs of maintaining the relationship to the possible outcome of it. Trust builds up slowly with each step taken within the relationship. It can easily be broken again if one party involved is harmed in the process of the relationship. In the second stage, the trust is a knowledge-based trust. The partner in the relationship is known well enough to be able to predict his positive attitude and acting. The partners rely on information about each other. As a metaphor for this sort of trust, Lewicki and Benedict Bunker use 'gardening'. From experience a person has some knowledge about a topic. In this stage, trust is not as easily broken as in the stage before. If one party is disappointed by a wrong doing of the other, he will first await an explanation for the behavior and will give the opponent the chance to make an excuse before eliminating all trust. The last stage is the so called identification-based trust. In this stage, one person is able to rely on another or the whole group. The individuals that share identification-based trust also share the same values, they understand each others' needs and they approve the others'

wants. They acquire a collective group identity as their own, trust others almost unconditionally and are willing to provide the same trustworthiness to others.
Figure 14 illustrates the three stages of trust development by Lewicki and Benedict Bunker.

Figure 14: The stages of trust development



1 At this point some calculus-based trust relationships become knowledge based trust relationships.

2 At this point a few knowledge-based trust relationships where positive affect is present go on to become identification-based trust relationships.

Based on: Lewicki, Benedict Bunker 1996, p. 124; Mauro da Costa Hernandez et al. 2010

2.4.5 Trust research in sociology

Sociology analyzes the behavior of groups and institutions, meaning the behavior of the people within such a group. (Zimbardo et al. 2008, p. 2) While the micro sociology takes a look at families and groups of friends, the macro sociology explores group behavior in bigger groups such as political parties or companies. (Kroeber-Riel et al. 2009, p. 11) Therefore, it has a different focus than the psychology which focuses on the individual itself or the social psychology which focuses on the individual behavior inside a group, in a social context. (Secord, Backman 1997, p. 1)

Also, in the field of sociology, trust is researched. Here it has been a topic for a long time already. (Reckwitz 1999, pp. 311–312) As sociology examines the relationships between people in a society, trust research is a central topic. (Preisendörfer 1995) One prominent sociologist is Niklas Luhmann. (Endreß 2013, p. 155) Luhmann claims that trust reduces the complexity of human behavior. When experiencing trust, humans have a higher potential to experience and to act. In addition, trust gives them a greater feeling of security, especially in risky situations. (Krause 1999, p. 211) Luhmann says, this, however, is a risky advance payment, as trust only suggests security in such situations. (Luhmann 2000, p. 23)

Giddens (1991, p. 244) also states that trust – as a "leap into faith" – enables humans to have confidence in other people and abstract systems. Trust is then the bridge between the knowing and the hoping/assuming. According to Giddens, trust is not based on a good mother-child relationship nor is a person naturally provided with it. Trust is something that has to be trained and learned as a belief that one can calculate social relationships and behaviors. (Reckwitz 1999, p. 329)

Trust can be seen as a central component in order to build and strengthen social relationships and to ensure social order in society. In addition, he also calls trust a tool to reduce the complexity of life and to provide a framework for social interactions. (Endress 2001, p. 11)

2.4.6 Trust research in economics

Trust research is also a topic in economic research; in fact trust research gained an increasingly interested in this field over the past years. For a long time, scientific trust research had been rather neglected in economics compared to the research done in social sciences. (Held et al. 2005, p. 279) However, especially after the financial crises in 2008, trust gained much importance for economics. Since then many studies have been conducted with focus on this field. (Kiefer 2013, pp. 44–45) There are several directions of trust research in economics: Some researchers focus on trust within one organization meaning how employees among each other or in relation with the manager can work on a trustful basis and what good that can do. Other scientists focus on trust in business relationships between a company and its customers. Furthermore, research has been done on trust between people and on trust in an organization. This list can be continued. (Gilbert 2007; Möllering, Sydow 2005)

Trust can also be approached from a micro and a macro economical perspective. From the macro economical view it was found out that a society that trusts in its economy is more efficient and productive in carrying out transactions than those societies that need costly contracts. National economics which have trust in their economical actors are much more qualified to grow than others who have no trust. (Held et al. 2005, pp. 276–277) From the micro economical point of view, trust is an important aspect to reduce transaction cost in business transactions between two parties. (Neuberger 2006, p. 13) If the world was a perfect market, trust in transaction partners would not be necessary. (Hippe 1997, p. 255) However, the markets are not perfect. (Hayek 1952a) And the individual only has a limited capacity to process information as well. (Hippe 1997, p. 255) Based on this aspect, trust research can also be approached from the perspective of the New Institutional Economics. While in neoclassical economics trust research was not an issue, the theory of NIE turned its attention to this area. In neoclassical theory markets are regarded perfect. All players in the markets have perfect information and act as 'homo oeconomicus'[27]. Therefore, there is no need to build in business

[27] The 'homo oeconomicus' is seen as a purely rational thinking and acting individual. He takes all his decisions in order to maximize his benefits and profits. He can do that because he has access to complete information and knows all about the markets as well as consequences based on his actions. Nevertheless, especially in recent times, this construct of the homo oeconomicus has been

partnerships, as everything is known concerning the other party, about the others needs, ambitions and plans. (Watzenberg 2014, p. 113) The representatives of the NIE on the other hand argue that there is no such person as the 'homo oeconomicus', markets are not perfect, and information asymmetries between business partners exist. (Hayek 1952b; Kaas 1995c; Kleinaltenkamp, Jacob 2002b; Richter, Furubotn 2010, pp. 53ff; Opper 2001, p. 602)[28] As a result, Arrow said:

> „Virtually every commercial transaction has within itself an element of trust." (Arrow 1972, p. 357)

Ripperger (2003, pp. 63–82) as one famous representative of researchers, who have raised the question of trust in economics from the NIE perspective, stresses the importance of trust in principal-agent relationships. From the NIE perspective, human beings do not always act and think rationally. This fact leads to risks for the different parties involved in a business relationship. Opportunistic behavior of one party might harm the other. The impact in the markets becomes very complex. Although trust cannot eliminate the risk of opportunistic behavior, it can reduce the complexity and make business easier to operate. In addition to the motivation of the actors, Gilbert (2007, p. 69) claims that trust in such a principal-agent relationship also needs to evolve into the competencies of the business partners, as only a motivation to fulfill the other's needs might not be enough to satisfy. This view corresponds to the findings as Yamagishi and Yamagishi (1994) stated earlier.

Lately, a socio-economic perspective of trust research in economics has developed. Resulted from the NIE approach, this perspective tries to combine the findings of sociology and economic research. (Gilbert 2007, p. 70) Researchers add, for example, Luhmann's and Giddens' perspectives of trust reducing complexity and the positive expectations of the future when analyzing business relationships. Trust does not eliminate the risks of these relationships, but it gives the parties involved a feeling of security. (Gilbert 2007, pp. 74–76)

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criticized due to the realization that individuals on markets hardly ever have access to complete information. (Springer Gabler Verlag 2015a).

[28] See also chapter 2.3.1.

According to Zucker (1986), trust in a business relationship can have its source out of three springs[29]:

- Trust can be based on characteristics of the people within a business relationship. If they are alike or at least similar in their characteristics, trust is formed easily among them (characteristic-based trust).
- Trust can also be based on the experiences the business partners have made with each other during previous work processes. Or, if no previous projects haven been conducted, trust can also be based on the reputation one partner has in the eyes of the other. If earlier experiences have been good and sufficient for one party, or if the reputation was outstanding, one will easily be willing to sustain the relationship. If the previous experiences have been bad or if other business partners have spread negative words about the potential partner, trust is difficult to achieve (process-based trust).
- In a third approach, trust can also develop out of institutions, such as quality certificates or memberships in certain associations (institutional-based trust).

Since the 1980s marketing research in particular has put a focus on trust research. (Morgan, Hunt 1994; Dwyer et al. 1987, p. 11) Back then, relationship marketing was developing. It was an advancement of the marketing which only focussed on transactions. (Sheth, Parvatiyar 1995) Measuring the degree of relationship quality between business partners became important. Trust was then determined a psychological indicator for this quality. (Meffert, Bruhn 2009, pp. 49–54; Hadwich 2003, pp. 22–23) However, in already 1962, Nerlove and Arrow researched the construct of trust, or goodwill as they called it, in marketing. They focussed on the effect advertising efforts have on the customers and how these effects can also fade away again after a passing of time. (Nerlove, Arrow 1962, p. 130; Helm 2007, p. 82; Gilbert 2007, p. 66) Nerlove and Arrow are seen as the ones who introduced the aspect of goodwill into marketing practice. (Helm 2007, p. 82) While Kaas studied the connection between the NIE and marketing, he also stressed trust research in marketing. He took a special look at the markets of contract goods. (Kaas 1992) Contract goods are first of all promises of the provider to supply the ordered goods. All features of the goods are summarized

[29] See also: Cook, Schilke 2010.

in a contract before the actual good is provided. The integration of the customer in the production process is a requirement. Services are typical contract goods. (Gilbert 2007, p. 67) Kaas claimed that the importance of trust cannot be overrated when selling contract goods. (Kaas 1992)

2.4.6.1 Trust between individuals and/or organizations

When explaining trust, it is also important to mention, that trust can develop on different levels. A person can trust another person. He can also trust several persons or a group of people. Both conditions are forms of interpersonal trust. Additionally, a person can also have trust in an organization or an institution (meaning organizational or institutional trust). And on the highest level one organization can be trusting another organization, meaning interorganizational trust. (Münscher 2011, p. 11) For the examination of trust in business relationships, not only interpersonal trust, but also trust in or between organizations or institutions plays an important part. In economic theory, research over the past years has confirmed the opinion that trust not only is a basic factor for successful interpersonal relationships in business, trust also plays a key role in cooperation within one or of more than one company. (Gilbert 2007, p. 76)

However, although lots of research has been done regarding trust within the marketing (or business) science, researchers have not agreed on a generally accepted definition of trust. Many different determinants have been explored, combined, separated and determined as relevant aspects of building and maintaining trust in business relationships. (Castaldo et al. 2010; Cook, Schilke 2010; Ebert 2009, p. 68) They range from the amount of information provided (Morgan, Hunt 1994; Sakoa, Helper 1998), flexibility of the partners (Aulakh P. 1996), and similarity of the partners (Doney, Cannon 1997; Morgan, Hunt 1994) to trustworthiness (Doney, Cannon 1997; Ganesan 1994), reliability (Morgan, Hunt 1994; Ganesan 1994; Johnson, Grayson 2005), or professional competence (Doney, Cannon 1997; Johnson, Grayson 2005) just to name a few. It seems that different branches of industry, different cultures or differently organized companies call

for different aspects. (Praxmarer 2009; Cook, Schilke 2010; Enke, Greschuchna 2005)
Therefore, different determinants of trust extracted from literature are to be looked at more closely in the following subchapter.

2.4.6.2 Determinants of trust in economic research

As seen before, there is no single definition of trust. This subchapter tries to provide an overview of the most cited and researched determinants of trust. Special focus is laid on trust research from an economic respectively marketing perspective. These determinants are then lead to the aspect and importance of communication in building and maintaining trust. Nonetheless, it needs to be noted, that this listing of determinants makes no claim to be complete. As much research is being done in this field, only a carefully selected number of determinants can be taken into account. Moreover, it should be kept in mind that trust can evolve between individuals and organizations as well, as stated before.

Expertise: Gansean (1994) as well as Donney and Cannon (1997, p. 44) found out that the ability/competences of the supplier to realize the customers' particular wishes is essential for building trust. The ability in this respect is not only the willingness of the seller, but also his competence in fulfilling the task. (Ganesan 1994) Crosby, Evans, and Cowles (1990), Moormann, Desphande, and Zaltmann (1992), Johnson and Grayson (2005) as well as Sichtmann (2007) and Rossmann (2010, p. 81) support these findings with their research results.

Level of experience of supplying firm: The level of experience of a supplying firm involves on the knowledge a company can provide. The level of experience differs from the expertise. While expertise focuses on concrete wishes of a particular customer, the level of experience has a more general perspective. It refers to the history of a company, to its development and professionalization of skills, projects done and the education of the employees. (Mayer et al. 1995)

Benevolence: Gansean (1994) studied the relationship between retailers and vendors. He claims that: "Benevolence focuses on the motives and intentions of the exchange partner." (Ganesan 1994) A retailer has to be able to believe that the vendor acts according to the retailer's wishes and their agreements; only then, trust can grow between the two parties. (Lindskold 1978) If the seller is only concerned with his own welfare, the buyer will distance himself from this relationship. (Ganesan 1994; Castaldo et al. 2010)

Reputation: Especially if the customer has not gained any previous experiences with the possible supplier before, reputation is a tool that can be used to create trust in the suppliers work. (Kenning, Blut 2006, p. 11) The business partners can influence their reputation by providing public information about themselves and their company towards the potential customers. (Neumann 2007, p. 31) They have to work out a communication through different channels in order to spread the information about their work. They can use tools like public relations, advertising, the communication of certifications or also opinion leaders in the private surrounding of a potential business partner, e.g. family or friends. (Sander, Weywara 2006, p. 254)

Satisfaction with previous interactions: According to Johnson and Grayson (2005) previous interactions between the business partners as well as previous product performances influence the development of trust. Positive outcomes are more likely to result in a trustful relationship. Also other researchers underline this statement. (Ganesan 1994) Ebert (2009, p. 76) even claims in her research, that performance is the most mentioned key variable found in trust literature.

Similarity: Similarity between the seller (service provider) and the buyer can lead to trust. Similarity in this respect refers to the similarity in both parties' values and interests. If the buyer discovers these common values and interests in the provider, he is more easily willing to cooperate and oblige towards the supplier. (Johnson, Grayson 2005; Nienaber, Schewe 2011, p. 16; Crosby et al. 1990, pp. 71–72)

Integrity / honesty / credibility: Honesty, integrity and credibility are factors that are essential for trust. If these characteristics are not established for the one, giving the trust, the other party has to expect a great loss of trust in the relationship. (Nienaber, Schewe 2011, p. 16) As uncertainties and perceived risks are part of every business transaction, honesty can fill this gap by creating trust. While the uncertainty is still there to a certain degree, the customer does not feel this way. (Einwiller 2003, pp. 57–59; Ganesan 1994)

Reliability: Reliability describes the situation when a customer is able to count on the provider to act according to agreements. It can also be considered a basic characteristic for trust development. (Ganesan 1994; Morgan, Hunt 1994; Dwyer et al. 1987; Nienaber, Schewe 2011, p. 16)

Information exchange: Information exchange plays a key role in order to develop and to strengthen trust. (Ebert 2009, p. 76; Sakoa, Helper 1998, p. 406) Particularly, information exchange including confidential information, strengthens the tie between both parties. The parties put each other on an equal level, showing respect and commitment towards their relationship. (Sakoa, Helper 1998, p. 406)

Communication between customer and supplier: Closely connected to the exchange of information is the factor of communication between the customer and the supplier. In scientific research, communication is also rated an important factor both in the creation as well as in the maintenance of trust. Some even say it is the basis from which trust can emerge. (Morgan, Hunt 1994; Ebert 2009, p. 76; Sakoa, Helper 1998, p. 406; Mohr, Nevin 1990; Denize, Young 2007; Nienaber, Schewe 2011, p. 5) Donney and Cannon (1997) found out that the frequency of contact between the buyer and the seller has an influence on the trust relationship, too. The more frequent the contact, the stronger the trust in the salesperson. (Doney, Cannon 1997, p. 44)

Technical assistance: The customer buys the goods and services of the provider. If then, the provider volunteers to also help out with additional technical assistance (free of charge) this can lead to a positive feeling from the customer towards the supplier. He might see that as an indication of the supplier's commitment. Furthermore, the technical assistance can underline the competence of the supplier and his work. Therefore, it leads to significant effects on trust in a business relationship. (Sakoa, Helper 1998)

Personality of contact person: As human beings are working together, the personalities of the actors in these business relationships cannot be neglected. Not only the company itself but also the contact person in the partner firm creates the basis for trust. The liking as well as the honesty of this person are considered important in order to deepen the trust and the relationship. (Friman et al. 2002, p. 407)

Personal level of experience of contact person at supplying firm: Not only the personality of the contact person plays an important role for business relationships to develop, the level of experience of the contact person is essential, too. Even, if a company is known to have a high level of experience, the customer has to interact with his contact person. This person needs to prove to be competent of fulfilling the task given in order to gain the customer's trust. If one feels in good hands, perceived risks are reduced and trust can develop. (Crosby et al. 1990, pp. 71–72; Busch, Wilson 1976)

Cultural differences: According to Praxmarer (2009) as well as Münscher (2011, p. 4) many researchers have mentioned the influence of culture and cultural differences on trust; however, few researchers have actually conducted scientific studies on the issue. Although trusting always means taking risks, the different mechanisms that lead to trust can have different meanings or impacts of the development of trust due to the cultural differences. (Praxmarer 2009, pp. 626–627; Münscher 2011, p. 34)
Different value systems, like the importance of being on time for appointments, can lead to difficulties when establishing trust. (Sitkin, Roth 1993, p. 371) These different values can lead to misunderstandings. These misunderstandings then might result in a less efficient communication that is not able to reduce fears and worries regarding the risks to be taken with this business relationship. (Voldnes et al. 2012)
Similar to the aspects of experience, the company as a whole can be seen as one unit or the single contact person can be the crucial factor. This divides the cultural determinant to create trust into two single points: The cultural background of the supplying firm and the cultural background of the supplier's contact person. (Münscher 2011, p. 11)

2.4.6.3 *Trust and communication*

The development of trust is dependent on communication. (Herger 2006, p. 41) First of all, in order to get in touch with a potential business partner, a customer usually checks the market for relevant information about this potential partner. This is often done by contacting befriended companies or companies in the market that have gained experiences already. Therefore, the potential partner company should have a positive reputation in the market. However, the reputation is not only essential in the phase of the initiating a business contact. A positive reputation has to be kept alive. Consequently, companies need to work on keeping their reputation on the same level, if not improving their reputation constantly. (Buß 2007)

Hubig and Siemoneit (2007) researched the connection and dependency between communication and trust. They state communication is basically the basis for trust to develop as communication leads to getting to know one another. Trust is a construct that needs time to establish between business partners. It cannot be inherited right away. Therefore, it is necessary to focus on communication and to keep up and deepen the communication over the passing of time. However, trust not only depends on communication. Also communication needs trust between the two parties to get deeper and more detailed. It is like a circular flow in which one of the partners has to start offering trust towards the other to get the circulation moving. In their paper, they present a list of communication aspects they have researched that can lead to build and strengthen trust in a business relationship (Hubig, Siemoneit 2007, pp. 171–188):

- Both sides should communicate directly with each other. They should communicate in a way that each sides feels understood and treated well.[30] Especially in business-to-business relationships, the direct communication earns an important status due to the characteristics of these relationships.[31] This subject has already been broached in chapter 2.2.3 when business-to-business communication methods were discussed.

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[30] See also: Rossmann 2010, p. 80.

[31] See also: Kirchgeorg, Springer 2010, p. 541.

- An organization or company that shows stability and calculability in its acting and communication is more likely to be trusted than a company which changes its doing according to the ways that are most beneficial for it in an opportunistic way.
- Business partners should practice openness and transparency. If difficulties or problems occur, a partner should not try to whitewash delicate issues nor should he wait too long to inform the other party. He should communicate openly and offer ways out of the situation. Waiting for public pressure to force transmission of such information usually causes distrust.
- Information given to the partner should show consistency and correctness, especially if different departments of one company are involved. It is even better to provide ways to prove the correctness of data given.
- If one company tries to sell his goods or services to another, it is usually helpful to provide samples or the opportunity to collect first experiences with the items to the potential customer. This can be done through exhibitions, open days, conferences, customer events and so on.
- Furthermore, offering complaint hotlines and answers to consumers' questions underline one's willingness to care.
- A company's reputation is also essential for the creation of trust. This reputation should not only be based on the opinion of other customers but also be corroborated by independent sources. These could be independent media but also certifications.
- Last but not least, Hubig and Siemoneit broach the issue of showing public interest as well as social responsibility. This could be by supporting charity or by actively showing environmental awareness during the production process, for example.

Other authors also indicate the importance of not only a consistency in communication but also communication on a regular basis. (Herger 2006, p. 41)
One overall essential factor is also the sales personnel. All caring and talking is rather a waste of time if the sales personnel is incompetent in advising and discussing project related issues with the (potential) customer. (Doney, Cannon 1997, pp. 39–40; Eckardt 2010, pp. 53–57)

To sum up this chapter on trust, it becomes obvious that trust itself is a very complex construct due to its origins in different areas of science as well as its individuality. However, several determinants of trust that support establishing and nourishing trust can be identified by researching the relevant literature.
As trust is also a very personal construct, communication plays a key role in trust research and development. Again, several aspects of how communication can contribute towards trust can be extracted from the literature.
Nevertheless, it becomes obvious that trust cannot be defined by some overall valid determinantes and ways of communication which can be used universally in all industries and cultures. Therefore, the necessity of a detailed research within the industry of focus, crystallizes out of the previous research.
The following quote gets to the heart of trust in relationships between two or more parties and recapitulates the findings precisely:

> "Trust is the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party." (Mayer et al. 1995, p. 711)

2.5 INTERIM CONCLUSION CHAPTER 2

Chapter 2 concentrates on the different scientific areas involved when trying to solve the current problem of the German trade fair organizations to sell services. Services itself are first of all complex constructs. They are difficult to define. The immateriality as well as the integration of the external factor are two major characteristics. These characteristics lead to additional traits, making service marketing a diverse challenge for marketers. The degree of immateriality, the type of integration of the external factor plus the level of standardization have to be considered. Furthermore, the high amount of credence and experience qualities of services call for a more multifaceted marketing approach. Not only the standard channels of marketing but also the relationships and people involved should be considered. (Chapter 2.1)

When services are sold in business markets, the facets of those markets need to be taken into account also. Business markets display a different structure than consumer markets with fewer actors in the markets and often a higher degree of specialization. These aspects might lead to a different buying behavior, demand and marketing approach. Of high importance is the analysis of the buying center of potential customers leading to specialized sales approaches. (Chapter 2.2)

In both areas of marketing, service marketing and business-to-business marketing, the scientific world claims the relevance of the seller-buyer relationships. This aspect then leads to the perspective of the principal-agent approach as part of the New Institutional Economics. Especially when tying to sell goods with a high level of credence qualities to an organization as customer, information asymmetries on both sides are involved. The seller might have more insight on production processes and resources while the buyer has a clearer picture on his wishes and needs. Problems, like the dangers of adverse selection, moral hazard or hold-ups might occur. They might avert potential business relationships, damage existing relationships or hamper future business affairs. Different strategies might be options to reduce the feeling of uncertainties. Both sides can work on a reduction of the information asymmetry, for example. However, since service are contract goods with a high level of credence qualities,

the most promising option to establish and ensure a sustainable service-provider-buyer relationship is the creation of trust between the parties involved, as the literature review reveals. (Chapter 2.3)
In the next step, the aspect of trust has been considered, leading to a complex construct. Trust has been a topic in many scientific areas. In economics trust research is still a rather young field of interest. Yet, findings have shown that due to its complexity and linkage to credence aspects, no overall valid results could be retrieved so far which determinants of trust lead to an establishment of trust in business markets. The review of the current state of research has provided a number of possible aspects responsible for creating trust. Yet, research has also shown, that conditions vary in the different industries. (Chapter 2.4)
Drawing an interim conclusion, the previously conducted research reveals the necessity of additional research right on the German trade fair market in order to answer the research questions.

First of all, an overview of the German trade fair market is to be provided in the proceeding chapter, also directing a detailed view on the trade fair services in focus of this project.

Afterwards, a primary research is conducted to expose the trust determinants leading to a sustainable seller-buyer relationship in this sector of industry.

3 THE GERMAN TRADE FAIR MARKET

3.1 HISTORICAL DEVELOPMENT & SITUATION TODAY

Historical development

In 1329 the German term 'Messe' (meaning trade fair/trade show/exhibition) was mentioned in German literature for the first time. (Jarnut 1991, p. 2) Back then, however, the meaning of this term was divers: On the one hand, it could be used for a market, where goods were sold. On the other hand, it was also used for pleasurable festivals, like a carnival where attractions were offered to marvel at for the visitors. Not before the middle of the 16th century the term was commonly used as a synonym for a centralized market place for long-distance trading with regulated monetary transactions. (Rodekamp 2003, p. 7; Maurer 1970, p. 5)[32] This particular trade fair model of long-distance trading was based on the early trade fair model that had developed in the Champagne, France, in the 12th century. (Neven 2005, p. 73)

Nowadays, it is impossible to state exactly, when and where the first trade fair of this kind took place in Europe. Nevertheless, historians consider the trade fairs, which were held in the Champagne in the 11th and 12th century to be the first ones of their kind. Back then, merchants from Flanders, France, Italy and Central Europe met to exchange goods and carry them to their home markets afterwards. It was the time when fairgrounds, like the well respected fabric markets in Bruges or Antwerp, developed across Europe. (Rodekamp 2003, p. 9)

In the 14th century, the east-west-axis became more interesting for many merchants. German fairgrounds developed in Frankfurt/Main as well as in Leipzig with connections to Eastern and Southern Europe down towards Greece. In the beginning Frankfurt/Main used to be the stronger trade market, that shifted later on making Leipzig the number one fairground in Germany. (Rodekamp 2003, pp. 9–10) During that time, such trade fairs were mostly held in periodic cycles linked to religious celebrations. (Rodekamp 2003, p. 8)

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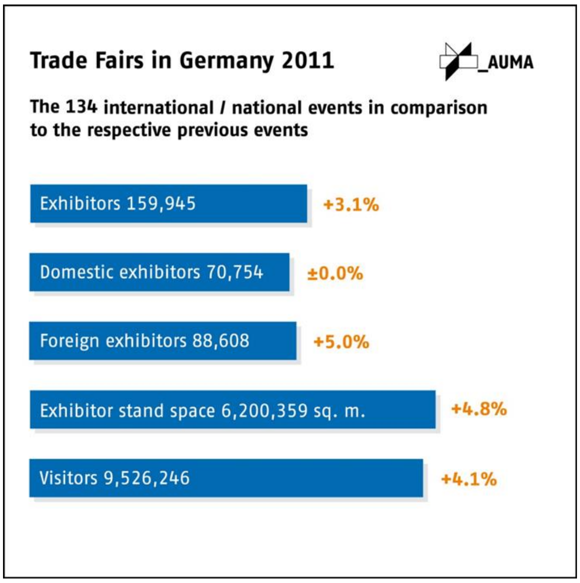
[32] See also: Schoop 2003, p. 18.

In the 19th century, due to the industrialization, the character of trade fairs changed again. While in former times, these fairs were established to exchange goods, they transformed into sample exhibitions. (Ludwig 1999, pp. 353–361; Kaufhold 1996, p. 266) The aim of these sample exhibitions was to display and present the state of the art in the technical development of that time. The actual physical exchange of goods was not the prior intention anymore. The trade fair in Leipzig, Germany, was a pioneer in this transition – and the transition went well. It assured the superior position of the fairground in Leipzig. (Kaufhold 1996, p. 266) Despite the two World Wars and their aftermath, the constitution of sample exhibitions survived and is stated as basis for the international trade fair industry until today. (Rodekamp 1997, pp. 353–357)

In Germany, the industry grew dissatisfied with the trade fair sector's development in the beginning of the 20th century. Small exhibitions and fairs sprouted everywhere. There were break-downs and scandals all around these shows. Any trust in the fairs and their organizations was lost. Therefore, the industry urged a creation of a committee that was in charge of reorganizing the trade fair sector with regards to the wishes of the exhibiting industries. A precursor of today's AUMA (Ausstellung- und Messeausschuss der Deutschen Wirtschaft e.V. / Association of German Trade Fair Industry) was established in 1907. It was established as an association to represent the concerns of industrial exhibitors. Due to the reorganization of the trade fair market and industry in Germany, the fair ground in Leipzig lost its monopoly position along the way. A decentralization of the German trade fair sector began. (Döring 1956, pp. 22ff; Neven 2005, p. 81; AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2007) After World War Two and the time of reconstruction, the AUMA became an even bigger and more powerful institution. The trade fair organizing companies joined the AUMA. By 1956 the institution represented not only the exhibitors anymore, but also the visitors as well as the organizing companies. In that time the whole sector re-established again after the war, and Hannover, Cologne and Frankfurt/Main resumed their businesses, further locations followed in the western part of Germany. (Fried, Boockmann 1990; Tandetzki, Kock 1999; Tasch 1997; Neven 2005, p. 83; AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2007) The trade fair in Leipzig still existed, but could not hold its position due to the division of Germany. The internationalization of the Western German trade fair business proceeded. (Neven 2005, pp. 84–85)

Already in 1970, the German trade fair sector arranged 43 international exhibitions. 48,000 exhibitors filled the fairgrounds then. The percentage of foreign exhibitors was at 35%. Altogether, the exhibitors booked 2.5 million square meters of exhibition space. 4.4 million visitors were counted at these German trade shows. (Neven 2005, p. 86)
Until 2011, these numbers grew enormously, despite the financial crisis in 2009: In 2011, for example, Germany hosted 134 international trade fairs that were visited by 9.5 million visitors. 159,945 exhibitors filled up 6.2 million square meters of rented exhibition space. The share of international exhibitors was at 55.4%. (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2012, pp. 15–16)

Figure 15: Trade fairs in Germany 2011 (in comparison to the respective previous events)



The percentages shown right of the bars show the change compared to 2010's figures.

Based on: AUMA Association of the German Trade Fair Industry 2012, p. 62

Situation today

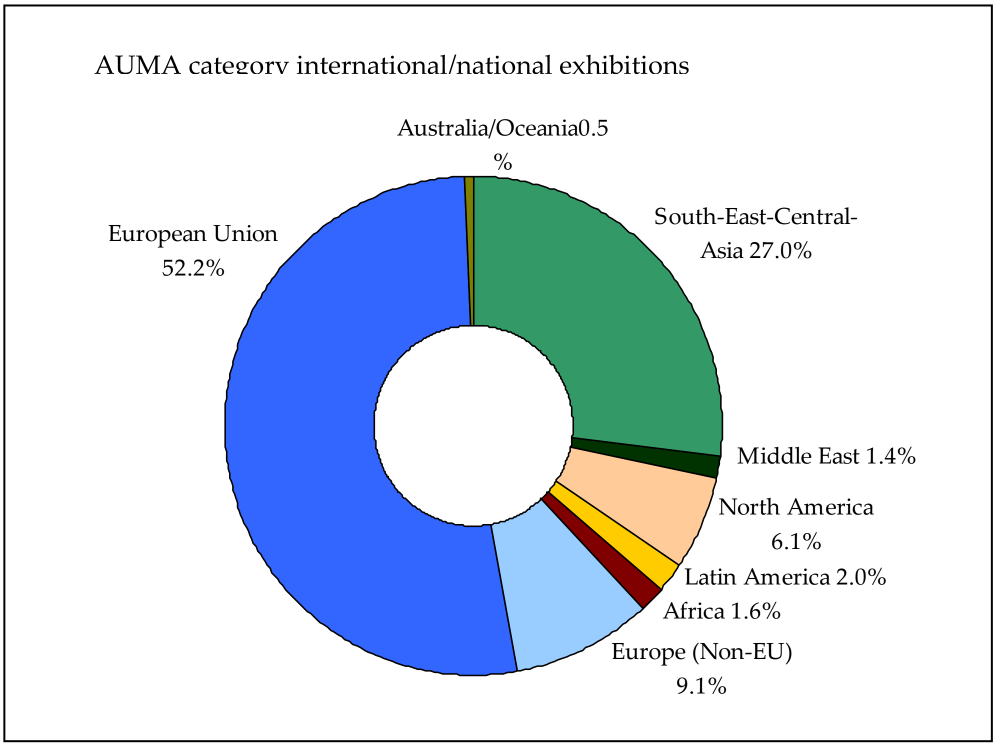
According to Pepels (2014, p. 401) Germany is the most important exhibition place due to its geographical location and its economic significance especially regarding the foreign trade.

In May 2015, the AUMA released the actual economic figures of 2014. In 2014, besides 154 regional fairs[33], 176 international trade fairs took place in Germany. Compared to the previous exhibitions, organizers talk about slightly positive results.[34] At these international fairs, 179,645 exhibitors presented their companies and goods to 9.72 million visitors. 6.82 million square meters exhibition space were used. The number of foreign exhibitors on German fair grounds has grown. More than 57% of the exhibitors were of foreign origin, mainly from Europe or Asia. (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015b, pp. 15-16, 20) The graph below illustrates these results:

[33] The 154 regional trade fairs cumulated 52,602 exhibitors and 5,887,966 visitors on 1,5 million m² exhibition space. (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015b, p. 16)

[34] Note of the author: As some trade fairs do not have a yearly cycle, comparisons cannot accurately be made by just comparing the figures of the previous years.

Figure 16: Origins of foreign exhibitors at trade fairs in Germany 2014



Based on: AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015b, p. 20

The trade fair market in Germany aims at various target groups and industries. Therefore, the trade fairs held in Germany can be divided into four major subgroups (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015b, p. 16):

- trade shows for capital and industrial goods,
- tradeshows for consumer goods which are aimed at trade visitors,
- trade fairs for consumer goods which are aimed preferentially at private visitors and
- trade shows for the service industry.

With 104 trade shows for industrial goods, they formed the biggest group of German trade fairs in 2014, followed by 44 tradeshows for consumer goods for trade visitors, 19 trade fairs for consumer goods addressing end-consumers and nine trade fairs aiming at the service industries.

The turnover of the German trade fair companies amounted to (temporarily) 3.5 billion Euro in 2014. Compared to the turnover figures of trade fair companies world wide, German trade fair organizing companies rank high: Five of the ten companies with the highest turnover are located in Germany, as can be seen on table 2. (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015b, pp. 16, 121)

Table 2: Turnover in € of exhibition companies worldwide
(with a turnover more than Euro 100 million)

exhibition company	**2013**	**2012**
Reed Exhibitions (GB)	1,017.0	1,051.0
GL events (F)	809.1	824.2
United Business Media (GB)	546.0	538.9
Messe Frankfurt (D)	544.8	536.9
MCH Group (CH)	385.5	323.1
Messe München (D)	353.0	298.4
Messe Düsseldorf (D)	322.9	308.5
Deutsche Messe (D)	312.0	251.3
VIPARIS (F)	297.4	327.6
Koelnmesse (D)	280.6	227.4

Based on: AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015b, p. 121

Not only turnover-wise does Germany mark an important platform for the trade fair business. Of the world's leading trade fairs[35] 75% take place on German fairgrounds. Furthermore, they serve about 120 different industries or branches. (m+a Internationale Messemedien, Deutsche Fachverlag GmbH 2015)

[35] A leading trade fair is characterized as the globally most important trade fair for one branch of industry. Consequently, it stands out due to its high quality and quantity of exhibitors as well as visitors of the industry. It is commonly a highly international exhibition. (Witt 2005, p. 11)

The AUMA grew together with the market. Over the years, many tasks and scopes of duties accrued. Not only does the association represent the interests of the groups involved within Germany today. The AUMA also maintains contacts with trade fair organizations worldwide and is a member of UFI, the global association of the exhibition industry. The AUMA collects trade fair data from all over the world and provides this to its members and the potential exhibitors at German trade fairs. In addition, the AUMA inter alia supports the Federal Ministry of Economics regarding participations in international fairs and conducts scientific research as well as educational programs on the trade fair industry. (Kötter 2013, pp. 23–24)

The seven German trade fair organizing companies with the highest turnover and the most exhibition space per fairground formed an additional institution to the AUMA. (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015b, pp. 121, 124) The trade fair companies of Frankfurt/Main, Munich, Düsseldorf, Hannover, Cologne, Nurnberg and Berlin have united and formed the “Gemeinschaft Deutscher Großmessen” registered association in order to represent the shared values and interest as well as concerns of the overall German trade fair market with the public. (Gemeinschaft Deutscher Großmessen e.V. 2014)

Most of the international (or supraregional) trade fair companies in Germany are organized in a similar way: They are not privately owned but have public shareholders, like the town council or the federal state they are located in. Another characteristic of these companies is the ownership of an own fairground, equipped with exhibition halls. Therefore, these trade fair companies aim not only at the highest turnover but also have to consider reaching economic goals for the local businesses. Examples would be spendings of the visitors and exhibitors on restaurant visits, hotel accommodation, cab rides and so on. (Witt 2005, pp. 6–8)

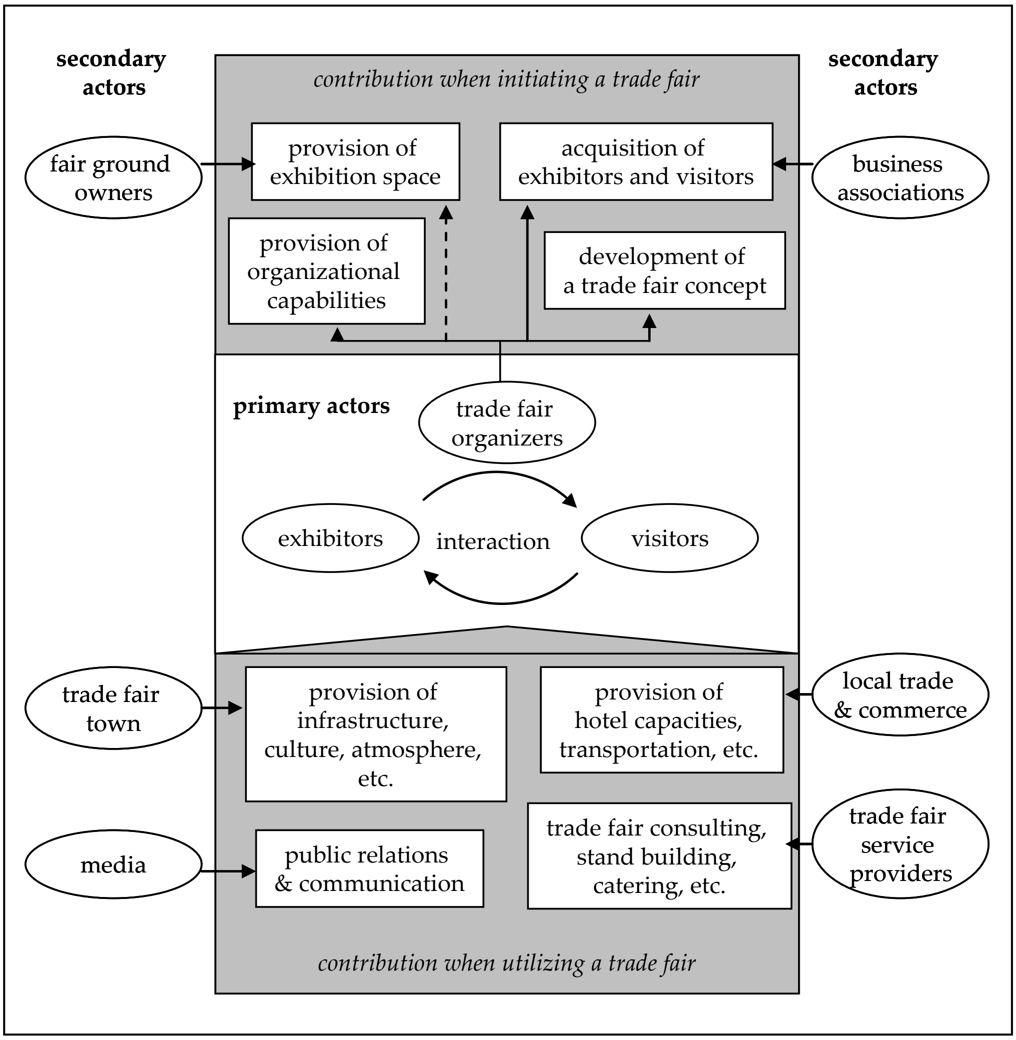
3.2 CORPORATIVE ACTORS ON THE GERMAN TRADE FAIR MARKET

The primary target groups for trade fair organizers consist of the fair's exhibitors and the fair's visitors as they both bring money to the fair organizing company. It is a typical characteristic for trade fairs, that the exhibitors as well as the visitors are not only customers, but also part of the product 'trade fair'. Only a right amount of each group and also the right quality of them make a trade fair successful. (Witt 2005, pp. 9–10; Grimm 2004, pp. 68-70, 72-73) It is not only important to get the biggest companies of the industries involved, but to get a well mixed audience on both sides. (Zygojannis 2005, pp. 38–39)

However, not only the exhibitors and visitors are actors in the trade fair market. According to Zygojannis (2005) the stakeholders can be divided into primary stakeholders and secondary stakeholders: The trade fair organizer, the exhibitors as well as the visitors are clearly the primary actors. Yet, on the secondary ground, there are also the company owning the fairground (if another than the one organizing it), trade associations, the town the fairground is located at, the media, the local businesses and the trade fair service providers.[36] Figure 17 illustrates the different groups of actors and states their main duties.

[36] See also: Robertz 1999, pp. 34–41.

Figure 17: Corporate actors on the German trade fair market



Based on: Zygojannis 2005, p. 31

3.2.1 Primary actors

Trade fair organizers

Trade fair organizers are companies and institutions with their primary task to organize and execute trade fairs. Furthermore, they develop new trade fair concepts and manage their implementation and advancement. Since there are many people and companies involved in a process of organizing an exhibition,

trade show organizers also take the function as coordinators of the service-providing processes. (Zygojannis 2005, p. 32) Although most of the bigger German trade fair companies own their own fairgrounds, this is not an obligation in order to be a trade fair organizer. The constellation of having a trade fair company linked to an own fairground is a rather German construct and not common in the international trade fair business. (Zygojannis 2005, pp. 34–35) However, four of the six biggest fairgrounds in the world (measured by exhibition space) belong to such German trade fair companies (Hannover, Frankfurt/Main, Cologne, and Düsseldorf). (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015b, p. 131) Reed exhibition, a world-wide acting trade show organizer, on the contrary, is the trade fair organizer with the world's highest turnover (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015b, p. 121)[37], yet does not own a fairground where the majority of its trade fairs take place. Reed Exhibition claims that it brings the trade fairs to where the customers are. The company then rents exhibition space from trade fair companies with own fairgrounds or takes other locations for the shows. (Reed Exhibitions Deutschland GmbH 2015; Zygojannis 2005, p. 36)
The third group of trade show organizers consists of associations. The VDW (Verein Deutscher Wekzeugmaschinenfabriken – German Machine Tool Builders' Association) as "the leading industrial association in the metalworking sector" (VDW Verein Deutscher Werkzeugmaschinenfabriken e.V. 2015) for example, acts as organizer of the METAV, an international trade fair for manufacturing technology for the metalworking industry and automation. This exhibition takes place in a two-year-cycle on the fairground of the Messe Düsseldorf GmbH. In this case, the trade fair organizer with an own fairground offers his exhibition space and infrastructure to the association. (Zygojannis 2005, p. 36; Messe Düsseldorf GmbH 2014)

Visitors

Predominantly, trade fairs in Germany are organized for trade visitors and business people. (Zygojannis 2005, p. 39) As Kresse (Kresse 2003, p. 107) defines, comprises the group of trade visitors all companies, that buy or provide trading

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[37] See appendix 2.

goods, capital goods, auxiliary materials, operating supply items, or services, or companies that would like to get an overview of the state of technology and offers in the markets. At trade fairs for investment goods, it can be differentiated between visitors which are part of a buying center[38], or users of certain products or services.

In 2002, the AUMA did a first detailed analysis of the structure of trade show visitors at German trade fairs. Attention was given to the goals that visitors have when visiting an exhibition. 60% of the probants wanted to get to know the innovations of the branch of industry, 40% called for getting ideas. 37% visited fairs to establish new business contacts or to renew old ones. 34% stated that they also aim at closing business transactions. (Neven 2002, pp. 40–42) In 2015, the AUMA published new survey results. Still the main reasons to visit a trade fair are to learn about innovations and trends in the markets (67%), collecting information (64%) and an exchange of experiences (56%). Buying products during a visit is with 26% now even less important to the visitors than it used to be in 2002. (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015c, pp. 10–12)

The visitors profile on the German trade fair market based on the annual AUMA survey indicated a structure of 72% domestic visitors compared to 27,8% international visitors. So 2.62 million international visitors visited German trade shows in 2014, most of them being European or Asian origin. (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015b, p. 126)[39]

Exhibitors

> "Exhibitors are those companies, parties, institutions or associations that are represented with one or more booth at a trade fair." (Selinski, Sperling 1995, p. 44)

As a general clustering, Uerding (1998, p. 91) categorized three types of exhibitors in his empirical research: The first group is primarily sales oriented. Trade fairs are used to initiate or close business trading. The second group tries to influence the potential future customer with his presentation at the exhibition. They try to

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[38] See chapter 2.2.

[39] For details on the visitors structure (foreign visitors) see appendix 3.

establish contacts or strengthen the ones that already exist. The third group consists of exhibitors with no clear goal direction. They rather wait and see which positive aspects can be taken home from the trade fair.

The AUMA trend survey among German exhibitors, carried out in 2013, revealed five main reasons why exhibitors participate in a trade fair. According to the research, exhibitors first of all want to increase the degree of brand awareness among their target groups. Then they also strive to maintain the contact to their regular customers. In addition, goals are to make acquisition of new customers, to improve the image of the company as well as the brand – and of course, to present and promote new products and services. (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2013a, p. 20)
For 2015 and 2016, German companies exhibiting on trade fairs forecast to participate in more than one trade fair in Germany or internationally. (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015a, p. 6) Also 86% of the exhibitors plan to spend equally or even more on their participations as in previous years. 81% of the respondents of the AUMA survey still value trade fairs as important or very important communication tool for their business despite the new media possibilities. They put more importance on trade fairs than on the sales force, for example. (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015a, pp. 12, 18)[40] The level of importance has nearly stayed the same within the past few years. (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2013a, p. 18)

As mentioned before, more than 57% of all exhibitors in 2014, present at German trade fairs, were of foreign origin. Mainly European as well as Asian companies were present, underlining the importance of these exhibitor groups. (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015b, pp. 15, 20)

[40] Charts with detail numbers on the marketing/communication budgets can be found in appendix 4.

3.2.2 Secondary actors

As seen in the illustration of the actors on German trade fair markets (figure 17), there are more parties involved in the organization of a trade fair, than just those three mentioned above. Closely linked to the main organizers of the trade fair, is also the owner of the fairground (if not the same as the organizer). The business associations as well as the trade fair service-providers have to be mentioned. In addition, the local businesses, the township of the fairground and also the media has a share in a successful trade show organization.

The fairground owner as well as the business associations both can be closely involved in the planning of an exhibition. As mentioned before, in Germany, the trade fair companies are often also the owner of the fairground. On the other hand, business associations can act as a host of a trade show, as the following paragraphs will show.

Fair ground owner

Basically, the owner of the fairground is in charge of offering the exhibition halls, the exterior exhibition space as well as a well functioning infrastructure on the fairground. Certain exhibitions have special requirements for the fairground. Trade fairs like the EMO in Hannover, the leading international trade fair for the machine tool industry, for example, call for carrying capacity of the halls' floors due to heavy machines that are presented. (Deutsche Messe AG 2014) In addition, streets on the fairground are needed to carry these machines to a company's rented exhibition space. The BAUMA in Munich, the world's largest and probably most important trade fair for the building industry (Messe München GmbH 2014) requires a big area outside the halls to display the different machinery, like lifting appliances and conveyors which would not fit into the exhibition halls. Therefore, the structure of a fairground can play an important part in choosing the right location for a new exhibition. (Zygojannis 2005, pp. 43–44) The biggest seven German trade fair companies (untited in the Gemeinschaft deutscher Großemessen e.V.) have an cumulated exhibition space of 2,825,208 square meter available. (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015b, p. 124)

In order to stay compatible world-wide, German trade fair companies also invest in building new fairgrounds in other countries. The 2001 opened Shanghai New Exhibition Center (SNIEC) is a joint-venture of Deutsche Messe AG of Hannover, Messe Düsseldorf GmbH and Messe München GmbH. (Shanghai New International Expo Centre Co., Ltd. 2011)

Business associations

As stated before, business associations can act as trade fair organizers. However, even if not in the role as organizer, business associations can influence the appearance and the character of a trade fair. As a voice of the branch of industry they represent, business associations are usually members of the industry's trade fair advisory board. In this function, they play an active role in the design of a new exhibition or a development of an existing trade fair. Theoretically, it would also be possible that a business association builds a fairground itself to act as a trade fair company in its original meaning. (Zygojannis 2005, pp. 41–43)

Trade fair town

Trade fair towns are the towns with fairgrounds and where trade fairs take place frequently. Usually, these towns are located in areas with a convenient infrastructure, meaning a transport network with well established rail-road-air connections and a good local business structure, so that all products and services needed by the exhibitors and visitors are available. (Zygojannis 2005, pp. 44–45)
The local surroundings of the trade fair also have a big impact on the image of the trade fair. If the people involved can get easily to and from the fairground, if they can get hotel accommodation close by, if the restaurants and shops are as desired and the public transportation is convenient, this makes visitors as well as exhibitors more satisfied with the trade fair in general. Additional benefits are a pleasant atmosphere in the downtown area, cultural offerings, leisure time facilities and so on, to make the guests in town feel welcome and content. Thus, it is also profitable for the town if the city marketing and the trade fair management are working closely together in promoting the town and the exhibitions. (Zygojannis 2005, pp. 45–46)
For the town itself, supporting the trade fair business can be very profitable for all different kind of local businesses. If an exhibition grows to be a big international

show, many guests come to town – and spend money there. Moreover, a flourishing local economy saves and establishes more places of employment. However, the direct connection of these positive side aspects and the single trade fairs is hardly measurable. (Zygojannis 2005, pp. 46–47)

Local trade and commerce

Like mentioned above, the local trade and commerce can also profit from the trade fair business, as long as they also offer their share in supporting it. Hotels, restaurants, taxi companies, local public transportation, florists, retail, handicraft businesses etc. all can gain lucrative sales in return for their support. (Zygojannis 2005, p. 47; Arzt 2007, pp. 32–33 based on Robertz 1999)

Media

Trade fair companies use media before, during and after the actual exhibitions. Before the exhibition starts, news coverage can enlarge the number of exhibitors and visitors due to interesting insights. During the trade fair news coverage of the show, the innovations and trends of the industry are a sign for how important a trade fair is. Trade fairs are often even evaluated by the number of published articles about it. After the exhibition, the coverage can be extended up to several months after the actual event in order to shorten the time until the next edition of the trade fair takes place and keep it alive in the customers' minds. (Zygojannis 2005, p. 48; Roloff 1992, pp. 141–143)

For exhibitors, journalists create a very important target group. With intensive and positive news coverage about a company, a positive image can be supported plus, the companies' innovations, presented at the fair for the first time, can gain a high profile among potential customers. (Zygojannis 2005, p. 49; Andrich et al. 2008, p. 178)

Trade fair service providers

To make a trade fair or a company's booth work, many different services are needed. Therefore, the range of service providers is large. Trade fair service providers are often specialized in offering services exclusively for trade fairs, then mostly to support the exhibitors. Offered services can range from the stand building and electricity to water supplies, can be the service of a florist, a caterer or the provider of hostesses, or the transportation of goods to the fairground as well as trade fair consulting services, for example. (Zygojannis 2005, pp. 47–48; Klante 2008, p. 281)

Trade fair companies usually have certain service providers as fixed partners to guarantee a smooth procedure of each fair. In general, these providers in partnership with the trade fair company have a representative office on the fairground. (Delfmann, Arzt 2005b, p. 461) A very typical service provider on the fairground is an official fairground-carrier. (Haeberle, Bühler 1992, p. 280) Some of the services such a company provides are the transport of goods on the fairground, the custom clearance, or the storage of packaging material during the time of the exhibition. (Groß 2004, p. 19)

Beyond that, exhibitors can also choose external service providers to work with. Those are not linked to the trade fair company directly but are a partner to the exhibiting company. (Prager 2012)

3.3 SERVICE OFFERS OF GERMAN TRADE FAIR ORGANIZERS

This study's topic is concerned with the selling of services for trade fairs. Therefore, it is relevant to take a closer look at these services and how they can possibly be categorized for future marketing activities. Thus, the following subchapters broach these issues.

3.3.1 Additional services and their relevance for the core business

The core product of trade fair companies is the organization of fairs, meaning the offering of exhibition space. The positioning of the product "trade fair" is rather difficult due to the fact that a trade fair itself has service characteristics and can also be seen as communication platform for the visitors and exhibitors alike. Therefore, a trade fair is more complex in its commercialization respectively branding. (Delfmann, Arzt 2005a, p. 108) As seen before in chapter 2.1, services are characterized by its immateriality, the integration of the external factor and the performance level. All these aspects are also valid for the good 'trade fair'.

The additional service offers the trade fair companies provides besides the exhibition space and communication platform, so called 'non-space-products', are not rated as core products of a trade fair organizing company. (Witt 2003, pp. 505–506) They show in a very distinguished way the service orientation of a trade fair company, and, therefore, can be rated as a marketing-tool. (Kalka 2005, p. 355)

Non-space-products can develop to become a key element for differentiation from the competitor. (Witt 2003, p. 507) In order to reach this stage, the trade fair company should establish a full-service-range to the actors on their market to support them in reaching their goals. Full-service means offers for all actors. One example could be the association that is looking for a trade fair company as a partner for realizing their show. A trade fair company with a suitable fairground and infrastructure plus a well equipped and functioning non-space-product-catalogue can make the organization of the exhibition much easier for an association. On the other hand, an exhibitor might feel in good hands on a fairground that is so well organized that it can offer many good services in addition to the exhibition space. The degree of customer satisfaction can be strengthened through these additional offers. Customers might feel the motivation to develop a closer business relationship. Exhibitors might see the advantages of cost and time savings and can exhaust trade fair potentials better due to experienced service partners. Non-space-offers can also take an essential part in establishing an overall positive image of a fairground and the company behind it. Nevertheless, when developing a wide service-program, it is important to integrate the external factor. This ensures the balance between what is offered and what is needed or wished for by the customer. (Witt 2003, pp. 508–509) Naturally, the employee on the service provider's side takes an important part in this kind of business relationship. As already discussed in chapter 2.1, selling services depends a lot on the individual selling the goods. The employee selling the service offers needs a service-orientation towards the customer, needs to be friendly, competent and showing motivation to help. As services are credence products, the effort of the sales representative is essential for the whole process. (Delfmann, Arzt 2005c, p. 129; Kalka 2005, pp. 355–357)

3.3.2 Constitution of service clusters

According to Kalka (2005, pp. 355–357) services offered by trade fair companies can be categorized considering different angles, some of them are listed here:

- **by the time:** Some services are relevant before the exhibition in the planning process, other are relevant during or after the exhibition.
- **by the place, the service is offered at:** Some services are accessed at the place the exhibitor's company is located; services like the ones of travel agencies are used during the journey to the fairground; in town, a visitor might use the hotel reservation service; the provision of a telephone-connection might be used in the booth.
- **by the equivalent, granted for the service in return:** Does the user of the service have to pay for it or is it free of charge?
- **by the target group, the service is aiming at:** The service could be directed at e.g. exhibitors, at visitors, at the media, at partners of the trade fair company.

- **by the expectations of the customer:** Some services are naturally expected by the customer, like restaurants inside the exhibition halls, electricity, telecommunication services. Others should be there in the eyes of the customers as they are also offered at other fairgrounds, such as VIP-member clubs, hostesses, an internet portal. A third group would be the services that the customer does not expect to find, yet are positively valued in case he finds them as for example a sales tax refund service or a virtual stand planning.
- **by the duty of the customer** While the customer can expect certain services, he also has an obligation to use certain services. Kalka (2005, pp. 356–357) divides such services into two groups: compulsory services and facultative services. She puts her focus on services exhibitors use. The compulsory services are those that customers have to order from the trade fair company like electricity connections and water supplies. Voluntarily, they can book further services like the stand building or the advertising service from the trade fair organizer.

  The heads of the service departments of some German trade fair companies would even consider three different categories in this respect: First of all there are services, which are essential/mandatory and can only be ordered from the trade fair company, such as electricity, water and waste management for the booth. The second group of services is classified by their characteristics which make them mandatory, however, they can be ordered from trade fair company or external providers. For example, it is essential to have a stand build on the rented exhibition space. This stand can be build by a stand builder, booked through the service offers provided by the trade fair company, or the exhibitor can also contract an external stand builder who is no partner of the trade fair company. The third group of services marks services that are not mandatory for an exhibitor's presentation at the fairground. They can also be ordered by the trade fair company directly or through an external provider. Typical services in this category would be the mailing of invitations to the show to potential visitors branded by the exhibitor, the work of florist or catering services on the stand. (Prager 2012[41])[42]

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[41] See memo in appendix 1.

3.3.3 Competitive situation on the service market for German trade fair companies

A trade fair can only be successful if numerous service providers are involved. Stand builders, designers and specialized event organizers are most important, yet, a trade fair cannot be successful without carriers, training offers for stand personnel or the gastronomy and hotel industries. (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2013b, p. 8) As the FAMAB e.V (Association for Direct Business Communication) concluded, service providers engaged in the trade fair business should be regarded as one branch of industry. Due to its diversity then, it is hardly possible to analyze the situation on this market, though. In addition, the necessity to order services for trade fairs correlates positively with the trade fair cycles and the numbers of trade fairs executed in a defined period of time. (FAMAB e.V. - Verband Direkte Wirtschaftskommunikation 2015) Nevertheless, as a small indication, the FAMAB e.V. provides information about the stand builder industry in its 2014-15 report as one example for the trade fair service industry. On the basis of only the stand builders that are members of the FAMAB e.V., the turnover in 2014 amounted to 2,2 billion Euros. The branch's number of employees is moderately growing as is the order situation. (FAMAB e.V. - Verband Direkte Wirtschaftskommunikation 2015)

Based on the research conducted by Kirchgeorg et al. (2012), it can be expected that the competitive situation regarding services accompanying trade fairs is going to increase. Trade fair organizers as well as external service providers will try to use their service offers to stand out from the competitors in the market. (Kirchgeorg et al. 2012, p. 19)

[42] As this categorization fits best to the problem to be analyzed in this project it will be taken into consideration for the research later on.

3.4 INTERIM CONCLUSION CHAPTER 3

The German trade fair market is a steady market with still slightly growing figures. Although the industry has suffered during the economic crises in 2009, it is back to a solid strength. The German trade fair industry also has a strong position in the international exhibition market.

The service offers in the market are fairly diverse. Some are mandatory to order through the fair ground owner; others are optional and can also be demanded from external suppliers, meaning not the trade fair organization or the fair ground owner. These optional services are the services, the organizers want to improve sales in. Based on the positive economic situation, the potential is evident. However, common marketing strategies have not been of satisfactory use in the past. As the competitive situation regarding service providers at trade fairs is predicted to grow, the trade fair organizing companies in Germany should find out, how to face this challenge in the nearer future. Establishing a strong business relationship derived from the principal-agent approach and the creation of trust as a success factor, might be the strategic advantage when reflecting the current information of the market as well as the findings of chapter 2.

4 DERIVATION OF HYPOTHESES FOR THE EMPIRICAL RESEARCH

Although the literature review gave a deep insight in the relevant areas, the specific research question, how trade fair organizers can sustainably, meaning over a long term, sell their provided services, cannot be answered to full satisfaction. It became obvious through the secondary research, that much has already been discovered in the various fields. However, no specific research on this exact matter has been carried out so far. Based on previous findings, the general results or survey findings from other industries cannot be simply transferred to any other area of business. Different industries seem to react differently to the matters of service and business-to-business marketing, business relationships and trust.[43] So, derived from the research question and aims from this project, specific primary research within the trade fair industry has to be carried out.

Deducted from the secondary research, hypotheses for the area of business in focus can be formed. Hypotheses are propositions made concerning characteristics of a relevant target group. Their usefulness and confirmation need to be tested by empirical research. (Bortz, Schuster 2010, p. 97) Popper states, though, that the development of hypotheses does not have to be linked to a logical reconstruction. Often, hypotheses are found by scientists through intuition instead of scientific rules. This is also completely acceptable in the scientific world as not the hypothesis itself is crucial but its testing. (Schurz 2013, p. 27)
The main goal of sciences in general linguistic usage is characterized as the search for truth. However, this would imply that something like truth exists in science. (Merten 2007, p. 37) Popper on the other hand obliterates this implication. He claims, that although we are striving for the certainty, fact is, that we can only assume that we are getting closer to the truth. Though, we never can be certain. (Popper 1996, p. 4)[44] Therefore, the goal in science should be to find explanations

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[43] See chapter 2.

[44] "Our aim as scientists is objective truth; more truth, more interesting truth, more intelligible truth. We cannot reasonably aim at certainty. Once we realize

for things that are worthy to study. (Popper 1973, p. 213) The hypotheses have the function to connect the given findings and formulate a statement to close the gaps of knowledge in order to use this statement for further research in reality. (Vaihinger 2013, p. 148) Hypotheses can then be falsified in empirical research if the findings do not correspond with the formulated hypothesis. Nevertheless, hypotheses can only be temporarily confirmed but not verified, as future findings might modify the previous research results. (Töpfer 2010, p. 55; Moulines 2008, pp. 62–63)
As theories already exist in this field of research, inductive research has been conducted. These findings are therefore taken to form hypotheses, which are tested then for a special field. Consequently, this leads to a deductive research approach. (Kuß 2012, p. 21; Töpfer 2010, pp. 62–69)

In the present case, three superordinated hypotheses can be formulated in order to answer the research question more specifically than the literature review and current state of research can. They are deducted from the information found during the secondary research. Their aim is to measure correlations and/or the differences and distributions within the subsets of the sample. (Töpfer 2010, pp. 206–207)

Hypothesis 1 tests the correlation between the exhibitors' wishes for sustainable business relationships with their trade fair-service providers and their estimation of relevance for trust to be an essential aspect for building such a relationship. Missing information and the related risk of choosing the wrong provider or service might prevent an exhibitor from committing himself to a lasting business relationship with a service provider. Based on the literature findings, trust is an essential aspect to fill the gap of information asymmetry which is particularly present in the service business.[45] The null hypothesis and the alternative hypothesis are therefore formulated as follows:

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that human knowledge is fallible, we realize also that we can never be completely certain that we have not made a mistake." (Popper 1996, p. 4).

[45] See chapter 2.3.

Hypothesis 1

$H0_1$: If an exhibitor in the German trade fair market seeks a long-lasting relationship with his trade fair service provider, he does not regard trust as an essential factor to maintain such a business relationship.

$H1_1$: If an exhibitor in the German trade fair market seeks a long-lasting relationship with his trade fair service provider, he does regard trust as an essential factor to maintain such a business relationship.

Hypothesis 2 examines differences regarding the valuation of trust building determinants among subsets of the sample. The sample is to be divided according to defined characteristics. (Those characteristics will be named in the following chapter, when the sample is to be analyzed in detail.) The goal is to find possible differences or similarities as well as distribution data in order to identify ways to trigger the most effective methods to build trust in the future. Therefore, the null hypothesis and the alternative hypothesis are formulated as follows:

Hypothesis 2

$H0_2$: Exhibitors in the German trade fair market do not show significant differences in their valuation of trust building factors according to their characteristics.

$H1_2$: Exhibitors in the German trade fair market show significant differences in their valuation of trust building factors according to their characteristics.

Hypothesis 3 also aims at the examination of differences and distributions within the subsets of the sample. The subsets are to be defined as stated above. Hypothesis 3 however, focuses on the ratings the exhibitors assign to the trust building communication aspects. The objective is to discover the most effective ways of communication to build and maintain trust with the diverse group of trade fair exhibitors.

Hypothesis 3

$H0_3$: Exhibitors in the German trade fair market do not show significant differences in their valuation of methods to establish a trust building communication a service provider should direct towards his customers according to their characteristics.

$H1_3$: Exhibitors in the German trade fair market show significant differences in their valuation of methods to establish a trust building communication a service provider should direct towards his customers according to their characteristics.

To round off the primary research, the often recalled buying center will be in focus with the purpose to identify possible clusters for future adaption.

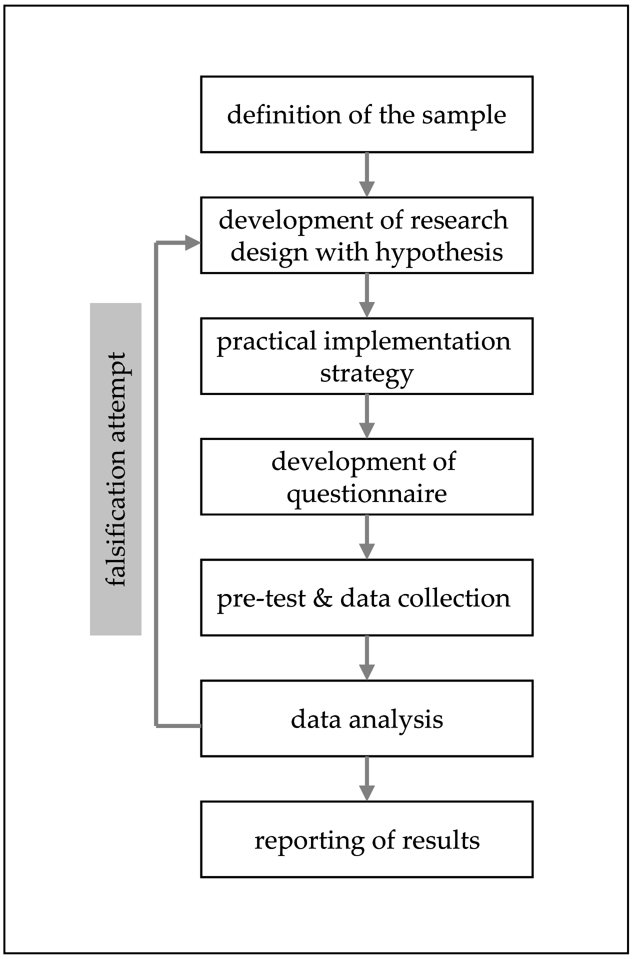
5 EMPIRICAL ANALYSIS IN THE GERMAN TRADE FAIR MARKET

5.1 SPECIFICATIONS FOR PRIMARY RESEARCH

Generally, the market research process follows a certain pattern. After the research problem has been clearly defined and could not be solved by secondary research[46], a primary research, also called field research, should be carried out. In the following step, the researcher needs to decide on a research method like performing an experiment, carrying out an observation, or conducting a quantitative or qualitative survey. (Weis, Steinmetz 2008, pp. 30–40)
Among all the different methods of market research, quantitative research is conducted to examine a defined part of reality by testing hypotheses. These hypotheses are formed after an extended literature research and when the current state of research cannot answer the research question focused on a certain field. (Mayer 2009, p. 28) A standardized questionnaire helps to facilitate a quantitative research. (Mayer 2009, p. 58) Seeing that this fits perfectly well to the distinct research situation, quantitative research should be in focus in the following.
After the decision to conduct a quantitative research by means of structured questionnaire, the subsequent process looks as illustrated in the chart below:

[46] Secondary research is defined as "research using information that has already been compiled and formatted. It is different from primary reseach, which is also known as original research. Analysis is frequently done with research that has been provided by a third party. […] In research, it is important to assess the secondary information that exists before time and money is spent to conduct new research. […]" (Doyle 2011, p. 342)

Figure 18: Quantitative survey – from sample to report



Based on: Mayer 2009, p. 58

The first step has to be the definition of the survey's sample according to the target group in focus. Since most of the time, it is not possible to involve the whole population in the survey, the researcher has to define a sample and decide on a way of sampling. In the end, the sample should display a picture with a similar structure as the population, referring to certain characteristics of the population (e.g. age of members, gender, company size and so on). Then the hypotheses have to be clearly defined. They mark the basis for the following research. However, before designing the final questionnaire, the questions raised during the studies of the theory have to be transferred to the current research problem. Decisions regarding the levels of measurement of scales need to be taken. The set of questions resulting from this work now has to be phrased to fit the purpose as well as the target group and has to be put into a systematical and logical order. Before addressing the whole sample, it is wise to test the questionnaire in a pre-test in order to eliminate weak points as unclear questions being a source for misunderstanding. While creating the questionnaire, the framework for the execution of the survey has to be distinguished as well. The timing of sending out the questionnaire respectively the reminder(s) should be decided on. The procedure of delivering and collecting the questionnaires among the test persons needs a set-up. Once the revised questionnaire is ready for mailing and the timing is correct, the actual data acquisition takes place, followed by a statistical analyses and interpretation of the results. A comparison with the hypothesis from the beginning of the process and its documentation closes the market research process. (Burns, Bush 2000, pp. 302–381; Berekoven et al. 2009, pp. 31–33; Weis, Steinmetz 2008, pp. 30–34; Mayer 2009, pp. 58–59)

With regard to the literature research as well as the consideration of the current state of trust-research, several aspects of building trust between business customers and sellers could be revealed. However, it became obvious that – based on previous research – no overall valid answer to the trust-building factors can be given. It was found out that several determinants can be responsible for building and maintaining trust. Nevertheless, different industries show different focuses. Moreover, the focus on certain trust determinants might also differ regarding the services required. Communication as a tool to build and strengthen trust between business partners also consists of different parameters which are valued differently with different target groups.[47] A more detailed research among the particular target group has to follow. As mentioned above, a quantitative survey with a structured questionnaire fits to the research situation in focus. Therefore, this method is to be used.

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[47] See chapter 2.4.6.3.

5.1.1 Definition of the research sample

The German trade fair industry consists of a very broad variety of customers in the market. 2/3 of the global leading trade fairs of the various industries, e.g. construction machinery, automobile, medical, leisure, or fashion, take place in Germany. Each year, there are approximately 150 international trade fairs with up to 180.000 exhibitors. (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2014) Considering previous research results, it is nearly impossible to clarify the trust determinants for all trade fair exhibitors at once. Therefore, in order to realize a controlled sampling which leads to convincing results, a primary research is to be conducted in one industry exemplarily.[48] A second trade fair is to be analyzed for comparision.

After negotiations with the service department of the Messe Düsseldorf GmbH, one of the leading German fair ground operators, the world's largest medical trade fair MEDICA has been chosen as sample exhibition for the further main research. (Prager et al. 2012[49]) The MEDICA has already existed as important platform for the medical industry for over 40 years. (Messe Düsseldorf GmbH 2015a) This trade fair takes place in Düsseldorf, Germany, every year. In 2014, for example, 4,831 exhibitors representing 67 countries used this platform on more than 118,000m^2 of exhibition space for exchange with about 130,000 trade visitors from 120 countries. It is an established product with recurrent and growing clusters of actors. (Messe Düsseldorf GmbH 2015c, 2015d) Current studies of the worldwide medical market also confirm further economic growth of the industry. Expansions on the emerging markets, the implementation of new technologies, new developments in treatments, biotechnology, gentechnology, and nanotechnology are just a few directions and trends that move the medical industry forward. (PricewaterhouseCoopers 2015; PwC 2012; Taylor et al. 2014)

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[48] The goal is to establish a research method which can be used and transferred to investigate other industries as well later on.

[49] See appendix 5.

Consequently, this particular trade fair shows potential to function as model exhibition for proceeding research.
For comparison reasons, a second industry is investigated in the course of the study. The decision has been taken in favor of the global glass manufacturing industry which meets at the trade fair 'glasstec'. This selection was preliminarily made for practical reasons and based on some characteristics of this particular exhibition. Details are given in chapter 5.2.5 when the glass working industry is being analyzed.

Back to the MEDICA and the global medical industry as main object for research, the target group is considered. In order to define the population and - resulting from that - the sample size, the group of exhibitors at the fair is examined in detail. First of all, it needs to be noted, that many companies listed as exhibitors are not booking their own stand. They also merge for their trade fair activities and split cost or they participate in an association booth. (Biedermann et al. 2012[50]) With those "side exhibitors" it is difficult to negotiate who is in charge of buying the services needed for the booth. Therefore, the target group gets reduced to the main (direct) exhibitors, which then amounted to a number of 2,334 exhibiting companies according to the MEDICA database.

Cochran's theorem is a formula often used in marketing and statistics literature to estimate the valid sample size for justifying survey results.[51] This method is generally used when the elements of the sample are characterized by dichotomous values, meaning that the element either holds a certain characteristic value or not. (Burns, Bush 2000, p. 437) The formula can be affirmed as follows:

$$n_0 = \frac{(t)^2 \cdot (p) \cdot (q)}{(d)^2}$$

Where

[50] See memo in appendix 5.

[51] See for example: Bortz, Schuster 2010, p. 80; Gonzalez 2009, p. 300; GfK Polonia 2013, p. 6; Eichenberger et al. 2011, p. 29.

- n is the sample size to be calculated.
- d signifies the margin of error, a researcher is willing to accept, meaning the desired accuracy to the survey results. For categorical data, a margin of error of 5% is commonplace and acceptable according to Barlett et al. (Barlett et al. 2001, pp. 47–48)
- t equals the value for the alpha level. This level shows the acceptable risk a researcher is willing to agree to "that the true margin of error exceeds the acceptable margin of error" (Barlett et al. 2001, pp. 44–45) in the survey. According to literature and experts, the alpha level is generally set to 0.05, sometimes to 0.01. However, 0.05 is proven acceptable for most research problems. The t-value in the formula therefore results in 1.96. (Burns, Bush 2000, p. 437; Weis, Steinmetz 2008, p. 93)
- p stands for the estimated variability in the population while q = (100 –p). If the variability in the target group is known, these values should be used. However, this is often difficult. In that case, the proportion should be assumed to be 50% to 50%. This maximizes the variance and leads inevitable to the 'worst case scenario' and to a maximum of the sample size. (Anderson et al. 2014, p. 214)

If then, the calculated sample size exceeds 5% of the population, Cochran (1977, pp. 77–78) recommends using his correction formula in a second step:

$$n_1 = \frac{n_0}{1 + (n_0 / \text{population N})}$$

Transferring the requirements of applying this formula to the population and research question in focus, the overall important matter to define the sample size could be the query whether the exhibitors asked consider trust as an important aspect for a business relationship with a service provider or not. As the distribution within the target group regarding this aspect is not known, the assumption has to be made that 50% of the population value trust in their business relationships while the other 50% do not. This maximized the required sample size as mentioned above.

$$n_0 = \frac{1.96^2 \cdot 0.5 \cdot 0.5}{0.05^2} = 384.16 \approx 385$$

correction:

$$n_1 = \frac{384.16}{1 + 384.16 / 2{,}334} = 330{,}49 \approx 331$$

Considering this aspect as main reference to determine the sample size, 331 exhibitors should be questioned in order to get a representative sample.

However, considering the usefulness of this research, it might be more effective to put greater attention to the methods of stratified sampling. Stratified sampling is used in market research when the heterogeneous population can be divided into rather homogeneous sub-populations of which the samples are then taken according to the structure of the population. The members of each sub-population are still randomly chosen as every member of the population has the chance to being asked. Dividing the population into strata minimizes the sampling error. (Weis, Steinmetz 2008, pp. 97–99; Berekoven et al. 2009, pp. 47–48) In order to prove the transferability of the sample results to the population the comparison of the sample's structure with the structure of the population is essential. Therefore, the knowledge about the structure within the population is required. (Berekoven et al. 2009, pp. 47–48)

Taking into account the diverse population of exhibitors of the MEDICA 2012, different aspects can be contemplated when planning the sample's strata. It was discussed with the cooperating trade fair organization and a representative of their advisory market research institute what characteristics could be useful for a deeper analysis of the target group on an elevated level, meaning company level, instead of the specific details on the members of the buying center. In previous surveys with exhibitors, the exhibitor status, the booked stand size as well as the origin of the exhibitor have been common aspects for diversification. (Biedermann et al. 2012) Together with the findings on service marketing, business-to-business marketing as well as the German trade fair market, these divisions seem reasonable also for this analysis.[52] Moreover, this data can be retrieved form the MEDICA customer database of the Messe Düsseldorf GmbH. Cconsequently, the structure of the population can be shown for reconciliation between the sample and the population. (Prager et al. 2012)

So, the **exhibitor status** claims whether the exhibiting company has taken part in the MEDICA exhibition before, or if it is new to the trade fair and the organization. This links to the experience level of the (potential) customer and the buying techniques of the buying center.[53] The **stand size** indicates the space a company has booked on the fairground for the period of the exhibition. For the trade fair business, the company size is less important and less in focus than the square meters sold.[54] The sold square meters lead to the turnover results for the trade fair organizer. Therefore, this aspect should be considered as well. (Prager et al. 2012) The third aspect to be considered is the **origin of the exhibitor.** As the trade fair business on the big German fairgrounds is a very international business (AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015b, pp. 16,20-22), the origin and cultural background of the exhibiting companies should not be neglected as a distinct characteristic regarding different ways of thinking about trust-building and communication matters. This has also been proven by the literature review on service marketing, business-to-business marketing and the study on trust research in economics.[55] Therefore, in the following subchapters, these subgroups or strata are to be taken into account for further analysis of the survey data.

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[52] See chapters 2 and 3.

[53] See chapter 2.2.2.

[54] Although, at least for the MEDICA structure, it correlates positively with the company size. The calculation can be found in appendix 6.

[55] See chapter 2.

5.1.2 Illustration of the survey's implementation in practice

The next step is to plan how this sample could be reached. In the view of the fact, that the MEDICA 2012 took place end of November 2012, the questionnaires is sent out in January 2013. Two major aspects lead to this timing: The review of the trade fair activities usually takes the exhibitors quite some time and secondly, Christmas holidays were coming up shortly after the trade fair. Therefore, mid-January seems like an appropriate timing to start the survey. The survey is to be filled in online. As exhibitors are spread all over the world after the term of the trade fair, and since most of the communication in general between the trade fair company and the exhibitor is carried out online, this way seems most suitable. Additionally, MEDICA exhibitors have been part of online surveys of the Messe Düsseldorf GmbH before with positive responses. (Prager et al. 2012) Depending in the origin of the contact in the database, a link to either the German or the English version of the questionnaire is to be sent out (foreign contacts receive the English version.)

The link to the questionnaire is sent directly to the contact person whose details are stored in the MEDICA database as responsible for ordering services. The emails are personalized unless an info-address or another kind of collective address is stored. After sending out the first invitation to fill in the questionnaire, the potential respondent has two weeks time to take part. If necessary, due to a lack of participants, a follow-up email is to be sent as a reminder to the ones who have not responded yet after those two weeks.

5.1.3 Development and description of final questionnaire

According to Burns and Bush (2000, p. 344), a questionnaire has six different functions:

(1) It translates the research objectives into specific questions that are asked of the respondents.
(2) It standardizes those questions and the response categories so every participant responds to identical stimuli.
(3) By its wording, question flow an appearance, it fosters cooperation and keeps respondents motivated throughout the interview.

(4) Questionnaires serve as permanent records of research.
(5) They speed up the process of data analysis. […]
(6) They contain information upon which reliability assessments such as test-retest or equivalent form questions may be made, and they are used in follow-up validation of respondents' participation in the survey. "

Development of draft

With these functions kept in mind, a questionnaire regarding the current research problem and directed to the defined target group is developed.

The development process starts with a random collection of questions necessary in order to solve the research problem. After the collection of these questions is finished, the questions are divided into clusters and brought into a logical order. To prevent the respondents from quitting to answer the questionnaire, it is important to keep it as short as possible, to design it in an easy to answer format and to give it a clear structure. (Mayer 2009, pp. 79-80) Basically, the first draft of the questionnaire contains four major parts. The determinants to build trust in seller-buyer relationships make the beginning. Questions regarding the purchase of services and the general importance of trust in business relationships follow. The third topic is concerning the aspects of communication for developing and strengthening trust. The statistical questions for classification purposes complete the questionnaire. An introduction is renounced due to the fact that the questionnaire is sent out by email which includes an introductory letter. The questionnaire is translated into German and English.

Pre-test & revision of questionnaire

After a drafted has been developed, the draft is tested in two different ways: First, the developed questionnaire is discussed with a member of the service department of the Messe Düsseldorf GmbH and a representative of an external market research agency. This agency has already carried out a number of research projects for the company, therefore knows the exhibitors and has a certain insight of do's and don'ts as well as experience in the field. The representative of the service department of the Messe Düsseldorf GmbH also knows the target group but also has a clear insight on the seller's sight.

This working meeting results in several changes of the draft version of the questionnaire. One major change made in the process is the adaptation of the scales. The draft version used Likert scales[56] with four response possibilities. The idea was to make the respondent decide whether his answer tended towards the positive or the negative side. However, the market research expert claims, that although this sort of rating system is often used in marketing practice, it has shown disadvantages especially when conducting international market research. In some societies, like in Japan, the center is important. Due to the internationality of the research, there should be a middle score to chose. Furthermore, by adding a fifth gradation, the center becomes measurable. If a respondent is not 100% sure if he is convinced or satisfied with the answer, he can choose the middle.[57] In most cases, choosing the middle does not necessarily mean, the respondent does not agree. Plus, if a respondent is clearly negative towards an issue, experience has shown, that he is then determined to show it. Therefore, on a scale from 1 (= totally disagree) to 5 (= totally agree), a 'neutral' 3 can be judged as a slightly positive attitude. Moreover, a sixth field is added. 'No opinion' gives the test persons the possibility to skip a question. This way, the termination rate among the respondents can be lowered, the expert says. (Prager et al. 2012) Therefore, the final version of the questionnaire is adapted accordingly. Additionally, some other changes regarding wording and relevance of statistical data are made. The introductory letter to the potential respondents is also revised taking advantage again of the experience provided by the market researcher. After the adaption of the questionnaire according to the results of the interview, a second pre-test is performed. This time, the wording stands in focus of the test. Both, the German as well as the English version of the questionnaire are presented to a test group of native and non-native speakers of both languages. They are supposed to answer the questionnaire and mark unclear or illogical questions. Adjustments are made afterwards, so that the questionnaire and the introductory email are finalized.

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[56] Likert scales are generally used to measure attitudes and opinions. (Mayer 2009, p. 87)

[57] See also: Mayer 2009, pp. 83–85.

Description of the final questionnaire

All recipients of the final questionnaire receive an email with a link to the online questionnaire. It briefly explains the purpose of the survey and indicates the importance of participation. A statement of confidentiality and the approximate time needed for answering are added.[58]

The questionnaire[59] starts with a warm-up question. Warm-ups are questions to get the respondent started on the questionnaire and to get him interested in the topic. They are simple questions and easy to answer. Usually, this kind of questions has no intention to add any valuable information to the survey's analysis. (Burns, Bush 2000, pp. 361–362; Mayer 2009, p. 95) In this survey, the question is not evaluated either. This question is asked as a dichotomous closed-ended question with a yes/no-answer possibility. (Burns, Bush 2000, p. 305)
Since the questionnaire should be kept short to limit the termination rate, the second question directly enters the trust topic. The various determinants found in the literature search as well as the investigation of the current state of research (see chapter 2.4) are clustered and combined. As a result, 16 aspects are included in question number two:

> *"Although trust is a commonly known and used term, there is no single definition for it. Which factors do you find necessary for trust to develop and to strengthen it within a business relationship to a service provider?"*

The test person is asked to rate the importance of each determinant for building trust according to his opinion. At the end of the question, the respondent can also add one more issue he could not find in the list but which he thinks plays an important role as well. So, question 2 is designed as a half-open-ended question. As mentioned before, a Likert scale with 6 answer possibilities is used. They range from 1 = very low meaning to 5 = very important. The sixth possibility is the 'no opinion' option. The answer possibilities for each trust determinant are designed as labeled scaled-response questions. As this question asks for an opinion or a feeling, it seems reasonable to work with an ordinal scale. This kind

[58] Copies of the introductory emails can be found in appendix 7and 8.

[59] See appendix 9 and 10.

of data reveals the characteristics of nominal data; only a ranking to this data is given by the respondent. (Freeman et al. 2014, p. 5; Berekoven et al. 2009, pp. 64–65) While these questions are rather simple to administer and code after collecting the filled-in questionnaires, they also allow the respondents to rate their opinion and express their feelings in comparison to other characteristics of building trust asked in the question. The labeled version is chosen to help the respondents relating to the scale. (Burns, Bush 2000, p. 305)
Each aspect has to be rated in order to move on to the next question (function installed in the online system). This way, the analysis and comparison of the data are less complicated and valid due to same amount of responses.

The second topic of the questionnaire focuses on the buying of services for trade fairs. Literature research revealed the importance of trust and long-term relationships when buying services (from the buyer's perspective).[60] Questions 3 to 5 focus on that matter. While question 3[61] asks for a rating again with the parametric value from 1 (= hardly necessary) to 5 (= very important), questions 4 and 5 are designed as simple yes-/no-questions[62]. Therefore, question 3 represents an ordinal scale in a labeled scaled-response question and questions 4 und 5 are dichotomous closed-ended questions. (Anderson et al. 2014, p. 5; Burns, Bush 2000, p. 305)

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[60] See chapter 2.1.

[61] Question 3: *"When buying services, it is often difficult to foresee the end result. On a scale from 1 to 5 how important do you rate the existence of trust into the sales partner for establishing a long-term, sustainable buyer and service provider relationship?"*

[62] Question 4: *"When buying services, are you looking for a long-term relationship (for several trade fair cycles) with a service provider who implements your wishes?"*

Question 5: *"When buying services for your exhibition at a trade show, are you looking for one single partner who supports you in as many areas as possible, offering service packages (e.g. constructing the stand, organizing the catering and taking care of security)"*

The current state of trust research also exposes several communication aspects which can be linked to the creation and strengthening of trust.[63] Additionally, also the area of service marketing searches for ways to sell goods with high credence qualities which goes in line with a trust building communication.[64] These findings were analyzed and combined. Question 6 of the questionnaire addresses this issue. 13 elements are taken from literature and put into the question. Again, Likert scales with the answer possibilities from 1 (= very low meaning) to 5 (= very important) plus 'no opinion' are offered to the respondents in a labelled scaled-response question. This is done for the same reasons as in question 2. (Burns, Bush 2000, p. 305) The question investigates opinions of the respondents. Consequently, no metric scaling is used but ordinal scales. Likewise question 2, the respondents have to indicate an opinion on each single communication item before moving on to the next one.

Questions 7 to 18 are marked as statistical question for classification purposes. This indicates to the respondent, that the end of the questionnaire is near. However, although these questions include many statistical issues for clustering, they also reveal information about several details. First of all, the buying center problem, mentioned in chapter 2.2, is taken up. Questions 7, 8, 15, 16, and 17 relate to this topic. They indicate who is in charge of the trade fair organization, particularly the buying of services within the target group. In addition, it is found out whether the people in charge have been addressed by this questionnaire and therefore validate the survey. From the statistical point of view, those questions are a mix of dichotomous closed-ended questions as well as multiple category closed-ended questions. Questions 8 and 16 leave just two options of answering to the respondent.[65] Questions 7, 15, and 17 offer several answer-options to the test persons. Multiple category closed-ended questions are used, because they

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[63] See chapter 2.4.

[64] See chapter 2.1.3.

[65] Question 8: *"When participating in a trade fair, who decides on the service providers that actually work for you (e.g. stand builder, caterer, hostess service, press service, etc)?"*

Question 16: *"Are you involved in organizing the trade fair participation at your company?"*

permit an extensive variety of answering option and are easier to manage during the analysis than open questions. On the other hand, as an opinion or rating is asked for, this kind of question is also handier for the test-person to respond on.[66] (Burns, Bush 2000, p. 305)

Other clustering information is disclosed through the remaining questions. Details regarding the number of trade fair participation (question 9), the average stand size (question 10), the company size (questions 13 and 14) as well as the cultural background (question 12) are investigated. Here also metric scales are used, when numeric values are being surveyed, like a number of square meters for the stand size, the number of employees or the amount of turnover for the company. When classifications instead of very distinct numbers seem sufficient, classes are used to ensure clarity within the questionnaire (e.g. no of employees). Moreover, questions 12 (origin) and 18 (working time for company) are designed as open-ended questions. The questions are easy to answer and no aid should be needed to do so. Offering all possible answers would unnecessarily expand the questionnaire by volume and might rather be confusing to the respondents than helpful.

Except for questions 13 and 14 all questions require an answer before moving on with the questionnaire. Here, this was neglected to offer the respondents the choice of stating the company size (either by no of employees or by turnover per year).

The questionnaire closes with a thank you to the test persons.

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[66] Question 7 (questionnaire): *"When planning a participation at a trade fair, who takes the final decision about the participation at your company? (Please mark only one answer.)"*

Question 15 (questionnaire): *"What is your position in the company?"*

Question 17 (questionnaire): *"Are you responsible within your company for the commissioning of service providers for your participation at the trade fair"?*

For details in the answering options, see appendix 9 and 10.

5.1.4 Description of statistical methods for analyzing the survey results

As already mentioned in the introduction to this subchapter, the quantitative data collected by a survey needs to be analyzed to draw conclusions for practical implementations. Therefore, statistical methods of analysis and statistical tests are carried out to verify the authentication of the sample and to evaluate the findings of the survey. In this project non-parametric tests are used. They are used when a normal distribution of the data cannot be assured. Moreover, they are implemented when ordinal scales are used. (Bühl 2009, p. 347) Ordinal scales are mainly of interest in this survey as could be seen in description of the questionnaire. In the following the relevant test are briefly stated and described to give the reader an overview and insight for the proceeding research:

Chi-square test

The Chi-square test can be used to measure the significance level of two or more independent samples. The goal is to discover whether the alternative hypothesis can be accepted or if the null hypothesis has to be taken. A level of significance has to be defined. In general statistical practice, this level (also called p-value) is set to 5% as significant results and 1% for highly significant results. If the results of the test level 5% or less, the alternative hypothesis should be accepted. Since the data only needs to be nominally scaled for the calculation, the test can be broadly used with the different scales. (Janssen, Laatz 2003, pp. 228–229) However, as the Chi-square test is carried out based on a cross table, one aspect needs to be ensured: None of the fields in the cross tab is allowed to have a count less than five. If the count is less than five, the Fisher's exact test could be chosen for the same purpose. (Bühl 2009, pp. 292–293; Cassens 1992, p. 66; Anderson et al. 2014, p. 581)

Several versions of the chi-square test exist. The probably most commonly used one is the **Chi-square goodness-of-fit test** by Pearson. (Voinov et al. 2013, p. xi) The Chi-square goodness-of-fit test can be used with nominal data as well. It is applied when a single sample is taken from a single population and when both, sample and population can be divided into multiple categories. (Morien 2013, p. 202) In this case, the Chi-square goodness-of-fit test can be used to determine, how well the sample structure represents the actual structure of the population. (Corder, Foreman 2009b, p. 156) It can be tested by using the formula:

$$\chi^2 = \sum_{i=1}^{k} \frac{(f_i - e_i)^2}{e_i}$$

where

f_i = the observed frequency for category i

e_i = the expected frequency for category i (based on the population)

k = number of categories. (Anderson et al. 2014, p. 307)

Spearman's rank order correlation

Spearman correlation coefficient expresses the strength of linkage or co-occurrence between to variables in a single value. The value lies between -1 (negative relationship of the variables) and +1 (positive relationship of the variables) and is represented by the variable 'r'. This method of correlation can be used for analyzing associations between ordinal scaled measures and is also widely used in scientific research when a normal distribution of the collected data cannot be presumed. (Bühl 2009, pp. 388–389; Bortz, Schuster 2010, p. 153; Sheskin 2004, pp. 1061–1063)

Mann-Whitney-U-Test

The Mann-Whitney-U-test belongs to the group of non-parametric tests[67] of significance for two independent samples. (Bühl 2009, p. 348) This test analyzes if a significant differences between the two groups is existing regarding an item in focus. (Friese et al. 2010, p. 144)

Kruskal-Wallis-Test

The Kruskal-Wallis-Test is a non-parametric test, which can be applied without the need of normally distributed data. It can be used when three or more independent samples are tested on significant differences in their responses. The test is suitable for ordinal data but can also be used with interval and ratio data and can therefore be seen as equivalent to the ANOVA for metric data. (Anderson

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[67] Non-parametric tests are generally used when a normal distribution of the test results cannot be guaranteed. Additionally, they are suitable, if no metric data is available but ordinal scaled data is being analyzed. (Bühl 2009, p. 347)

et al. 2014, pp. 580–582; Bender et al. 2007) If significant differences between the three or more samples have been identified, it is necessary to perform a post-hoc test. The post-hoc test then identifies in pairs between which of the samples the significant differences can be measured. The Mann-Whitney U-test can be regarded as a useful method then. (Plichta, Garzon 2009, p. 203; Corder, Foreman 2009a, p. 99; Bühl 2009, pp. 361–363)

5.2 DATA ANALYSIS

According to the definition of the research sample in chapter 5.1.1, the sample is first of all analyzed regarding its validity[68] and representativeness[69] in comparison to the relevant population. Afterwards, the survey results based on the questionnaire are being evaluated.

5.2.1 Verification of the sample

The data analysis starts with an overview of the sample structure. As defined in chapter 5.1.1, the population for the survey consisted of 2,334 main exhibitors at MEDICA 2012. It was aspired to reach a census. Therefore, all 2,334 exhibitors were addressed to participate in the survey. It was not expected that every exhibitor would respond, though, yet, the set-up still guaranteed that every addressed person had the same and equal chance to participate in the survey. The survey was conducted online. The respondents were invited to participate by an email containing a link to the survey. As determined before, using the Cochran's theorem (see chapter 5.1.1) at least 385 correctly filled in questionnaires (331 with correction) were needed in order to expect valid and reliable results from the analysis. Altogether, 646 recipients contributed to the survey. Thus, the criteria return rate according to the formula is fulfilled.[70]

Nevertheless, as mentioned in chapter 5.1.1 analyzing the sample structure might be more useful to evaluate the transferability of the sample results to the complete population.

[68] Validity describes the transferability of sample results to the population. Especially the test situation as well as the respondents are in focus. (Berekoven et al. 2009, pp. 82–83)

[69] Representativeness implies that the sample is comparable to the population regarding certain structure characteristics, so that the results can be transferred from the sample to the population. (Bamberger 1994, p. 44)

[70] For reference, see chapter 5.1.1.

Subsequently, it is analyzed if the people who were addressed in the survey and who then responded are the right ones, meaning capable of answering the questions. A cross table analysis (see table 3 below) shows a majority of respondents being involved in or even responsible for the trade fair organization as well as the commissioning of the service providers. Only eight people out of the 646 are not involved at all.

Table 3: Involvement of respondents in organizing trade fair participations

		Question 17: Are you responsible within your company for the commissioning of service providers for your participation at the trade fair?				
		Yes, for all service providers that are necessary.	Yes, but only for one / some of the service providers.	No, but I am involved in the process of selecting the service providers.	No, I am neither involved in the process of selecting nor am I responsible for the commissioning of the service providers.	Total
Question 16: Are you involved in organizing the trade fair participation at your company?	Yes	440	83	77	12	612
	No	7	6	13	8	34
Total		447	89	90	20	646

Based on: Survey results

The corrected sample neglects the eight respondents who are neither involved in the trade fair organization nor the organization of the services as it can be assumed that these respondents cannot make any valuable statements to the topic in focus. Thus, 638 is the sample size used for the following calculations.

In a next step, the structure of the sample is compared to the structure of the population based on the previously defined characteristics exhibitor status, booked stand-size and origin of the exhibitors in order to verify the validity and representativeness.[71]

2,344 MEDICA exhibitors form the population.
Concerning the **exhibitor status**, 91.47% of the population have participated in previous MEDICA trade fairs, while 8.53% exhibit for the first time at this show. The sample shows a distribution of 6.90% new exhibitors to 93.10% of exhibitors who have participated in MEDICA before. Thus, the percentage almost evens out in comparison of the population with the sample. Table 4 shows the numbers in a direct contrast.

Table 4: Comparison of population and sample structure based on the exhibitor status

Exhibitor status	Population	Sample
Existing exhibitor	91.47%	93.10%
New exhibitor	8.53%	6.90%
Total	100.00%	100.00%

Based on: Survey results

In addition, the Chi-square goodness-of-fit test is performed.[72] The results are calculated on the basis of the 638 participants in the sample. Based on the distribution in the population, the expected frequencies in the subsamples should be 584 existing exhibitors compared to 54 new exhibitors. Table 5 shows the expected and the observed frequencies.

[71] See chapter 5.1.1.

[72] See chapter 5.1.3 for reference.

Table 5: Expected and observed frequencies in the sample concerning the exhibitor status

Exhibitor status	Expected frequencies	Observed frequencies
Existing exhibitor	584	594
New exhibitor	54	44
Total	638	638

Based on: Survey results

Putting this data now into the formula for the goodness-of-fit test, the following results are revealed:

$$\chi^2 = \frac{(594-584)^2}{584} + \frac{(44-54)^2}{54} = 2.023$$

This result is compared to the Chi-square distribution tables (see Hays 1994, pp. 1014–1015; Anderson et al. 2014, p. 597). The applied degree of freedom is one, the probability-value $p < 0.05$. Subsequently, the chi-square value is smaller than the level indicating significant differences of the sample in relation to the structure of the population.[73] From this perspective the validity and representativeness of the sample are therefore given.

The second aspect essential for the validity of the future survey results is the distribution of the exhibitors in comparison to the **rented stand sizes**. Although minor deviation is present, the results can still be rated positively, revealing a match between the population and the sample:

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[73] The calculated χ^2-value is smaller than the value in the χ^2-value in the tables (Hays 1994, pp. 1014–1015; Anderson et al. 2014, p. 597) which is set to $\chi^2_{0.05} = 3.841$ with one degree of freedom. Therefore, no significant differences between the expected sample (as image of the population) and the observed sample are detected. The results can be transferred.

Table 6: Comparison of population and sample structure based on stand sizes

Stand size	Population	Sample
Up to 20 m²	35.11%	31.19%
21 – 50 m²	45.77%	46.71%
51 – 100 m²	14.26%	15.52%
> 100 m²	4.86%	6.58%
Total	100.00%	100.00%

Based on: Survey results

Again, the Chi-square goodness-of-fit test is performed to verify the results and underline them with a statistical test. The test is again based on the sample of 638 participants. The expected frequencies according to the distribution of the population as well as the observed frequencies are as follows:

Table 7: Expected and observed frequencies in the sample concerning stand size

Stand size	Expected frequencies	Observed frequencies
Up to 20 m²	224	199
21-50m²	292	298
51-100m²	91	99
> 100 m²	31	42
Total	638	638

Based on: Survey results

Thus the calculation of chi-square goodness-of-fit test results in the following value:

$$\chi^2 = \frac{(199-224)^2}{224} + \frac{(298-292)^2}{292} + \frac{(99-91)^2}{91} + \frac{(42-31)^2}{31} = 7.520$$

This result is compared to the Chi-square distribution tables (see Hays 1994, pp. 1014–1015; Anderson et al. 2014, p. 597). The applied degree of freedom is three, the probability-value $p < 0.05$. Subsequently, the chi-square value is smaller than the level indicating significant differences of the sample in relation to the structure of the population.[74] Therefore, the sample can be verified as an image of the population.

Last but not least, the **origin** of the exhibitors is compared. As mentioned before, most exhibitors on the German trade fair market originate from Germany, Europe (without Germany), and Asia.[75] The same structure can be observed for the MEDICA - Germany: 32.35%, Europe (without Germany): 41.09%, Asia: 19.19%, all remaining parts of the world: 7.37%. Consequently, when differentiating according to the origin, the focus is laid on these three categories as well. Moreover, although the percentage distribution matches the parameter in the population, only 25 people in total replied from all other parts of the world (Africa, Americas, etc.). This small number of exhibitors would most likely not lead to statistically useful results when running the statistical test. Thus, so that survey results are not misinterpreted, this small group of exhibitors is neglected when analyzing the sample with focus on the origin. Examining the survey results in this respect, the sample distribution is fairly similar and comparable with the structure of the population, see tables 8 and 9.

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[74] The calculated χ^2-value is smaller than the value in the χ^2-value in the tables (see Hays 1994, pp. 1014–1015; Anderson et al. 2014, p. 597. which is set to $\chi^2_{0.05} = 7.815$ with three degrees of freedom. Therefore, no significant differences between the expected sample (as image of the population) and the observed sample are detected. The results can be transferred.

[75] See chapter 3.1.

Table 8: Comparison of population and sample structure based on the exhibitors' origin

Origin	Population	Sample
Germany	32.35%	33.70%
Europe (without Germany)	41.09%	44.98%
Asia	19.19%	17.40%
Rest	7.37%	3,92%
Total	100%	100%

Based on: Survey results

Taking into account only the three origins in focus, the distributions even out even more:

Table 9: Comparison of population and sample structure based on the exhibitors' origin (Germany, Europe, Asia only)

Origin	Population	Sample
Germany	37.92%	35.07%
Europe (without Germany)	44.36%	46.82%
Asia	20.72%	18.11%
Total	100.00%	100.00%

Based on: Survey results

Once more, the Chi-square goodness-of-fit test confirms a transferability of the sample results to the population. The calculation does not show any significant differences in the structure of the sample compared to the structure of the population. Due to the reduced regions of origin, the population adds up to 2.162 exhibitors (Germany, Europe, and Asia only); the sample counts 613 respondents. The expected and observed frequencies within the sample are shown below:

Table 10: Expected and observed frequencies in the sample concerning the exhibitor's origin

Origin	Expected frequencies	Observed frequencies
Germany	214	215
Europe (without Germany)	272	287
Asia	127	111
Total	613	613

Based on: Survey results

According to the formula, the chi-square value is calculated as follows:

$$\chi^2 = \frac{(215-214)^2}{214} + \frac{(287-272)^2}{272} + \frac{(111-127)^2}{127} = 2.848$$

This result is compared to the Chi-square distribution tables (see Hays 1994, pp. 1014–1015; Anderson et al. 2014, p. 597). The applied degree of freedom is two, the probability $p < 0.05$. Subsequently, the chi-square value is smaller than the level indicating significant differences of the sample in relation to the structure of the population.[76] Therefore, the sample can be verified as an image of the population.

Encapsulating the results shown above, the sample size is feasible and the structure of the sample is comparable to the population. Further investigations can proceed.[77]

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[76] The calculated χ^2-value is smaller than the value in the χ^2-value in the tables (see Hays 1994, pp. 1014–1015; Anderson et al. 2014, p. 597 which is set to $\chi^2_{0.05} = 5.991$ with two degree of freedom. Therefore, no significant differences between the expected sample (as image of the population) and the observed sample are detected. The results can be transferred.

[77] All Chi-square goodness-of-fit tests have been rechecked by using SPSS, revealing the comparable results, see appendix 11.

5.2.2 General results of the survey (focus on the complete sample)

To begin with, the general overview over the research results is given. Therefore, the complete sample is analyzed as a one group. Thereby, the reader gets a first impression on valuation of trust in general and specific characteristics linked to the topic by the target group.

First, the importance MEDICA exhibitors attach to trust in business relationships is investigated. Therefore, the answers to the questions 3 to 5 are taken into account.[78] Out of all respondents of the survey, almost 94% see an importance of trust as a basis for a sustainable and long-term buyer-service-provider relationship. Additionally, over 90% of all respondents seek long-term relationships with service providers instead of continuously working with new suppliers on different trade show participations. Although usually not all services can be supplied by a single provider, the majority of exhibitors nevertheless

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[78] Question 3 (questionnaire): *When buying services, it is often difficult to foresee the end result. On a scale from 1 to 5 how important do you rate the existence of trust into the sales partner for establishing a long-term, sustainable buyer and service provider relationship?*

Question 4 (questionnaire): *When buying services, are you looking for a long-term relationship (for several trade fair cycles) with a service provider who implements your wishes?*

Question 5 (questionnaire): *When buying services for your exhibition at a trade show, are you looking for one single partner who supports you in as many areas as possible, offering service packages (e.g. constructing the stand, organizing the catering and taking care of security)?*

wishes for a limited number of business partners to take care of all the services necessary for a successful trade fair participation. [79] [80]

Derived from the secondary research outcomes, no general statements on relevant and promising trust building determinants can be identified that are valid for all business areas and industries. The factors leading to trust vary among the branches of industry. The same goes for the facets of how the trust building communication needs to be shaped.[81] Consequently, the MEDICA exhibitors were asked to state their opinions to these aspects. They were presented lists of trust building factors and methods of communication in order to rate the single aspects (in questions 2 and 6 of the questionnaire).
As mentioned already in chapter 5.1.3, it can be assumed that respondents deciding on values of 3 up to 5 have a (rather) positive feeling about an aspect, while respondents ticking the boxes 1 or 2 see no importance or attach no positive feelings to the particular issue. In order to analyze the general findings of the sample more precisely, the respondents ticking the boxes 4 and 5 are combined to the top-box-group, while the respondents stating values of 1 and 2 are combined in the low-box-group. The test persons choosing the value 3 are stated separately. They might have a rather positive yet also somewhat indifferent attitude towards the aspect. Therefore, only the top-box answers are taken into account for displaying the magnitude of the singe aspects.

Before displaying the communication aspects, attention is previously drawn to the **ratings of the trust building factors**.[82] As can be seen in table 11 below, the

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[79] So exhibitors wish to reduce the problem of having several agents in one project as stated in chapter 2.3.4.2 to minimize the need to coordinate and also to reduce the information asymmetry.

[80] See appendix 12 for more details on the survey results regarding questions 3 to 5.

[81] See chapter 2.4

[82] Based on question 2 (questionnaire): *Although trust is a commonly known and used term, there is no single definition for it. Which factors*

general importance attached to the determinants differs largely. While some determinants mean a lot to the respondents and are considered essential when building trust in business relationships, other determinants are only contemplated as important by a smaller number of exhibitors.

The factors

- Communication between customer and supplier
- Honesty
- Reliability
- Ability of the supplier to realize the customers wishes (expertise)
- Satisfaction with previous interactions (= product performance)

seem essential for the purpose of building and maintaining trust. More than 90% of all the respondents value each of these items as most important, rating them with values of 4 and 5.

They are closely followed by the next items. Still more than 80% of the respondents gave each item a score in the top boxes:

- Level of experience of supplying firm
- Personal level of experience of contact person at supplying firm
- Information exchange on an equal level
- Technical assistance in addition to ordered services

For the remaining factors the degree of overall importance declines steadily among the complete sample.

Based on the survey results as displayed in table 11, 94.20% of all the respondents involved in the MEDICA trade fair organization, ascribe a high importance to the factor of communication between a supplier and a customer in order to build a trustful and long-lasting business relationship. So for the target group this is the overall and most crucial factor in building and maintaining trust in a business relationship.[83]

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do you find necessary for trust to develop and to strengthen it within a business relationship to a service provider?

[83] The detailed results with the all different measures can be viewed in appendix 13.

Table 11: Order of priority of trust building determinants given by the complete sample (sample size n = 638)

Trust building determinant	Share of respondents giving a high score (value 4 or 5)
Communication between customer and supplier	94.20%
Honesty	92.79%
Reliability	92.79%
Ability of the supplier to realize the customers wishes (expertise)	91.54%
Satisfaction with previous interactions (= product performance)	90.60%
Level of experience of supplying firm	87.77%
Personal level of experience of contact person at supplying firm	86.21%
Information exchange on an equal level	82.60%
Technical assistance in addition to ordered services	81.97%
Supplier reputation (in relation to the company)	76.65%
Personality of contact person at supplying firm	74.45%
Reputation of the contact person of the supplying company	65.36%
Benevolence	59.56%
Similarity of service provider & customer (presence of common values & interests)	58.62%
Cultural background of the supplying firm	37.30%
Cultural background of supplier’s contact person	35.27%

Based on: Survey results

The respondents also had the chance to state missing aspects to develop trust. However, they only confirmed the completeness of the list from their point of view.

This leads directly to the next analysis – the analysis of **the communication aspects** that the MEDICA exhibitors value most in order to establish a trust building communication. As depicted earlier in the literature review, certain aspects of communication have proven to be valuable when building and strengthening trust in a relationship in the service industries.[84] Question 6 of the questionnaire broaches this particular issue.[85] The respondents were asked to review and assess 13 trust-building communication items. These items were extracted from the literature research and clustered for the survey. Again, a priority list is made of the survey results. The procedure of creating the list follows the same pattern as the previous list in table 11.

In general, the analysis of question 6, asking for the relevance of the communication aspects, shows less distinct results than the findings in question 2 asking for the trust determinants. The results regarding the promising communication factors are more moderate.

According to this list based on the complete sample, the highest priority for the respondents is the stability of the service provider in his communication and doing (88.1%). However, just slightly less important are his willingness to care for the customers' needs (85.6%) as well as his offer of correct information at all times even when difficulties arise (84.5%). Although half of the respondents feel strongly about independent certifications, it is less relevant for the respondents in general as the direct interaction with the business partners. The same applies also for the news coverage about the service supplier in independent media and the supplier's social commitment. Nonetheless, it should be stressed that these

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[84] See chapters 2.1.2 and 2.1.3.

[85] Question 6 (questionnaire): *When getting in touch with a potential service supplier, which aspects – besides prices and discounts – are most important for you in order to consider the supplier for further business?*

aspects are still important to at least half of the target group regarding building and maintaining trust (with scores between 54% and 44% in the highest categories). The remaining items rank in the middle (see table 12). The full overview of the valuation of each communication item can be viewed in appendix 14.

Table 12: Order of priority of trust building communication aspects given by the complete sample (sample size n = 638)

Communication aspects to build and maintain trust	share of respondents giving a high score (value 4 or 5)
The service provider shows stability in his communication and doing.	88.09%
The service provider accommodates and shows readiness to act if necessary.	85.58%
The service provider offers correct information and possibly ways to double-check this information.	84.48%
The service provider offers openness and transparency.	82.29%
The service provider has a positive reputation in the market.	77.90%
The service provider ensures a regular direct contact between customer and supplier	73.51%
The service provider has experienced sales personnel.	71.16%
The service provider offers a serious complaint management.	69.75%
Recommendations of other customers are available regarding the service provider.	61.60%
The service provider offers ways to preview the goods and services he sells (e.g. through conferences, customer events, open days, samples).	55.96%
The service provider is able to present independent certification (such as quality certifications)	53.76%
Information about supplier can be obtained through independent media.	46.71%
The service provider shows public interest, supports charity and shows social responsibility.	44.51%

Based on: Survey results

Another question arises from these two tables: Can the trust building variables be matched with the communication factors which are relevant for establishing trust according to literature and the survey results? For that reason, cross tables are formed to determine the relation of every single trust item and the communication aspects. Counted are those respondents who rated certain trust item with a high score in connection with the various communication tools. The aim is to reveal the most effective communication tools per trust determinant to give clues for trust building communication strategies among the target group.

The analysis, however, reveals similar tendencies in the split results as in the overall analysis. The single trust items do not seem to require any specific addressing. Instead, those communication aspects, generally rated as important, seem to have a positive effect on all the trust building factors while the less favored communication items in relation to the trust items do also not deviate much from the overall results. [86]

Additionally, the Spearman's rank order correlation is carried out per item. Both the trust determinants as well as the communication aspects are rated on ordinal scales; therefore, the Spearman's rank correlation is a useful tool.[87] All correlation coefficients show a very low or low positive correlation. However, no communication tool shows an extreme deviation from the others. Therefore, this result backs the findings already mentioned above: There is a connection between each trust item and each communication item, but no preeminent correlation between two specific items could be discovered. [88]

Thus, the analysis of the trust building and communication aspects in general shows clear rankings of the importance the exhibitors attach to them. However, no obvious tendencies of corresponding trust and communication features can be discovered. The specific communication tools can be used to address the variety of trust items. Hence, some trust-building factors as well as some communication aspects are rated more valuable or necessary in order to achieve the goal of a trustful business relationship than others.

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[86] The crosstables can be found in appendix 15.

[87] See chapter 5.1.4.

[88] See appendix 16.

However, as seen before, the exhibitor target group for international trade fairs is very diverse as mentioned in chapter 3.1. In this exemplary target group of the MEDICA exhibitors, this can be observed as well. Therefore, further analyses are carried out. The next step is the attempt to falsify the hypotheses generated in chapter 4.

5.2.3 Testing of hypotheses

In the next step, the complete sample is to be tested on the hypotheses. Therefore, the sample is partly divided into sub-samples based on the beforehand defined characteristics. A brief description of the tests to be used has been given in chapter 5.1.4. As already previously mentioned, in this project non-parametric tests are used. They are used when a normal distribution of the data cannot be assures. Moreover, they are implemented when ordinal scales are used. (Bühl 2009, p. 347) Ordinal scales are mainly of interest in this survey as could be seen in description of the questionnaire.

5.2.3.1 Testing of hypothesis 1

Based on the findings on the topics of service marketing, the principal agent theory as well as trust, the first hypothesis for testing has been formulated as follows:

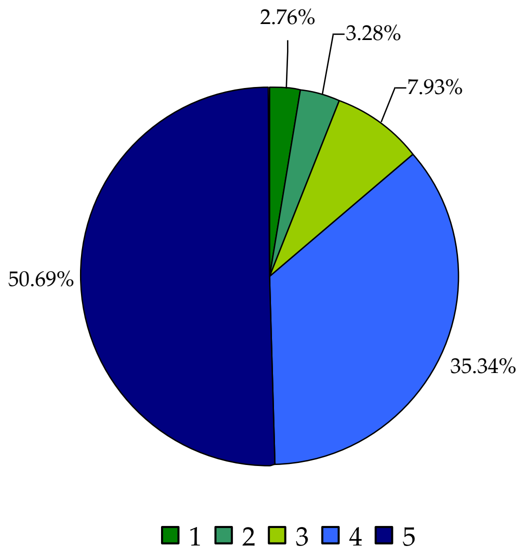
Hypothesis 1

$H0_1$: If an exhibitor seeks a long-lasting relationship with his trade fair service provider, he does not regard trust as an essential factor to maintain such a business relationship.

$H1_1$: If an exhibitor seeks a long-lasting relationship with his trade fair service provider, he does regard trust as an essential factor to maintain such a business relationship.

The relevance of both factors in general was already made obvious. However, it can also be stated that those exhibitors seeking for a long-lasting business relationship, longer than just for one trade fair cycle, also value this matter significantly higher, than the other group not having the desire to maintain long lasting relationships. Out of the group of 580 respondents looking for long-term business relationships with service providers more than 50% rated the existence of trust with the highest priority. Additional 35,84% gave a score of 4. This sums up to a share of 78.21% of the whole sample that is seeking for long-term business relationships with a service provider and that values trust as an essential component. The following figure is based on the respondents who seek a long-lasting business relationship with their trade fair service provider (n = 580).

Figure 19: Importance of trust for a sustainable service provider and buyer relationship (n = 580)



(Ranking according to questionnaire: 1= hardly necessary, 5 = very important)

Based on: Survey results

Carrying out Spearman's rank order correlation to discover the relationship between the importance of trust and the wish for a long-lasting business relationship with a trade fair service provider proves the findings above in a statistical manner. It is carried out across the complete sample (n = 638) again. It shows a significant correlation between the two items. MEDICA exhibitors who wish for a sustainable business relationship with their service provider rank the importance of trust in such a relationship significantly higher than the ones, who do not mind to constantly mandate new suppliers (significance level of 0.004). Table 13 displays the results of this test.

Table 13: Spearman rank order correlation output

Spearman-Rho		Question 3	Question 4
Question 3 When buying services, it is often difficult to foresee the end result. On a scale from 1 to 5 how important do you rate the existence of trust into the sales partner for establishing a long-term, sustainable buyer and service provider relations?	*correlation coeffizient*	1,000	,114**
	Sig. (2-sided)	.	,004
	N	638	638
Question 4 When buying services, are you looking for a long-term relationship (for several trade fair cycles) with a service provider who implements your wishes?	*correlation coeffizient*	,114**	1,000
	Sig. (2-sided)	,004	.
	N	638	638

** the correlation is significant on a level of 0.01 (2-sided)

Based on: Survey results

Consequently, the null hypothesis has to be rejected and hypothesis 1 ($H1_1$) can be accepted.

5.2.3.2 *Testing of hypothesis 2*

Hypothesis 2 focuses on the trust building determinants. As mentioned earlier, the valuation of the single aspects might vary according to characteristics of the target group. Therefore, three sub categories which are relevant for the trade show organizers have been defined earlier (see chapter 5.1.1) and are now integrated in the hypothesis 2 for further investigation in the form of the sub-hypothesis 2a, 2b, 2c:

Hypothesis 2

$H0_2$: Exhibitors do not show significant differences in their valuation of trust building factors according to their characteristics.

$H1_2$: Exhibitors show significant differences in their valuation of trust building factors according to their characteristics.

$H1_{2a}$: Exhibitors show significant differences in their valuation of trust building factors according to their exhibitor status.
$H1_{2b}$: Exhibitors show significant differences in their valuation of trust building factors according to their booked stand size.
$H1_{2c}$: Exhibitors show significant differences in their valuation of trust building factors according to their origin.

The hypothesis is based on the answers to question 2 of the questionnaire. Question 2 reads as follows:

"Although trust is a commonly known and used term, there is no single definition for it. Which factors do you find necessary for trust to develop and to strengthen it within a business relationship to a service provider?"

The respondents were asked to rate a number of 16 items according to the importance they attach to each determinant. Different groups of variables have to be compared to each other. Therefore, not only the summary of frequencies of specific answers needs to be looked at. Important are measures that can show relationships between these variables, such as measures of location. Although a variety of mean comparison tests are possible, the author decides to use the median as tool.[89] The median has the advantage that is not affected by unusual

[89] The median indicates the middle of the raw data. After the single answers are arranged from smallest to largest value, the mean names the value of which 50% of all answers are bigger and 50% of all answers are smaller in value. (Freeman et al. 2014, p. 50)

small or unusual high values as the arithmetic mean could be. (Bortz, Schuster 2010, pp. 25–29; Freeman et al. 2014, p. 50) However, the results can only give an indication of differences in the exhibitors' judgment of the different attributes. In order to discover statistically significant differences among the opinions per subgroup, significance test according to the present data basis are carried out. For the significance tests the two lower parameters ('very low meaning', value 1, and 'low meaning', value 2) are combined. The same applies to the two scores 'very important' (value 5) and 'important' (value 4). The middle score as well as the 'no opinion'-option stay unpaired. As a result three categories for calculation develop from "unimportant" to 'indifferent' to 'important'. The answers 'no opinion' is to be neglected per item, as the answers have no explanatory value. Possible significant divergence between the subgroups can then be calculated by using the statistical tests, explained in chapter 5.1.4. In combination with the median results, deductions regarding the target groups can be drawn.

Exhibitor status

The first aspect to divide the sample by is the exhibitor status, corresponding to hypothesis 2a:

H1$_{2a}$: Exhibitors show significant differences in their valuation of trust building factors according to their exhibitor status.

When differentiating the sample according to the characteristic 'exhibitor status', it can be divided into two groups: existing exhibitors and new exhibitors. As an exhibitor can only belong into one of these groups, they can be defined as two independent samples. (Bühl 2009, p. 145)

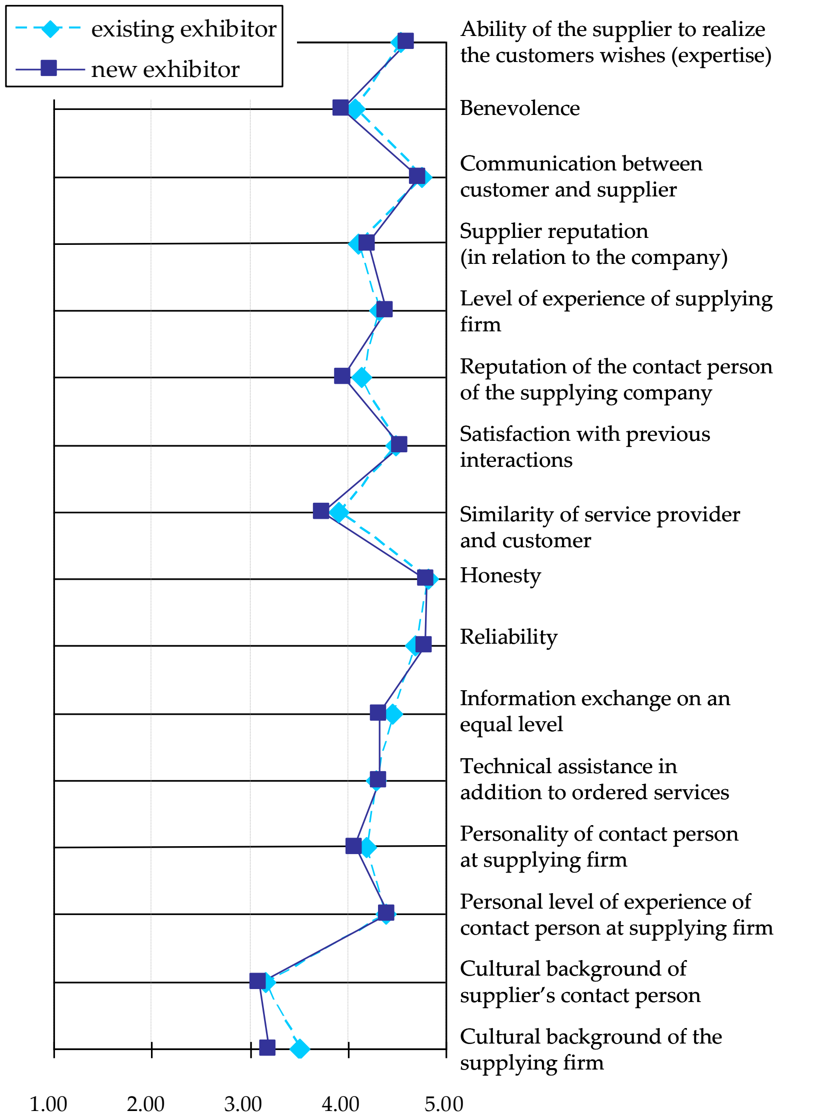
The median comparison between the two groups 'existing exhibitors' and 'new exhibitors' shows only a slight differences in the weighting of the trust factors. Only the aspect 'cultural background of the supplying firm' seems to have a minimal deviation. According to these results, existing exhibitors seem to put a little more emphasis on the origin of the service provider when choosing one than new exhibitors do. It can be assumed exhibitors who have participated in this trade show on this fair ground before have gained previous experiences and can therefore easier negotiate between the available service providers. However, even this one diversification among the valuations is only small as new exhibitors rate the aspect with a grouped median value[90] of 3.18 while the existing exhibitors average at 3.50. The following figure 20 provides an overview of the ratings for each potentially trust building factor.[91]

[90] The trust determinants cannot be rated and measure by metric scales. The values expressed in numbers are therefore only numeric coding, representing a range of values the respondents attach to the terms 'very low meaning', 'low meaning', 'important' and 'very important'. Thus, the grouped median is used for comparison. (Brosius 2013, p. 472)

[91] Detailed median values can be viewed in appendix 17.

Figure 20: Valuation of trust determinants (by exhibitor status) [92]

Grouped median comparison



Displayed are the values based on the scaling 1 = very low meaning up to 5 = very important

Based on: Survey results

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[92] For a better clarity, the scaling in the figures in chapter 5.2.2 are displayed in a reduced way. The particular scaling is always shown in the corresponding figure.

In order to evaluate the answers of two independent samples, several statistical operations are possible to use. However, the fact that the exhibitor status is a nominal variable and the trust-building determinants are rated on an ordinal scale limits the variety of reasonable tests. In order to compare two independent samples with a non-parametric test of significance, the Mann-Whitney U-Test can be calculated. [93]

According to the test results, no significant differences exist between the two groups in focus.[94] Based on the test results, it can be concluded that the exhibitor status has no significant influence on the rating of the determinants responsible for building trust in business relationships with a service provider. Hypothesis 2a ($H1_{2a}$) has to be rejected. The null-hypothesis should be retained.

Stand size

The next relevant characteristic, the sample can be divided into subgroups by, is the stand size, meaning the number of square meters exhibitors have booked for the last trade fair before the survey. The variable stand size has been divided into four categories for the questionnaire (up to 20m², 21-50m², 51-100m², more than 100m²) and each exhibitor can belong to only one category at a time. Thus, in this testing situation, four independent samples have to be compared.

The second segmentation of the sample therefore corresponds with hypothesis 2b ($H1_{2b}$):

$H1_{2b}$: Exhibitors show significant differences in their valuation of trust building factors according to their booked stand size.

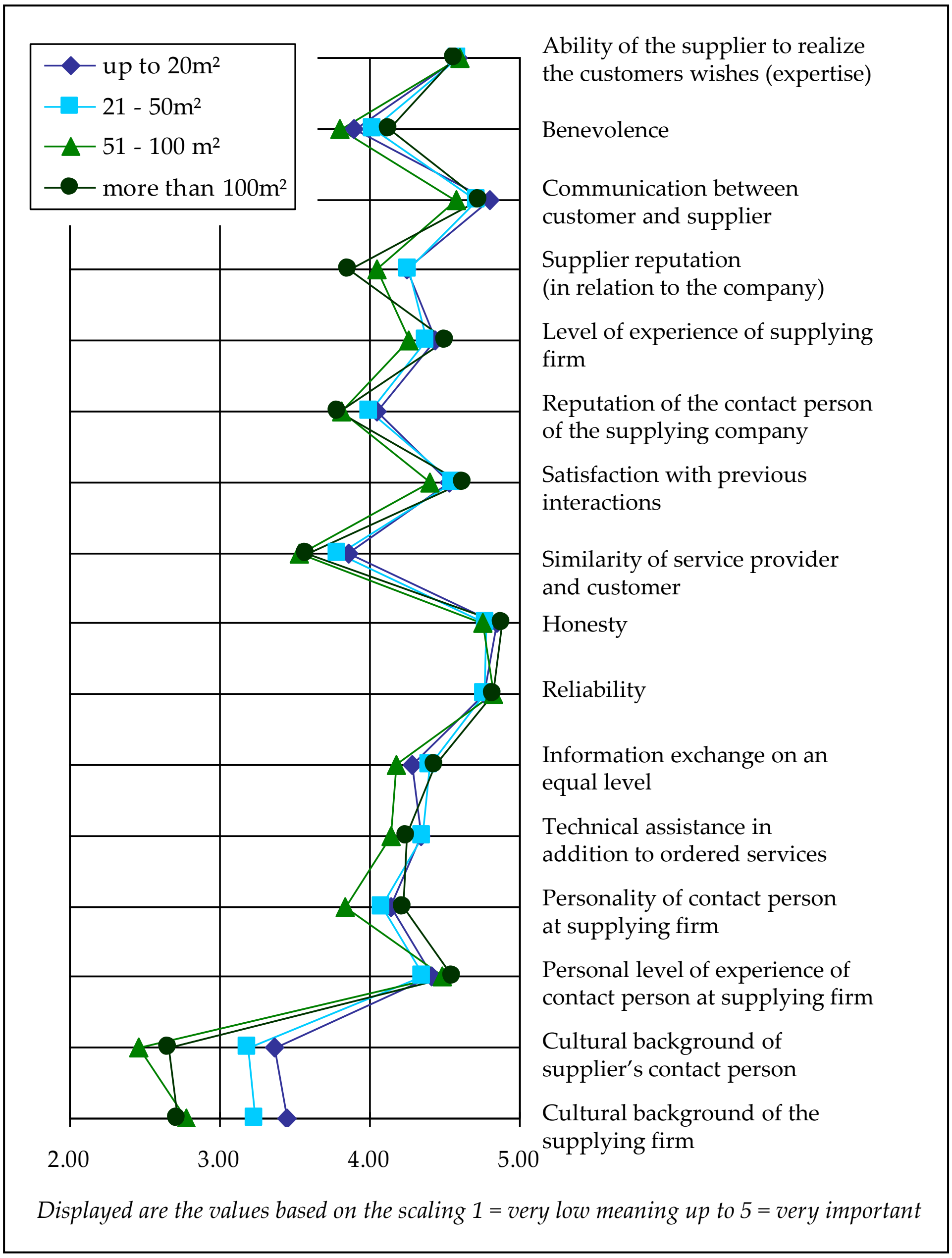
Again, a median comparison is performed. The results are shown in the chart below. Detailed figures of the median values can be found in appendix 19 .

[93] See chapter 5.1.4.

[94] See appendix 18.

Figure 21: Valuation of trust determinants (by stand size)

Grouped median comparison



Based on: Survey results

The medians of the items, resulting from the weighting by the subgroups show hardly any diversification. Only the last two aspects concentration on the cultural backgrounds of the service provider's contact person and the service supplying firm seem to differ. From a stand size bigger than 51m², the cultural background has a lower magnitude than for exhibitors with only smaller booths up to 50m².

Once more, a statistical test of significance succeeds the previous median comparison. Taking the stand size and the ratings of question 2 into account, the stand size is measured in square meters, so a metric scale but divided into ordinal classes. Question 2 also divides its parametric values into ordinal classes. However, since the sample does not show a normal distribution, the ANOVA cannot be tested. It is therefore decided to use the Kruskal-Wallis-test to examine the significance between the independent parametric values of the sample regarding the stand size with respect to the ordinal dependent variable, meaning the trust building determinants.[95]

The Kuskal-Wallis-test states that there are hardly any significant relations between the stand size and the weighting of the trust building determinants. The null-hypothesis should be retained in most cases, as different stand sizes value the aspects in a comparable manner. There are only three exceptions for the determinant relating to the satisfaction with previous interactions and the items focusing on the cultural aspects, one of them already showing differences in the median comparison per category.[96]

As the characteristic is measured in four different categories, in a second step a comparison by pairs has to be carried out to see the significant differences in detail. Therefore, the Mann-Whitney-U-test for the comparison of two independent samples is performed as post-hoc test.[97]
Considering the aspect of satisfaction with previous interactions first, the Mann-Whitney-U-test reveals a significant difference in the weighting of the factor

[95] See chapter 5.1.4.
[96] See appendix 20.
[97] See chapter 5.1.4.

between the smaller exhibitors (up to 20m² and 21-50m²) in relation with the group of exhibitors booking 51-100m² booths (p-value = 0,023 and 0,019). Additionally, this group (51-100m²) shows a significant difference compared to the largest group with stand sizes exceeding 100m² (p-value = 0,037).[98]

Spearman's rank order correlation is carried out in order to display any correlations between the four different groups and their valuation of the aspect of satisfaction with previous items. The test exposes a correlation value of r = -0.046, however, this result is not significant (p-value = 0.250). [99] Consequently no statement can be made that the bigger the stand, the less important is the previous product performance. With almost 91% of the complete sample voting for a higher importance of this aspect, as stated in chapter 5.2.2, it should generally considered valuable for the target group.

Taking the stand size and the cultural background of the sales person into account, it reveals a significant difference in the rating between the contacts with the smaller stand sizes (up to 50m²) and the bigger ones, bigger than 50m². The p-values for group 1 (up to 20m²) compared to group 3 (51-100m²) respectively group 4 (more than 100m²) are calculated as p = 0.000 and 0.004, and are therefore highly significant. The calculations between group 2 (21-50m²) and group 3 respectively group 4 lead to similar results with significant p-levels of p = 0.000 and p = 0.031. The Spearmen's rank correlation test shows a slight negative correlation r = -0.172. Furthermore, it is highly significant (p = 0,000). These circumstances can be summarized as follows: With the growing of the stand size, the importance of the cultural background of the contact person loses its importance. [100]

When taking the stand size and the cultural background of the service company into account, the picture is similar. There is a no significant difference in the valuing of this particular aspect between group 1 (up to 20m²) and group 2 (21-50m²) and between the groups 3 (51-100m²) and 4 (more than 100m²) according to the Mann-Whitney-U-test. Nevertheless, a significant difference can be seen between the groups 1 and 2 as one unit compared with the groups 3 and 4 as

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[98] See appendix 21.

[99] See chapter 5.3.1.

[100] See appendix 22.

another unit. All p-values are in the range of 0.000 up to 0.045[101], so the tests show that the exhibitors with smaller stands differ from the ones with bigger stands.
Here, the Spearman rank order correlation-test also shows a slight negative correlation r 0 -0.138 and the result is highly significant ($p = 0.001$). This leads to the conclusion: The bigger the stand size, the less important gets the cultural background of the service-providing company.[102]
However, considering the overall scores of these cultural-related items across the total sample, both aspects score rather low in the general valuation regarding trust building determinants. With about 35% and 37% they rank last with an obvious distance to all other aspects in the top score comparison of the trust-building variables.[103] Therefore, a further investigation of the causation has been abandoned.

Concluding it can be presumed that the booked stand size has at its most only a slight influence on how exhibitors rate the trust building determinants for a business relationship with a service provider.

Origin
This leads to the third and last set of subgroups to be considered for significant differences among them. They are divided by the **origin** as main characteristic. This matches up with hypothesis 2c ($H1_{2c}$):

$H1_{2c}$: Exhibitors show significant differences in their valuation of trust building factors according to their origin.

As explained in chapter 5.2.1, only three regions are analyzed: Germany, Europe without Germany (future reference: Europe), and Asia.
Again, the analysis starts with an execution of a median comparison. From the calculation of the median measures, the cultural aspects regarding the service provider seem to be relevant once more. The European and Asian exhibitors rate

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101 See appendix 22.

102 See appendix 22.

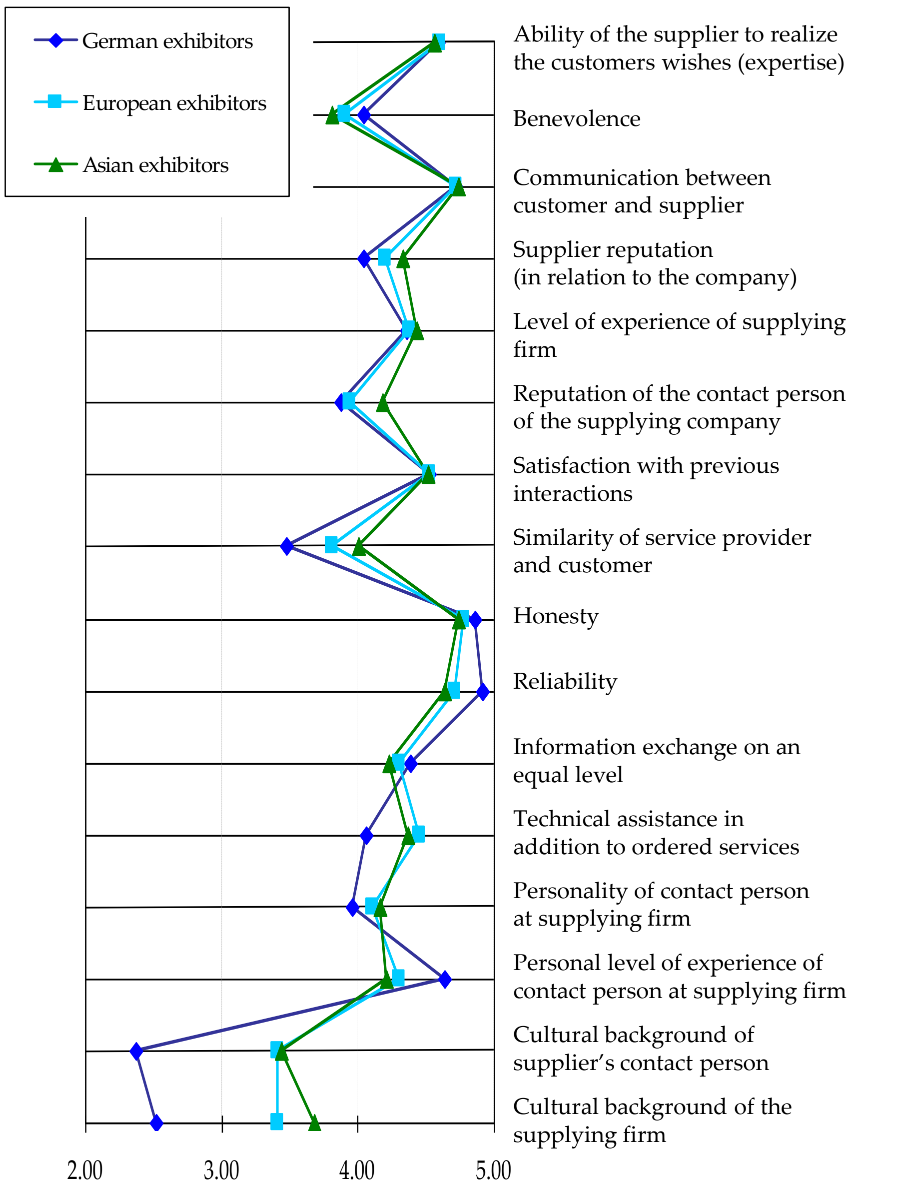
103 See table in chapter 5.2.2.

these aspects of cultural backgrounds with a median value of approximately 3.5. German exhibitors on the contrary value them distinctly less important (median value of approximately 2.5). Although generally speaking, the overall low rating of this aspect has to be kept in mind.

Additionally, the curves in the graph below show some differences also in the aspects of ‘reputation of the contact person of the supplying company’, ‘similarity of service provider and customer’, ‘reliability’, ‘technical assistance in addition to ordered services’ and ‘the personal level of experience of the contact person at the supplying firm’, for example. The exact numbers of the median values can be found in appendix 23.

Figure 22: Valuation of trust determinants (by origin)

Grouped median comparison



Displayed are the values based on the scaling 1 = very low meaning up to 5 = very important

Based on: Survey results

Thus, it is interesting to investigate more deeply the relevance of these determinants by carrying out a statistical significance test once more.
The Kruskal-Wallis-Test has been introduced in chapter 5.1.4. It can be used when more than two independent samples are tested on significant differences in their responses. As previously when dividing the sample by ordered stand size, there are more than two categories regarding the origin. Plus, the data in focus is measured on an ordinal scale. Therefore, the non-parametric Kruskal-Wallis-test is used again for analysing significant differences between the three origin groups of the sample concerning their ratings of the trust determinants.

According to the test results, significant differences in the rating can be observed for the following trust determinants[104]:
- Benevolence (p-value = 0,047)
- Supplier reputation (in relation to the company) (p-value = 0,032)
- Similarity between the service provider and the customer (presence of common values and interests) (p-value = 0,000)
- Honesty (p-value =0,013)
- Reliability (p-value = 0,001)
- Technical assistance in addition to ordered services (p-value = 0,001)
- Personal level of experience of contact person at supplying firm (p-value = 0,001)
- Cultural contact of supplier's contact person (p-value = 0,000)
- Cultural contact of supplying firm (p-value = 0,000)

For these nine variables it needs to be found out which subgroups answered significantly different to the others. Thus, the Mann-Whitney-U-test is performed in pairs of two again for the relevant trust determinants[105]:

At first, a comparison of the results between the **German and the European** exhibitors is carried out. The Mann-Whitney-U-test reveals a highly significant differentiation on six of the previously expressed aspects (p-level smaller than

[104] See appendix 24.
[105] See appendix 25 for numbers and chapter 5.1.4 for theory on the test.

0.01) Consequently, is can be stated that German exhibitors of the medical industry rate the aspects 'Similarity of service provider & customer (presence of common values & interests)', 'Honesty', 'Technical assistance in addition to ordered services', 'Personal level of experience of contact person at supplying firm', 'Cultural background of supplier's contact person' as well as 'Cultural background of the supplying firm' fairly different from their European counterparts. Additionally, the item 'Benevolence' shows a significant difference with a p-value of 0.047. Taking the median comparison into account again, the German exhibitors put a higher emphasis on the experience of the contact person at the service provider. They value a qualified contact, to discuss the details of the orders with, higher than the European exhibitors. Furthermore, the German exhibitors value benevolence and honestly slightly higher than their European counterparts. The European exhibitors on the other hand, like to work with suppliers that share the same values and interests and attach a higher importance to these determinants than the German exhibitors. In addition, they put a very high emphasis on additional support the service providing company volunteers to offer to the exhibitor. The presence of these aspects helps to build and maintain trust within the business relationship a lot from their point of view. German exhibitors see these aspects as less important for the purpose. Both groups only rate the cultural aspects with moderate impact to build and maintain trust. Yet, while German exhibitors rate these determinants as clearly unimportant (median values of 2.37 and 2.52), the European exhibitors see a slight impact nevertheless, rating the cultural aspects with median values of 3.41.

In relation to the **Asian exhibitors, the German** rankings vary significantly in all nine aspects. Except for 'Benevolence' (p-value = 0.26), they all even show a high significance with p-values less than 0.01.[106] Again, the German exhibitors believe that the experience of the contact person at the supplying firm has a higher significance for building and maintaining than the Asian exhibitors do. They also rate the determinants 'Benevolence', 'Honesty', and 'Reliability' higher than the exhibitors from Asia. Alternatively, the Asian exhibitors rate the determinants of common values and interests, the reputation of the company, the technical

[106] See appendix 25.

assistance plus the cultural aspects higher than the Germans do. Regarding the cultural background of the contact person at the supplying firm and the supplying firm itself, Asian exhibitors put even more emphasis on them for building trust then their European counterparts (median values of 3.44 and 3.68).

Asian and European exhibitors, however, only show statistically significant differences in their evaluations of the determinants in three aspects: ‘Similarity of service provider and customer’, Reliability’, and the ‘Cultural background of the supplying firm’ (all p-values between 0.05 and 0.01). The aspect of commonly shares values and interest between the service provider and buyer as well as the cultural background of the firm is of higher importance for the Asian exhibitors, while the Europeans put a higher emphasis on reliability.[107]

Table 14 gives an overview of the results described above. Values lower than 0.050 represent significant differences between the two compared origin-groups.

Table 14: Significant differences in the valuation of trust determinants by exhibitors’ origin

	significance level per origin-pairs (based on Mann-Whitney-U-tests)		
Trust determinant	Germany-Europe	Germany-Asia	Europe-Asia
Benevolence	0,047	0,026	0,473
Supplier reputation (in relation to the company)	0,195	0,009	0,085
customer (presence of common values and interests)	0,000	0,000	0,016
Honesty	0,005	0,004	0,721
Reliability	0,111	0,000	0,018
Technical assistance in addition to ordered servic	0,000	0,034	0,474
Personal level of experience of contact person at supplying firm	0,001	0,001	0,561
Cultural contact of supplier's contact person	0,000	0,000	0,666

Based on: Survey results

To support these results, correlation tests according to Spearman[108] are additionally carried out.[109] All trust determinants show a statistical significance in

[107] See appendix 25.

[108] See chapter 5.1.4.

the calculation of the correlation. The items more important to the exhibitors originated closer to the fairground (with a negative correlation coefficient r) are: 'Benevolence' (r = -0.102), 'Honesty' (r = -0.115), 'Reliability' (r = -0.138), 'Personal level of experience of contact person at supplying firm' (r = -0.142). With rather low correlation coefficient values, the correlation is not very strong in either of these items. The farther away the exhibitors come from, the more important are the factors: 'Supplier reputation (in relation to the company)' (r = 0.104), 'Similarity of service provider and customer' (r = 0.216), 'Technical assistance in addition to ordered services' (r = 0.142), 'Cultural background of supplier's contact person' (r = 0.328), and 'Cultural background of the supplying firm' (r = 0.327). Here the correlation is stronger in several aspects.[110]

In the following, each of these items is to be examined to show the distributions compared to the relevant characteristics in detail.

Benevolence is with an overall rating of 59.56% in the top boxes across the whole sample generally not one of the most important trust building determinants. However, as can be seen in the figure below, for the German exhibitors it ranks higher than for the other two groups.

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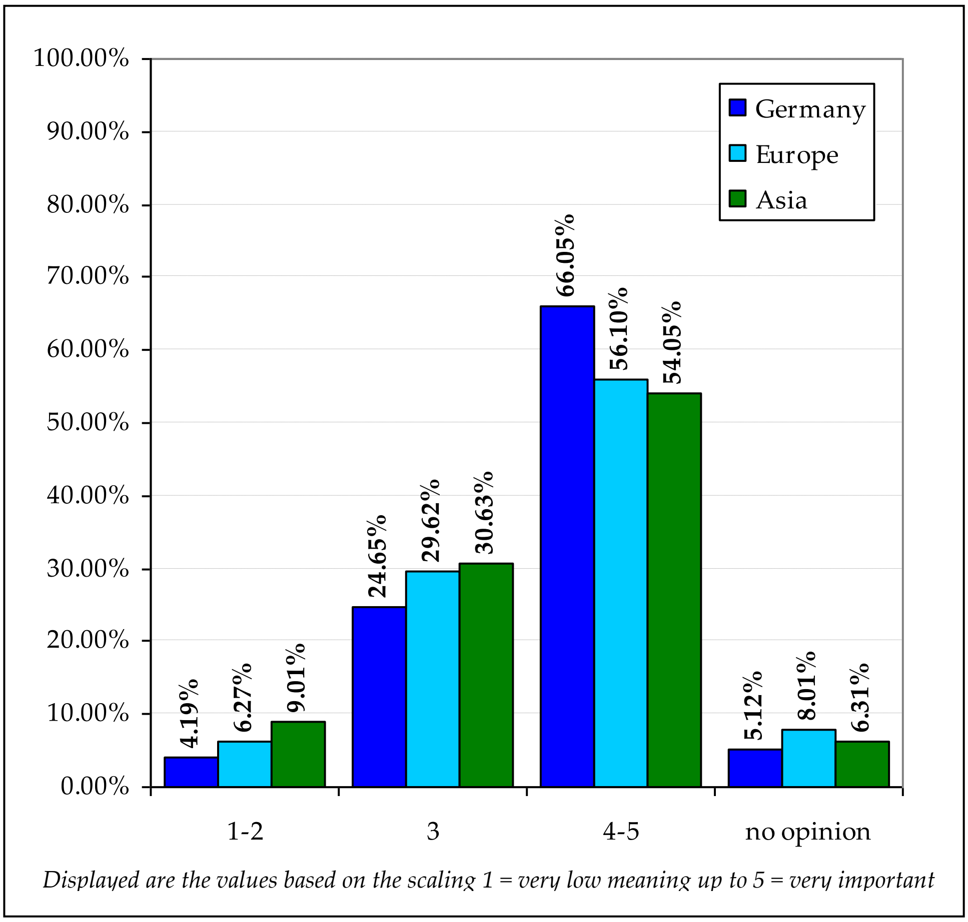
[109] Therefore, the nominally scaled variable is coded with numbers according to their distance to the trade fair market Germany. Germany is coded with 1, Europe gets 2 and Asia gets number 3.

[110] See appendix 26.

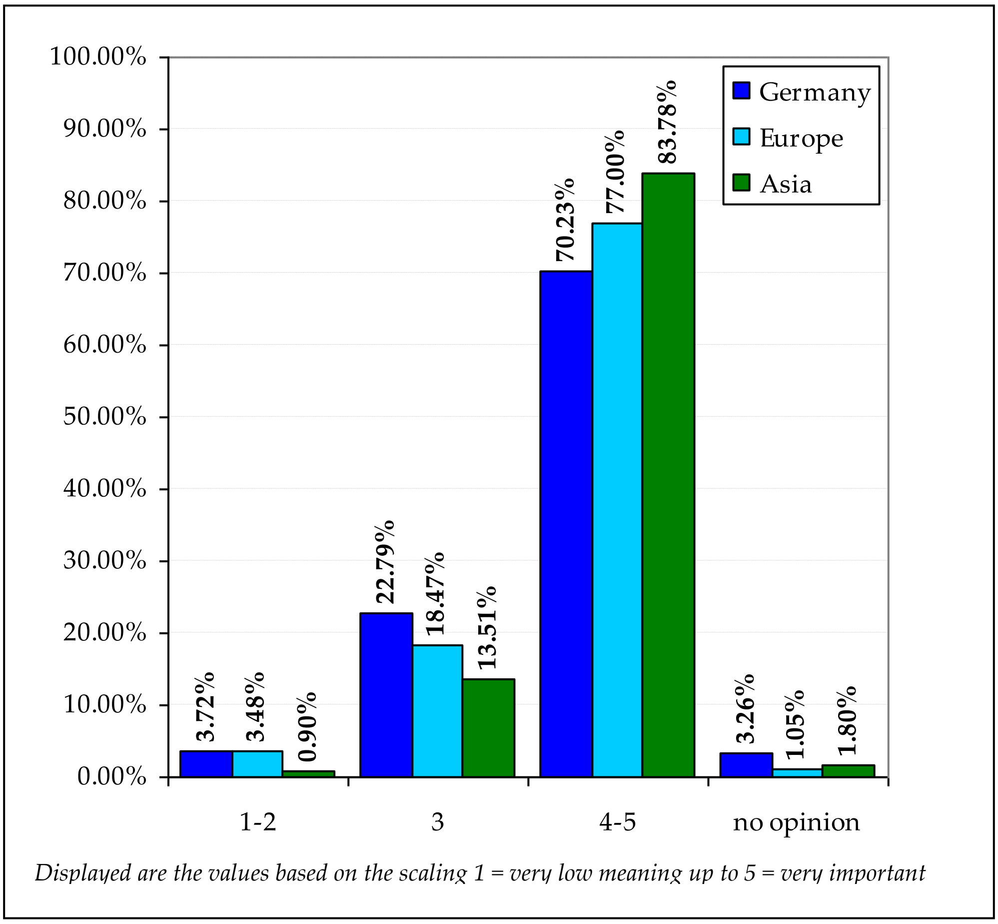
Figure 23: Ratings 'Benevolence' divided by exhibitors' origin



Based on: Survey results

The **reputation of the supplying firm** is rated important/highly important by 76.65% of the complete sample. Taking a look at the ratings divided by origin, it gets obvious that this aspect is less important to the German exhibitors than to the foreign ones; especially the ones from Asia attach a high importance to it. 83.78% of the Asian exhibitors mark the top boxes on the questionnaire regarding the importance to build trust for this aspect.

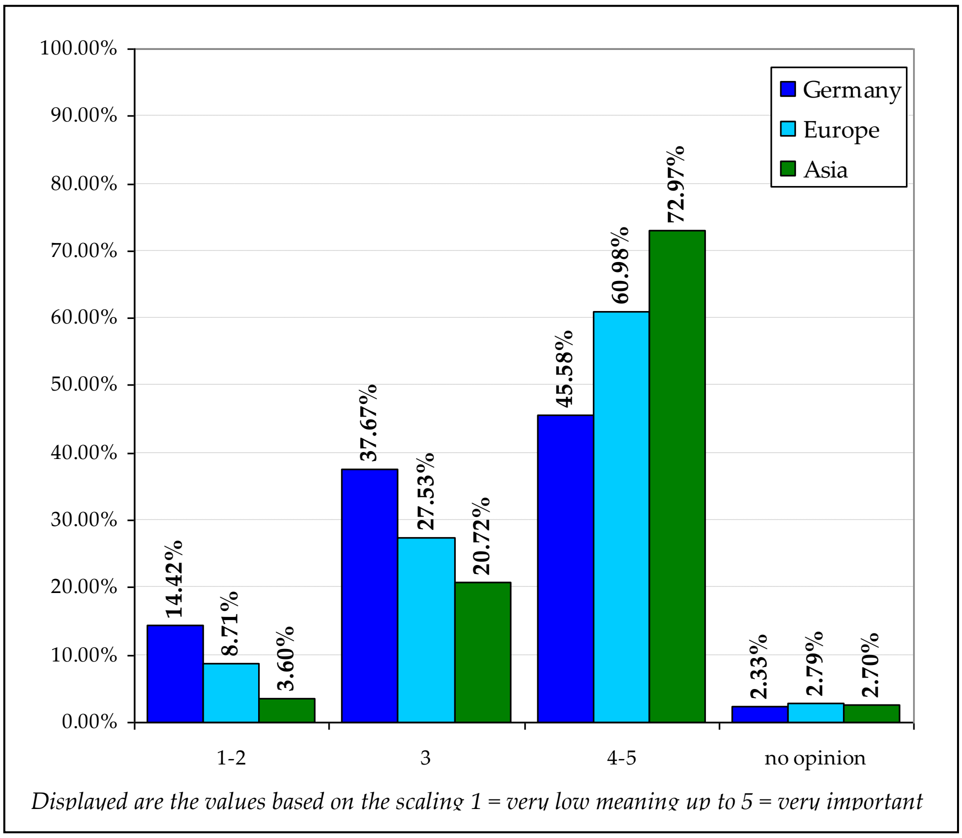
Figure 24: Ratings 'Supplier reputation (in relation to the company)' divided by exhibitors' origin



Based on: Survey results

Regarding the similarity of the service provider and the customer, meaning that they **share the same values and interests**, it becomes obvious, that this item is fairly more important to the European and the Asian exhibitors than to the German ones when considering the cross table results. The German exhibitors have explicit higher ratings in the lower scores than the other two groups.

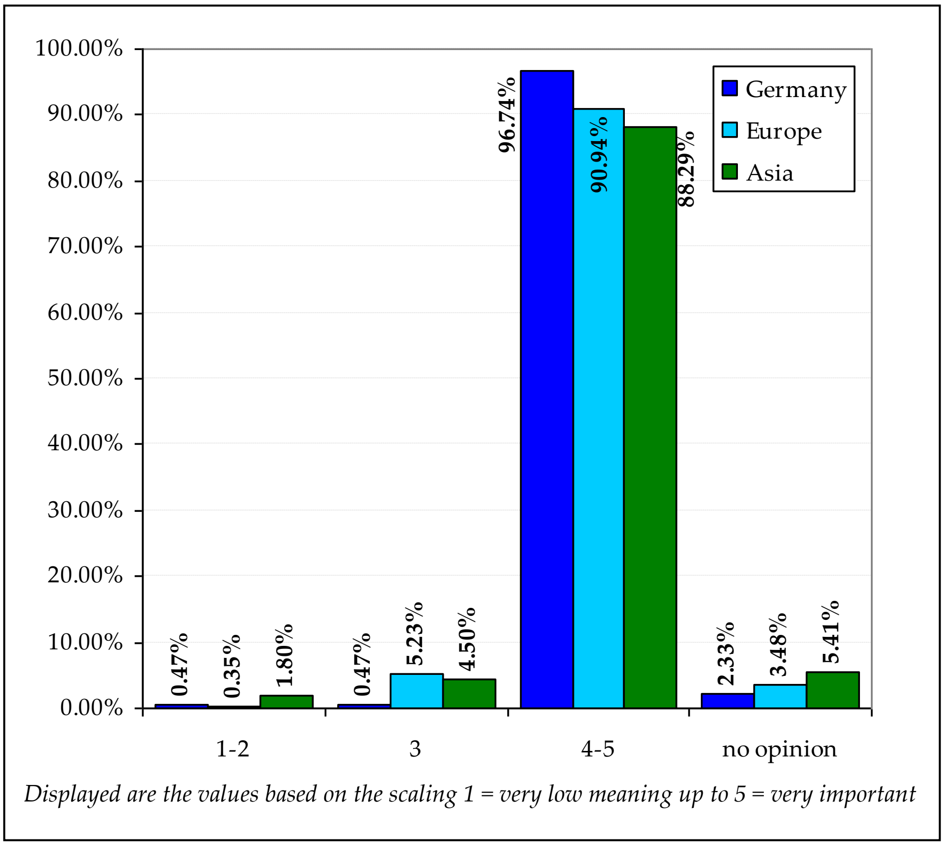
Figure 25: Ratings 'Similarity of the service provider and the customer' divided by exhibitors' origin



Based on: Survey results

Honesty is the trust-building determinant with the second highest rating in the whole sample in order to fulfill the purpose. This is also mirrored when dividing the sample results by origin. The figure below displays how important this aspect is to all three regions in order to create a trustful business relationship. With almost 97% of the votes in the top boxes, it has the highest magnitude of all trust-building items for German distributors.

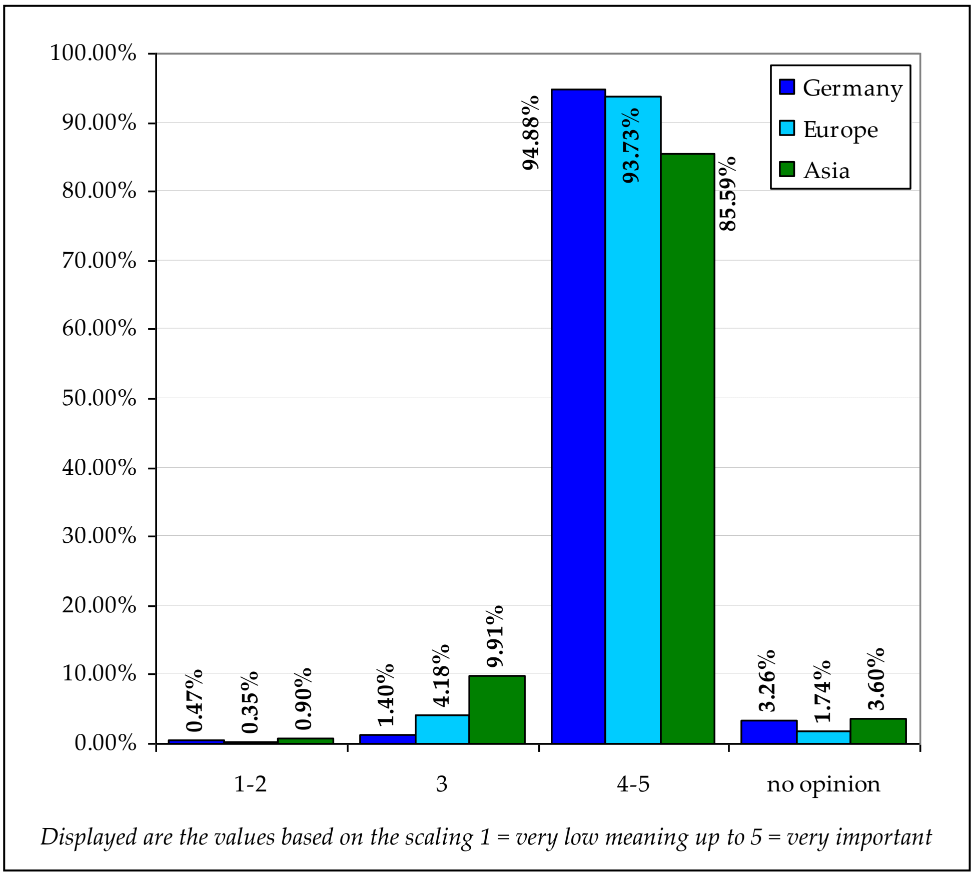
Figure 26: Ratings 'Honesty' divided by exhibitors' origin



Based on: Survey results

Another aspect with almost as high ratings as 'Honesty' is the trust-building item '**Reliability**'. The results show a similar picture than the ones regarding honesty: For German exhibitors this factor is of highest importance. Asian exhibitors have a remarkably higher score also in the indifferent section, compared to the European and German exhibitors. The value is 9.91% compared to 4.18% (European exhibitors) and 1.40% (German exhibitors). The comparison is visualized in the figure on the next page.

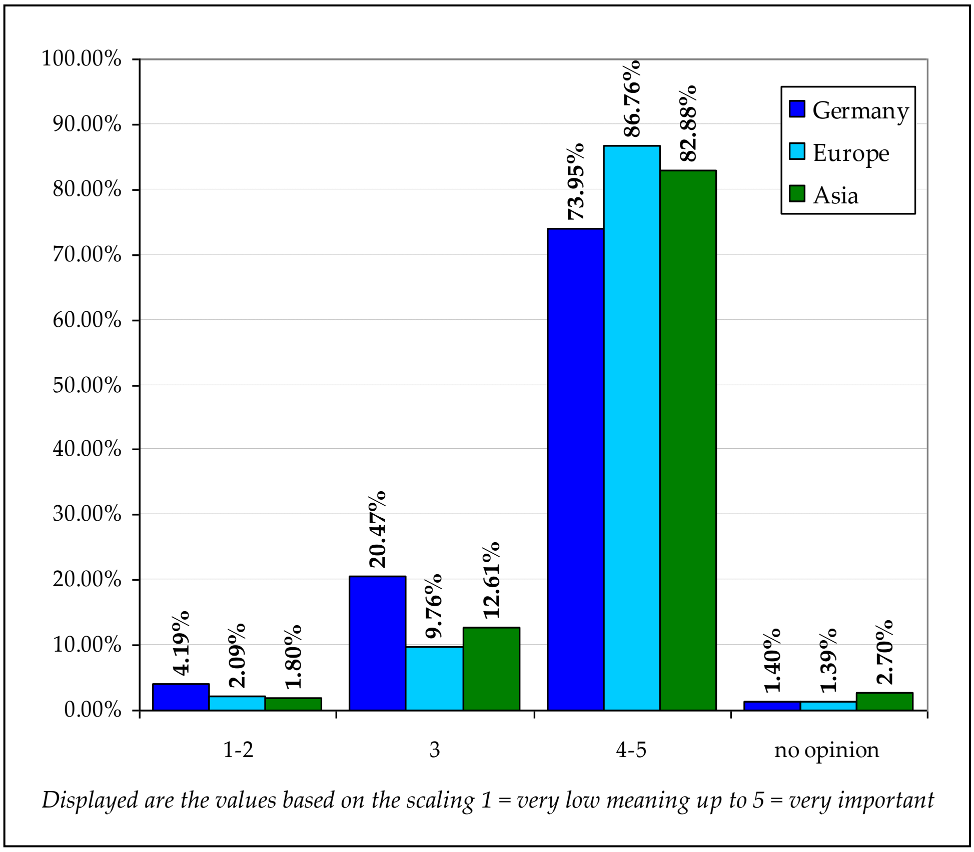
Figure 27: Ratings 'Reliability' divided by exhibitors' origin



Based on: Survey results

European and also Asian exhibitors are expecting more additional help and assistance than the German exhibitors do. They want to be cared for in a stronger way and want to feel supported by the service provider. The chart below displays the answers of the respondents regarding **technical assistance in addition to the ordered services**.

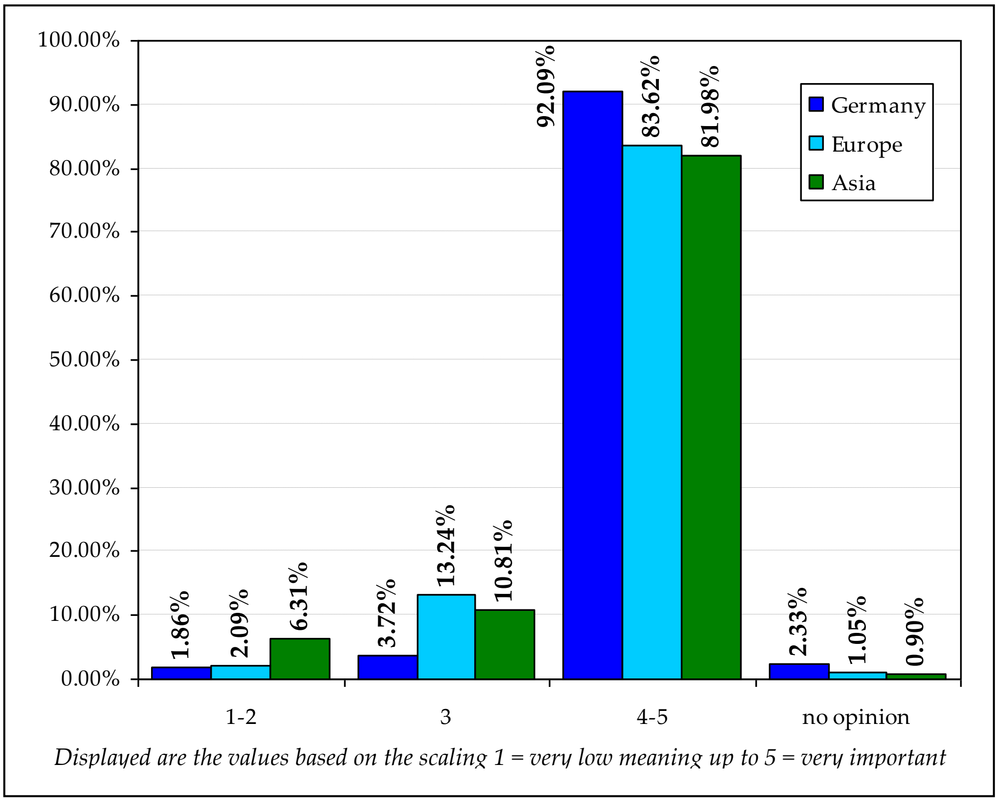
Figure 28: Ratings 'Technical assistance in addition to the ordered services' divided by exhibitors' origin



Based on: survey results

The German exhibitors on the other hand rate the level of **experience at the service** supplying firm more important than the Asian and European exhibitors. 92.1 % of all the German exhibitors rate this aspect of (high) importance to build and maintain trust. When booking a service supplier they need an partner who can work independently according to the customers' wishes. He needs to have a high level of experience himself; the company reputation itself is not enough.

Figure 29: Ratings 'Level of experience of supplying firm' divided by exhibitors' origin



Based on: survey results

The last two aspects of the **cultural background of the firm as well as the contact person** at the service supplier is of very low value to create trust for German exhibitors. While approximately 20% of the German exhibitors grant a certain importance to the cultural background of the company, only 15.8% see the cultural background of the contact person as a truly relevant aspect. The majority (53% respectively 49.3%) sees no impact of the origin on trust building at all. For Asian and European exhibitors, these two aspects are of much higher significance. Here, the majority weights the factors high. Especially for Asian exhibitors these aspects seem to matter in a trustful business relationship when buying immaterial goods, as can be seen in figures 30 and 31.

Figure 30: Ratings 'Cultural background of supplier's contact person' divided by exhibitors' origin

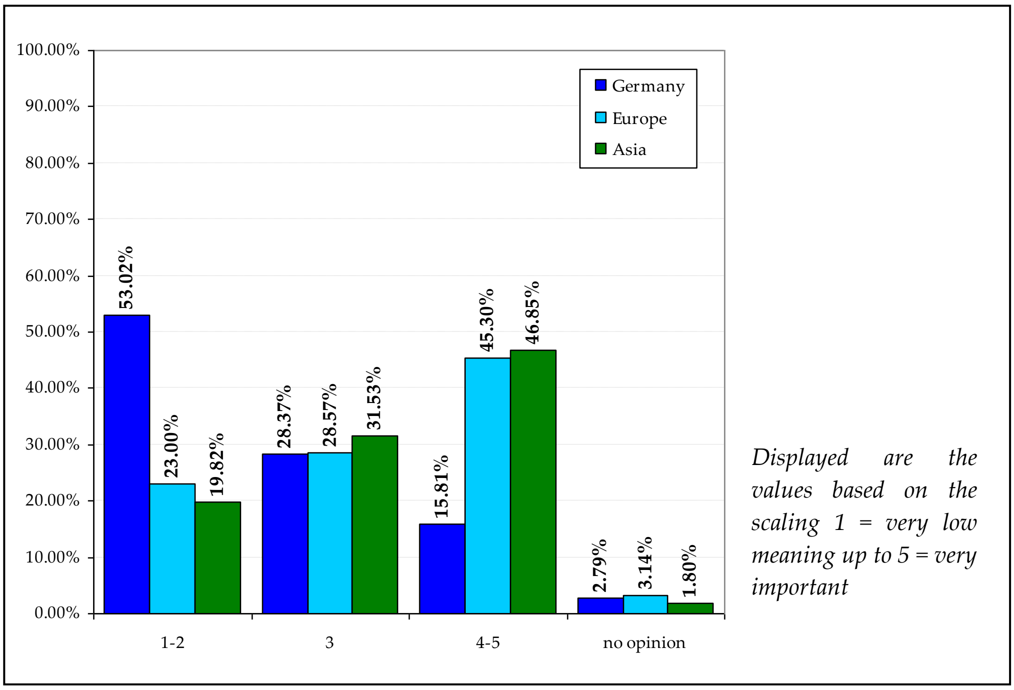
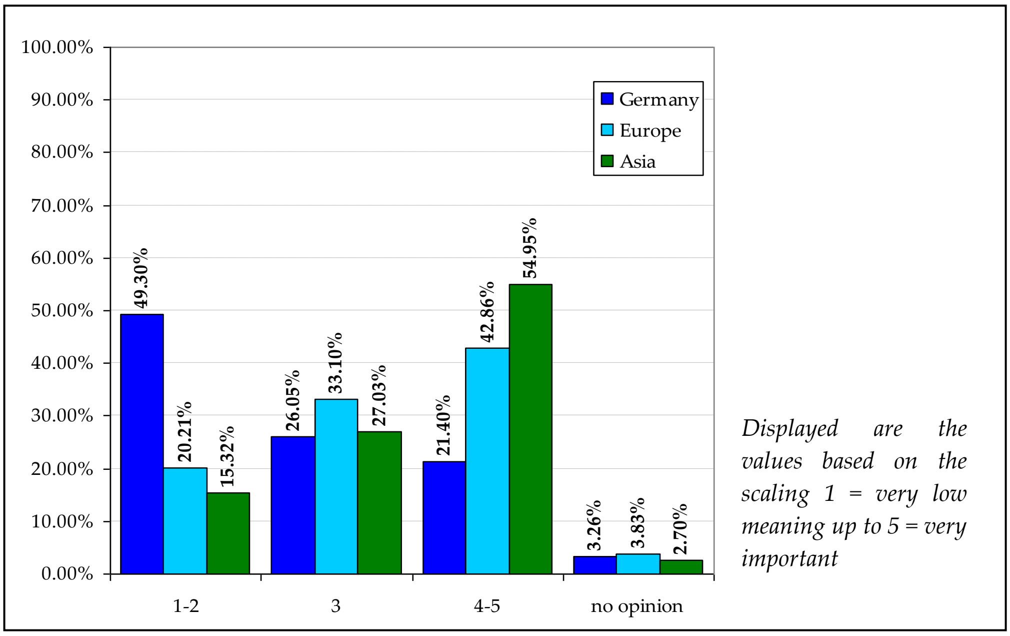


Figure 31: Ratings 'Cultural background of supplying firm' divided by exhibitors' origin



Both figures based on: survey results

Therefore, as seen in the analysis and the results above, it can be presumed that the origin of the exhibitor has a significant impact on how an exhibitor rates the trust building determinants for a business relationship with a service provider. Hypothesis 2c ($H1_{2c}$) cannot be rejected.

Summing up the findings on the analysis of the survey data regarding hypothesis 2, the aspects generally rated most important to build and maintain trust are repeated again first. So for building and maintaining a trust based service business relationship, the complete sample rates the aspect 'Communication between customer and supplier' as most important. 94.20% of all respondents marked it with a score of 4 or 5. Second in line are the factors 'Honesty' and 'Reliability' both with a share of 92.79% of all votes in the top scores 4 and 5. 'The supplier's ability to fulfill the customers' wishes, meaning his expertise, scored with 91.54% of all exhibitors marking a score of 4 or 5 in the questionnaire. This is followed by the trust building factor 'Satisfaction with previous interactions' (90.60% scores of 4 or 5 within the complete sample).

The hypothesis 2 asked if there are differences in the ratings of the trust determinants among the sample according to the defined characteristics.
As was investigated, the exhibitor status has no influence on the valuation of the trust building factors. No significant differences could be detected between the two sub-samples consisting of either new or existing exhibitors.
Taking in focus the division of the sample by the stand size, only three aspects revealed significant differentiation between the sub-samples: Exhibitors with smaller stands seem to put a little more emphasis on previous working experiences with the supplier than the bigger ones. However, as the correlation test showed no significant results and as this aspect was generally rated very highly by the whole sample, it can be regarded essential by the complete sample and target group. Additionally, significant differences could be observed concerning the cultural background either of the supplier's firm itself or of the contact person of the supplier's. As the correlation test revealed, the importance of this factor shrinks once the ordered stand sizes get bigger. Nevertheless, it

should be kept in mind, that many of the Asian exhibitors booked small stands.[111] Therefore, this might be an indication for the third sub-hypothesis, dividing the sample by origin in order to find significant differences in the valuation of the trust building factors. When dividing the complete sample according to the origin of the respondents, several trust determinants display significant differences in ranking by the sub-samples.

German exhibitors rate the factors of benevolence, honesty, reliability and the experience of the sales person at the supplying firm more important compared to the complete sample average. Regarding the aspect of reliability, the European exhibitors tend towards the same direction as the Germans. The table below displays the detailed percentages of the previously mentioned items.

Table 15: Top score ratings of significantly different items per origin (1)

	top score ratings (scores 4 & 5) per group			
	Benevolence	Honesty	Reliability	Personal level of experience of contact person at supplying firm
origin				
Germany	66.05%	96.74%	94.88%	92.09%
Europe	56.10%	90.94%	93.73%	83.62%
Asia	54.05%	88.29%	85.59%	81.98%
complete sample	59.22%	92.50%	92.66%	86.30%

Based on: Survey results

Foreign exhibitors look for good reputation of the service suppliers in the market. This is especially important to Asian exhibitors with 83.78% of them ranking it

[111] 45.0% of the Asian stands are in the category 'up to 20m²', additional 42.3% of the stands are of the size '21-50m²'.

with the top scores. Additionally, foreign exhibitors favor a similarity between the service provider and the customer. Both foreign groups rate this above the sample average. Yet, the Asia respondents put the highest emphasis on this aspect with 72.97% attaching top scores compared to 60.98% of the European and only 45.58% of the German exhibitors. Regarding technical assistance, this aspects is most important to the European exhibitors, followed closely by the Asia ones. Both rank this factor in its importance to build and maintain trust higher than the average of the complete sample.
The most obvious differences, however, can be seen in the weighting of the trust determinants focusing on the cultural differences regarding the contact person as well as the supplying firm. Here, almost half of the European as well as Asian exhibitors contributed scores of 4 or 5 to this aspect. Approximately 30% of each group rated each item with a score of 3. Only about 20% rated these aspects as unimportant. German exhibitors, on the other hand, mirror these results. More or less 50% of them see these determinants as unimportant to secure a trust based business relationship. About 20% gave a neutral rating. Table 16 provides a corresponding overview.

Table 16: Top score ratings of significantly different items per origin (2)

	top score ratings (scores 4 & 5) per group				
	Supplier reputation (in relation to the company)	Similarity of service provider & customer (presence of common values & interests)	Technical assistance in addition to ordered services	Cultural background of supplier´s contact person	Cultural background of the supplying firm
origin					
Germany	70.23%	45.58%	73.95%	15.81%	21.40%
Europe	77.00%	60.98%	86.76%	45.30%	42.86%
Asia	83.78%	72.97%	82.88%	46.85%	54.95%
complete sample	75.86%	57.75%	81.57%	35.24%	37.52%

Based on: Survey results

So, hypothesis 2 ($H1_2$) should not be rejected. Some characteristics by which the target group can be divided, lead to different valuation of several determinants to build and maintain trust in a business relationship between a service supplier and his potential customer. These differences should be considered when trying to establish a trust based relationship.

5.2.3.3 Testing of hypothesis 3

The analysis of the communication aspects in general shows a clear ranking of the importance of the communication factors, but as found out in chapter 5.2.2, they cannot be linked to any specific trust determinants.
However, even if the communication tools cannot be linked to specific trust determinants, there might be variations regarding the optimal addressing of the exhibitors with regard to their characteristics which are of interest for the trade fair organizers and could be retrieved out of CRM systems for marketing purposes. Thus, the analysis follows the division into the subgroups as done in the previous analysis. Hypothesis 3 and its sub-hypotheses are:

$H0_3$: Exhibitors in the German trade fair market do not show significant differences in their valuation of methods to establish a trust building communication a service provider should direct towards his customers according to their characteristics.

$H1_3$: Exhibitors in the German trade fair market show significant differences in their valuation of methods to establish a trust building communication a service provider should direct towards his customers according to their characteristics.

$H1_{3a}$: Exhibitors in the German trade fair market show significant differences in their valuation of methods to establish a trust building communication a service provider should direct towards his customers according to their exhibitor status.

$H1_{3b}$: Exhibitors in the German trade fair market show significant differences in their valuation of methods to establish a trust building communication a service provider should direct towards his customers according to their booked stand size.

$H1_{3c}$: Exhibitors in the German trade fair market show significant differences in their valuation of methods to establish a trust building communication a service provider should direct towards his customers according to their origin.

The hypothesis is analyzed by the evaluation of the answers to question 6 of the questionnaire. It reads as follows:

"When getting in touch with a potential service supplier, which aspects – besides prices and discounts - are most important for you in order to consider the supplier for further business?"

The respondents were asked to rate a number of 13 aspects according to the importance they attach to each feature. As for the examination of hypotheses 2, the median comparison is carried out as first to get a first impression on different rating among the sub sample groups. For determining statistically significant differences among the opinions per subgroup, significance test according to the present data basis are carried out once more. For the significance tests the two lower parameters ('very low meaning', value 1, and 'low meaning', value 2) are combined. The same applies to the two scores 'very important' (value 5) and 'important' (value 4). The middle score as well as the 'no opinion'-option stay unpaired. As a result three categories for calculation develop from 'unimportant' to 'indifferent' to 'important'. The answers 'no opinion' will be neglected per item, as the answers have no explanatory value. Possible significant divergence between the subgroups can then be calculated by using the statistical tests, explained in chapter 5.1.4. In combination with the median results, deductions about the target groups can be expressed.

Exhibitor status

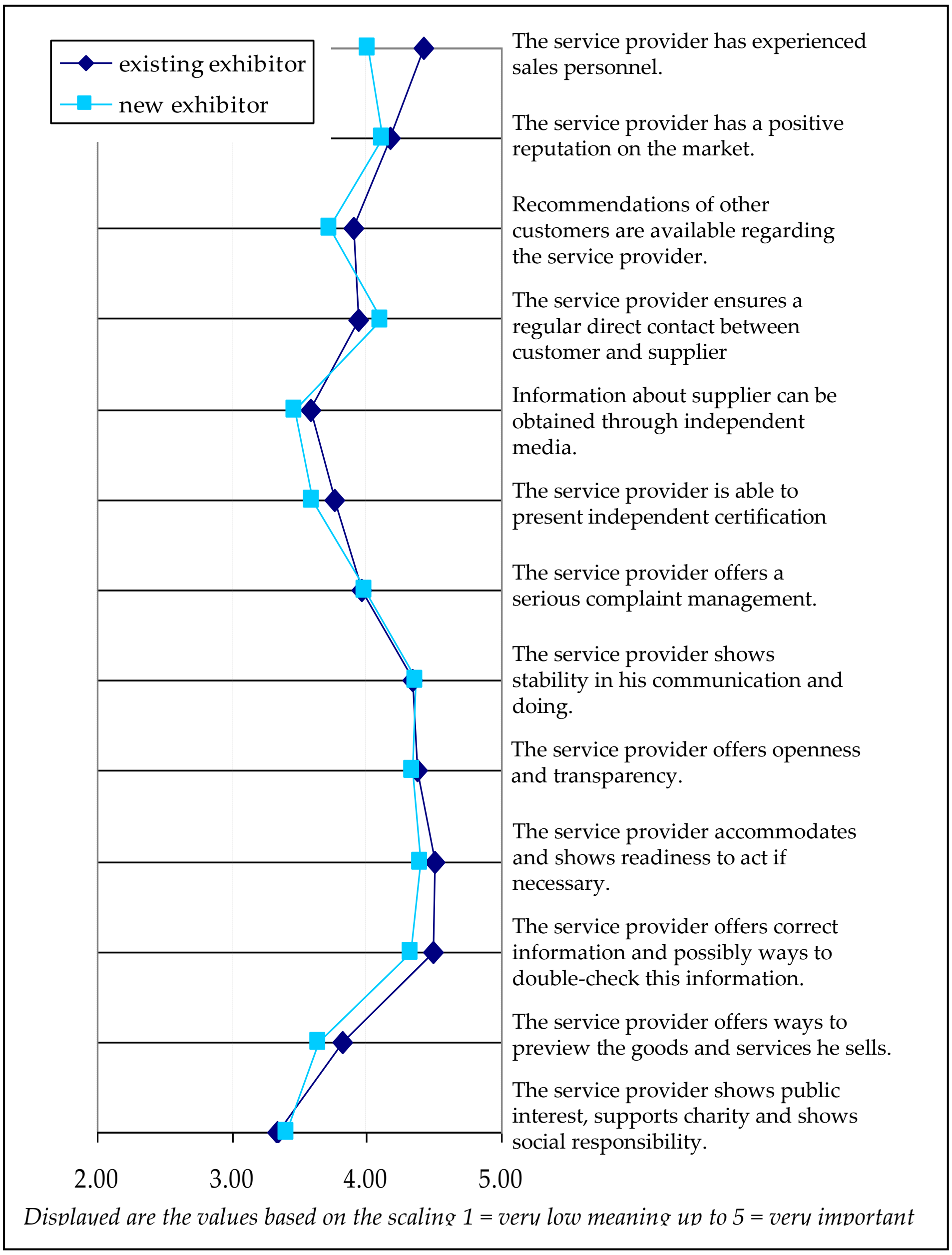
To begin with, the exhibitor status is in focus.

H1$_{3a}$: Exhibitors in the German trade fair market show significant differences in their valuation of methods to establish a trust building communication a service provider should direct towards his customers according to their exhibitor status.

In a first step, the medians of the ratings regarding the trust-building and trust-maintaining communication aspects are compared. The results show few differences between the two subgroups as can be seen in figure 32.[112] Only the aspect of the experienced sales personnel seems to differ between the two groups.

[112] Detailed median values can be viewed in appendix 27.

Figure 32: Valuation of trust building communication aspects by exhibitor status [113]



Based on: Survey results

[113] For a better clarity, the scaling in the figures in chapter 5.2.2.3 are displayed in a reduced way. The particular scaling is always shown in the corresponding figure.

Once more, these results just show an indication but do not tell any details about statistically significant differences among the group. As two independent groups (new exhibitors and existing exhibitors) are analyzed, and the communication factors are rated on an ordinal scale, the Mann-Whitney-U-test is used again, just like it was done in the testing of Hypotheses 2a.[114] The results of the test, however, show no significant differences in the rating between the two groups.[115] Therefore, it can be said, that no differences in addressing the exhibitors regarding their status have to be considered. The weighting of the single communication items as done by the whole sample apply. Hypotheses $H1_{3a}$ has to be rejected. The null-hypothesis applies.

Stand size

Once more in a second step, the sample is divided by the booked stand size categories (up to 20m², 21-50m², 51-100m², more than 100m²). The second segmentation of the sample, therefore, corresponds with hypothesis $H1_{3b}$:

$H1_{3b}$: Exhibitors in the German trade fair market show significant differences in their valuation of methods to establish a trust building communication a service provider should direct towards his customers according to their booked stand size.

The median comparison of the grouped medians per subgroup shows differences regarding the ratings of the single communication methods. The four sample sub-groups only seem to agree upon the level of importance attached to the service provider's openness and willingness to show transparency, as well as the focusing on correct information and the possibility to double check them. Those factors are also both fairly highly weighted with median values of approximately 4.3. Generally, the median comparison in figure 33 displays how differently the exhibitors value the particular communication methods in order to build and maintain trust within the business relationship with a trade fair service provider. While the service provider's stability in his communication seems very important

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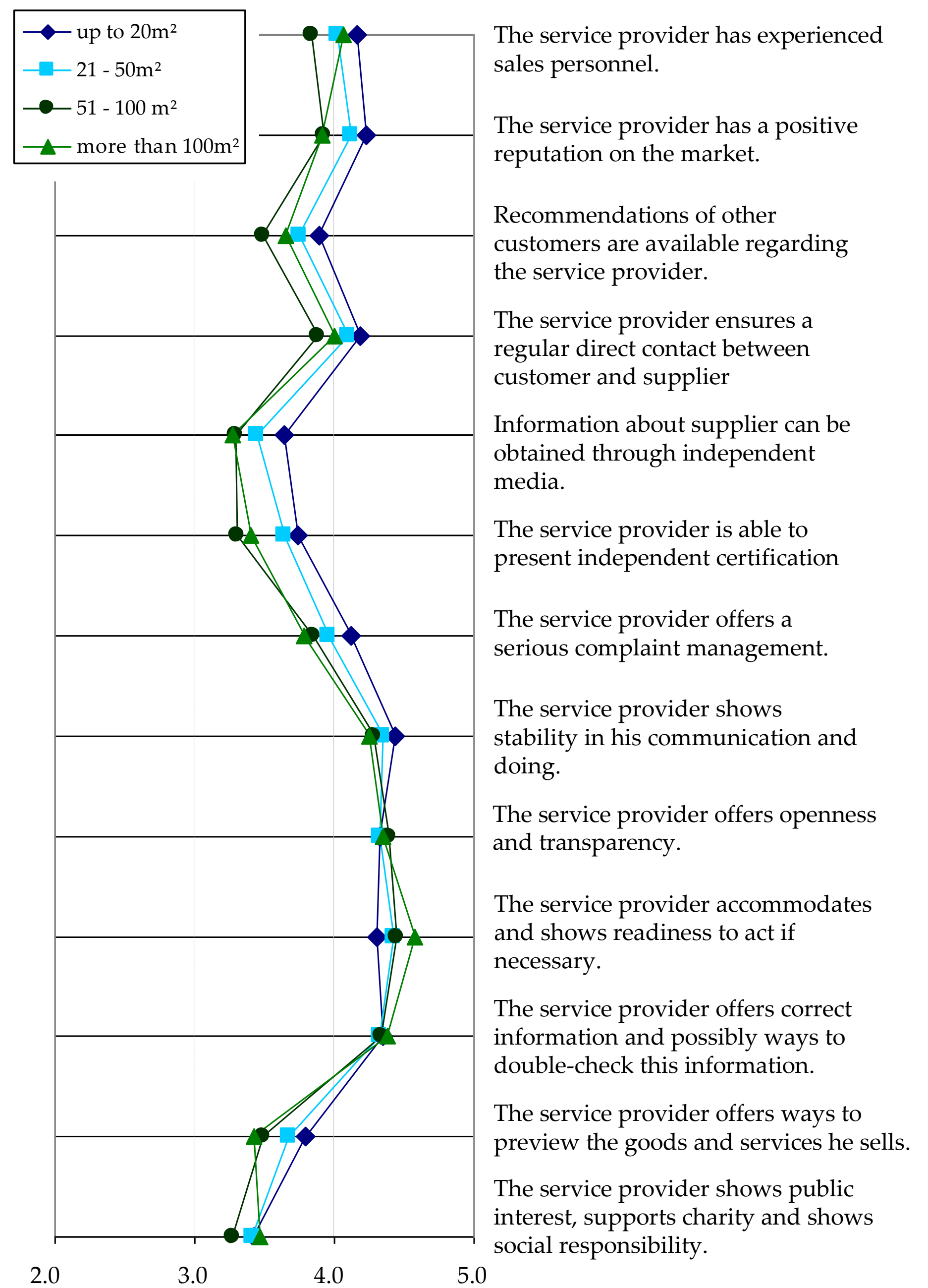
[114] See chapter 5.1.4 and 5.2.3.2.

[115] See appendix 28.

(median value = approx. 4.3), his commitment to support public interests or charity is not fully essential when building trust (median value = less than 3.5), for example. Detailed median values on this comparison can be found in appendix 29.

Figure 33: Valuation of trust building communication aspects by stand size



Displayed are the values based on the scaling 1 = very low meaning up to 5 = very important

Based on: Survey results

Again, the question is, are these variations between the ratings of the sample subgroups of statistical significance? This leads to the corresponding tests.

Four independent samples are analyzed. Ratings are given on an ordinal scale. Therefore, the Kruskal-Wallis-test is used to discover significant differences among the subgroups of the sample.[116] Based on the outcomes of the Kruskal-Wallis-test, five aspect show significant variations in the ratings:

- Recommendations of other customers are available regarding the service provider (p-value = 0.017)
- Information about supplier can be obtained through independent media (p-value = 0.005)
- The service provider is able to present independent certification (such as quality certifications) (p-value = 0.002)
- The service provider offers a serious complaint management (p-value = 0.020)
- The service provider shows stability in his communication and doing (p-value = 0.036).[117]

Going deeper into the details, the Mann-Whitney-U-test is performed as post-hoc-test to compare the results of two groups against each other for discovering the significant differences between the single subgroups.[118] The performance of this test per pair reveals the subsequent findings:
The opinions of the exhibitors with the smallest stands (**up to 20m²**) vary most significantly from all the other exhibitors. Table 17 shows the significant p-values based on pair-comparison carried out by using the Mann-Whitney-U-test. The left column shows the two groups which are compared. Only the significant p-values are shown in the table.

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[116] See chapter 5.1.4.

[117] See appendix 30.

[118] See chapter 5.1.4.

Table 17: Significant p-values for stand size sub-groups [119]

	Question 6 (aspect with significant p-value results)				
	Recommendations of other customers are available regarding the service provider.	**Information about supplier can be obtained through independent media.**	**The service provider is able to present independent certification.**	**The service provider offers a serious complaint management.**	**The service provider shows stability in his communication and doing.**
up to 20m² & 21-50m²	-	0.023	-	0.047	0.047
up to 20m² & 51-100m²	0.002	0.002	0.000	0.008	0.003
up to 20m² & more than 100m²	-	0.019	-	0.017	-
21-50m² & 51-100m²	0.013	-	0.003	-	-
21-50m² & more than 100m²	-	-	-	-	-
51-10m² & more than 100m²	-	-	-	-	-

Based on: Survey results

When evaluating the aspects of the opportunity to gain information about the service supplier through independent media and regarding the complaint management, the exhibitors with stands **up to 20m²** differ from all other groups. Additionally, they show a particular variation towards exhibitors with stands sized **51-100m².** Compared to this specific subgroup, exhibitors with stands sized **21-50m²** also show some significant differences in the weighting of communication factors.

This leads to the next question, if correlations can be found. For that reason, the Spearman rank correlation test[120] is executed. It reveals a high significance of the

[119] See appendix 31.

[120] See chapter 5.1.4.

correlation results for all five aspects, as all five correlation results show significance levels below the value of 0.01.
Each correlation coefficient shows a significant negative result, when correlating the stand size with the communication items in focus:

Table 18: Correlation coefficient (communication aspects - stand size)

Communication aspect	Correlation coefficient r
Recommendations of other customers are available regarding the service provider	-0.106
Information about supplier can be obtained through independent media	-0.145
The service provider is able to present independent certification	-0.135
The service provider offers a serious complaint management	-0.126
The service provider shows stability in his communication and doing	-0.108

Based on: Survey results

As a conclusion of these correlation tests can be stated that the smaller the stand size, the more important do these communication aspects get in order to build trust. [121]

In the following, each of these items is to be examined to show the distributions compared to the relevant characteristics, meaning the stand size, in detail.

To start with, the aspect **'Recommendations of other customers are available regarding the service provider'** is being looked at. Considering the rather neutral score of three as still somewhat important and combining that with the high scores of 4 and 5, the scores of all four groups almost even out and reveal that this

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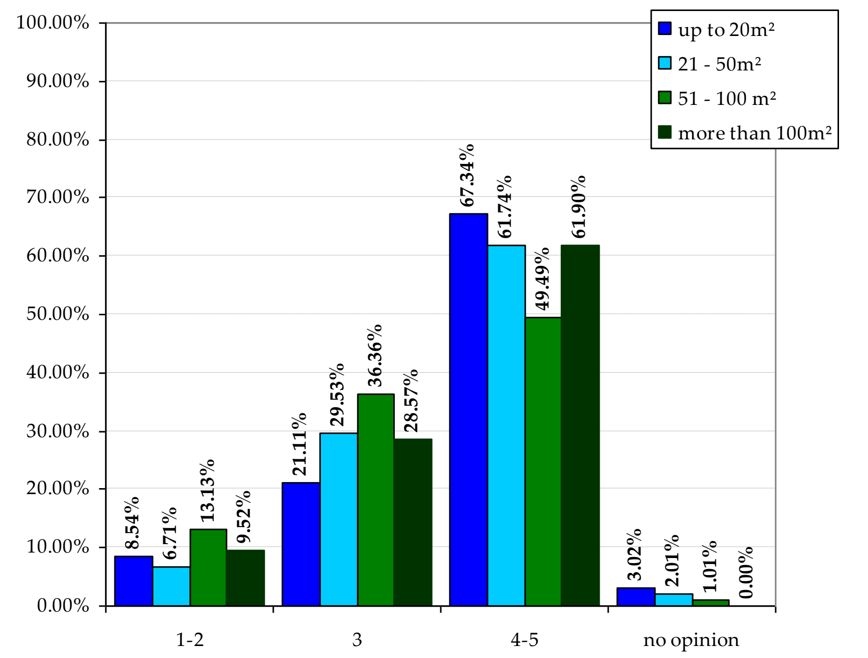
[121] See appendix 32.

aspect is not unimportant to the target group. However, most important is this aspect for the group with stand sizes up to 20m². Figure 34 illustrates the results.

Figure 34: Ratings 'Recommendations of other customers are available regarding the service provider' divided by stand size

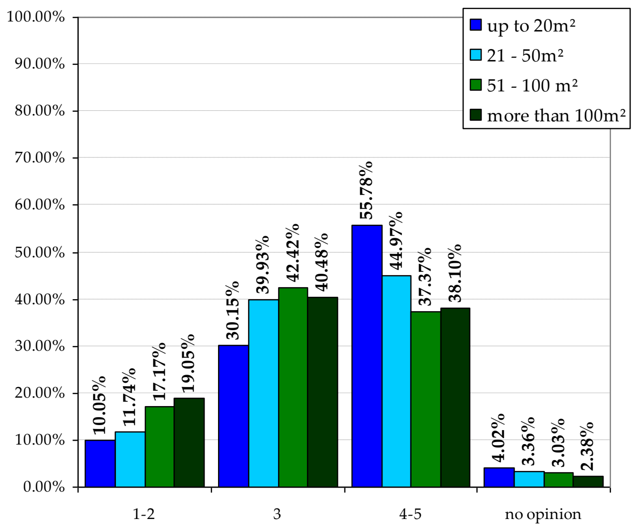


Displayed are the values based on the scaling 1 = not important up to 5 = very important

Based on: Survey results

There are significant differences valuing the feature of **receiving information about the service provider through independent media**. Again the exhibitors with the smallest stand sizes weight this factor highest. Noteworthy is here a high amount of indifferent ratings as well as a rather high score in the lowest score box, as can be seen in figure 35. So, even though, this aspect shows different valuations among the exhibitors, the overall importance attached to it is not extraordinary high.

Figure 35: Ratings 'Information about supplier can be obtained through independent media' divided by stand size

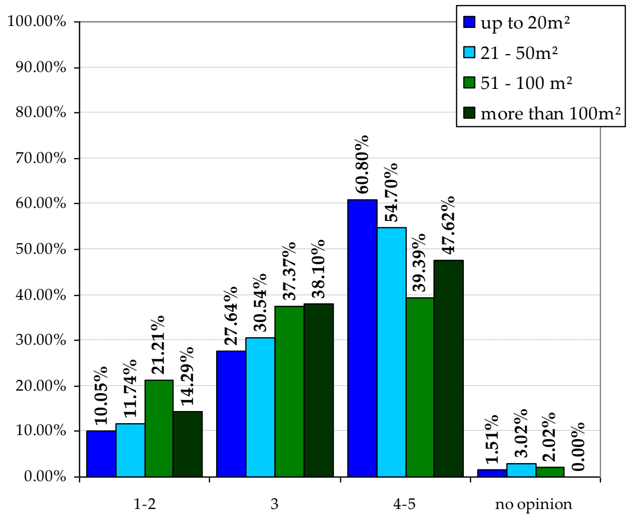


Displayed are the values based on the scaling 1 = not important up to 5 = very important

Based on: Survey results

Independent certification as a proof of quality and trustworthiness is generally only voted on the third to last place of all trust-building communication methods by the complete sample. Thereby, it only ranks one step higher than the coverage of the service provider through independent media. However, especially for the smallest stands, this is again a factor worth noting. With over 60% of all small exhibitors with stands up to 20m² declaring this communication tool as very important and almost 55% of the exhibitors with stands of 21-50m², it is weighty for these exhibitors. See the figure 36 for details.

Figure 36: Ratings 'The service provider is able to present independent certification' divided by stand size

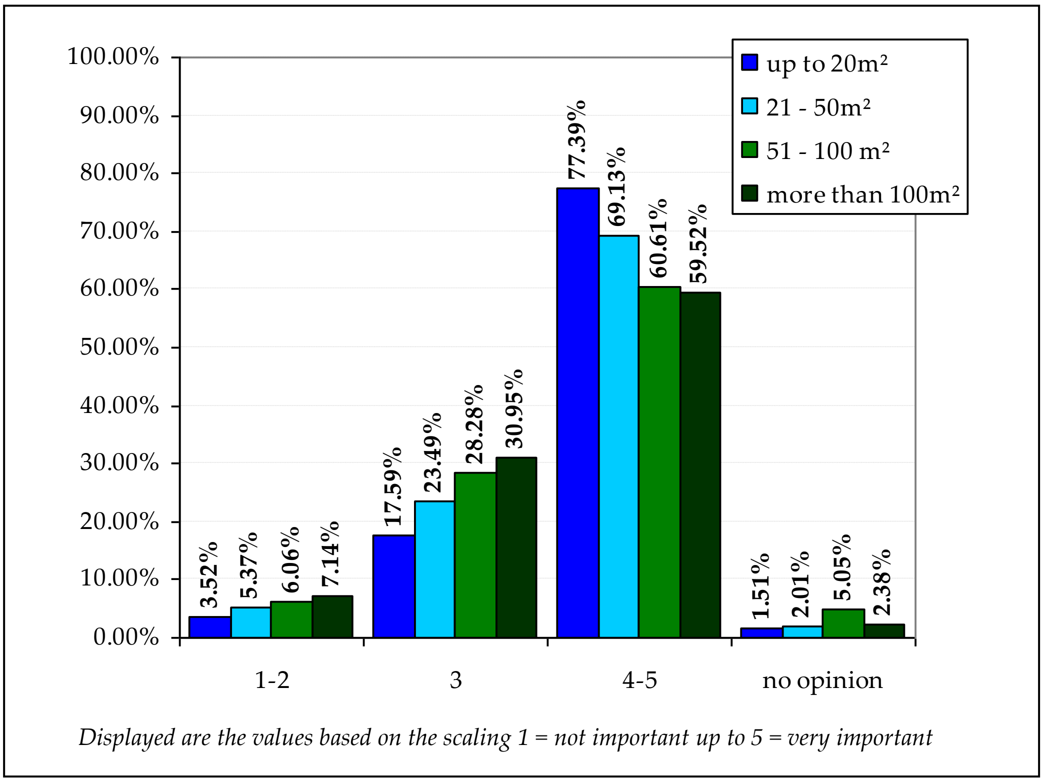


Displayed are the values based on the scaling 1 = not important up to 5 = very important

Based on: Survey results

The next communication method to support a trustful business relationship is the offering of a **serious complaint management**. Here again, the groups varied in their rating of this aspect. By taking a look at figure 37 it gets obvious, that the smaller the stand size, the more important this aspect gets. It ranks middle in the overall scores across the complete sample.

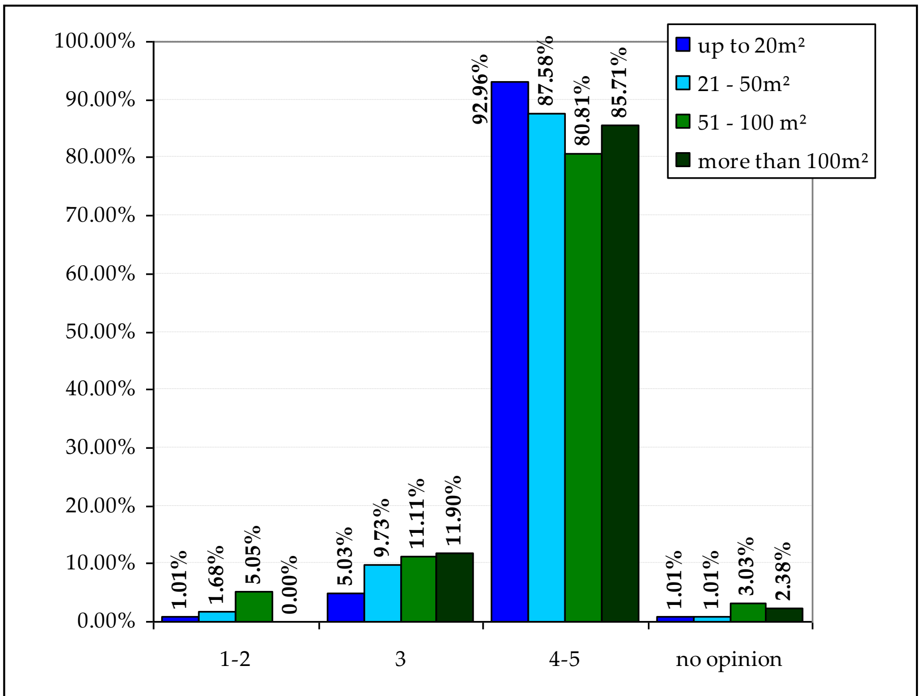
Figure 37: Ratings 'The service provider offers a serious complaint management' divided by stand size



Based on: Survey results

Finally, the stability in **the service provider's communication and doing** needs to be mentioned when analyzing the aspects with significant differences among the subsamples. Again, it has with over 90% the highest valuation among the exhibitors with stands up to 20m². However, it should not be neglected that this communication item ranks highest also in the weighting of the complete sample.

Figure 38: Ratings 'The service provider shows stability in his communication and doing' divided by stand size



Displayed are the values based on the scaling 1 = not important up to 5 = very important

Based on: Survey results

As a result when considering the stand size as criterion for analysis, the null-hypothesis $H0_3$ has to be rejected in this case. Differences in the valuation of trust-building communication methods can be found in the subgroups of the sample.

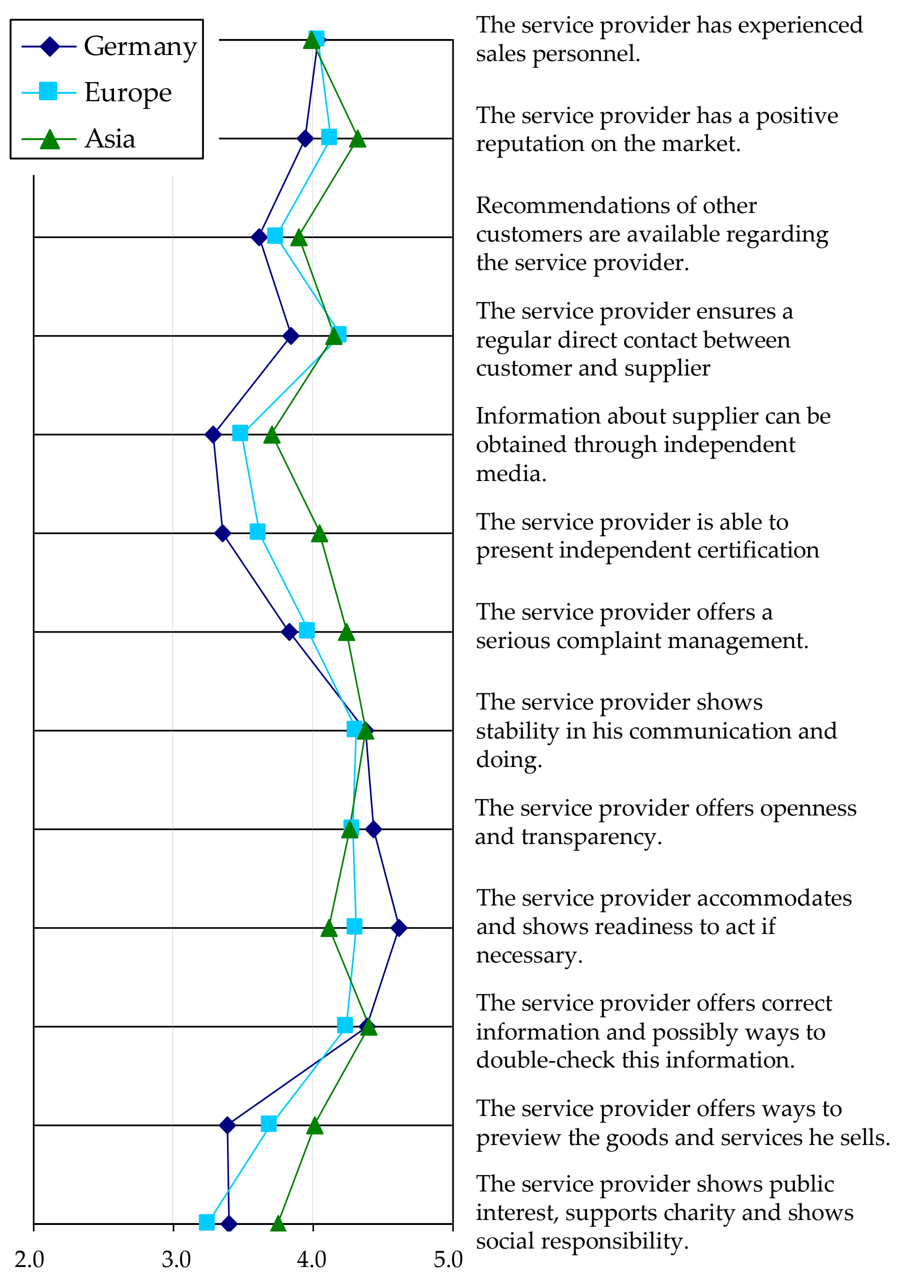
Origin

The last significance test in this respect is focusing on the origin of the exhibitor. Are there significant differences in the evaluation of communication aspects with regards to the origin of the exhibitors? Therefore, the hypothesis $H1_{3c}$ is formulated as follows:

$H1_{3c}$: Exhibitors in the German trade fair market show significant differences in their valuation of methods to establish a trust building communication a service provider should direct towards his customers according to their origin.

Again, a first impression about the ratings is given by a median comparison among the subgroups. They show some diversification among the groups. The chart below gives an overview. Detailed median values on this comparison can be found in appendix 33.

Figure 39: Valuation of trust building communication aspects by exhibitors' origin



Displayed are the values based on the scaling 1 = very low meaning up to 5 = very important

Based on: Survey results

Subsequently, the Kruskal-Wallis-test[122] is performed to investigate significant changes between the three different origin groups. The results of the Kruskal-Wallis-test show several aspects which are rated significantly diverse among the subsamples:

- The service provider has a positive reputation in the market. (p-level = 0.004)
- Recommendations of other customers are available regarding the service provider. (p-level = 0.003)
- The service provider ensures a regular direct contact between customer and supplier. (p-level = 0.000)
- Information about supplier can be obtained through independent media. (p-level = 0.000)
- The service provider is able to present independent certification (such as quality certifications). (p-level = 0.000)
- The service provider offers a serious complaint management. (p-level = 0.000)
- The service provider accommodates and shows readiness to act if necessary. (p-level = 0.001)
- The service provider offers correct information and possibly ways to double-check this information. (p-level = 0.018)
- The service provider offers ways to preview the goods and services he sells (e.g. through conferences, customer events, open days, samples). (p-level = 0.000)
- The service provider shows public interest, supports charity and shows social responsibility. (p-level = 0.000)

Some of these significant differences could already be assumed by the median comparison.
Thus, the Mann-Whitney-U-test[123] is carried out again to compare the subgroups in pairs of two in order to find the significant differences in detail. The following deviation in the pair comparison could be discovered per item:[124]

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[122] See chapter 5.1.4 and appendix 34.

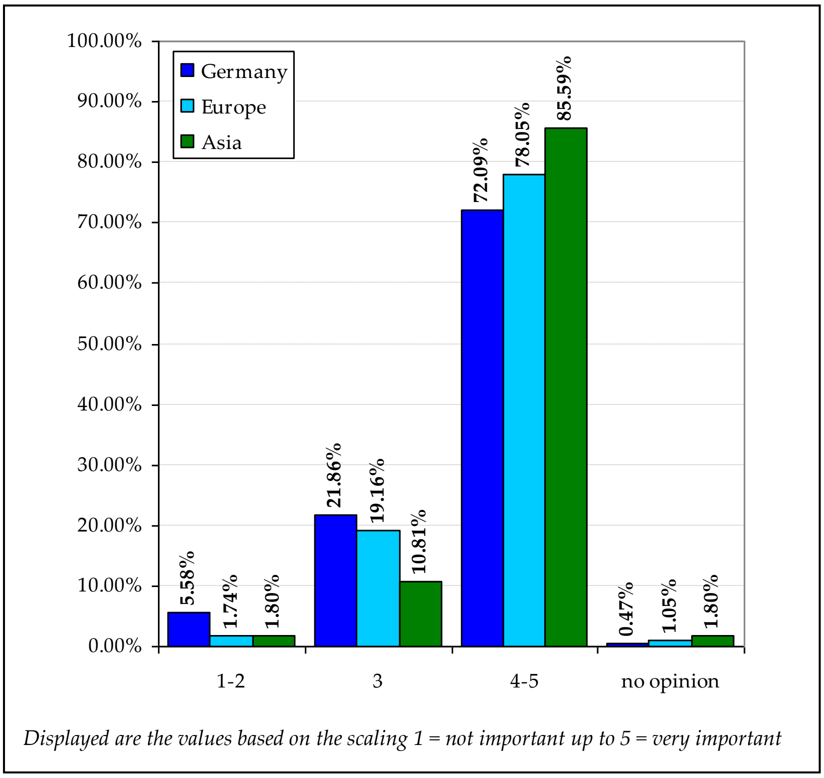
[123] See chapter 5.1.4.

[124] See appendix 35.

Reputation of the service provider in the market

The statistical test proves a significant variation between group 1 Germany and group 3 Asia (p-value = 0.003). While Asians value this aspect very highly (85.6% in the top boxes, and only 10.8% in the middle box), Germans show a higher neutral rating with over 20% of all the responses in the middle score. European and German exhibitors have the same tendency towards the importance of the reputation in the market, although a higher percentage of German exhibitors think of the factor as truly unimportant. While Asian exhibitors show a fairly higher weighting of this aspect than the European exhibitors do, no statistically measured significance can be discovered regarding the difference.

Figure 40: Ratings 'The service provider has a positive reputation in the market' divided by exhibitors' origin

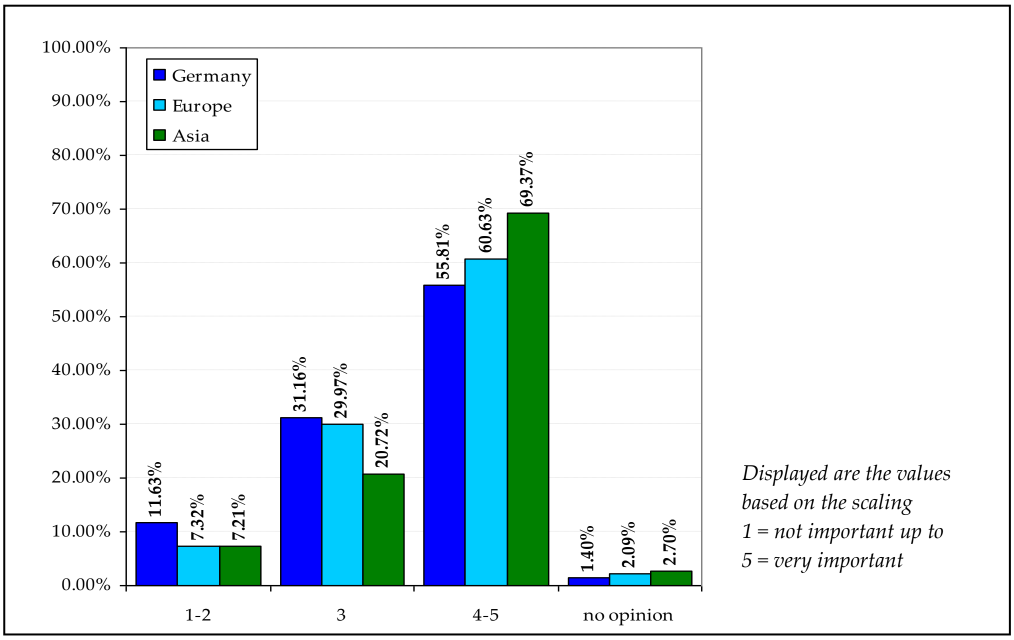


Based on: Survey results

Recommendations of other customers are available regarding the service provider.

Again, the Mann-Whitney-U-test (used as post hoc test) proves a significant variation between group 1 Germany and group 3 Asia (p-value = 0.012). Of all the German respondents, 55.81% mark this issue as highly important, 31.16% show an indifferent attitude, and 11.63% rate this factor as unimportant. The Asian exhibitors rate the communication aspect significantly higher. 69.37% attached the highest importance to it. Only 20.27% showed an indifferent opinion towards it and no more than 7.21% ranked it as unimportant. The European ratings range between the others with a tendency towards the German ratings. The Spearman rank correlation supports this result. The farther away the origin of the exhibitor from the German fairground, the more important are the recommendations of other customers (significant correlation, r = 0.104). [125]

Figure 41: Ratings 'Recommendations of other customers are available regarding the service provider' divided by exhibitors' origin



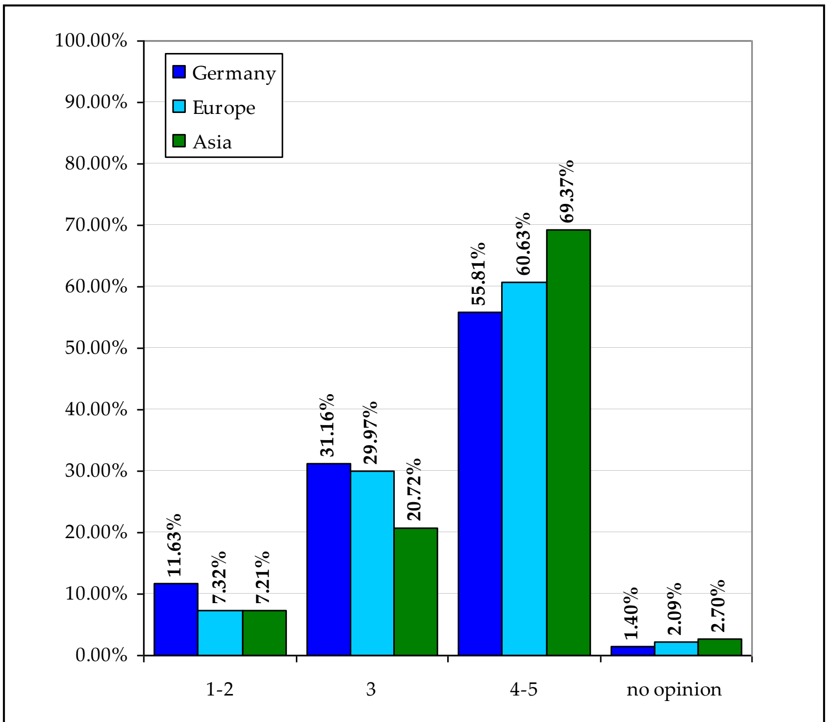
Based on: Survey results

[125] See appendix 36.

Regular contact

Here, European as well as Asian exhibitors express the importance of this in the same way. Their scores both vary significantly from the ones of the German exhibitors (Europe - Germany p-value = 0.000, Asia - Germany p-value = 0.006). They see the service provider's securing of regular contact as a key communication element for building and maintaining trust. German exhibitors on the other hand put less weight on this communication aspect, showing a higher neutral score and a distinctly higher score of no impact at all (9.3% compared to 2.1% respectively 1.8%) than the others. Figure 42 illustrates the findings clearly.

Figure 42: Ratings 'The service provider ensures a regular direct contact between customer and supplier' divided by exhibitors' origin



Displayed are the values based on the scaling 1 = not important up to 5 = very important

Based on: Survey results

Independent Media

Especially German exhibitors rate the news coverage about the service provider through independent media as rather low. Almost 17% think of it as totally unimportant, additional 43% have a neutral point of view concerning this aspect in order to build trust. This leads to less than 40% rating this communication element as important. With a little more than 13% the European group has quite a high number rating the aspect as unimportant as well. However, almost 50% think of it as important, too. Approximately 60% of the Asians see the coverage in independent media as essential for building trust within a business relationship with a service provider. The Mann-Whitney-U-test also backs these results: each group differs significantly from the other (p-value Germany-Europe = 0.025, p-value Germany-Asia = 0.000, p-value Europe-Asia 0.018[126]). The Spearman rank correlation reveals a significant finding and a positive correlation coefficient of 0.164, meaning the farther away the origin of the exhibitor, the more important is the communication tool[127]. Figure 43 visualized the findings regarding the importance of media coverage per origin group.

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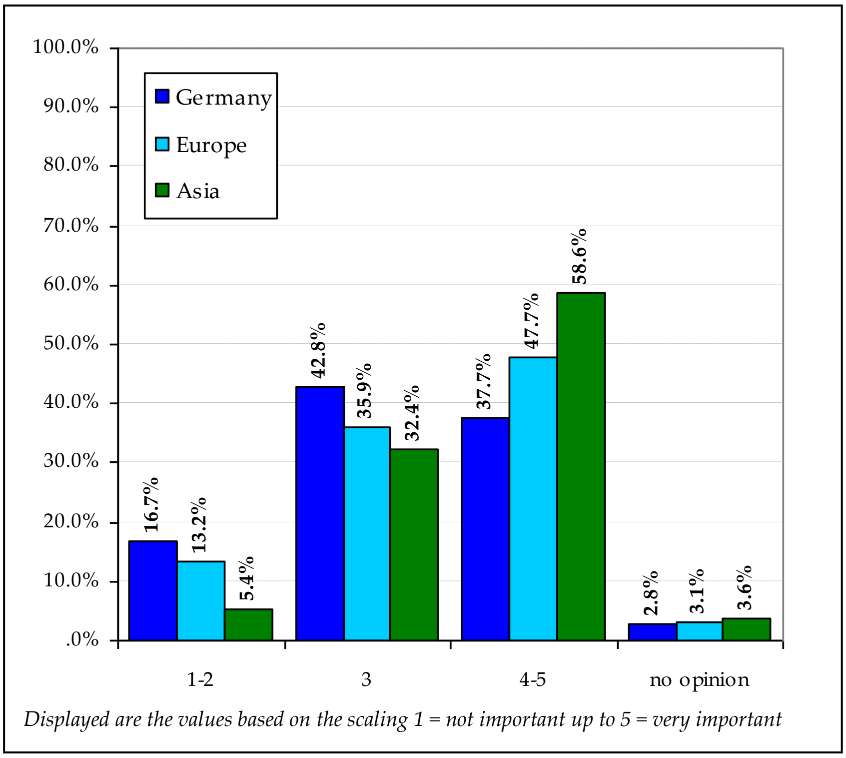
[126] See appendix 35.

[127] See appendix 36.

Figure 43: Ratings 'Information about supplier can be obtained through independent media' divided by exhibitors' origin

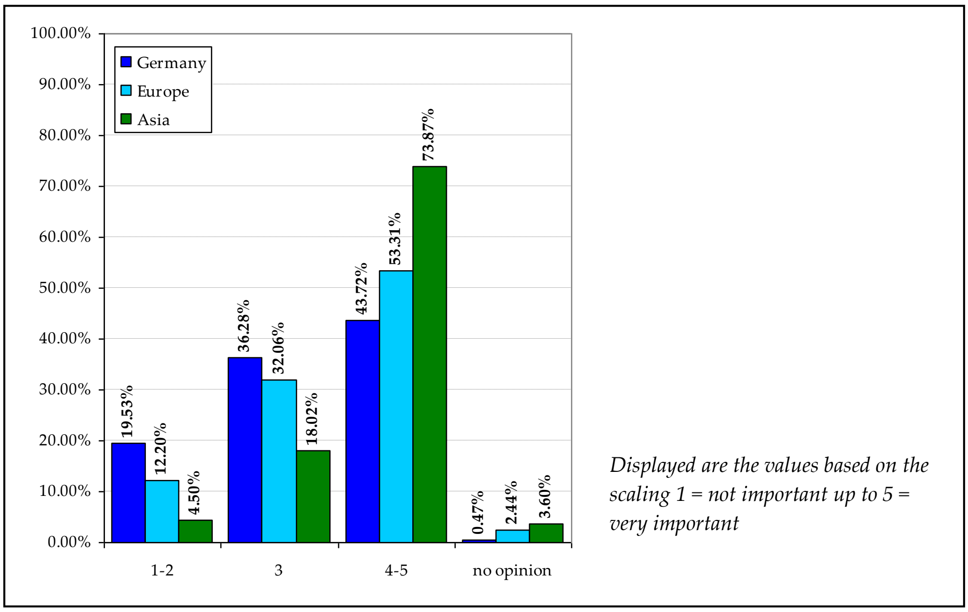


Based on: Survey results

Independent certification

When taking a closer look at the need of independent certifications, European and German exhibitors already differ significantly as the number of European exhibitors rating this factor important is 10 percentage points higher than the German ratings. The Mann-Whintney-U-test proved this by a p-value of 0.008. Asian exhibitors feel strongly about certifications. Only 4.5% rate them unimportant and more than 70% put a higher importance to them. German and Asian evaluations differ by approximately 30 percentage points in the top box. They also show significant variations regarding their weighting of this factor (p-value = 0.000). Asian and European respondents show a significant result in the Mann-Whitney-U-test, too (p-value = 0.000) Thus, regarding this independent certification to prove the quality of the service-provider's work, all groups differ statistically significant from each other in their valuation of it for supporting a trustful business relationship. The correlation coefficient based on the Spearman rank correlation amounts to r = 0.224 with a significant result. This again stresses the facts that the farther away the exhibitor is coming from the more important do certifications get. [128]

Figure 44: Ratings 'The service provider is able to present independent certification' divided by exhibitors' origin



Based on: Survey results

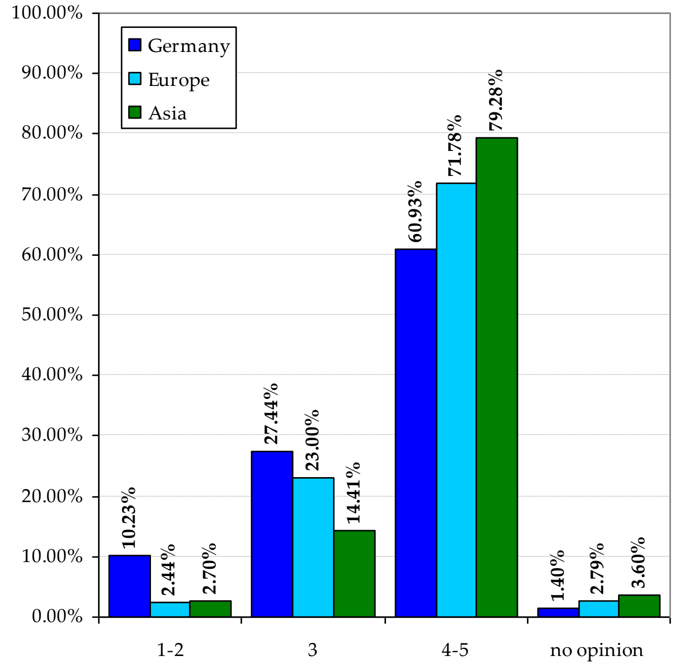
Complaint management

Regarding the complaint management, the weighting of the German exhibitors varies again from the European as well as the Asian ones significantly. The Mann-Whitney-U-test reveals a p-value of 0.001 between German and European exhibitors. Between German and Asian exhibitors, it values 0.000. Eurpoean and Asian exhibitors have a comparable valuing of this factor. As can be seen clearly

[128] See appendix 36.

in the figure below, Germans do not attach nearly as high as an importance to this communication element as the foreign exhibitors do.

Figure 45: Ratings 'The service provider offers a serious complaint management' divided by exhibitors' origin



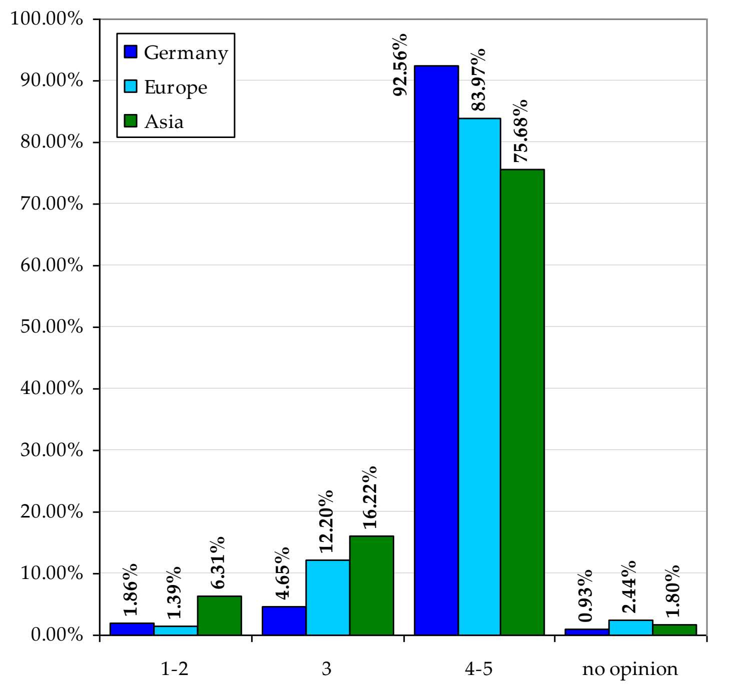
Displayed are the values based on the scaling 1 = not important up to 5 = very important

Based on: Survey results

Readiness to act

An opposite picture appears when considering the service provider's additional help and readiness to act, so his proactive acting on his own initiative. The German group reacts with a much higher importance to this aspect than the European plus it does differ significantly from the Asian group (p-values German - European exhibitors = 0.011, German - Asian exhibitors = 0.000). Thus, German exhibitors value a proactive behavior of a service provider much higher than their foreign counterparts. In fact, with 92.6% of all the responses to this question in the top boxes, this aspect can be called essential for German exhibitors in order to form a trustful business relationship. See figure 46 for comparision.

Figure 46: Ratings 'The service provider accommodates and shows readiness to act if necessary' divided by exhibitors' origin



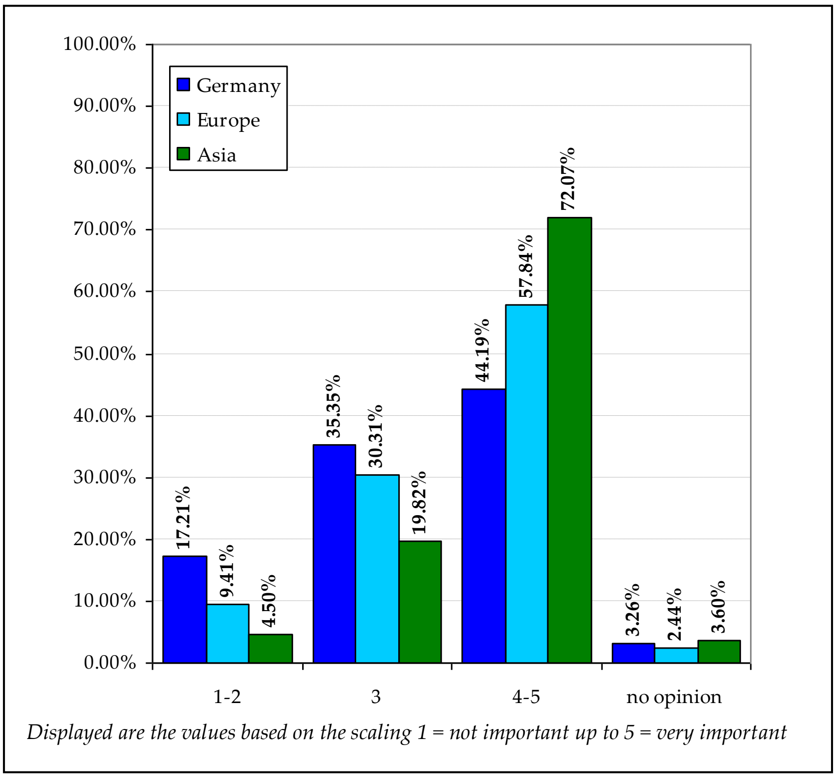
Displayed are the values based on the scaling 1 = not important up to 5 = very important

Based on: Survey results

Ways to preview services

In line with the ratings regarding the readiness to act go the ratings for the service provider's offers to preview the services at trade shows, in-house events, congresses and such. German exhibitors attach less value to the preview (only 44.2% think of it as highly important). They rather expect the own initiative when booked as seen before. Asian exhibitors on the other hand, rather want to investigate and calculate the risk beforehand. Europeans settle in the middle. All groups show significant differentiations in the Mann-Whitney-U-test pair comparison (p-values = 0.001, 0.000, 0.004).[129]

Figure 47: Ratings 'The service provider offers ways to preview the goods and services he sells' divided by exhibitors' origin



Based on: Survey results

Provision of correct information and ways to double-check them

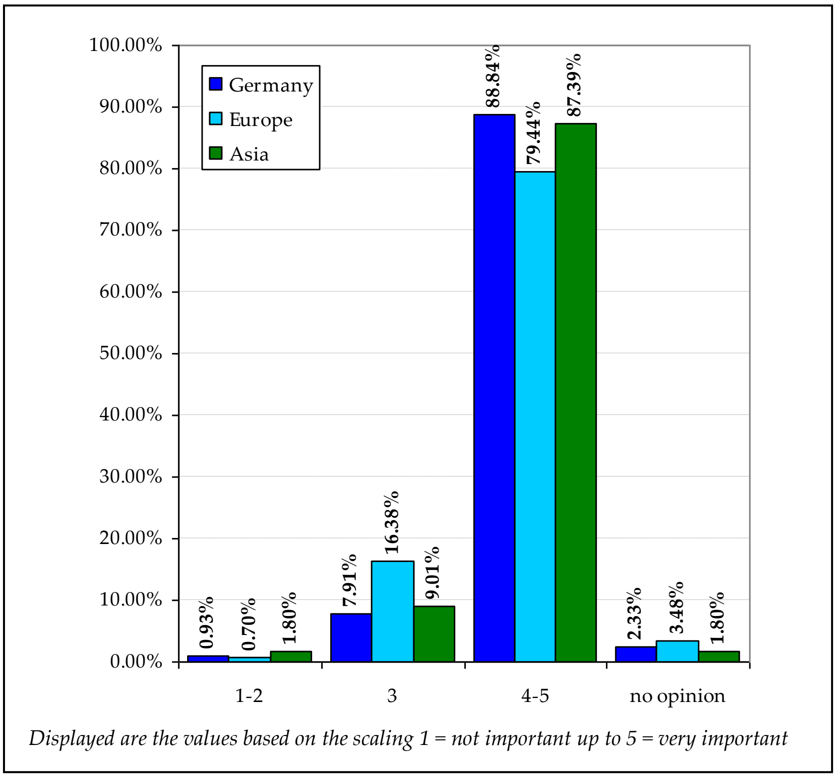
For this aspect, the significance test only reveals a significant difference in the weighting between the German and the European exhibitors (p-value = 0.007).[130] The other pair comparisons show no conspicuousness. The figure below visualizes the difference. The European exhibitors vary from the other two groups

[129] See appendix 35.

[130] See appendix 35.

by roughly 10 percentage points. For the Asian and German exhibitors this adds up to be one of the most important factors. Nevertheless, the figure also visualizes the overall importance of this factor for the complete sample.

Figure 48: Ratings 'The service provider offers correct information and possibly ways to double-check this information' divided by exhibitors' origin



Based on: Survey results

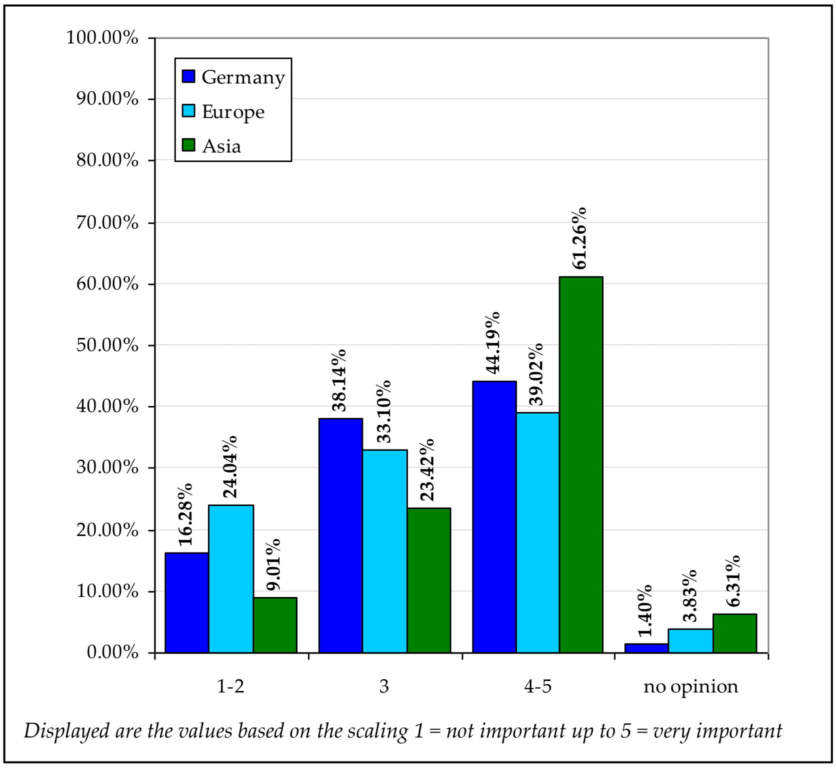
Public interest

Last but not least, the scores regarding the service provider's public interest, charity support and social responsibility differ significantly in relation to the origin. Here, the Asian exhibitors vary from both the Europeans as well as the Germans (p-values = 0.000 and 0.001)[131]. For Asian exhibitors, the engagement in

131 See appendix 35.

public interest and charity is of a higher importance. Only 9% rate it unimportant. Almost two respectively three times as many respondents rate this aspect unimportant in the other groups. Especially the European group shows a high score in the lower boxes. For them the commitment of the service provider to support matters apart from the original business has a comparably low impact on a trustful business relationship. For more details on the percentages, see figure 49.

Figure 49: Ratings 'The service provider shows public interest, supports charity and shows social responsibility' divided by exhibitors' origin



Based on: Survey results

Considering correlations (although they can only be based on the coding given for the origins) the Spearman rank order correlation shows for most items a positive correlation. The higher valuation of the communication factor correlates positively with a higher code number of origin. This means the factors are of higher importance for the foreign exhibitors, generally speaking, the farther away the exhibitor is originated, the more important does the factor gets. Only regarding the item 'readiness to act' the correlation is negative, indicating that this aspect is of higher impotence for the lower country code, meaning Germany. In the mentioned cases the results show a high significance. Regarding the double-checking of information and the social responsibility, however, no correlation statement can be made, as these results show a significance level higher than 5%. Therefore, the correlation values can be regarded as originated by chance.[132]

Yet, when dividing the sample by the exhibitor's origin as criterion for analysis, the null-hypothesis $H0_3$ has to be rejected. Differences in the valuation of trust-building communication methods can be found in the subgroups of the sample.

Summarizing the findings above concerning hypothesis 3, the all exhibitors rate

- a stable communication and steady way of acting
- the readiness to help and act
- the provision of correct information and ways to double-check them,
- an openness and transparency displayed by the service provider,

as essential and most valued communication elements for creating a trustful business relationship.[133] Some aspects vary somewhat according to the characteristics of the exhibitors, revealing potential methods for communicating more effectively to the different parties involved with regards to trust.

While the exhibitor status is not a criterion to reveal any specific differences in the interaction, the stand size as well as the origin are.

The exhibitors ordering small stands value the recommendations of other customers in the market quite highly. Compared to the complete sample, the exhibitors with the smallest stands grant this aspect a high rating above-average.[134] Moreover, information through independent media coverage and

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[132] Appendix 36.

[133] See chapter 5.2.2 and appendix 14.

[134] Average rating 4-5 in complete sample: 61.60%, in exhibitor group with stands up to $20m^2$: 67.34%.

independent certification help building trust with smaller exhibitors (up to 50m²). Regarding the complaint management as well as the service provider's stability in his communication and doing, the owners of small stands rate these aspects highly important above the sample-average again. Detailed numbers are shown in table 19 below.

Table 19: Distribution of top score ratings (communication aspects) by stand size

	top score ratings (scores 4 &5) per group				
	Recommendations of other customers are available regarding the service provider.	Information about supplier can be obtained through independent media.	The service provider is able to present independent certification.	The service provider offers a serious complaint management.	The service provider shows stability in his communication and doing.
booked stand size					
up to 20m²	67.34%	55.78%	60.80%	77.39%	92.96%
21-50m²	61.74%	44.97%	54.70%	69.13%	87.58%
51-100m²	49.49%	37.37%	39.39%	60.61%	80.81%
more than 100m²	61.90%	38.10%	47.62%	59.52%	85.71%
complete sample	61.60%	46.71%	53.76%	69.75%	88.09%

Based on: Survey results

When focusing on the origin of the exhibiting companies, the significance tests reveal several aspects which lead to different weightings of the tools. Generally, the foreign exhibitors cherish information provided by other sources than the service supplier himself. In addition, they expect the supplier to ensure a regular contact and ways to get in touch with him and his offered products. An independent certification seems extremely important especially to exhibitors of Asian origin. As can be seen in the figure below, especially Asian exhibitors value the provision of information through different channels. They rate all aspects above the average with regard to the complete sample.

Table 20: Distribution of top score ratings (communication aspects) by exhibitors' origin (1)

	top score ratings (scores 4 &5) per group					
	The service provider has a positive reputation on the market.	Recommendations of other customers are available regarding the service provider.	Information about supplier can be obtained through independent media.	The service provider is able to present independent certification.	The service provider offers a serious complaint management.	The service provider offers ways to preview the goods and services he sells .
origin						
Germany	88.84%	55.81%	37.67%	43.72%	60.93%	44.19%
Europe	79.44%	60.63%	47.74%	53.31%	71.78%	57.84%
Asia	87.39%	69.37%	58.56%	73.87%	79.28%	72.07%
complete sample	84.18%	60.52%	46.17%	53.67%	69.33%	55.63%

Based on: Survey results

Furthermore, Asian and European exhibitors expect the service provider to ensure the regular contact between supplier and customer. Each group ranks this communication factor above the sample average. For German exhibitors, this factor is less important.

Another difference can be detected regarding the public interest of the service supplier. Asian exhibitors treasure public engagement of the supplier more than the other two groups. However, in the general perspective, this aspect has been rated rather low all together compared to the other aspects. The German exhibitors in contrary to the foreign exhibitors see a bigger impact on the suppliers' readiness to act if necessary in order to build a trustful business relationship. For them, this aspect is most important with top-scores by over 90% of the subsample. The table below displays the findings and offers the numeric comparison of the results.

Table 21: Distribution of top score ratings (communication aspects) by exhibitors' origin (2)

	top score ratings (scores 4 & 5) per group		top score ratings (scores 4 & 5) per group	
	The service provider ensures a regular direct contact between customer and supplier	The service provider shows public interest, supports charity and shows social responsibility.	The service provider accommodates and shows readiness to act if necessary.	The service provider offers correct information and possibly ways to double-check this information.
origin				
Germany	65.58%	44.19%	92.56%	88.84%
Europe	77.70%	39.02%	83.97%	79.44%
Asia	76.58%	61.26%	75.68%	87.39%
complete sample	73.25%	44.86%	85.48%	84.18%

Based on: Survey results

Although the significant test shows differences among the groups, all of them value highly the provision of correct information and ways to double check them. So differences in the valuation of the ways of communication for building and maintaining trust can be detected regarding the stand size and the origin.[135]

[135] As a side note it should be mentioned, though, that parallels between the results according to the stand size and the origin of the exhibitors can derive from the percentage of smaller stands in the corresponding groups (Europe and Asia) compared to the relation of stand sizes ordered by the German exhibitors. See appendix 37 for detailed figures.

5.2.4 Buying center analysis for the medical industry

Although the buying center analysis does not have any value in testing the hypotheses, it is carried out in this research project. The literature review in chapter 2.2 on the marketing in business markets stressed the importance of this analysis in order to sell goods in business markets. Therefore, taking the distinct characteristics of business markets and the actors in the markets into account might support the building and maintaining of trustful business relationships for selling services to business customers. The buying center analysis helps to secure a purposeful marketing.

As expounded in chapter 2.2, the purchasing decisions in business-to-business markets are taken differently from the purchasing process on consumers markets. The buyer is the company, therefore, not (only) the personal penchants of a single person are important but the buying center of the potential customer has to be considered as customer. The members of the buying center generally act with regard to the company's meaning their employer's benefit. However, these members are also still independent human beings with different roles, functions, concernment, experience and cultural backgrounds. In order to address the buying center in an efficient way, it needs to be analyzed with its members in charge of buying or otherwise relevant for the selling company. [136]
In addition, the question arises whether clusters within the target group can be formed. Is there a structure within the customers' buying centers to be detected in order to optimize the sales approach, meaning the supplier's communication towards his (potential) customers? Forming groups and clusters is "one of the most basic abilities of living creatures" (Everitt 2011, pp. 1–2), so considering the trust building communication items again, statistical test are to be performed to find clues and details of possible clusters for a more pinpointed communication.

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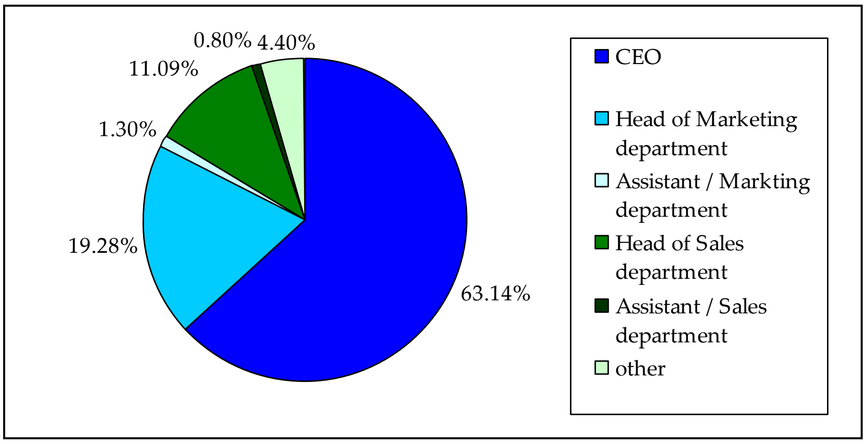
[136] See chapter 2.2.2.

5.2.4.1 *Analyzing the members of the buying center*

It has been stated earlier in chapter 2.2.2.1 that Backhaus and Voeth claim three aspects most important when analyzing the people working in the customer's buying center: The concernment, the experience and the cultural background. These aspects are also closely linked to the position a member fills in his company. (Backhaus, Voeth 2014, p. 48) Therefore, the structure of the target group's buying centers as well as some characteristics of the individuals involved are to be examined.

To start with the **functions and position** of the MEDICA exhibitors are looked at. The first matter aims at the responsibility to decide on a trade fair participation. Therefore, question 7 of the questionnaire is being interpreted.[137] According to the survey results, mostly the CEO as well as the marketing department decides on trade fair participation in general within this target group.

Figure 50: Who makes the decision to participate in a trade fair?

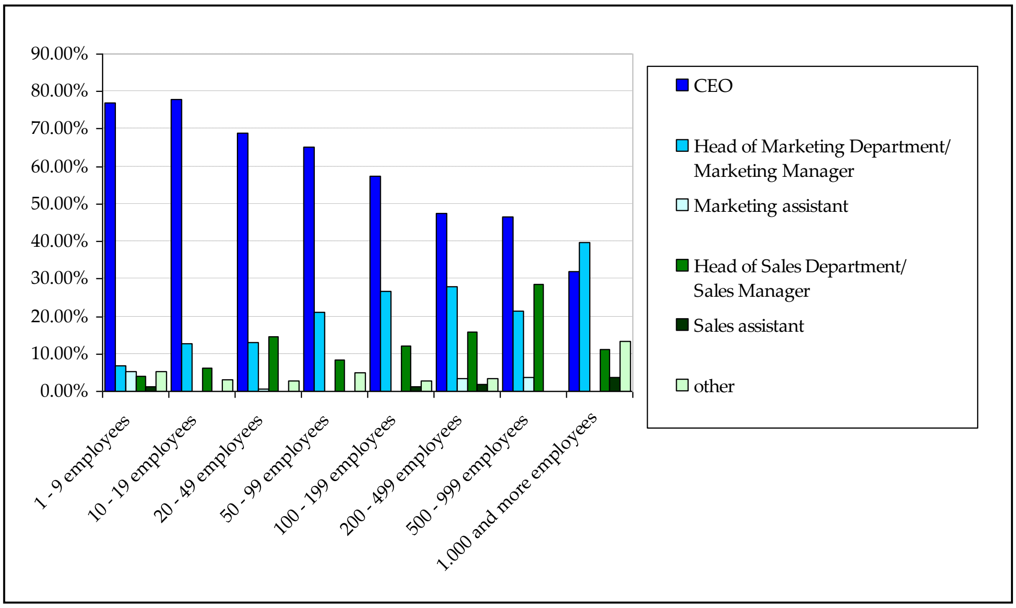


Based on: Survey results

[137] Question 7 (questionnaire): *"When planning a participation at a trade fair, who takes the final decision about the participation at your company?"*

Especially in small companies, the CEO is the main decider, yet, this proportion declines with the larger number of employees in the company. Then the marketing manager takes over. An increase of decisions taken by the marketing manager can be detected as the company size gets bigger. Figure 51 visualized the findings.

Figure 51: Decision making about trade fair participations in companies

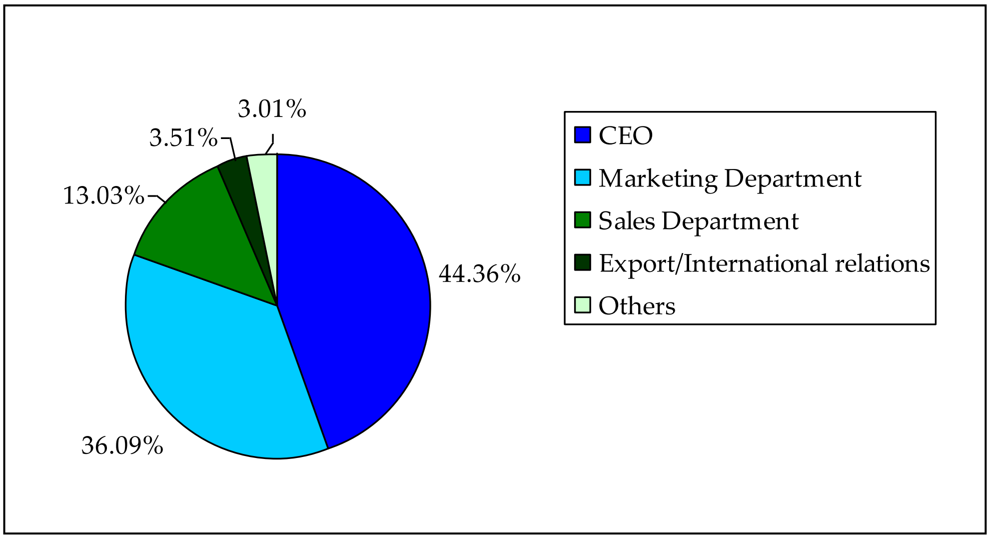


Based on: Survey results

More important to this survey, however, is the question who decides on the services orders for the trade fair stand. With approximately 60% of the sample, the majority of exhibitors take their decision regarding service providers centralized by one person or department in charge. In this case, most companies let their CEO or marketing department take the final decision. With 13.3% however the sales department is also involved in ordering trade fair services in several companies. These results rely on the analysis of the answers given to the open part in question 8.[138] Figure 52 displays the distribution within the sample.

[138] Question 8 (questionnaire): *"When participating in a trade fair, who decides*

Figure 52: Deciders on services when decisions are made centralized



Based on: Survey results

When the choices for the service provider are taken decentralized, several departments are involved. As a hint who actually is involved or at least should be addressed in the communication, the positions of the contacts who answered the questionnaire are considered. They are the ones recorded as company contacts in the service provider's CRM system. Therefore, the respondents who marked the decentralized decisions are analyzed regarding their position in the company and thus in the buying center. A distinct majority of them is situated in the marketing departments (44.94%), followed by 28.84% sales people and 11.24% CEOs. So also for ordering services, these three departments respectively positions are mainly involved in the process of ordering trade fair services.

Of all respondents to this survey, over 70% were directly responsible or involved for ordering all the services needed, almost 14% more were responsible for

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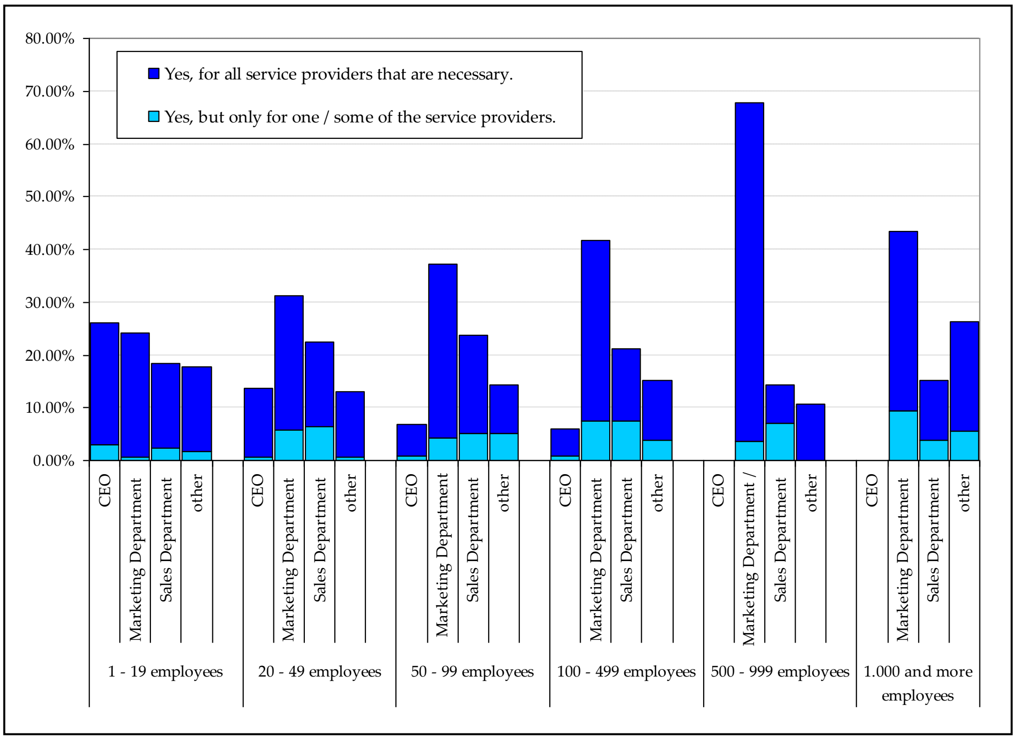
on the service providers that actually work for you (e.g. stand builder, caterer, hostess service, press service, etc)? □ All decisions are centralized, taken by _ (position of decider)" ordering at least some of the services directly. Out of these 84% of persons directly involved in the commissioning of the service provider, 42% work in the marketing departments, followed by the sales departments with 24% as well as the CEO positions with almost 15%. A tendency could be detected that especially, in smaller companies, the CEO takes many decisions like this himself again. Plus, once more, in bigger companies, the marketing department takes over when taking trade fair service decisions. [139]

Figure 53: Answering of question 17: "Are you responsible within your company for the commissioning of service providers for your participation at the trade fair?" divided by position in the company



Based on: Survey results

Literature not only calls for an analysis of the positions in the buying center but also the **buyer's origin**. Additionally, taking the results of the previous analysis in

[139] Detailed numbers on the distribution can be viewed in appendix 38.

chapter 5.2.3 into account, this seems very reasonable. So, when focusing on the exhibitors' origin, variations could be detected. Concerning German companies, the main part of contact persons works in the marketing department. More than 50% of them do. In Asian and European companies this role within the buying center is also often transferred to employees in the sales department, as can be seen in table 22 below.

Table 22: Positions of contact person in the exhibitors' buying centers to keep in touch with the trade fair organization (divided by exhibitors' origin)

Position in the company	Germany	Europe	Asia	Share/sample
CEO	15.80%	14.63%	10.81%	14.36%
Marketing department	51.16%	34.15%	36.94%	40.62%
Sales department	18.14%	27.53%	41.44%	26.75%
Other	14.90%	23.69%	10.81%	18.27%
Total	100.00%	100.00%	100.00%	100.00%

Based on: Survey results

Hence, the contact persons come from different working backgrounds and might need to be addressed differently according to their field of expertise when communicating content wise.

Equally important as which department is in charge of the booking of the services, is the **experience** amongst the buying firms. Approximately 93% of the respondents have been exhibitors before. This number is comparable with the ratio in the population of the target group.[140] Hence, only 7 % of the exhibitors have not had any business contact with the fair ground, the fair organization or the service providers before. The percentage varies only little among the different nationalities (5.6% Germany, 7.7% Europe, 9% Asia).

Taking a closer look at the statements made by the single respondents, it can be discovered that more than 60% of the respondents have been working for their

[140] See chapter 5.1.2, 91.47% of the population have been exhibitors before.

companies more than six years. Only a small proportion is new to their companies (6%). This might be viewed as an indicator for the personal work experiences. If doing so, the majority of the target group could be considered at least somewhat experienced in their fields. Taking a deeper look into the different origins again, the results hardly change. There is a small tendency for German exhibitors to be the longest in their companies, declining slightly when looking at Europe and then again at Asia.[141] Thus, mainly the services are presumely sold to experienced customers. However, a smaller percentage is new to their companies and has no relationship to the trade fair organizers yet. As seen in the literature research before, these customers might need more general information at first while experiences customers seek for more specialized information.[142]

In addition, this results in the fact that for many customers, the ordering of the services for the trade fair turns into a re-buy situation when considering the buying techniques of the buying center. As the purpose of trade fairs is to present and demonstrate new goods and as the exhibitors have to be worth seen by the potential trade fair visitors, exhibitors tend to renew their presentation at the exhibition each cycle. (Doyle 2011, pp. 160–161) Therefore, most of the time, the ordering of the services can be considered a modified re-buy. The basic task of the buying situation is still similar to the previous purchasing situation.[143]

Summarizing the first facts on the MEDICA exhibitors’ buying centers, the CEOs mainly take the decisions to participate in a trade fair. Additional 13% of the companies have their trade fair responsible in the sales department. There is a shift from the CEO to the marketing department as decision taker once the company size gets bigger. When ordering services, however, especially the marketing departments get involved and take over in many companies.
Experience-wise, the target group consists mainly of experienced exhibitors. The majority has been exhibitor at the MEDICA before and therefore knows the

[141] See appendix 39.

[142] See chapter 2.2.2.1.

[143] See chapter 2.2.2.2.

organization and the organizers. Only about 6% of the respondents are new to their companies as employees. This could demonstrate a rather high level of experience within the target group.
With reference to the cultural heritage, mainly the marketing departments are in charge of organizing services for trade fairs. However, there is a tendency of foreign exhibitors to have the trade fairs also organized through the sales departments. Regarding the experience factor all geographical areas in focus display similar results.

5.2.4.2 Determining buying center clusters for communication approaches

In a second step, the buying center is to by analyzed regarding trust building determinants and the most effective communication methods. The main focus is still to build and maintain trust between the principal and his agent. Yet, now the buying center structure is to be considered as well and a connection between the buying center structure and the trust building communication items is investigated. Thus, the aim is to discover, whether clusters for the sales approach can be formed among the exhibiting companies. Therefore, the first attempt is to reduce the amount of single communication items by combining them to possible factors based on the ratings of the sample. This can be carried out by using an exploratory factor analysis. In a second step, a cluster analysis is performed to find out whether clusters of exhibitor groups according to the discovered factors can be structured and used for the practical implementation. Both analyses are briefly explained in the following.

So, before a statistical cluster analysis is performed, an **exploratory factor analysis** can be carried out. The main goal of the application of the (explorative) factor analysis is to reduce the number of variables by finding factors which connect a number of single variables for further investigation. The reduced number of factors is supposed to make the analysis more manageable and interpretable. (Bühl 2009, p. 556) This multivariate method of analysis (Überla 1971, p. 81) is commonly used for this purpose of data reduction. (Backhaus et al. 2000, p. 253; Kuß et al. 2014, p. 268; Bühl 2010, p. 556)

The **cluster analysis** forms groups within a sample based on given variables. (Bühl 2009, p. 593) The main goal is to form the clusters in away that they are highly homogeneous inside one cluster and of great difference in comparison to each other. (Bortz, Schuster 2010, p. 453) However, there is not only one way to perform a cluster analysis, instead it is a generic term which combines several methods to form clusters. Based on the statistical data at hand the researcher has to decide on a suitable method. (Schendera 2008, pp. 8-10)
The clusters in this project are to be shaped regarding the communication items that can ensure trust between the seller and the buyer of services for trade fairs. Therefore, the aspects rated in question 6[144] are of interest. However, the list of aspects in question 6 contains 13 items. This is a rather large number to divide the sample into clusters by. Thus, the exploratory factor analysis is carried out in advance to reduce this number.
Before the exploratory factor analysis is carried out minor adaptations are made to the raw data: The respondents had the possibility to mark a variable with 'no opinion'. These values are filtered and exchanged with the symbol for missing values. In return, SPSS, the statistical program used for the examination, receives the command to replace the missing values by the average mean so that the results are not miscalculated or misinterpreted. (Bühl 2010, p. 556)

The factor analysis starts with the **Kaiser-Meyer-Olkin measure of sampling adequacy**.[145] The test calculation shows the value of 0.907 as result.

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[144] Question 6 (questionnaire): *"When getting in touch with a potential service supplier, which aspects – besides prices and discounts - are most important for you in order to consider the supplier for further business?"*

[145] It can be used to test whether a factor analysis is reasonable with the given variables in focus or not. It measures the connecting between the variables (based on the proportion of variance). (Backhaus et al. 2011, p. 342; Rasli 2006, pp. 14–15) According to Backhaus et al. (2011, p. 342) it is recommended to carry out this analysis before starting the factor analysis in detail because it is known as the best methods in practice to evaluate the value of a following factor analysis based on the correlation values.

Table 23: Kaiser-Meyer-Olkin measure of sampling adequacy for the factor analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.907
Bartlett's Test of Sphericity	Approx. Chi-Square	2346.021
	df	78
	Sig.	.000

Based on: Survey results

A mark starting at a value of 0.9 proves to be a "marvellous result" for the Maiser-Meyer-Olkin test (Backhaus et al. 2011, p. 343), therefore the factor analysis can be carried out. This conclusion can also be underlined by the result of the Bartlett's Test of Sphericity. With a result of 0.000 it proves the analysis to be significant. (Rasli 2006, pp. 15–16, 2006)

The actual calculation of the factor analysis on the trust-building communication determinants then results in two extractable factors.[146] However, these factors are only calculated with statistical data. Subsequently, these two factors are further analyzed to form content-wise logical groups. (Bühl 2009, pp. 559–560) As a result, factor 1 contains the variables focusing on the necessity of getting information and recommendation from third parties, to preview goods and see provider acting in public; while factor 2 concentrates on the provider's own acting and doing and his persuasive power through his work in the actual work-relationship with his customer. These two factors now represent the basis for the further clustering attempt. (Backhaus et al. 2011, p. 450) Table 24 shows the component matrix used for the classification of the factor components with the marking for factor 1 and factor 2.

[146] See appendix 40.

Table 24: Component matrix for the factor analysis

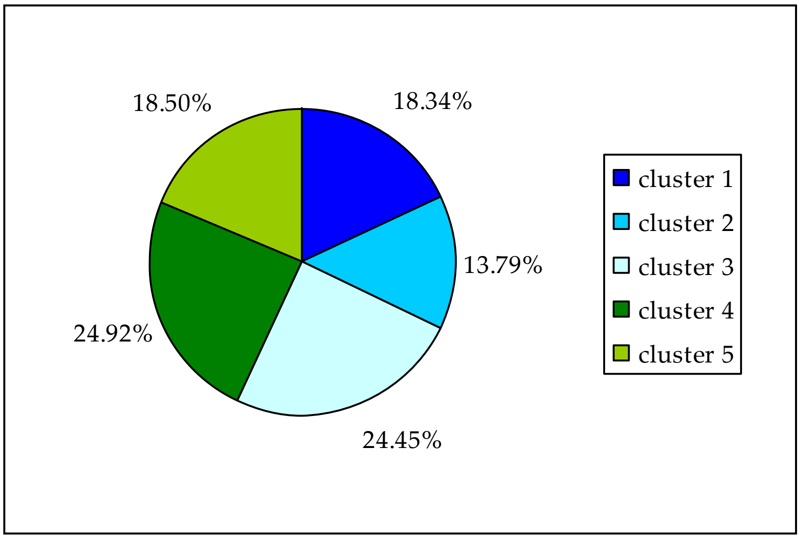
Communication aspects	Component	
	1	2
The service provider has experienced sales personnel.		
The service provider has a positive reputation in the market.		
Recommendations of other customers are available regarding the service provider.		
The service provider ensures a regular direct contact between customer and supplier		
Information about supplier can be obtained through independent media.		
The service provider is able to present independent certification (such as quality certifications)		
The service provider offers a serious complaint management.		
The service provider shows stability in his communication and doing.		
The service provider offers openness and transparency.		
The service provider accommodates and shows readiness to act if necessary.		
The service provider offers correct information and possibly ways to double-check this information.		
The service provider offers ways to preview the goods and services he sells.		
The service provider shows public interest, supports charity and shows social responsibility.		

Based on: Survey results

In the subsequent step a cluster analysis is carried out in order to investigate, whether the single objects, meaning the exhibitors, can be grouped together according to their characteristic values. For the calculation the two-step cluster analysis is chosen. It is suitable for the collected data as it can be used for big quantities.[147] Plus, this method helps to find the most appropriate number of clusters if they cannot be defined beforehand. (Schendera 2008, pp. 96–98)

The two-step-cluster-analysis via SPSS reveals five clusters based on the two, previously evaluated factors.

Figure 54: Cluster distribution based on the cluster analysis calculation



Based on: Survey results

[147] A sample size larger than 250 cases is rated as a large number of cases, the present research project works with over 600 cases. (Schendera 2008, p. 16)

Table 25: Share of cases per cluster

Cluster number	Number of respondents	Percentage
1	117 persons	18.34%
2	88 persons	13.79%
3	156 persons	24.45%
4	159 persons	24.92%
5	118 persons	18.50%

Based on: Survey results

The distribution of respondents is fairly balanced within the five clusters, only cluster 2 contains a little smaller size of respondents with 13.8%.
Cluster 1 marks the respondents who show a very strong interest in the supplier's own acting and doing in his direct business relationship with the customer (factor 2). This group shows no interest in the other factor focusing on the reputation of other customers or independent sources (factor1).
Members of cluster 2 have a strong interest in factor 2 as well. They value the interaction with their supplier most. Nevertheless, they do show a low interest in the reputation of the supplier and the promotion of his services as well.
Respondents showing a low interest in both factors form cluster 3.
Cluster 4 contains all respondents who have a low interest in the way the supplier performs in the actual work relationship but are strongly concerned with the suppliers' reputation in the market, with the evaluation of the supplier through independent media and the demonstration of his products.
Cluster 5 marks the counterpart of cluster 1. The members of this cluster put a very high significance on factor 1 (external reputation and demonstration of products). The direct business relationship has no impact.[148]

Summarizing these results, it can be stated that while 24.45% of the samples has no favor towards one factor, 43.42% value factor 1 'the necessity of getting information and recommendation from third parties, to preview goods and see provider acting in public' most. 32.13% of all the respondents put more impact on

[148] A visualization of the cluster structure can be found in appendix 41.

factor 2, meaning they concentrate more on the provider's own acting and doing and his persuasive power through his work in the actual work relationship with his customer.

In order to use these results in the communication within the sales approach, the supplier needs to find out whether a structure in relation to the buying center structure can be detected inside these clusters. Therefore, the five clusters are hence subject to a deeper analysis according to buying center aspects which can be revealed through the questionnaires based again on the aspects: expertise, function and cultural background as earlier mentioned in chapter 2.2.2.1.

However, after analyzing the clusters no clear structure among the members of the clusters could be found, except for the cultural relations which have already been discovered. Additionally, there are only some tendencies:

- Rather new employees to the exhibiting companies tend to favor external information of the market and independent media (factor 1).
- It seems that representatives of the sales departments generally have a higher interest in aspects belonging to factor 1 as well. The marketing department in general, on the other hand, shows a higher attraction to factor 2, getting their own picture about the expertise of the supplier in an actual work relationship.
- Most decisions concerning the trade fair participation and the service orders are taken by the CEO and the marketing departments, as already discovered in the previous chapters. In all clusters, 70-80% of the decision-takers are CEOs or marketing representatives. So there is no diversification among the clusters in this respect.
- Only the cultural aspect leads to a possible differentiation: German exhibitors put a higher value on factor 2 while Asian and European exhibitors are more attracted by the items of factor 1.

Yet, as mentioned before, these are only tendencies.

Concluding the chapter on the buying center structures among the medical industry, some results can be stated. First of all, mainly the CEO takes the decisions on participations in a trade fair, followed by the marketing manager. When it comes to deciding on services needed to perform the trade fair participation and prepare the booth, in many cases the marketing department takes over the responsibilities from the CEO. The distribution of responsible contacts shifts, therefore, in favor of the marketing department. Yet, in a part of the companies, also the sales departments get involved here. This mainly happens in European and Asian companies, not so much in German companies. Here, the marketing department is primarily in charge of ordering services.

Regarding experiences, the target group is fairly homogeneous. The vast majority has already participated in trade fairs before. Even the direct contacts for the service department of the trade fair organization are mostly not new to their companies. The buying technique used by most exhibitors is, thus, a modified re-buy. Only the operative set-up, such as the layout of the booth, gets adjusted to the current conditions. Thus, within the medical industry, the trade fair organizations are working with experienced clientele.

In order to reduce the complexity of the trust-building communication approaches, the number of communication aspects could be minimized to two major factors relevant in the target group. One group focuses more on the necessity of getting information and recommendation from third parties, to preview goods and see provider acting in public. The second group concentrates on the provider's own acting and doing and his persuasive power through his work in the actual work relationship with his customer. While these two factors could be fairly useful for the creation of marketing plans, the cluster analysis did not proof distinct results regarding exhibitor characteristics within each cluster. Only some tendencies could be retrieved for indications.

5.2.5 Transferability of survey results to other industries

The literature review on trust research has already determined the necessity to examine trust building determinants as well as communication aspects to build and maintain trust between a service supplier and his customer per industry.[149] The trade fair industry, however, is very diverse regarding its customers.[150] Thus,

[149] See chapter 2.4.6.

[150] See chapter 3.2.

depending on the trade fair in focus, one industry uses the fairground as market place. Therefore, it can be assumed that the research, which has exemplary been performed on the global medical industry, needs to be performed per exhibition target group focusing on it particular exhibitors.
In order to examine the transferability of the present research results and the method of research, the primary survey has been conducted for a second target group. The second industry of research interest, is the industry for glass production, glass processing and glass products. This industry meets in a biennial cycle at the trade fair ‘glasstec’ in Düsseldorf, Germany. This exhibition has been chosen for various (practical) reasons. To begin with, the trade fair is in many aspects different to the MEDICA: The exhibition is much smaller than the MEDICA, it is a completely different industry, and it has a different trade fair cycle. Nevertheless, it is also a trade fair taking place at one of the leading German fairgrounds. Moreover, it is the leading international trade fair for its industry. In addition, a practical reason has been the possibility of reaching the target group in the same time frame as the previous group. (Messe Düsseldorf GmbH 2015b; Biedermann et al. 2012)

The same analysis as for the MEDICA trade fair is performed for the glasstec. The equal questionnaire and letters are used with only minor adaptations regarding the wording.[151] Subsequently, the results of the glasstec survey will be presented and comparisons to the research results within the medical industry will be made. However, due to the fact that the focus of this paper is set exemplarily on the medical industry, the results of the glass industry are presented in a compressed way. The main purpose is to test a possible transferability of the main results between industries.

The response rate for the survey within the global glass industry amounts to over 20% of the addressed exhibitors. 936 main exhibitors were addressed with the survey by email, and 194 responded. In order to verify the usefulness of the sample regarding its validity, the Chi-sqaure goodness-of-fit test[152] is carried out

[151] See appendix 42 and appendix 43.

[152] See chapter 5.1.4

once more for each subsample based on the defined characteristics (exhibitor status, stand size, origin). The test depicts differences in the distributions of the sample compared to the population regarding the exhibitor status and the stand size. Therefore, the sample does not show a statistically correct reduced image of the population in these respects. Thus, results taken from these subgroups might not be representative for the whole population. Only tendencies can be given. Regarding the origin, however, the sample matches the distribution of the whole population statistically. Therefore, conclusions taken from the analysis based on the exhibitors' origin can be transferred to the whole target group.[153]

General results of the survey (focus on complete sample)

Before the actual testing of the hypothesis, the answers of the complete sample are viewed, just as it has been performed for the MEDICA sample. First, the trust determinands are in focus. Regarding the trust determinants which seem important to the target group, it can be said, that the following aspects are most relevant to the target group in order to build and maintain trust in a business relationship with a service supplier:

- Ability of the supplier to realize the customers wishes (expertise)
- Communication between customer and supplier
- Honesty
- Reliability

In each case, over 90% of the sample marked the top boxes of importance in the questionnaire. These results go in line with the results given by the MEDICA exhibitors. The following table illustrates the results of the MEDICA respondents compared to the glasstec respondents. The percentages given represent the share of exhibitors who gave the corresponding aspect an importance value of 4 or 5 (meaning important or very important) in the questionnaire.

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[153] See appendix 44.

Table 26: Comparison of top scores 'trust determinants'

	MEDICA (n = 638)	glasstec (n = 194)
Ability of the supplier to realize the customers wishes (expertise)	91.54%	94.33%
Honesty	92.79%	92.27%
Reliability	92.79%	91.75%
Communication between customer and supplier	94.20%	90.21%
Personal level of experience of contact person at supplying firm	86.21%	87.11%
Level of experience of supplying firm	87.77%	85.05%
Satisfaction with previous interactions (= product performance)	90.60%	84.54%
Technical assistance in addition to ordered services	81.97%	79.90%
Information exchange on an equal level	82.60%	78.87%
Supplier reputation (in relation to the company)	76.65%	74.23%
Personality of contact person at supplying firm	74.45%	68.04%
Reputation of the contact person of the supplying company	65.36%	60.31%
Benevolence	59.56%	54.64%
Similarity of service provider & customer (presence of common values & interests)	58.62%	54.12%
Cultural background of the supplying firm	37.30%	36.60%
Cultural background of supplier's contact person	35.27%	32.99%

Based on: Survey results

Secondly, the communication aspects supporting a trustful business relationship are considered. Here the subsequent factors are most relevant to the respondents of the glasstec:

- The service provider shows stability in his communication and doing.
- The service provider offers openness and transparency.
- The service provider accommodates and shows readiness to act if necessary.
- The service provider offers correct information & possibly ways to double-check information.

Again, the valuation of the communication factors shows the same tendencies in both target groups. The table below confirms this statement.

Table 27: Comparison of top scores 'communication determinants'

	MEDICA (n = 638)	glasstec (n = 194)
The service provider accommodates and shows readiness to act if necessary.	85.58%	88.66%
The service provider shows stability in his communication and doing.	88.09%	85.57%
The service provider offers correct information & possibly ways to double-check information.	84.48%	85.05%
The service provider offers openness and transparency.	82.29%	81.44%
The service provider has a positive reputation in the market.	77.90%	77.32%
The service provider ensures a regular direct contact between customer and supplier.	73.51%	74.74%
The service provider has experienced sales personnel.	71.16%	68.56%
The service provider offers a serious complaint management.	69.75%	62.37%
Recommendations of other customers are available regarding the service provider.	61.60%	58.76%
The service provider offers ways to preview the goods and services he sells.	55.96%	47.42%
Information about supplier can be obtained through independent media.	46.71%	41.75%
The service provider shows public interest, supports charity and shows social responsibility.	44.51%	40.21%
The service provider is able to present independent certification (such as quality certifications).	53.76%	39.69%

Based on: Survey results

So regarding the trust and communication determinants in general, the exhibitors of both industries show equal tendencies regarding the importance of each item to fulfill the purpose of building and maintaining trust.

5.2.5.1 Testing of hypotheses

Subsequently, the hypotheses are tested in the same manner as done for the MEDICA sample.

Hypothesis 1

In hypothesis 1 it is investigated whether an exhibitor seeking a long-lasting relationship with his trade fair service provider also regards trust as an essential factor to maintain such a business relationship.[154] Using a cross-tabulation to investigate the relationship between the two variables (question 3 and 4 in the questionnaire[155]) the importance of the combination of both aspects becomes obvious: 176 of the 194 respondents of the glass industry look for long lasting business relationships with their trade fair service provider. Out of these 176 interviewees, 107 consider trust a 'very important' ingredient for such a relationship; further 42 respondents rated trust as 'important'. The table and figure below give an overview of the results.

[154] See chapter 4 for hypothesis.

[155] Question 3: *"When buying services, it is often difficult to foresee the end result. On a scale from 1 to 5 how important do you rate the existence of trust into the salespartner for establishing a long-term, sustainable buyer and service provider relationship?*

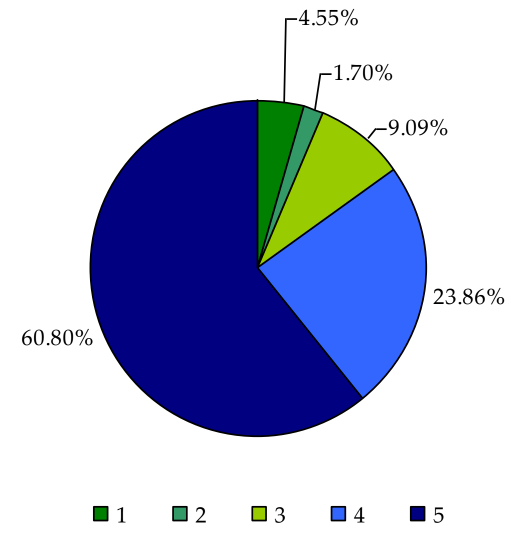
Question 4: *"When buying services, are you looking for a long-term relationship (for several trade fair cycles) with a service provider who implements your wishes?"*

Table 28: Crosstabulation question 3 and question 4, glasstec

			Question 3 When buying services, it is often difficult to foresee the end result. On a scale from 1 to 5 how important do you rate the existence of trust into the sales partner for establishing a long-term, sustainable buyer and service provider relationship?					
			1 = hardly necessary	2	3 = neutral	4	5 = very important	Total
Question 4 When buying services, are you looking for a long-term relationship (for several trade fair cycles) with a service provider who implements your wishes?	Yes	% of Question 4	4.55%	1.70%	9.09%	23.86%	60.80%	100.00%
	No	% of Question 4	5.56%	0.00%	22.22%	33.33%	38.89%	100.00%
Total		% of Question 4	4.64%	1.55%	10.31%	24.74%	58.76%	100.00%

Based on: Survey results

Figure 55: Importance of trust for a sustainable service provider and buyer relationship (n=107)



(Ranking according to questionnaire: 1= hardly necessary, 5 = very important)

Based on: Survey results

The Spearman rank correlation, however, shows no significant value. Therefore, it cannot be said, that the exhibitors valuing long-lasting business relationships find trust more important than the ones who do not mind new service partners per trade fair. [156] Nevertheless, it can be seen that similar to the exhibitors of the medical industry, exhibitors of the glass processing industries rank long-lasting business relationship very high and see trust as an essential factor to make them function (almost 85% of this group).

Hypothesis 2

For the testing of **hypothesis 2**, question 2 of the questionnaire (focusing on the rating of trust determinants) is brought to attention again. The hypothesis tries to analyze if exhibitors show significant differences in their valuation of trust building factors according to their characteristics. Again, the characteristics exhibitor status, stand size and origin of the exhibitor are considered.[157] For the calculation, the answers marking values 1 or 2 respectively 4 and 5 on the ordinal scale of the question are combined for meaningfuller results.

First, the **exhibitor status** is considered. The Mann-Whitney-U-test is carried out as two independent samples are compared.[158] Comparable to results of the MEDICA exhibitors, no significant differences can be observed between new or existing exhibitors when weighting the trust building factors. Therefore, the overall results of the sample apply to both groups. [159]

Second, the glasstec sample gets divided according to the booked **stand sizes**. As four independent samples are analyzed, the Kruskal-Wallis-test is performed to uncover possible differences between the subgroups. If any are found, paired comparisons are carried out by using the Mann-Whitney-U-test for two independent samples as post-hoc test.[160]

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[156] See appendix 45.

[157] See chapter 4 for hypothesis.

[158] See chapter 5.1.4.

[159] Detailed results can be found in appendix 46.

[160] See chapter 5.1.4.

After executing the Kruskal-Wallis-test, however, no significant differences between the different stand sizes were detected. Again, the overall results of the complete sample can be transferred to each stand size subgroup.[161]

Third, the **origin** is in focus. Again the main subgroups of exhibitors originate from Germany, Europe and Asia. Therefore, the division of the sample is done according to the subgroups equally chosen for the survey on the MEDICA exhibitors: Germany, Europe without Germany, and Asia. The performance of the Kruskal-Wallis-test for three independent samples reveals significant differences between the subgroups regarding the valuation of the subsequent trust determinants:

- Technical assistance in addition to ordered services (p-value = 0.009)
- Personal level of experience of contact person at supplying firm (p-value = 0.023)
- Cultural background of supplier's contact person (p-value = 0.003)
- Cultural background of the supplying firm (p-value = 0.008)

Based on the Mann-Whitney-U-test for the paired comparison, the differences between the groups of origin can be observed as displayed in table 29. [162]

[161] Detailed results can be found in appendix 47.

[162] See appendix 48.

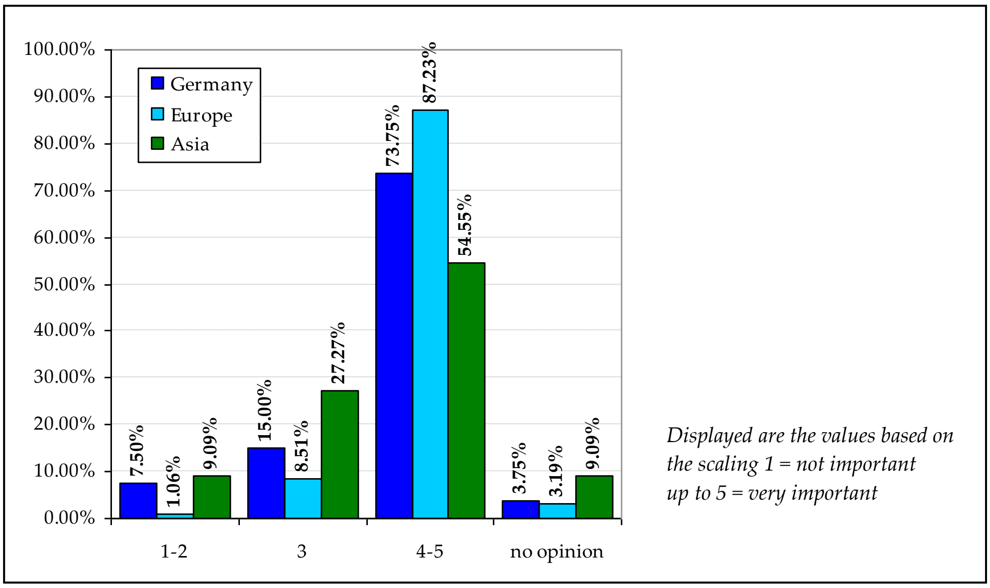
Table 29: Trust determinants with significant p-values (based on the Mann-Whitney-U-test results)

	Germany-Europe	Germany-Asia	Europe-Asia
Technical assistance in addition to ordered services	0.014	-	0.006
Personal level of experience of contact person at supplying firm	-	0.010	0.015
Cultural background of supplier's contact person	0.002	-	0.037
Cultural background of the supplying firm	0.002	-	-

Based on: Survey results

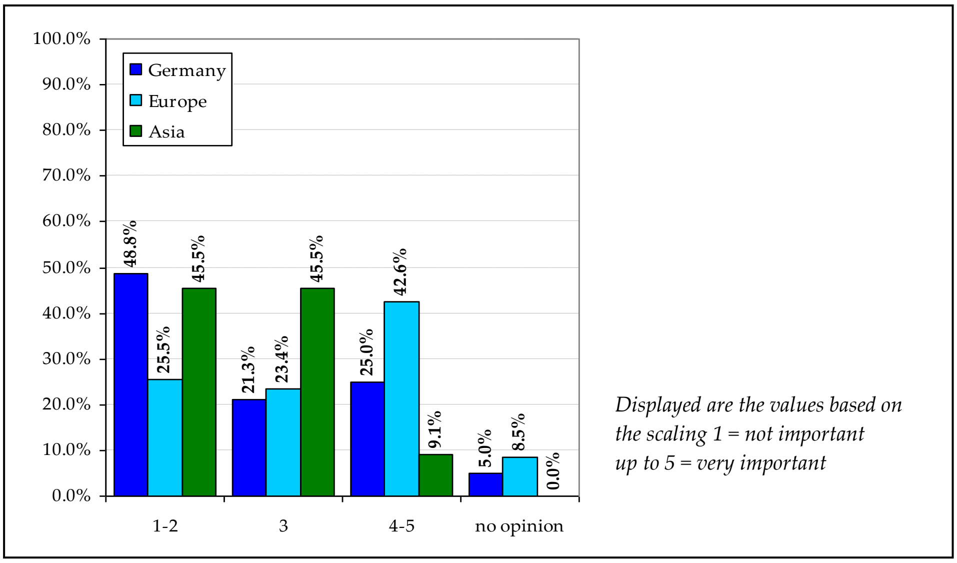
Regarding the technical assistance, for example, the Europeans differ from the German and the Asian exhibitors, putting a stronger emphasis on this aspect. The same tendency can be observed when looking at the cultural background of the contact person at the supplying firm. This issue is explicitly unimportant to German and Asian exhibitors. The cultural background of the supplying firm, however, also matters to the Asian exhibitors. Here, European and Asian respondents show comparable tendencies in their weighting of the factor. See figures below for a visualization of the comparision.

Figure 56: Ratings 'Technical assistance in addition to ordered services' divided by exhibitors' origin



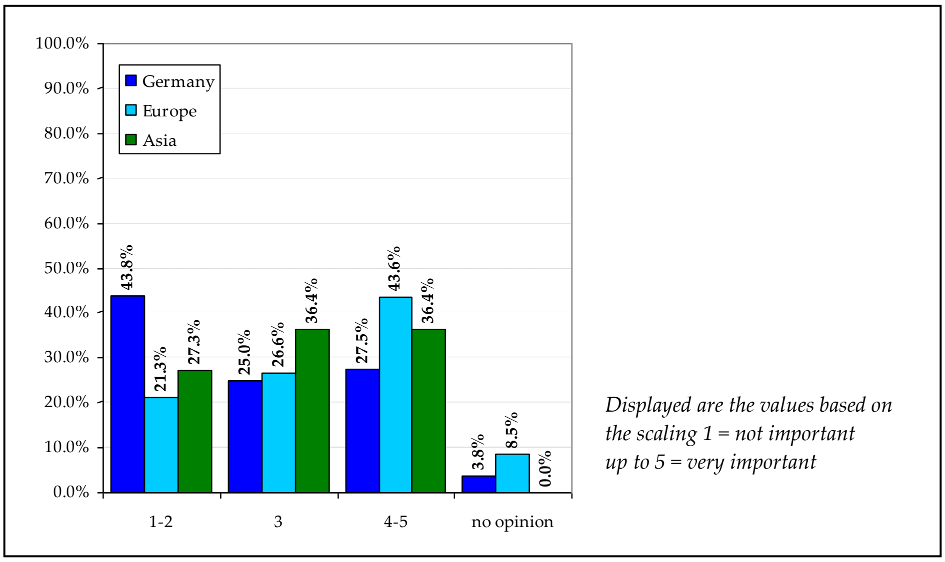
Based on: Survey results

Figure 57: Ratings 'Cultural background of supplier's contact person' divided by exhibitors' origin



Based on: Survey results

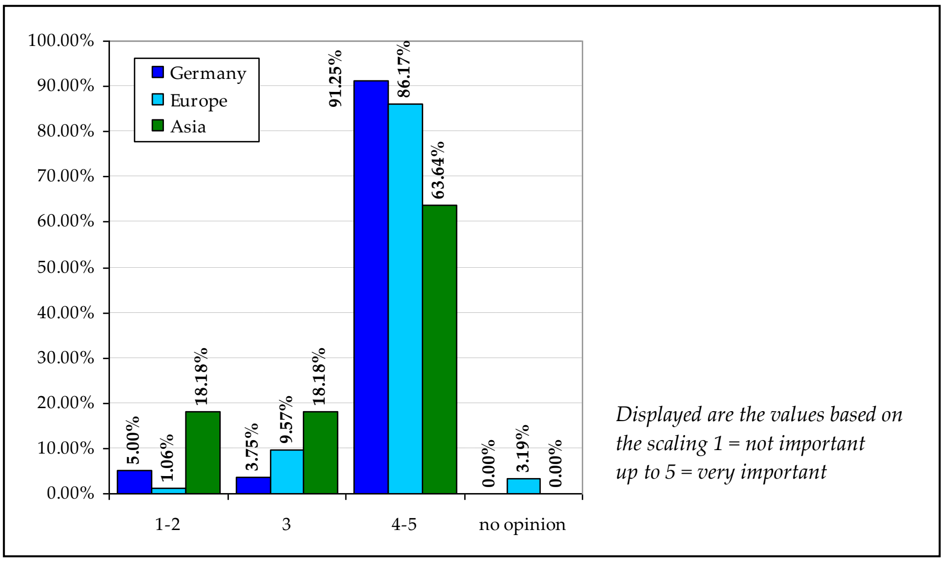
Figure 58: Ratings 'Cultural background of the supplying firm' divided by exhibitors' origin



Based on: Survey results

Concerning the personal level of experience of the contact person of the supplying firm, on the other hand, the Europeans go in line with the Germans. Both subgroups value the determinant significantly higher than the Asian exhibitors in order to build and maintain trust, as can be seen in figure 59.

Figure 59: Ratings 'Personal level of experience of contact person at supplying firm' divided by exhibitors' origin



Based on: Survey results

So, when dividing the sample by origin, significant differences in the valuation of the trust building and maintaining determinants can be observed within the target group. While German exhibitors stress the value of the experience level of the contact person at the supplying firm, European exhibitors additionally like especially the technical assistance in addition to ordered services. The cultural background of the supplying firm is most important to the foreign exhibitors. Germans show a rather high indifference especially when rating the cultural background of the contact person at the suppling firm. Here the Spearman rank correlation also reveals significant results: The farther away the exhibitor is coming from, the more important is the cultural background to him.[163]

So, compared to the medical industry, it can be observed that, again, the characteristics by which the target group can be divided by matter when measuring the importance of single aspects to build and maintain trust in a

[163] See appendix 48.

business relationship. Yet, examining the single determinants itself, differences between the weighting of each factor to fulfill its purpose are detected between the subgroups. So the fact of differences between the subgroups is transferrable between the industries, the importance of single determinants is not.
Nevertheless, the null-hypothesis $H0_2$ has to be rejected also for the glass industry. Exhibitors show significant differences in their valuation of trust building factors according to their characteristics.

Hypothesis 3

Hypothesis 3 focuses on significant differences in the exhibitors' valuation of trust building communication. Do exhibitors assess assorted communication methods diversely according to their characteristics such as exhibitor status, rented stand size or origin? Question 6 of the questionnaire given to the probands states a variety of communication approaches.[164] The exhibitors of the glass manufacturing industries were ask to rate each item in the same way as the respondents of the medical industry. On an ordinal scale they had to indicate the importance they attach to each technique in order to build and maintain a trustful business relationship with a service provider.

Regarding the **exhibitor status** the Mann-Whitney-U-test reveals one statistical significant difference between the two groups. With a p-value of 0.030 it is the aspect: 'The service provider offers correct information and possibly ways to double-check this information'.[165] As can be seen in the following figure, this aspect is of a higher importance to existing exhibitors than to the new ones.

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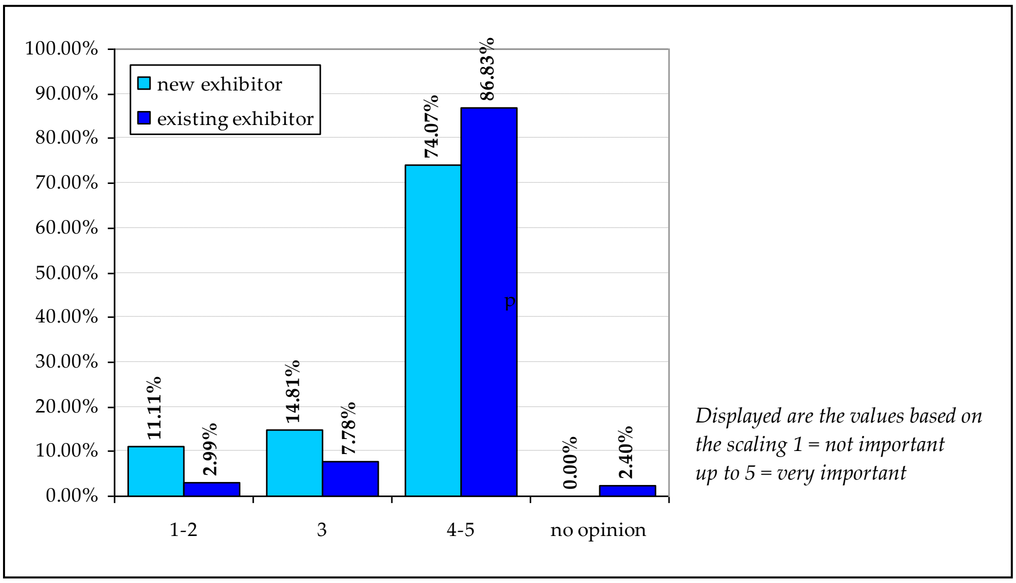
[164] See appendix 43.

[165] See appendix 49.

Figure 60: Ratings 'The service provider offers correct information & possibly ways to double-check this information' divided by exhibitor status



Based on: Survey results

When dividing the sample according to the **booked stand sizes**, no significant differences can be found between the groups. The Kruskal-Wallis-test for samples with more than 2 independent subgroups reveals no significant p-values.[166]

The third characteristic to divide the sample by is, again, the **exhibitors' origin**. The Kruskal-Wallis-test exposes several communication issues which were rated diversely be the subgroups:

- The service provider has experienced sales personnel. (p-value = 0.002)
- The service provider ensures a regular direct contact between customer and supplier. (p-value = 0.000)
- The service provider is able to present independent certification. (p-value = 0.009)
- The service provider offers openness and transparency. (p-value = 0.024)

[166] See appendix 50.

- The service provider accommodates and shows readiness to act if necessary. (p-value = 0.048)
- The service provider offers ways to preview the goods and services he sells. (p-value = 0.002)

Based on the Mann-Whitney-U-test for the paired comparison, the differences between the groups of origin can be observed as displayed in table 30.[167]

Table 30: Trust-building communication items with significant p-values (based on the Mann-Whitney-U-test results)

	Germany-Europe	Germany-Asia	Europe-Asia
The service provider has experienced sales personnel.	-	0.007	0.000
The service provider ensures a regular direct contact between customer and supplier.	0.000	-	0.025
The service provider is able to present independent certification.	0.008	0.036	-
The service provider offers openness and transparency.	-	0.043	0.005
The service provider accommodates and shows readiness to act if necessary.	-	0.011	-
The service provider offers ways to preview the goods and services he sells.	0.002	0.021	-

Based on: Survey results

German and Asian exhibitors seem to differ most. For the German and European exhibitors, the readiness to act as well as the openness and transparency of the

[167] See also appendix 51 for details.

supplier are very important. Between 80% and 95% of the respondents rate these items with scores of 4 or 5. Asian exhibitors do not value these aspectsas highly as the representatives of the other two groups.

Figure 61: Ratings 'The service provider accommodates and shows readiness to act if necessary' divided by exhibitior' origin

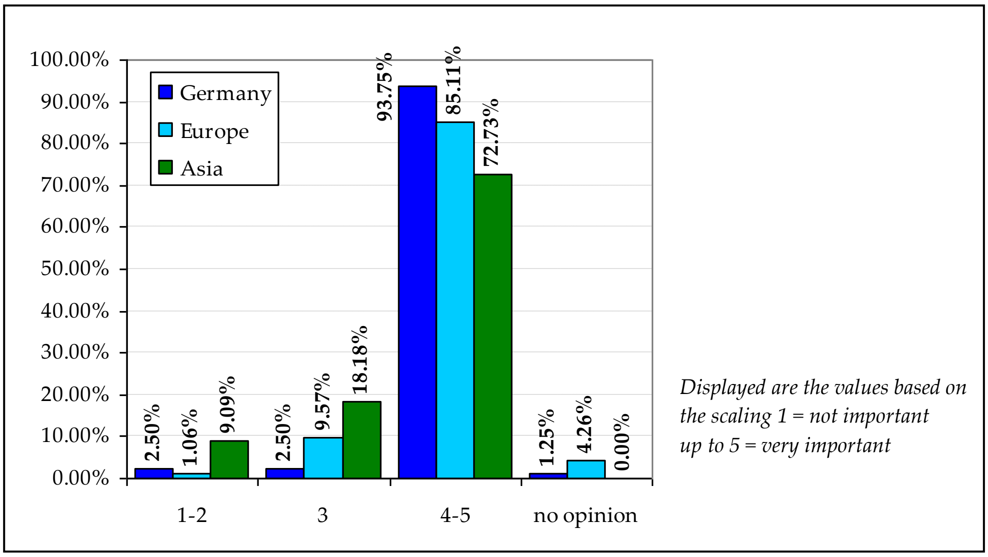
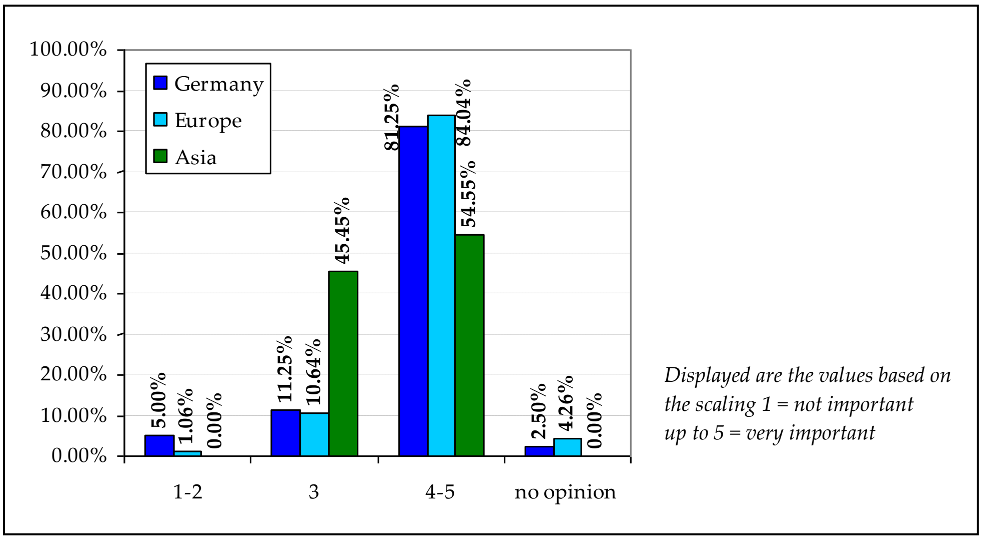


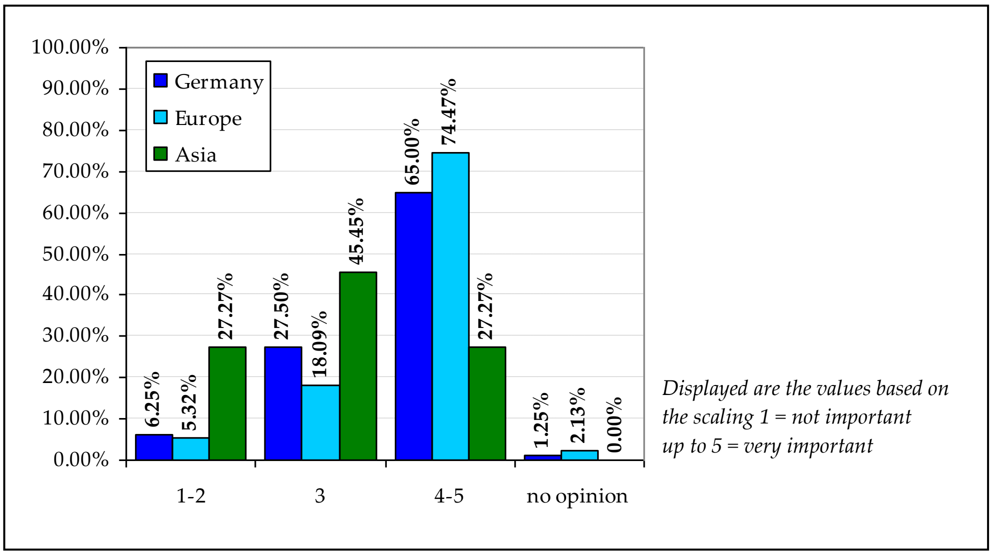
Figure 62: Ratings 'The service provider offers openness and transparency.' divided by exhibitors' origin



Both figures based on: Survey results

In addition, European exhibitors need to work with experienced sales personnel. Almost 75% of the European respondents rate this issue as highly important to build trust in a business relationship with a service provider. Only 27% of the Asian exhibitors gave scores of 4 or 5 for this item.

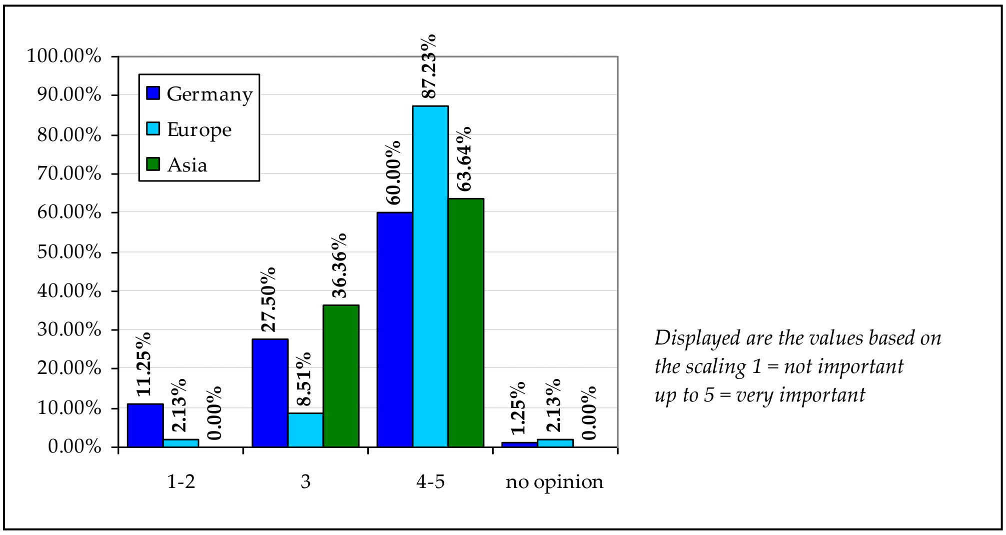
Figure 63: Ratings 'Experienced sales personnel' divided by exhibitors' origin



Based on: Survey results

Moreover, Europeans value an ensuring of a regular contact by the service supplier highly. 87% of the European exhibitors gave scores in the top boxes. For German and Asian exhibitors, this is less important. As to be seen in the figure below, only about 60-65% of them rate this essential.

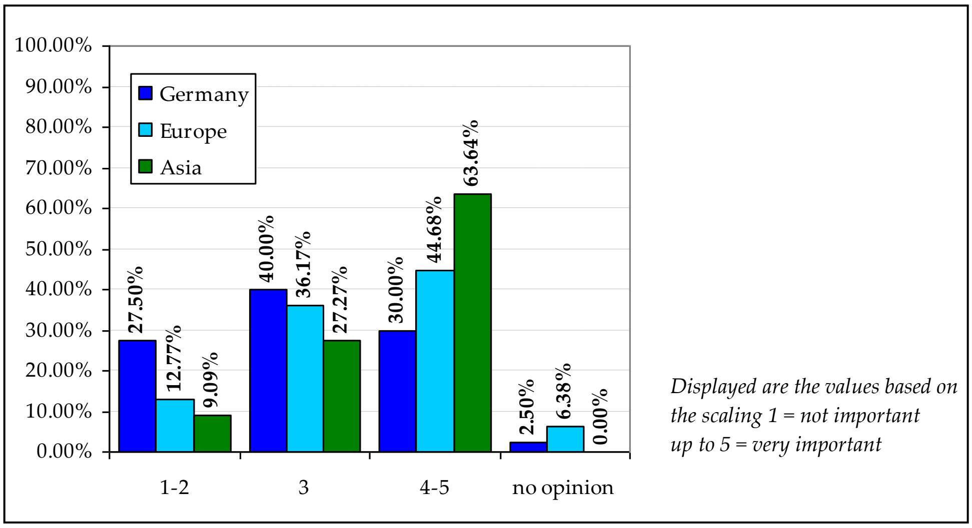
Figure 64: Ratings 'Ensuring of regular contact' divided by exhibitors'origin



Based on: Survey results

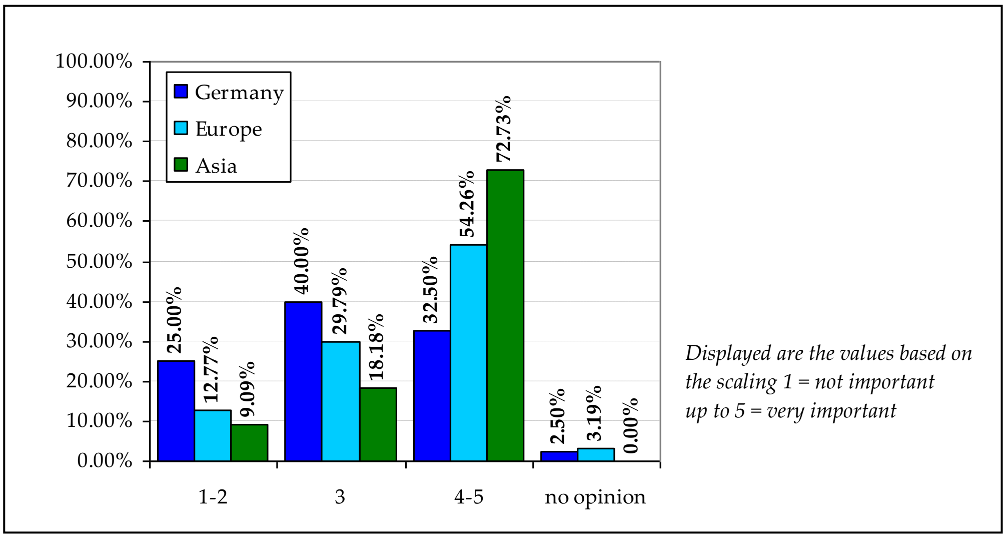
Independent certifications as well as the possibility to preview the goods and services before purchasing them on the other hand are aspects far more important to Asians than to the other two groups. The figures below visualize the results.

Figure 65: Ratings 'Independent certification' divided by exhibitors' origin



Based on: Survey results

Figure 66: Ratings 'Possibility to preview goods' divided by exhibitors' origin



Based on: Survey results

Encapsulating the results above, the calculations show that according to the exhibitor status as well as regarding the origin of the exhibitors, the answers regarding the importance of the single communication aspects differ. Therefore, it can be said that, depending on the exhibitors' characteristics, their ideal way of communication in order to build and maintain trust differs. Thus, the null-hypothesis $H0_3$: '**Exhibitors on the German trade fair market do not show significant differences in their valuation of methods to establish a trust building communication a service provider should direct towards his customers according to their characteristics'** has to be rejected. This outcome is comparable to the results in the medical industry. Nevertheless, as already discovered when analyzing the valuation of the trust-building determinants, the industries differ in their weighting of the single communication items.

5.2.5.2 Buying center analysis

The buying center analysis was conducted as well. Here, it becomes obvious that the results are comparable to the MEDICA group. The general decisions on a trade fair participation are taken mainly by the CEO of a company. When it comes to the decisions regarding trade fair service providers, the responsibilities shift in favor of the marketing department. Again, there is also a higher number of sales people in charge of the trade fair organization in foreign firms than in German firms.

Experience wise, most companies have been exhibitors before. Most respondents have worked in the company for several years and can be regarded as experienced.[168] As for the MEDICA target group, the factor analysis followed by a cluster analysis was carried out. Nevertheless, they did not lead to any useful results.

Summarizing the results of the hypothesis tests and the buying center analysis it can be stated that in general, both industry sectors value long-term business relationships with their service suppliers at trade fairs. Plus, both think of trust as an essential ingredient to build and maintain such business relationships. The general comparison shows similar tendencies regarding which trust determinants and which trust-building communication aspects are relevant for the complete target groups.

However, going into detail by comparing the samples divided according to their characteristics, differences can be discovered. The role allocation within the buying centers is comparable in both sectors, though.

So regarding the transferability of the survey results from one industry to another it can be stated that the general valuations in the complete sample reveal similar findings. Differences in the ratings of trust determinants and communication methods according to the exhibitors' characteristics are also detected. Especially the origin seems to be an issue to consider. Thus, these results seem to be transferrable. Same applies the structures and distribution of duties within the exhibitors' buying centers. However, each industry needs to be examined in detail to address the right determinants for the purpose of building and maintaining trust. The single items of trust and for a trust-supporting communication are rated diversely. The results of the survey, therefore, back the findings of the literature review in this respect.[169]

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[168] See appendix 52.

[169] See chapter 2.4.6.1.

6 CONCLUSION

6.1 RECAPITULATION OF RESEARCH QUESTION, OBJECTIVES AND RESEARCH APPROACH

This paper deals with the research question of how German trade fair organizing companies with self-owned fair grounds can sell their services more effectively to their exhibitors. The trade fair organizers' core competence is the provision of space respectively a platform for business exchange for different industries. However, the execution of and participation in a trade fair requires a variety of services. The trade fair organizers offer these services to their customers, just as external service providers do, too. Nevertheless, the exhibitors do not seem convinced by the offer. Service sales have not met the expectation of the trade fair organizing companies, although marketing efforts have been increased over the past years. The wish to change this situation is present. In addition, predictions have been made by business associations, which state that the competitive pressure in this field is going to intensify in the nearer future. Therefore, the trade fair industry keeps searching for ways to improve the current situation.

Services are mainly immaterial goods which contain a high degree of credence qualities. Although the customer is integrated in the process of creating the service product, he is oftentimes incapable of assessing the quality of the service and its production. Selling services in business markets, such as between a trade fair organizer and an exhibiting company increases the complexity of the buying situation and process. Relationship management comes in the picture, leading to the theory of the New Institutional Economics and the principal-agent approach in particular. The principal-agent approach broaches the issue of buyer-seller relationships with the status of asymmetric information. Several ways of reducing the information asymmetry have been researched and can be found in literature. However, only the creation of trust seems to be effective when dealing with goods of high credence qualities such as services.

So, taking this as the basis for this research project, the literature review carried out on the topics named above, led to the subsequent objectives for the empirical research in the trade fair business:

- Do exhibitors see trust as a relevant aspect for selling and buying services linked to their trade fair participation?
- If so, what determinants are relevant for the exhibitors in order to build and maintain trust towards their service providers? Do differences exist among exhibitors regarding their characteristics, such as origin, exhibitor status or booked stand size?
- What are strategies and methods of communication to effectively address these trust-building determinants and ensure a communication that actually builds and maintains trust? And again, do they differ according to the exhibitors' characteristics?
- Who is the trade fair organizing company's customer regarding service offers? Do buying center structures lead to specific additional considerations for the communication strategies?
- Finally, it needs to be taken into account that the trade fair business deals with a very diverse target group. Customers are coming from various industries, cultural backgrounds, company sizes and so on. Can results be transferred from one industry to another? Or if results are not transmittable, could the method of testing be used to establish a way of analyzing the different industries present at trade fairs?

Subsequently, this chapter provides an overview of the empirical findings and the concluding results for the German trade fair industry. Moreover, theoretical and policy implications are stated and an outlook for future research is provided. The chapter ends with a brief overview of the limitations of the study before the closing statement.

6.2 EMPIRICAL FINDINGS AND RESULTS FOR THE GERMAN TRADE FAIR INDUSTRY

As already mentioned the trade fair industry is very heterogeneous. Especially on German fair grounds, many different industries meet for their exhibitions. In order to not get too fragmented results in the survey, the number of industries in focus had to be narrowed down. Therefore, the worldwide medical industry was chosen as exemplary exhibiting industry in focus. It meets yearly at the MEDICA trade fair. The results are to be summarized and presented in the following. Additionally, the glass manufacturing industry was analyzed for comparison reasons. Here, the main exhibitors of the glasstec were addressed to participate in the survey. Results on the comparison are to be found later in this chapter.

6.2.1 Trust as success factor

First of all, trust between a service supplier and his customer is extremely highly valued in the medical industry. Exhibitors therefore see the difficulty to judge a service offer and production due to its credence qualities. With this result they indicate the existence of an information asymmetry. It seems this gap could not be bridged by the conventional marketing tools, meaning the signaling information by the trade fair service supplier, so far. There is also a desire for long-lasting business relationships with a trade fair service supplier. Especially the exhibitors looking for a long-term connection value trust as a crucial factor. Same tendencies could also be found in the analysis of the glass manufacturing industry.
Therefore, taking the research questions from the beginning into account it can be concluded, that trust is an essential factor to sell services to most exhibitors on German trade fair markets.

6.2.2 Implications to build and maintain trust with exhibitors

Based on the literature research it became obvious that no distinct definition of trust could be given. Especially trust research in economics could not provide an explicit number of determinants responsible for building trust. Nor could a clear picture be drawn what communication tools and methods are generally most effective in this respect. Statements were made, that the results vary from industry to industry and regarding the characteristics within a population. This again supported the limitation of the sample to the medical industry.

6.2.2.1 Determinants of trust relevant for the medical industry

Most important for the complete sample of exhibitors is communication between the customer and the service supplier in order to establish trust. Additionally, almost equally important, are honesty and reliability to the respondents of the survey. An exhibitor must be able to rely on the work of and the information provided by the supplier. Services are not transportable. The trade fair does not take place at the customer's office. Therefore, it seems natural that these aspects are of highest importance for the exhibitor. He must be able to rely on his service provider to perform his work according to agreement without him being there to control the supplier. The exhibitor does not favor surprises when arriving at his booth for the opening of the trade fair. This element is additionally backed up with the fact that the satisfaction with previous projects with the particular supplier is also valued very highly.
Although the degree of experience is one of the most relevant features to analyze the buying center by, the aspect whether a medical exhibitor had participated in the trade show before or not is of no significant relevance for judging the relevant determinants for trust.
When dividing the sample regarding the booked stand size, only minor differences can be observed. The cultural differences of a supplier and a potential customer seem to get less important as the company size increases. The same tendency can be observed when the aspect of previous interactions with the service supplier is in focus.

The cultural background, meaning the origin of the exhibitors, on the other hand leads to partly significantly diverse results in several aspects. German exhibitors differ from the Asian and European exhibitors as they rate the aspects benevolence and the personal level of experience of the contact person at the supplying firm higher. Both aspects are of higher value to them to build trust than they are to the foreign exhibitors. Those, on the other hand, put a higher emphasis on the supplier's reputation in the market and on a similarity between the supplier and themselves to establish a trustful business relationship. The similarity refers to the presence of equal interests and values of both companies. The supplier's reputation is particularly important to the Asian exhibitors. They also regard the technical assistance, meaning support that goes beyond the ordered aspects, more important than the Germans do. It can be assumed, that they like to rely on this fact since they are not so familiar with the conditions and circumstances on the fairground, away from their home country. Supplementary support can then reduce information asymmetries and ensure the maintenance of trust for the customer. While the cultural aspects, such as the cultural background of the supplier's contact person or the cultural background of the supplying firm, are highly unimportant to the German exhibitors, the foreign ones, and again, especially the Asian ones, see a high value attached for the purpose of building trust.

So, as can be seen and with regard to the research questions stated at the beginning of this chapter, exhibitors value a variety of determinants in order to establish trust in a business relationship with a service provider. Moreover, exhibitors differ in their opinions according to their characteristics, especially the origin. Nevertheless, communication between the service supplier and his (potential) customer is most important to establish trust in a business relationship to the complete target group. This leads to the analysis of the communication aspects to be used to build and maintain trust.

6.2.2.2 Trust-building communication aspects relevant for the medical industry

The next question to be answered was how trade fair organizers can actually communicate with their (potential) service customers effectively an establishment of trust. In a first analysis, the connection between the single trust determinants and the communication items was reviewed. However, no particularly strong correlations between a trust factor and a communication item, such as recommendations by other customers or news coverage in independent media, could be determined.

Next the communication aspects were inspected with regards to the target group. The results show some aspects as generally relevant for the whole target group. The exhibitors expect the supplier to show stability in his communication and doing. This goes in line with the fact that the most relevant trust determinants are a stable communication, honesty and reliability. The wish to receive correct information and possibilities to double-check them supports this as well. It can be assumed, that once a strong trust relationship is established, the necessity to provide ways to constantly double-check the information given decreases to a certain extent. However, especially in the beginning of a business relationship, customers see this aspect as essential to build trust. The service supplier should be aware of this fact, offering written statements, analysis or other insights to the exhibitors. Moreover, of high importance for the target group is the supplier's way of handling possible problems or emergency situations. The exhibitors see it as a key factor for building trust, that the supplier has an open attitude also to express problems and difficulties and to act if necessary. Even if the situations are not favorable, the exhibitor rather gets informed about such happenings instead of finding out later that the supplier was whitewashing the situation. So for the supplier it is to note that he should be open and show transparency. The exhibitors gain confidence in believing in the supplier through this course of action.

Besides these general expectations, some differences among the divided target group are noteworthy. The determinants of trust already showed some variations considering the booked stand size and particularly the origin of the exhibitors. Again, all three relevant groups of characteristics were analyzed.

As before, the exhibitor status shows no significant differentiation regarding the trust building communication methods. New and existing exhibitors think alike in this respect. However, considering the stand size and the origin, differences can be observed once more. Small stands differ significantly from the bigger stands in several aspects. They put more emphasis on the recommendation which are provided by other customers. They value information received through independent media as well as independent certification much higher than the bigger stands. Furthermore, they like the establishment of a serious complaint management. All these aspects can be considered useful to smaller companies or smaller stands as those exhibitors might not have the resources and power to control these factors as bigger companies can. Ensuring these factors might reduce their uncertainties and therefore lead to a higher level of trust. The stability in the supplier's communication and doing is rated highly by companies of all stand sizes; however, again, it is most important to the companies with smaller booths.

Considering the exhibitors' origin, a positive reputation of the service supplier in the market, recommendations by other customers, the ensuring of regular contact by the service supplier, information through independent media, independent certifications and a complaint management are of higher importance to foreign exhibitors, than they are to German exhibitors. Most of these aspects are especially important to Asian exhibitors. Asians also value the possibility to preview the goods and services beforehand highly. As stated when discussing the trust building determinants, these factors seem to take away uncertainties especially amongst medical exhibitors who are situated farther away from the fairground. All aspects support the reputation and the trustworthiness of a service provider that cannot be visited easily. European and Asian exhibitors value opinions and arguments from third parties to measure the quality of the service supplier and his work. This makes it easier for them to ensure trust in the supplier. They search for the reputation of the supplier in the market. This means, they are looking for opinion and evaluations of the supplier and his performance among other exhibitors. Therefore, the trade fair organizations should encourage their satisfied customers to signal their satisfaction in the market. Moreover, the trade fair organizations should ensure to distribute such statements as well. However, the exhibitors stated their desire for receiving information from independent sources. While German exhibitors do not see a very high relevance in this, especially the Asian but also the European customers rate this valuable for building trust. Thus, trade fair organizers should use their press contacts to establish frequent documentation about the service performances of the trade fair organizers. Additionally, independent certifications that test the supplier and his work are significantly higher rated by Asian exhibitors. Independent certifications can ensure a reduction of uncertainty and, therefore, reduce the information asymmetry. They help develop trust. ISO certification, TÜV certifications or other internationally known qualifications should be considered by trade fair organizers to reach their goal of selling more services.

Furthermore, especially Asian exhibitors – but also the European – approve of a way to express their complaints if they occur. For them, it is highly trust-supportive if the service supplier offers a serious complaint management. This again goes in line with showing openness and transparency and being open to criticism. This proves the supplier to be willing to support the exhibitor and adapt according to his needs and wishes.

To prevent such complaints, the foreign exhibitors like to preview the service offers. As mentioned in the literature review, it is difficult to display services. However, the service supplier should determine ways to materialize services to a certain extend. This could be done by photographic or cinematic documentaries, invitations to other exhibitions, so they can see the performance of services in action, or the organization of open days or road shows, for example. Such events or products can clearly reduce the felt uncertainty as well as the information asymmetry. The exhibitor can visualize and get an idea of the supplier's service performance and production process.

German exhibitors differ in the aspects of the readiness to act and the provision of correct information which can be trusted without searching for more sources of information. They rank these aspects higher than their foreign equivalents. Thus, the German exhibitors focus more on the actual work project.

The aspect of public interest, social responsibility and charity got highest scores only by about one half of the complete sample. It is, therefore, the least important communication aspect of the list for the medical industry. Nevertheless, it should be noted, that almost two-thirds of the Asian exhibitors gave it a score of 4 or 5 – so for this subgroup, this aspect is still fairly relevant in order to build and maintain trust.

Consequently, referring again to the research questions, it can be stated that the communication between the service supplier and his customer plays an essential role in building and maintaining trust. Yet, communication does not only refer to the actual conversation between the two parties but also to other relevant communication items around. While some of them are highly important to the whole sample, again, differences can be observed when considering stand size or especially when considering the exhibitors' origin. Trade fair organizing companies need to take these aspects into consideration.

Recapitulating the findings above, several expectations of the customers of the worldwide medical industry could be retrieved from the study. The customers indicate that trust is essential for a partnership with a service supplier. They also indicate ways to build and maintain trust between the two parties. While many aspects are generally similar valued within the industry in focus, booked stand sizes as well as origin are characteristics to consider when planning to establish trust within the business relationship between a trade fair exhibitor and a service provider.
The two figures below summarize the findings on how to address the medical industry for reaching the purpose of building and maintaining trust in the business relationship. First, the general aspects of trust and the communication are given, then, they are specified according to stand size respectively origin.

Figure 67: Results of primary research on the worldwide medical industry with focus on the booked stand sizes

Aspects to consider when setting up a trustful business relationship concerning the complete medical industry…

Most important (general) trust determinants	Most important (general) communication aspects to build and maintain trust
•communication between customer and supplier •honesty •reliability •ability of the supplier to realize the customers wishes (expertise) •satisfaction with previous interactions (= product performance)	•stability in communication & doing •readiness to act if necessary •provision of correct information & possibly ways to double-check this information •openness and transparency •positive reputation on the market

… lead to specific aspects to consider when addressing the subgroups of the medical exhibitors divided by the relevant characteristics:

	Trust determinants to focus on in particular	Communication aspects to focus on in particular
Smaller stand sizes (up to 50m²)	• satisfaction with previous interactions •cultural background of supplying firm and contact person	• recommendations by other customers •independent media coverage •independent certification •complaint management •stability in communication & doing
Bigger stand sizes (bigger than 50m²)	•no particularly important aspects for this group, general results apply	•no particularly important aspects for this group, general results apply

Based on: Survey results

Figure 68: Results of primary research on the worldwide medical industry with focus on the exhibitors' origin

Aspects to consider when setting up a trustful business relationship concerning the complete medical industry…

Most important (general) trust determinants	Most important (general) communication aspects to build and maintain trust
•communication between customer and supplier •honesty •reliability •ability of the supplier to realize the customers wishes (expertise) •satisfaction with previous interactions (= product performance)	•stability in communication & doing •readiness to act if necessary •provision of correct information & possibly ways to double-check this information •openness and transparency •positive reputation on the market

… lead to specific aspects to consider when addressing the subgroups of the medical exhibitors divided by the relevant characteristics:

	Trust determinants to focus on in particular	Communication aspects to focus on in particular
German exhibitors	• benevolence • experience of supplying firm • honesty • reliability	• readiness to act if necessary
European exhibitors (E) Asian exhibitors (A)	•reputation (E/A) •shared values and interests (E/A) •additional support (E/A) •cultural background (E/A)	•recommendations by other customers (E/A) • regular contact (E/A) • independent media coverage (E/A) •independent certification (A) •complaint management (E/A) •preview of services (A) •public engagement (A)

Based on: Survey results

6.2.2.3 Buying center analysis (medical industry) to support a successful business relationship

As retrieved from the literature review, the buying center plays an important part in the establishment of a successful customer-supplier relationship in business markets. The members of the buying center, their positions, experiences and cultural backgrounds can give vital insights as scientific research has already proven.

In the medical industry mainly CEOs and marketing officers take decisions regarding trade fair participations. Yet, particularly in smaller firms, mostly the CEO is the final decision taker. The CEOs should have a great insight in the markets; however, it can be assumed that they are not all deeply familiar with the absolute details of the service ordering for trade shows as they are not necessarily the responsible persons for the operational trade fair preparations in the company due to their range of tasks in their position. This gets obvious when considering the responsibility of deciding on and taking final decisions about the services, needed for a trade fair participation. Here, the marketing departments of the companies (all sizes) take over. The marketing departments are then also the ones keeping in touch with the trade fair organizing company, meaning they are the contacts the organizers talk to. Additionally to the marketing departments, in foreign companies, especially Asian, the contacts are also located in the sales departments. So, the service supplier should be aware of the fact that the contact might not be specialized in the marketing field as his main responsibilities lie in a different area. The information asymmetry could be more distinct due to the contact's expertise in a different field. The communication with those contacts has to be adapted according to the receivers' state of knowledge and experience. Presumably a more deeply informative style of communication can help bridging the gaps here. The research also discovered a tendency to a higher need of independent information and samples of goods in this subgroup compared to the marketing contacts.

Nevertheless, in the target groups in focus, meaning the international medical industry, a high level of experience with trade fair participations in general can be detected.

6.2.2.4 Generalization of results

In order to validate the research results a step further, the survey was carried out among another industry. As stated earlier, due to practical reasons, the glasstec, meeting point for the worldwide glass manufacturing industry, was chosen.

As for the medical industry, trust is regarded important if not essential in order to set up a functioning business relationship with a service provider. Moreover, the majority also seeks for a long-time business relationship. So these results are comparable and transferrable.

When considering the different trust determinants as well as the communication aspects for building trust, the results of the complete sample were compared. The results of how the single items are rated, is very similar in both target groups. Aspects, exhibitors of the medical industry attached a high importance to, are the same ones rated valuable by the exhibitors of the glass manufacturing industry. So the overall results are transmittable.

Going into detail of testing the hypotheses, it can be stated that the characteristics of the exhibitors, such as booked stand size or origin play an important part. Depending on these variables, exhibitors in both industry sectors show significant differences regarding the weighting of single trust determinants or communication aspects. In both cases, the exhibitor status meaning the aspect, if an exhibitor is new to the trade fair or not, does not lead to any or only to minor variations in the rating. However, the specific items rated significantly differently within the two target groups are not always the same ones. European exhibitors of the medical industry differ, for example, in other aspects from their comparable subgroups, as the exhibitors of the glass manufacturing industry do. Here, differences can be observed between the two industries. This leads to the conclusion that generally speaking, trade fair organizations wanting to sell their own services, need to consider especially the origin as well as the booked stand size in order to create trust.

Although the setting of the research project is situated in the trade fair industry, the exhibiting industries are the ones that matter. Thus, the creation of trust as well as trust itself is perceived differently in different industries exhibiting on German fairgrounds.

Therefore, as the results cannot be transferred completely, the advice for German trade fair companies trying to sell their services would be to use this survey method in means of the questionnaire and evaluation procedure and conduct surveys in all relevant industries. Results could then be used for the customer relationship procedures and for setting up a trust building communication with the potential customers. These results therefore back the literature findings in this respect.

Regarding the buying center structure, results in the investigated industries are similar. The allocation of roles within the buying centers are comparable, also when considering company sizes or the origin of the companies.

6.3 IMPLICATIONS OF THIS STUDY

According to scientific research, services are goods with a high level of credence qualities and high degree of diversification due to its characteristics of the integration of the external factor and the immateriality. The relationship between the buyer and the provider, meaning the principal who orders the service and the agent who actually provides it, is essential in such a business relationships. Several techniques can be used to reduce the information asymmetries between the two parties, however, according to the scientific state of the art, only building trust can succeed when goods of high credence qualities are sold.

Therefore, theory has shown that the establishment of trust can be a useful way in order to sell services more effectively. However, trust research is still a rather young field of research in economics. Therefore, gaps are still present that need to be filled.

Economic trust researchers have claimed that trust is a very complex and diverse construct. It consists of a number of possibly relevant determinants that form trust within business relationships. They have also detected a number of communication methods to support this intention. Yet, they additionally have discovered that the relevant aspects vary in their significances and priorities according to the different industries and possibly characteristics of the individuals within the industry itself.

From the findings of this research at hand, first of all it can be confirmed that trust is an essential part in selling services. This study supports the previous findings. It also supports the statement of importance of provider-buyer relationships for the effective selling of service goods. Considering the overall results of the complete sample, it can additionally be confirmed that the pool of trust-developing determinants and communication methods seems to be proven correct. However, just as previous research has investigated, too, the valuation of these factors vary from industry to industry.

This study was performed within the German trade fair industry. First and most important is the fact that the German trade fair industry itself is very diverse. In order to establish trust in the relationships between the exhibitor and the trade fair organizer not the trade fair industry itself should be looked at. The exhibitors need to be categorized by the industries sectors they are situated on. Then, these industries mark the basis for the subsequent trust research.

The exhibitors value trust and look for trust when services are bought, especially if the service is not the core business of the supplier.
Exhibitors show differences in their assessment of trust determinants according to their characteristics. While the exhibitor status seems rather negligibly, the origin and the booked stand size of the exhibitor has to be considered. Here, the evaluation of single trust and trust-developing communication aspects differs significantly among the groups, especially in the comparison from German to foreign exhibitors.
Furthermore, the research has discovered an obstacle to group the trust-building communication items generally into clusters. Each exhibiting industry, therefore, requires an individual analysis.

Nevertheless, the established set-up method of this research can be transferred to other industries to discover their trust behavior in detail.

6.4 LIMITATIONS OF THE STUDY AND RECOMMENDATIONS FOR FUTURE RESEARCH

In the following a short description of the limitations of this study is given. Moreover, future research recommendations are presented which at least partly result from the limitations.

Trust research is still a rather young field in economic science. The author has tried her best to collect and structure the scientific findings in order to conduct this research at hand. Based on these findings the questionnaire was developed. However, due to the so far limited research results, especially in this particular field of economics, the author cannot guarantee an unmitigated coverage of all trust determinants and trust effecting communication methods. Future research might detect additional factors which then should be included in the practical trust research in economic settings.

Furthermore, the research could only be carried out in two exhibitor industries, the worldwide medical industry and the worldwide glass industry. So, the findings are limited to them. Additionally, both trade fairs were located on the same fair ground which might have had an impact on the answers as well. Since Germany hosts one of the world's busiest and biggest trade fair markets, future research should be carried out to meet the variety of industries present on all German fair grounds.

Moreover, the survey asked human beings to state their opinions and feelings. The author has to trust the correctness of these answers.

For future research, a more detailed categorization of the trade fair services according to their performance levels could also lead to more specific results.

Finally, the statistical analysis should be critically viewed with regards to the alpha- and beta hypothesis testing. An alpha error or type I error occurs when a researcher decided to reject the null hypotheses in favor of the alternative hypothesis. However, the null hypothesis is true. Vice versa, the type II or also called beta error occurs when the researcher fails to reject the false null hypothesis. (Black 2012, p. 304) Both errors are linked to the sample. Since not the population was reached and gave their opinions, but only a sample, there is always the possibility of having an unbalance in this sample. (Biemann 2009, pp. 207–210)

Nevertheless, the attempt of this research was to discover the usefulness of trust in selling services for Germany trade fair organizations. The intention was to shed a light on economic trust research and the understanding of trust as well as its usefulness for selling purposes in the service business. These goals have been accomplished.

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APPENDIX

Appendix 1: Memo: Conversation with Wolfgang Prager, Department Director Service Division at Messe Düsseldorf GmbH, about service offers at trade fairs, September, 2012

In Germany, many fairgrounds are owned by trade fair organizing companies. These companies either hold their own trade fairs on various topics or have guest events by external companies. These guest events then use the fairground and the infrastructure of the existing place. In both cases, the exhibitors coming to exhibit at the fairground are in need of several services for a successful trade fair participation.

Some services are obligatory and have to be ordered through the trade fair company, meaning the owner of the fair ground (e.g. waste disposal or electricity in the booth). Others are mandatory for a successful participation or optional yet these services can be booked through the trade fair company or can be acquired externally (such as a stand builder or catering, for example).

Monitoring the sales of the second group showed that for the services which can be acquired also externally, the majority of the exhibitors chooses to hire external partners. Although a stronger marketing emphasis has been set on the service offers of the trade fair organizers, sales were not rising.

This tendency is not only visible at the Messe Düsseldorf GmbH, but also at the other big German trade fair organizing companies, Prager says.

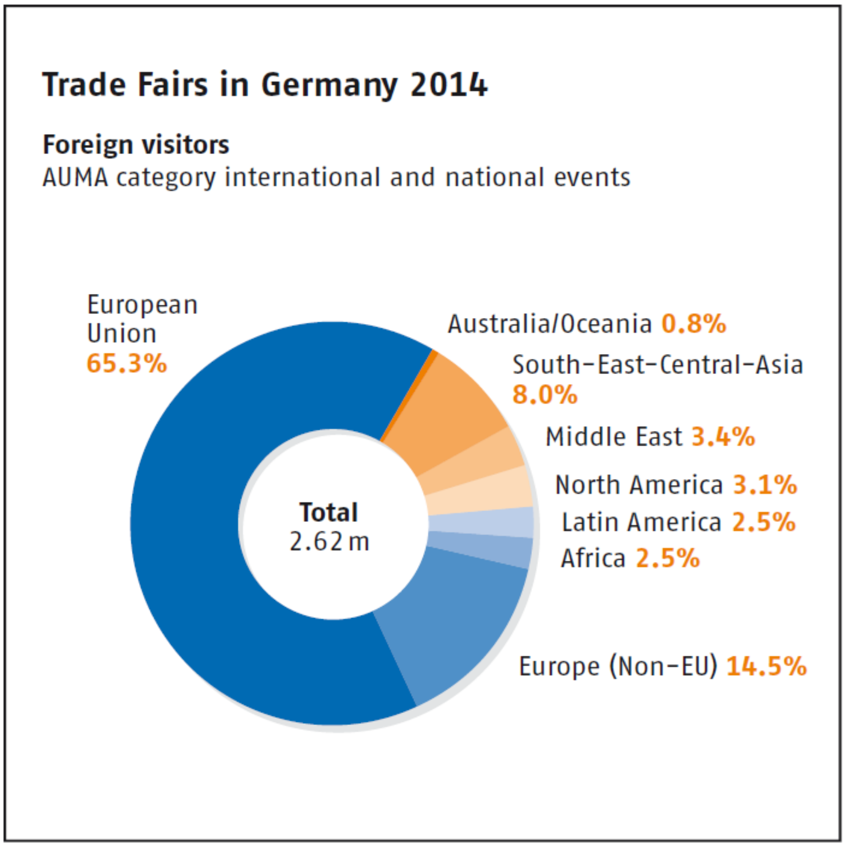
Appendix 2: Turnover of exhibition companies worldwide (more than Euro 100 million)

Turnover of Exhibition Companies worldwide (more than Euro 100 million) _AUMA

	2014	2013	2012
Reed Exhibitions (GB)	1,104.0	1,017.0	1,051.0
GL events (F)	939.4	809.1	824.2
United Business Media (GB)	561.1	546.0	538.9
Messe Frankfurt (D)	554.2	544.8	536.9
Messe Düsseldorf (D)	411.5	322.9	380.5
MCH Group (CH)	373.6	385.5	323.1
VIPARIS (F)	316.0	297.4	327.6
Messe München (D)	309.4	353.0	298.4
Deutsche Messe (D)	280.6	312.0	251.3
Messe Berlin (D)	269.4	187,6	246.8
Informa (GB)	248.7	196.0	179.0
Fiera Milano (I)	245.5	245.1	253.0
Koelnmesse (D)	231.2	280.6	227.4
NürnbergMesse (D)	228.7	192.8	236.0
Emerald Expositions (USA)	225.4	132.9	138.4
HKTDC (HK)	225.2	163.4	155.7
ITE Group (GB)	223.7	229.4	216.5
i2i Events Group (GB)	180.8	145.3	124.3
Tokyo Big Sight (JP)	159.5	140.8	176.1
Fira Barcelona (E)	152.0	117.8	115.1
NEC Birmingham (GB)	n/a	148.6	133.0
SNIEC Shanghai (CN)	139.0	117.0	104.0
Landesmesse Stuttgart (D)	137.0	98.8	129.0
Jaarbeurs Utrecht (NL)	131.6	140.9	149.2
Comexposium (F)	129.3	117.5	145.8
dmg :: events (GB)	128.0	103.8	111.8
BolognaFiere (I)	120.0	109.9	114.0
Amsterdam RAI (NL)	119.7	116.6	134.7

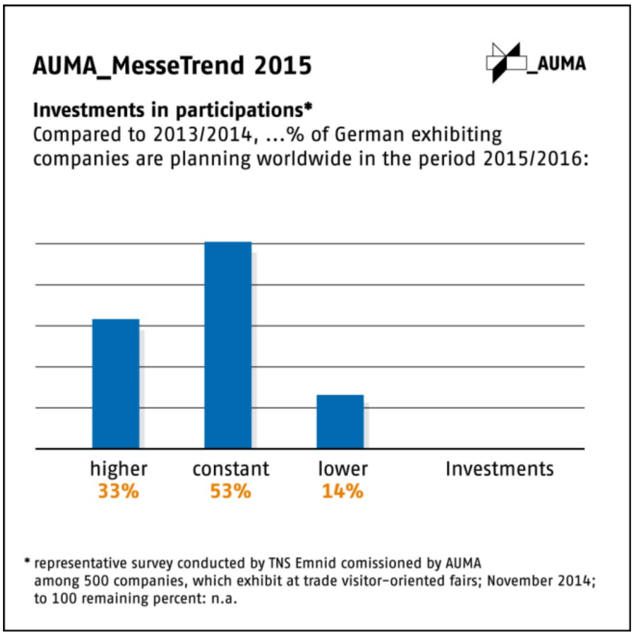
(AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015b, p. 121)

Appendix 3: Foreign exhibitors at trade fairs in Germany, 2014

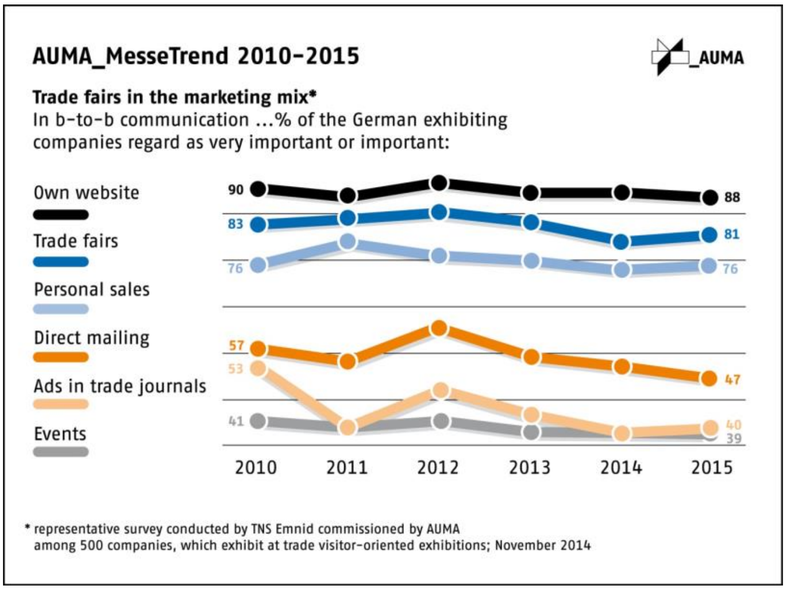


(AUMA Association of the German Trade Fair Industry 2015, p. 66)

Appendix 4: Investments in trade fair participations and the importance of trade fairs in the maketing mix (exhibitor survey)



(AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015a, p. 12)



(AUMA, Ausstellungs- und Messe-Ausschuss der Deutschen Wirtschaft e.V. 2015a, p. 18)

Appendix 5: Memo: Meeting with Wolfgang Prager, Dagmar Prinz (both MesseDüsseldorf GmbH) and Barbara Biedermann (Wissler & Partner), November 14, 2012

Sample size / definition of target group:

- All main exhibitors of the glasstec 2012 and MEDICA 2012 will be addressed. Each member of the target groups therefore has the same chances to participate.
- Precise numbers of the target groups' sizes can be obtained through the project teams MEDICA and glasstec.
- First goal is to not make any restrictions of who is going to be addressed. However, due to only a small number of exhibitors form regions outside Europe and Asia, these exhibitor groups might be neglected later on due to an insufficient return rate.

Exhibitors' origin:

- The original mailing list can be made available for calculations regarding the exhibitors' origin in the target group addressed in order to verify the sample structure later on.

Details on the questionnaire:

- The questionnaire, created by Maike Busch, will be made available online to the exhibitors through Wissler & Partner. This way exhibitors' data can be protected.

- Questions about the scales of the questionnaire-questions 2 and 6 were raised. Should the scales be with an even or an uneven number? Should there be a 'no opinion' option? Here the expert on conducting market research, Barbara Biedermann, gives some insight from her longtime practical experiences in this field. She suggests using a 5-points scale plus a 'no opinion' option. Although, a 4-point scale offers a clear decision to one side or the other, many respondents have difficulties answering such questions – and then tend to quit the survey. Furthermore, especially in international market research with Japanese probands, experience has shown the necessity of having an option to mark 'the middle'. This leads to a lower stop rate and to a lower percentage of respondents marking the 'no opinion' option, which yet is an escape-option if no statement can be made. Regarding the evaluation, Biedermann does not see a problem. If a respondent is clearly opposed of a statement, he usually has no hesitation displaying his opinion by marking a lower score. If, however, a respondent marks the middle, he is not clearly against the statement and can therefore be evaluated as slightly positive, she says.

- Regarding the evaluation concerning the characteristics of the exhibitors, Wolfgang Prager suggests to focus on stand size, the origin of the exhibitor as well as hi status, meaning if he is a new or an existing exhibitor. Previously conducted researches have also focused on there classifications and have proofen to be useful for further use in the practical work of the trade fair organizers.

Cover letter for survey:

- It is decided to not put in the information that a student is conducting the survey. Having the company, Messe Düsseldorf GmbH, sign the letter might put more emphasis on the importance of the survey.

Timeframe of the survey:

- The survey will be sent out in January, after the Christmas and New Year holidays. This way, the exhibitors will have enough time to finish up their postprocessing of their corresponding trade fair and close the business year. A higher respond rate is expected this way. The survey will be sent out on a Tuesday/Wednesday to avoid the mass of emails arriving over the weekend.
  If not enough questionnaire will be returned a reminder will be sent out, about two weeks after the actual survey.

Appendix 6: Correlation matrix company size – booked stand size

Correlations

		Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?	Question 13 How many employees does your company have?
Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?	Pearson Correlation	1	.301**
	significance (2-tailed)		.000
	N	638	638
Question 13 How many employees does your company have?	Pearson Correlation	.301**	1
	significance (2-tailed)	.000	
	N	638	638

**. Correlation is significant at the 0,01 level (2-tailed).

Appendix 7: Final cover letter MEDICA survey – English version

Dear Sir...

We hope, you have started well into the new year and we would also like to take the chance again to wish you a happy and successful year 2013.

Last November you participated as an exhibitor in the MEDICA 2012 in Düsseldorf. You already gave us your feedback to this event in the previous survey and we thank you for your support.

Today, we would like to ask you some further questions, however not about the MEDICA itself but about the **exhibitor services** we offer to you during your trade fair preparations. Our aim is to improve these offers in order to meet your needs even better and to support you best as a partner in your trade fair preparations.

The results of this survey will provide us important insight for the future development of our service offers to you. Your answers will be treated strictly confidential, of course.

We have authorized the institute Wissler & Partner Trade Fair Marketing in Basel/Switzerland to carry out the survey for us.

Please click on the link below. The questionnaire will open on your screen and you will be able to fill in your answers directly online. Completing the questionnaire will require approximately 5 to 10 minutes.

Thank you very much for your support!

LINK

For safety-reason, you will need the following PIN-code in order to access the survey:

PIN-Code:

We would appreciate it very much if you completed the survey by **Friday, February 1st, 2013**.

If you have any technical problems or questions during completion of the survey, please contact:

CONTACT INFORMATION

With kind regards,

Messe Düsseldorf GmbH

Appendix 8: Final cover letter MEDICA survey – German version

Sehr geehrter Herr...

wir hoffen, Sie sind gut in das neue Jahr gestartet, und wir möchten Ihnen an dieser Stelle auch noch einmal ein glückliches und erfolgreiches Jahr 2013 wünschen.

Im vergangenen November haben Sie an der MEDICA 2012 in Düsseldorf teilgenommen und uns auch bereits Feedback zu der Veranstaltung gegeben. Herzlichen Dank dafür!

Heute möchten wir noch einmal mit einer Befragung an Sie herantreten, da wir nicht nur die Veranstaltung als Ganzes sondern insbesondere auch unser **Aussteller-Service-Angebot** für Sie verbessern möchten. Unser Ziel ist es, Ihren Bedürfnissen noch besser gerecht zu werden und Sie zielgenau als Partner in Ihren Messe-Vorbereitungen zu unterstützen.

Die Ergebnisse dieser Befragung sind für uns wesentliche Entscheidungshilfen für die Weiterentwicklung des Serviceangebots an unsere Aussteller. Selbstverständlich werden Ihre Aussagen streng vertraulich behandelt.

Wir haben das Institut Wissler & Partner Trade Fair Marketing in Basel beauftragt, diese Befragung für uns durchzuführen. Klicken Sie bitte einfach auf den folgenden Link, dann können Sie den Fragebogen direkt und bequem am Bildschirm beantworten. Das Ausfüllen des Fragebogens wird etwa 5 bis 10 Minuten in Anspruch nehmen.

Wir bedanken uns herzlich für Ihre Unterstützung!

LINK

Aus Sicherheitsgründen benötigen Sie für den Zugang zum Fragebogen den nachfolgenden PIN-Code:

PIN-Code:

Wir wären Ihnen sehr dankbar, wenn Sie die Befragung **bis spätestens Freitag, 1. Februar 2013** durchführen.

Falls sich beim Ausfüllen des Fragebogens Probleme bzw. Fragen ergeben sollten, wenden Sie sich bitte direkt an:

CONTACT DETAILS

Mit freundlichen Grüßen

Messe Düsseldorf GmbH

Appendix 9: Final questionnaire MEDICA survey – English version

1. **Organizing a participation in a trade fair is like putting together a puzzle with a hundred of different pieces, so that the others can see a perfect picture in the end. Do you agree?**

   ☐Yes ☐ No

2. **Although trust is a commonly known and used term, there is no single definition for it. Which factors do you find necessary for trust to develop and to strengthen it within a business relationship to a service provider?**

   Please rate the following aspects to be found in the list below regarding this issue.

   1 = very low meaning 5 = very important

a.	Ability of the supplier to realize the customers wishes (expertise)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
b.	Benevolence	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
c.	Communication between customer and supplier	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
d.	Supplier reputation (in relation to the company)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
e.	Level of experience of supplying firm	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
f.	Reputation of the contact person of the supplying company	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
g.	Satisfaction with previous interactions (= Product performance)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
h.	Similarity of service provider & customer (presence of common values & interests)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
i.	Honesty	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion

j.	Reliability	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
k.	Information exchange on an equal level	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
l.	Technical assistance in addition to ordered services	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
m.	Personality of contact person at supplying firm	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
n.	Personal level of experience of contact person at supplying firm	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
o.	Cultural background of supplier's contact person	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
p.	Cultural background of the supplying firm	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
q.	Further important aspect, you would like to mention:						
		☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	

3. When buying services, it is often difficult to foresee the end result. On a scale from 1 to 5 how important do you rate the existence of trust into the sales partner for establishing a long-term, sustainable buyer and service provider relationship?

☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
(hardly necessary)		(neutral)		(very important)

4. When buying services, are you looking for a long-term relationship (for several trade fair cycles) with a service provider who implements your wishes?

☐ Yes ☐ No

5. When buying services for your exhibition at a trade show, are you looking for one single partner who supports you in as many areas as possible, offering service packages (e.g. constructing the stand, organizing the catering and taking care of security)?

☐ Yes ☐ No

6. When getting in touch with a potential service supplier, which aspects – besides prices and discounts - are most important for you in order to consider the supplier for further business? Please rate each aspect in the list below.

1 = not important 5 = very important

a.	The service provider has experienced sales personnel.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
b.	The service provider has a positive reputation in the market.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
c.	Recommendations of other customers are available regarding the service provider.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
e.	The service provider ensures a regular direct contact between customer and supplier.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
f.	Information about supplier can be obtained through independent media.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
g.	The service provider is able to present independent certification (such as quality certifications).	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
h.	The service provider offers a serious complaint management.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
i.	The service provider shows stability in his communication and doing.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion

j.	The service provider offers openness and transparency *(e.g. in difficult situations: The service provider does not wait to forward delicate issues until the public pressure forces him to. The service provider does not whitewash difficulties).*	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
k.	The service provider accommodates and shows readiness to act if necessary.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
l.	The service provider offers correct information and possibly ways to double-check this information.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
m.	The service provider offers ways to preview the goods and services he sells (e.g. through conferences, customer events, open days, samples).	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
n.	The service provider shows public interest, supports charity and shows social responsibility.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion

Statistical questions for classification purposes

7. When planning a participation at a trade fair, who takes the final decision about the participation at your company? (Please mark only one answer.)

☐ CEO
☐ Head of marketing department / marketing manager
☐ Marketing assistant
☐ Head of sales department
☐ Sales assistant
☐ Other ______________________________

8. When participating in a trade fair, who decides on the service providers that actually work for you (e.g. stand builder, caterer, hostess service, press service, etc)?

☐ All decisions are centralized, taken by ______________________________
(position of decider)

☐ Decisions are taken decentralized within the correspondent department (e.g. the Press service is decided on in the PR department)

9a. Was this your first participation in the trade fair MEDICA?

☐ Yes ☐ No, my company has been exhibitor at the MEDICA before.

b. How often have you been an exhibitor at the MEDICA within the previous 5 years?

☐ 2nd participation
☐ 3rd participation
☐ 4th participation
☐ 5th participation

10. What size was your stand at this year's trade fair MEDICA (in sqm)?

☐ up to 20 sqm ☐ 51 – 100 sqm
☐ 21 – 50 sqm ☐ More than 100 sqm

11. Do you exhibit on other fairs grounds other than in Düsseldorf?

☐ Yes ☐ No

12 a. Where is the headquarter of your company located (country)?

____

12b. If you are working for a subsidiary, where is this subsidiary located (country)?

____

13. How many employees does your company have?

☐ 1 - 9 employees	☐ 100 - 199 employees
☐ 10 - 19 employees	☐ 200 - 499 employees
☐ 20 - 49 employees	☐ 500 - 999 employees
☐ 50 - 99 employees	☐ 1.000 & mehr employees

14. In which turnover band does your company fall into?

☐ 0 - 1 million Euro	☐ >10 - 30 million Euro
☐ >1 - 2 million Euro	☐ >30 - 50 million Euro
☐ >2 - 5 million Euro	☐ >50 million Euro
☐ >5 - 10 million Euro	

15. What is your position in the company?

☐ CEO
☐ Head of marketing department / marketing manager
☐ Marketing assistant
☐ Head of sales department
☐ Sales assistant
☐ Other ____________________________

16. Are you involved in organizing the trade fair participation at your company?

☐ Yes ☐ No

17. Are you responsible within your company for the commissioning of service providers for your participation at the trade fair?

☐ Yes, for all service providers that are necessary.

☐ Yes, but only for one / some of the service providers.

☐ No, but I am involved in the process of selecting the service providers.

☐ No, I am neither involved in the process of selecting nor am I responsible for the commissioning of the service providers..

18. How long have you been working for your company?

____

Thank you very much for your participation in this survey!

Appendix 10: Final questionnaire MEDICA survey – German version

1. Eine Messe zu organisieren ist wie puzzeln – es müssen viele einzelne Teilchen zusammengesetzt werden, um zum Zeitpunkt der Messe das Unternehmen perfekt zu präsentieren. Stimmen Sie dieser Aussage zu?

☐ Ja ☐ Nein

2. Jeder hat eine Vorstellung davon, was Vertrauen bedeutet, ohne dass es eine allumfassende Definition des Begriffs gibt. Welche Faktoren halten Sie für relevant, damit Vertrauen in einer Geschäftbeziehung zu einem Dienstleistungsanbieter entstehen und erhalten bleiben kann?
Bitte bewerten Sie die einzelnen Faktoren in der untenstehenden Liste diesbezüglich.
1 = geringe Bedeutung 5 = sehr hohe Bedeutung

a.	Fähigkeit des Dienstleisters, die Kundenwünsche zu realisieren (Expertise)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ weiß nicht
b.	Wohlwollen	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐weiß nicht
c.	Kommunikation zwischen dem Kunden und dem Anbieter	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ weiß nicht
d.	Reputation des Anbieters (bezüglich der Firma)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐weiß nicht
e.	Erfahrungsniveau des Anbieters	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐weiß nicht
f.	Reputation der Kontaktperson des Anbieters	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐weiß nicht
g.	Zufriedenheit mit bisherigen Leistungen des Anbieters (= Produktleistung)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐weiß nicht

h.	Ähnlichkeit von Kunde und Anbieter (gemeinsame Werte und Interessen)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ weiß nicht
i.	Ehrlichkeit	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐weiß nicht
j.	Verlässlichkeit	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐weiß nicht
k.	Informationsaustausch auf Augenhöhe	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐weiß nicht
l.	Zusätzliche Unterstützung bei der Nutzung bestellter Dienste	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐weiß nicht
m.	Persönlichkeit der Kontaktperson des Anbieters	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐weiß nicht
n.	Sachkenntnisse der Kontaktperson des Anbieters	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐weiß nicht
o.	Kultureller Hintergrund der Kontaktperson des Anbieters	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ weiß nicht
p.	Kulturelle Herkunft der Dienstleistungsfirma	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐weiß nicht
q.	Weiterer wichtiger Aspekt, den Sie benennen möchten:						
		☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	

3. **Wenn Dienstleistungen eingekauft werden, ist es oft schwierig, das Ergebnis im Vorfeld zu bewerten. Auf einer Skala von 1 (weniger wichtig) bis 5 (sehr wichtig), wie bewerten Sie die Existenz von Vertrauen in den Dienstleistungsanbieter, um eine lang anhaltende und nachhaltige Partnerschaft zu etablieren?**

☐ 1 (weniger wichtig)	☐ 2	☐ 3 (neutral)	☐ 4	☐ 5 (sehr wichtig)

4. **Wenn Sie die Dienstleistungen für einen Messeauftritt kaufen, wünschen Sie sich eine langfristige Geschäftbeziehung (über mehrer Messeturnusse hinweg) mit dem Anbieter, der Ihre Vorstellungen umsetzt?**

☐ Ja ☐ Nein

5. **Wenn Sie Dienstleistungen für Ihren Messeauftritt buchen, wünschen Sie sich einen Dienstleister, der Sie in möglichst vielen Belangen unterstützen kann, also Dienstleistungspakete anbietet (z.B. Standbau, Catering, Standbewachung)?**

☐ Ja ☐ Nein

6. **Wenn Sie mit einem für Sie potenziellen Dienstleistungsanbieter in Kontakt treten, welche Aspekte – abgesehen von Preisen und Rabatten – sind für Sie relevant, um den Anbieter für zukünftige Geschäfte in Betracht zu ziehen?**
Bitte Bewerten Sie die unten stehenden Aspekte.
1 = geringe Bedeutung 5 = sehr hohe Bedeutung

a.	Der Dienstleistungsanbieter hat erfahrenes Verkaufspersonal.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ weiß nicht
b.	Der Dienstleistungsanbieter hat eine positive Reputation auf dem Markt.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ weiß nicht
c.	Empfehlungen anderer Kunden bezüglich des Anbieters sind verfügbar.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ weiß nicht
e.	Der Anbieter sorgt für regelmäßigen Kontakt zwischen dem Kunden & dem Anbieter.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ weiß nicht
f.	Informationen über den Dienstleister können über unabhängige Medien generiert werden.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ weiß nicht

g.	Der Dienstleistungsanbieter verfügt über un-abhängige Zertifizierungen (bspw. Qualitätszertifizierung).	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ weiß nicht
h.	Der Dienstleistungsanbieter verfügt über ein funktionierendes Beschwerdemanagement.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ weiß nicht
i.	Der Anbieter zeigt Stabilität in seiner Kommunikation und in seinem Handeln.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ weiß nicht
j.	Der Anbieter zeigt Transparenz und Offenheit *(z.B. in schwieriger Situation wartet er nicht mit der Weitergabe delikater Informationen bis er von der Öffentlichkeit dazu gezwungen wird. Er beschönigt keine Schwierigkeiten.).*	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ weiß nicht
k.	Der Anbieter kümmert sich um seine Aufgaben und zeigt Bereitschaft zu Handeln.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ weiß nicht
l.	Der Dienstleistungsanbieter übermittelt richtige Informationen und bietet ggfs. auch Wege diese zu überprüfen.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ weiß nicht
m.	Der Anbieter bietet Möglichkeiten, die angebotenen Güter kennenzulernen und zu testen (z.B. durch Seminare, Muster, Tage der offenen Tür etc).	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ weiß nicht
n.	Der Dienstleistungsanbieter zeigt soziales Engagement und übernimmt soziale Verantwortung.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ weiß nicht

Statistische Fragen zu Klassifizierungszwecken

7. **Wenn in Ihrem Unternehmen die Teilnahme an einer Messe geplant wird, wer trifft letztlich die Entscheidung über die Teilnahme?** (Bitte nur eine Antwort markieren)

☐ CEO
☐ Leiter Marketing-Abteilung / Marketing Manager
☐ Mitarbeiter der Marketing-Abteilung
☐ Leiter Sales-Abteilung / Sales Manager
☐ Mitarbeiter der Sales-Abteilung
☐ andere ______________________________

8. **Wenn an einer Messe teilgenommen wird, wer entscheidet über einen bestimmen Serviceanbieters, der dann den Auftrag von Ihnen erhält (z.B. Standbauer, Hostessen-Service, Presseservice, etc)?**

☐ Alle Entscheidungen werden zentral übernommen durch
____*(Position des Entscheiders)*
☐ Die Entscheidungen werden dezentral in den entsprechenden Abteilungen getroffen (z.B. Buchung des Presseservice übernimmt die PR-Abteilung)

9.a **War dies Ihre erste Teilnahme an der Messe MEDICA?**
☐ Ja ☐Nein, meine Firma hat bereits zuvor an der MEDICA teilgenommen.

b. **Wie oft haben Sie in den letzten 5 Jahren an der MEDICA teilgenommen?**
☐ 2. Teilnahme
☐ 3. Teilnahme
☐ 4. Teilnahme
☐ 5. Teilnahme

10. **Welche Größe hatte Ihr Messestand bei der diesjährigen Messe MEDICA?**

☐ bis zu 20 m² ☐ 51 – 100 m²
☐ 21 – 50 m² ☐ mehr als 100 m²

11. Stellen Sie auch auf anderen Messeplätzen als in Düsseldorf aus?

☐ Ja ☐ Nein

12a. Wo befindet sich der Hauptsitz Ihrer Firma (Land)?

____

12b. Falls Sie für eine Niederlassung/Tochtergesellschaft Ihrer Firma arbeiten, wo befindet sich der Standort (Land)?

____

13. Wie viele Mitarbeiter hat Ihre Firma?

☐	1	-	9	Mitarbeiter	☐	100	-	199	Mitarbeiter
☐	10	-	19	Mitarbeiter	☐	200	-	499	Mitarbeiter
☐	20	-	49	Mitarbeiter	☐	500	-	999	Mitarbeiter
☐	50	-	99	Mitarbeiter	☐	1.000	&	mehr	Mitarbeiter

14. In welche Umsatz-Klasse fällt Ihr Unternehmen?

☐ 0 - 1 Millionen Euro ☐ >10 - 30 Millionen Euro
☐ >1 - 2 Millionen Euro ☐ >30 - 50 Millionen Euro
☐ >2 - 5 Millionen Euro ☐ >50 Millionen Euro
☐ >5 - 10 Millionen Euro

15. Welche Position haben Sie in Ihrem Unternehmen?

☐ CEO
☐ Leiter Marketing-Abteilung / Marketing Manager
☐ Mitarbeiter der Marketing-Abteilung
☐ Leiter Sales-Abteilung/ Sales Manager
☐Mitarbeiter der Sales-Abteilung
☐ andere ______________________________

16. Sind Sie für die Messe-Organisation in Ihrem Unternehmen zuständig?

☐ Ja ☐ Nein

17. Sind Sie für die Beauftragung der Dienstleistungsunternehmen für den Messeauftritt Ihres Unternehmens zuständig?

☐ Ja, für alle Dienstleister, die benötigt werden.
☐ Ja, aber nur für einen Dienstleister bzw. eine Auswahl der Dienstleister.
☐ Nein, aber ich bin an dem Auswahlprozess der Dienstleister beteiligt.
☐ Nein, ich bin weder in die Auswahl noch die Beauftragung der Dienstleister involviert.

18. Wie lange arbeiten Sie bereits für Ihr Unternehmen?

____

Vielen Dank für die Teilnahme an der Befragung!

Appendix 11: Chi-square goodness-of-fit test for the MEDICA sample

Exhibitor status

	Observed N	Expected N	Residual
Yes	44	54.0	-10.0
No, my company has been exhibitor at the MEDICA before.	594	584.0	10.0
Total	638		

Test Statistics

	Question 9a Was this your first participation in the tradefair MEDICA?
Chi-Square	2.023[a]
df	1
Asymp. Sig.	.155

a. 0 cells have expected frequencies less than 5. The minimum expected cell frequency is 54.0.

Stand size

	Observed N	Expected N	Residual
up to 20m²	199	224.0	-25.0
21 - 50m²	298	292.0	6.0
51 - 100 m²	99	91.0	8.0
more than 100m²	42	31.0	11.0
Total	638		

Test Statistics

	Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?
Chi-Square	7.520[a]
df	3
Asymp. Sig.	.057

a. 0 cells have expected frequencies less than 5. The minimum expected cell frequency is 31.0.

Origin

	Observed N	Expected N	Residual
Germany	215	214.0	1.0
Europe	287	272.0	15.0
Asia	111	127.0	-16.0
Total	613		

Test Statistics

	concentration origin/countries
Chi-Square	2.848[a]
df	2
Asymp. Sig.	.241

a. 0 cells have expected frequencies less than 5. The minimum expected cell frequency is 127.0.

Appendix 12: Survey results (frequencies) of questions 3, 4, and 5 of the questionnaire

Question 3: When buying services, it is often difficult to foresee the end result. On a scale from 1 to 5 how important do you rate the existence of trust into the sales partner for establishing a long-term, sustainable buyer and service provider relations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= hardly necessary)	18	2.82	2.82	2.82
	2	22	3.45	3.45	6.27
	3 (= neutral)	56	8.78	8.78	15.05
	4	229	35.89	35.89	50.94
	5 = (very important)	313	49.06	49.06	100.00
	Total	638	100.00	100.00	

Question 4 When buying services, are you looking for a long-term relationship (for several trade fair cycles) with a service provider who implements your wishes?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	580	90.91	90.91	90.91
	No	58	9.09	9.09	100.00
	Total	638	100.00	100.00	

Question 5 When buying services for your exhibition at a trade show, are you looking for one single partner who supports you in as many areas as possible, offering service packages (e.g. constructing the stand, organizing the catering and taking care of security)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	419	65.67	65.67	65.67
	No	219	34.33	34.33	100.00
	Total	638	100.00	100.00	

Appendix 13: Survey results (frequencies) of question 2 of the questionnaire

Question 2 Ability of the supplier to realize the customers wishes (expertise)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Very low meaning)	1	0.16	0.16	0.16
	2	5	0.78	0.78	0.94
	3	37	5.80	5.80	6.74
	4	207	32.45	32.45	39.18
	5 (= Very important)	377	59.09	59.09	98.28
	No opinion	11	1.72	1.72	100.00
	Total	638	100.00	100.00	

Question 2 Benevolence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Very low meaning)	10	1.57	1.57	1.57
	2	28	4.39	4.39	5.96
	3	175	27.43	27.43	33.39
	4	232	36.36	36.36	69.75
	5 (= Very important)	148	23.20	23.20	92.95
	No opinion	45	7.05	7.05	100.00
	Total	638	100.00	100.00	

Question 2 Communication between customer and supplier

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Very low meaning)	4	0.63	0.63	0.63
	2	0	0.00	0.00	0.00
	3	21	3.29	3.29	3.92
	4	155	24.29	24.29	28.21
	5 (= Very important)	446	69.91	69.91	98.12
	No opinion	12	1.88	1.88	100.00
	Total	638	100.00	100.00	

Question 2 Supplier reputation (in relation to the company)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Very low meaning)	4	0.63	0.63	0.63
	2	15	2.35	2.35	2.98
	3	117	18.34	18.34	21.32
	4	269	42.16	42.16	63.48
	5 (= Very important)	220	34.48	34.48	97.96
	No opinion	13	2.04	2.04	100.00
	Total	638	100.00	100.00	

Question 2 Level of experience of supplying firm

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Very low meaning)	3	0.47	0.47	0.47
	2	3	0.47	0.47	0.94
	3	62	9.72	9.72	10.66
	4	284	44.51	44.51	55.17
	5 (= Very important)	276	43.26	43.26	98.43
	No opinion	10	1.57	1.57	100.00
	Total	638	100.00	100.00	

Question 2 Reputation of the contact person of the supplying company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Very low meaning)	12	1.88	1.88	1.88
	2	38	5.96	5.96	7.84
	3	147	23.04	23.04	30.88
	4	258	40.44	40.44	71.32
	5 (= Very important)	159	24.92	24.92	96.24
	No opinion	24	3.76	3.76	100.00
	Total	638	100.00	100.00	

Question 2 Satisfaction with previous interactions (= Product performance)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Very low meaning)	1	0.16	0.16	0.16
	2	2	0.31	0.31	0.47
	3	45	7.05	7.05	7.52
	4	234	36.68	36.68	44.20
	5 (= Very important)	344	53.92	53.92	98.12
	No opinion	12	1.88	1.88	100.00
	Total	638	100.00	100.00	

Question 2 Similarity of service provider & customer (presence of common values & interests)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Very low meaning)	19	2.98	2.98	2.98
	2	41	6.43	6.43	9.40
	3	187	29.31	29.31	38.71
	4	253	39.66	39.66	78.37
	5 (= Very important)	121	18.97	18.97	97.34
	No opinion	17	2.66	2.66	100.00
	Total	638	100.00	100.00	

Question 2 Honesty

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Very low meaning)	3	0.47	0.47	0.47
	2	1	0.16	0.16	0.63
	3	21	3.29	3.29	3.92
	4	114	17.87	17.87	21.79
	5 (= Very important)	478	74.92	74.92	96.71
	No opinion	21	3.29	3.29	100.00
	Total	638	100.00	100.00	

Question 2 Reliability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Very low meaning)	2	0.31	0.31	0.31
	2	1	0.16	0.16	0.47
	3	27	4.23	4.23	4.70
	4	118	18.50	18.50	23.20
	5 (= Very important)	474	74.29	74.29	97.49
	No opinion	16	2.51	2.51	100.00
	Total	638	100.00	100.00	

Question 2 Information exchange on an equal level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Very low meaning)	3	0.47	0.47	0.47
	2	4	0.63	0.63	1.10
	3	92	14.42	14.42	15.52
	4	266	41.69	41.69	57.21
	5 (= Very important)	261	40.91	40.91	98.12
	No opinion	12	1.88	1.88	100.00
	Total	638	100.00	100.00	

Question 2 Technical assistance in addition to ordered services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Very low meaning)	4	0.63	0.63	0.63
	2	14	2.19	2.19	2.82
	3	87	13.64	13.64	16.46
	4	264	41.38	41.38	57.84
	5 (= Very important)	259	40.60	40.60	98.43
	No opinion	10	1.57	1.57	100.00
	Total	638	100.00	100.00	

Question 2 Personality of contact person at supplying firm

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Very low meaning)	10	1.57	1.57	1.57
	2	26	4.08	4.08	5.64
	3	119	18.65	18.65	24.29
	4	291	45.61	45.61	69.91
	5 (= Very important)	184	28.84	28.84	98.75
	No opinion	8	1.25	1.25	100.00
	Total	638	100.00	100.00	

Question 2 Personal level of experience of contact person at supplying firm

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Very low meaning)	3	0.47	0.47	0.47
	2	14	2.19	2.19	2.66
	3	61	9.56	9.56	12.23
	4	259	40.60	40.60	52.82
	5 (= Very important)	291	45.61	45.61	98.43
	No opinion	10	1.57	1.57	100.00
	Total	638	100.00	100.00	

Question 2 Cultural background of supplier's contact person

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Very low meaning)	92	14.42	14.42	14.42
	2	119	18.65	18.65	33.07
	3	183	28.68	28.68	61.76
	4	160	25.08	25.08	86.83
	5 (= Very important)	65	10.19	10.19	97.02
	No opinion	19	2.98	2.98	100.00
	Total	638	100.00	100.00	

Question 2 Cultural background of the supplying firm

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Very low meaning)	78	12.23	12.23	12.23
	2	111	17.40	17.40	29.62
	3	187	29.31	29.31	58.93
	4	168	26.33	26.33	85.27
	5 (= Very important)	70	10.97	10.97	96.24
	No opinion	24	3.76	3.76	100.00
	Total	638	100.00	100.00	

Appendix 14: Survey results (frequencies) of question 6 of the questionnaire

Question 6 The service provider has experienced sales personnel.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Not important)	8	1.25	1.25	1.25
	2	26	4.08	4.08	5.33
	3	138	21.63	21.63	26.96
	4	263	41.22	41.22	68.18
	5 (= Very important)	191	29.94	29.94	98.12
	No opinion	12	1.88	1.88	100.00
	Total	638	100.00	100.00	

Question 6 The service provider has a positive reputation on the market.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Not important)	6	0.94	0.94	0.94
	2	13	2.04	2.04	2.98
	3	116	18.18	18.18	21.16
	4	304	47.65	47.65	68.81
	5 (= Very important)	193	30.25	30.25	99.06
	No opinion	6	0.94	0.94	100.00
	Total	638	100.00	100.00	

Question 6 Recommendations of other customers are available regarding the service provider.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Not important)	13	2.04	2.04	2.04
	2	41	6.43	6.43	8.46
	3	178	27.90	27.90	36.36
	4	279	43.73	43.73	80.09
	5 (= Very important)	114	17.87	17.87	97.96
	No opinion	13	2.04	2.04	100.00
	Total	638	100.00	100.00	

Question 6 The service provider ensures a regular direct contact between customer and supplier.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Not important)	10	1.57	1.57	1.57
	2	18	2.82	2.82	4.39
	3	128	20.06	20.06	24.45
	4	270	42.32	42.32	66.77
	5 (= Very important)	199	31.19	31.19	97.96
	No opinion	13	2.04	2.04	100.00
	Total	638	100.00	100.00	

Question 6 Information about supplier can be obtained through independent media.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Not important)	19	2.98	2.98	2.98
	2	61	9.56	9.56	12.54
	3	238	37.30	37.30	49.84
	4	225	35.27	35.27	85.11
	5 (= Very important)	73	11.44	11.44	96.55
	No opinion	22	3.45	3.45	100.00
	Total	638	100.00	100.00	

Question 6 The service provider is able to present independent certification (such as quality certifications).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Not important)	17	2.66	2.66	2.66
	2	65	10.19	10.19	12.85
	3	199	31.19	31.19	44.04
	4	231	36.21	36.21	80.25
	5 (= Very important)	112	17.55	17.55	97.81
	No opinion	14	2.19	2.19	100.00
	Total	638	100.00	100.00	

Question 6 The service provider offers a serious complaint management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Not important)	8	1.25	1.25	1.25
	2	24	3.76	3.76	5.02
	3	146	22.88	22.88	27.90
	4	272	42.63	42.63	70.53
	5 (= Very important)	173	27.12	27.12	97.65
	No opinion	15	2.35	2.35	100.00
	Total	638	100.00	100.00	

Question 6 The service provider shows stability in his communication and doing.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Not important)	4	0.63	0.63	0.63
	2	8	1.25	1.25	1.88
	3	55	8.62	8.62	10.50
	4	292	45.77	45.77	56.27
	5 (= Very important)	270	42.32	42.32	98.59
	No opinion	9	1.41	1.41	100.00
	Total	638	100.00	100.00	

Question 6 The service provider offers openness and transparency (e.g. in difficult situations: The service provider does not wait to forward delicate issues until the public pressure forces him to. The service provider does not whitewash difficulties).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Not important)	1	0.16	0.16	0.16
	2	10	1.57	1.57	1.72
	3	81	12.70	12.70	14.42
	4	254	39.81	39.81	54.23
	5 (= Very important)	271	42.48	42.48	96.71
	No opinion	21	3.29	3.29	100.00
	Total	638	100.00	100.00	

Question 6 The service provider accommodates and shows readiness to act if necessary.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Not important)	5	0.78	0.78	0.78
	2	10	1.57	1.57	2.35
	3	65	10.19	10.19	12.54
	4	247	38.71	38.71	51.25
	5 (= Very important)	299	46.87	46.87	98.12
	No opinion	12	1.88	1.88	100.00
	Total	638	100.00	100.00	

Question 6 The service provider offers correct information and possibly ways to double-check this information.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Not important)	2	0.31	0.31	0.31
	2	4	0.63	0.63	0.94
	3	75	11.76	11.76	12.70
	4	276	43.26	43.26	55.96
	5 (= Very important)	263	41.22	41.22	97.18
	No opinion	18	2.82	2.82	100.00
	Total	638	100.00	100.00	

Question 6 The service provider offers ways to preview the goods and services he sells (e.g. through conferences, customer events, open days, samples).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Not important)	17	2.66	2.66	2.66
	2	53	8.31	8.31	10.97
	3	190	29.78	29.78	40.75
	4	248	38.87	38.87	79.62
	5 (= Very important)	109	17.08	17.08	96.71
	No opinion	21	3.29	3.29	100.00
	Total	638	100.00	100.00	

Question 6 The service provider shows public interest, supports charity and shows social responsibility.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (= Not important)	35	5.49	5.49	5.49
	2	82	12.85	12.85	18.34
	3	213	33.39	33.39	51.72
	4	204	31.97	31.97	83.70
	5 (= Very important)	80	12.54	12.54	96.24
	No opinion	24	3.76	3.76	100.00
	Total	638	100.00	100.00	

Appendix 15: Crosstabulations trust determinants & trustbuilding communication items (highest rankings, scores 4 and 5)

Question 2 Question 6	total distribution	Ability of the supplier to realize the customers wishes (expertise)	Benevolence	Communication between customer and supplier
number of respondents counted	638	584	380	601
The service provider shows stability in his communication and doing.	88.1%	90.24%	94.74%	90.35%
The service provider accommodates and shows readiness to act if necessary.	85.6%	87.50%	90.53%	87.19%
The service provider offers correct information and possibly ways to double-check this information.	84.5%	86.64%	89.21%	86.36%
The service provider offers openness and transparency (e.g. in difficult situations: The service provider does not wait to forward delicate issues until the public pressure forces him to. The service provider does not whitewash difficulties).	82.3%	84.93%	86.58%	83.86%
The service provider has a positive reputation on the market.	77.9%	78.94%	82.11%	78.87%
The service provider ensures a regular direct contact between customer and supplier	73.5%	75.17%	78.68%	75.21%
The service provider has experienced sales personnel.	71.2%	73.12%	79.21%	72.71%
The service provider offers a serious complaint management.	69.7%	70.89%	75.53%	71.38%
Recommendations of other customers are available regarding the service provider.	61.6%	61.47%	69.21%	62.40%
The service provider offers ways to preview the goods and services he sells (e.g. through conferences, customer events, open days, samples).	56.0%	57.02%	62.37%	57.07%
The service provider is able to present independent certification (such as quality certifications)	53.8%	55.14%	61.58%	54.74%
Information about supplier can be obtained through independent media.	46.7%	47.77%	55.53%	47.75%
The service provider shows public interest, supports charity and shows social responsibility.	44.5%	44.35%	56.32%	46.59%

Question 6 / Question 2	total distribution	Supplier reputation (in relation to the company)	Level of experience of supplying firm	Reputation of the contact person of the supplying company
number of respondents counted	638	489	560	417
The service provider shows stability in his communication and doing.	88.1%	90.39%	89.82%	91.13%
The service provider accommodates and shows readiness to act if necessary.	85.6%	87.53%	87.86%	88.25%
The service provider offers correct information and possibly ways to double-check this information.	84.5%	86.71%	86.79%	87.05%
The service provider offers openness and transparency (e.g. in difficult situations: The service provider does not wait to forward delicate issues until the public pressure forces him to. The service provider does not whitewash difficulties).	82.3%	85.48%	85.00%	85.37%
The service provider has a positive reputation on the market.	77.9%	86.71%	80.36%	85.61%
The service provider ensures a regular direct contact between customer and supplier	73.5%	77.10%	76.25%	77.70%
The service provider has experienced sales personnel.	71.2%	76.07%	75.00%	75.06%
The service provider offers a serious complaint management.	69.7%	74.03%	73.21%	76.74%
Recommendations of other customers are available regarding the service provider.	61.6%	68.51%	65.00%	70.26%
The service provider offers ways to preview the goods and services he sells (e.g. through conferences, customer events, open days, samples).	56.0%	61.76%	57.32%	62.35%
The service provider is able to present independent certification (such as quality certifications)	53.8%	61.96%	56.61%	63.55%
Information about supplier can be obtained through independent media.	46.7%	52.76%	49.46%	54.44%
The service provider shows public interest, supports charity and shows social responsibility.	44.5%	49.28%	47.32%	52.76%

Question 2 / Question 6	total distribution	Satisfaction with previous interactions	Similarity of service provider & customer (presence of common values & interests)	Honesty
number of respondents counted	638	587	374	592
The service provider shows stability in his communication and doing.	88.1%	88.07%	90.64%	89.70%
The service provider accommodates and shows readiness to act if necessary.	85.6%	86.03%	89.84%	87.33%
The service provider offers correct information and possibly ways to double-check this information.	84.5%	86.20%	87.70%	86.15%
The service provider offers openness and transparency (e.g. in difficult situations: The service provider does not wait to forward delicate issues until the public pressure forces him to. The service provider does not whitewash difficulties).	82.3%	82.28%	87.17%	83.95%
The service provider has a positive reputation on the market.	77.9%	78.71%	84.49%	78.04%
The service provider ensures a regular direct contact between customer and supplier	73.5%	73.59%	81.55%	74.49%
The service provider has experienced sales personnel.	71.2%	71.72%	76.20%	72.13%
The service provider offers a serious complaint management.	69.7%	70.19%	77.01%	71.11%
Recommendations of other customers are available regarding the service provider.	61.6%	62.01%	67.38%	61.99%
The service provider offers ways to preview the goods and services he sells (e.g. through conferences, customer events, open days, samples).	56.0%	55.88%	64.71%	56.93%
The service provider is able to present independent certification (such as quality certifications)	53.8%	54.34%	63.64%	53.72%
Information about supplier can be obtained through independent media.	46.7%	47.70%	55.35%	47.30%
The service provider shows public interest, supports charity and shows social responsibility.	44.5%	44.97%	55.08%	43.41%

Question 6 / Question 2	total distribution	Reliability	Information exchange on an equal level	Technical assistance in addition to ordered services
number of respondents counted	638	592	527	523
The service provider shows stability in his communication and doing.	88.1%	89.53%	91.46%	91.01%
The service provider accommodates and shows readiness to act if necessary.	85.6%	86.82%	89.37%	88.15%
The service provider offers correct information and possibly ways to double-check this information.	84.5%	85.98%	88.43%	87.00%
The service provider offers openness and transparency (e.g. in difficult situations: The service provider does not wait to forward delicate issues until the public pressure forces him to. The service provider does not whitewash difficulties).	82.3%	83.95%	85.01%	85.66%
The service provider has a positive reputation on the market.	77.9%	78.89%	79.89%	81.84%
The service provider ensures a regular direct contact between customer and supplier	73.5%	74.32%	75.90%	77.63%
The service provider has experienced sales personnel.	71.2%	71.79%	74.57%	74.76%
The service provider offers a serious complaint management.	69.7%	70.78%	73.62%	74.38%
Recommendations of other customers are available regarding the service provider.	61.6%	61.99%	65.65%	64.44%
The service provider offers ways to preview the goods and services he sells (e.g. through conferences, customer events, open days, samples).	56.0%	55.74%	57.87%	60.23%
The service provider is able to present independent certification (such as quality certifications)	53.8%	53.72%	56.36%	56.98%
Information about supplier can be obtained through independent media.	46.7%	47.13%	50.85%	51.05%
The service provider shows public interest, supports charity and shows social responsibility.	44.5%	44.43%	47.06%	47.61%

Question 2 Question 6	total distribution	Personality of contact person at supplying firm	Personal level of experience of contact person at supplying firm	Cultural background of supplier's contact person
number of respondents counted	638	475	550	225
The service provider shows stability in his communication and doing.	88.1%	91.37%	90.36%	92.44%
The service provider accommodates and shows readiness to act if necessary.	85.6%	88.63%	89.27%	64.00%
The service provider offers correct information and possibly ways to double-check this information.	84.5%	88.63%	87.45%	89.33%
The service provider offers openness and transparency (e.g. in difficult situations: The service provider does not wait to forward delicate issues until the public pressure forces him to. The service provider does not whitewash difficulties).	82.3%	84.21%	85.64%	87.56%
The service provider has a positive reputation on the market.	77.9%	81.68%	80.36%	84.89%
The service provider ensures a regular direct contact between customer and supplier	73.5%	77.89%	75.64%	84.00%
The service provider has experienced sales personnel.	71.2%	77.26%	76.00%	83.11%
The service provider offers a serious complaint management.	69.7%	73.05%	71.82%	82.22%
Recommendations of other customers are available regarding the service provider.	61.6%	66.53%	63.64%	73.78%
The service provider offers ways to preview the goods and services he sells (e.g. through conferences, customer events, open days, samples).	56.0%	60.63%	58.55%	68.44%
The service provider is able to present independent certification (such as quality certifications)	53.8%	58.74%	56.00%	65.78%
Information about supplier can be obtained through independent media.	46.7%	52.00%	48.00%	63.11%
The service provider shows public interest, supports charity and shows social responsibility.	44.5%	49.26%	47.09%	61.33%

Question 2 Question 6	total distribution	Cultural background of the supplying firm
number of respondents counted	638	238
The service provider shows stability in his communication and doing.	88.1%	92.44%
The service provider accommodates and shows readiness to act if necessary.	85.6%	87.39%
The service provider offers correct information and possibly ways to double-check this information.	84.5%	90.34%
The service provider offers openness and transparency (e.g. in difficult situations: The service provider does not wait to forward delicate issues until the public pressure forces him to. The service provider does not whitewash difficulties).	82.3%	89.92%
The service provider has a positive reputation on the market.	77.9%	89.92%
The service provider ensures a regular direct contact between customer and supplier	73.5%	86.55%
The service provider has experienced sales personnel.	71.2%	81.93%
The service provider offers a serious complaint management.	69.7%	81.51%
Recommendations of other customers are available regarding the service provider.	61.6%	72.69%
The service provider offers ways to preview the goods and services he sells (e.g. through conferences, customer events, open days, samples).	56.0%	70.59%
The service provider is able to present independent certification (such as quality certifications)	53.8%	72.27%
Information about supplier can be obtained through independent media.	46.7%	61.76%
The service provider shows public interest, supports charity and shows social responsibility.	44.5%	64.71%

Appendix 16: Spearman's rank correlation carried out between the trust deteminants and the trust-building communication items

As mentiones in chapter 5.2.2 there are no outstanding correlations between any truist determinants and trust-building communication item. They all rank between r = 0.0 and less than 0.5. This implies that correlations are only very low or low positive correlation as the following table based on Bühl (2010, p. 386) displays:

Value correlation coefficient 'r'	Interpretation
up to 0.2	very low correlation
up to 0.5	low correlation
up to 0.7	medium correlation
up to 0.9	high correlation
higher than 0.9	very high correlation

			Question 2 Ability of the supplier to realize the customers wishes (expertise)	Question 2 Benevolence	Question 2 Communication between customer and supplier	Question 2 Supplier reputation (in relation to the company)
Spearman's rho	Question 6 The service provider has experienced sales personnel.	Correlation Coefficient	,270**	,280**	,247**	,284**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider has a positive reputation on the market.	Correlation Coefficient	,232**	,197**	,187**	,468**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 Recommendations of other customers are available regarding the service provider.	Correlation Coefficient	,105**	,150**	,128**	,364**
		Sig. (2-tailed)	.008	.000	.001	.000
		N	638	638	638	638
	Question 6 The service provider ensures a regular direct contact between customer and supplier	Correlation Coefficient	,243**	,188**	,278**	,247**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 Information about supplier can be obtained through independent media.	Correlation Coefficient	,132**	,191**	,131**	,240**
		Sig. (2-tailed)	.001	.000	.001	.000
		N	638	638	638	638
	Question 6 The service provider is able to present independent certification (such as quality certifications)	Correlation Coefficient	,137**	,131**	,129**	,328**
		Sig. (2-tailed)	.001	.001	.001	.000
		N	638	638	638	638
	Question 6 The service provider offers a serious complaint management.	Correlation Coefficient	,239**	,226**	,211**	,264**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider shows stability in his communication and doing.	Correlation Coefficient	,330**	,334**	,318**	,284**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider offers openness and transparency .	Correlation Coefficient	,283**	,262**	,202**	,199**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider accommodates and shows readiness to act if necessary.	Correlation Coefficient	,323**	,272**	,290**	,157**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider offers correct information and possibly ways to double-check this information.	Correlation Coefficient	,353**	,248**	,271**	,262**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider offers ways to preview the goods and services he sells).	Correlation Coefficient	,177**	,224**	,148**	,327**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider shows public interest, supports charity and shows social responsibility.	Correlation Coefficient	.046	,173**	,092*	,214**
		Sig. (2-tailed)	.246	.000	.020	.000
		N	,270**	,280**	,247**	,284**

**. Correlation is significant at the 0,01 level (2-tailed).
*. Correlation is significant at the 0,05 level (2-tailed).

			Question 2 Level of experience of supplying firm	Question 2 Reputation of the contact person of the supplying company	Question 2 Satisfaction with previous interactions	Question 2 Similarity of service provider & customer
Spearman's rho	Question 6 The service provider has experienced sales personnel.	Correlation Coefficient	,392**	,204**	,297**	,251**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider has a positive reputation on the market.	Correlation Coefficient	,304**	,322**	,262**	,283**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 Recommendations of other customers are available regarding the service provider.	Correlation Coefficient	,235**	,325**	,181**	,267**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider ensures a regular direct contact between customer and supplier	Correlation Coefficient	,241**	,200**	,227**	,223**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 Information about supplier can be obtained through independent media.	Correlation Coefficient	,187**	,267**	,142**	,315**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider is able to present independent certification (such as quality certifications)	Correlation Coefficient	,233**	,288**	,196**	,323**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider offers a serious complaint management.	Correlation Coefficient	,317**	,214**	,231**	,261**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider shows stability in his communication and doing.	Correlation Coefficient	,312**	,173**	,288**	,214**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider offers openness and transparency .	Correlation Coefficient	,244**	,151**	,246**	,112**
		Sig. (2-tailed)	.000	.000	.000	.005
		N	638	638	638	638
	Question 6 The service provider accommodates and shows readiness to act if necessary.	Correlation Coefficient	,290**	,103**	,279**	,097*
		Sig. (2-tailed)	.000	.009	.000	.015
		N	638	638	638	638
	Question 6 The service provider offers correct information and possibly ways to double-check this information.	Correlation Coefficient	,300**	,166**	,247**	,174**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider offers ways to preview the goods and services he sells).	Correlation Coefficient	,225**	,264**	,222**	,323**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider shows public interest, supports charity and shows social responsibility.	Correlation Coefficient	,142**	,280**	,144**	,315**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	,392**	,204**	,297**	,251**

**. Correlation is significant at the 0,01 level (2-tailed).

*. Correlation is significant at the 0,05 level (2-tailed).

			Question 2 Honesty	Question 2 Reliability	Question 2 Information exchange on an equal level	Question 2 Technical assistance in addition to ordered services
Spearman's rho	Question 6 The service provider has experienced sales personnel.	Correlation Coefficient	,214**	,159**	,244**	,340**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider has a positive reputation on the market.	Correlation Coefficient	,145**	,144**	,198**	,326**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 Recommendations of other customers are available regarding the service provider.	Correlation Coefficient	,085*	.054	,254**	,205**
		Sig. (2-tailed)	.033	.172	.000	.000
		N	638	638	638	638
	Question 6 The service provider ensures a regular direct contact between customer and supplier	Correlation Coefficient	,208**	,158**	,238**	,327**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 Information about supplier can be obtained through independent media.	Correlation Coefficient	,082*	.076	,208**	,236**
		Sig. (2-tailed)	.039	.056	.000	.000
		N	638	638	638	638
	Question 6 The service provider is able to present independent certification (such as quality certifications)	Correlation Coefficient	,090*	.076	,188**	,234**
		Sig. (2-tailed)	.023	.055	.000	.000
		N	638	638	638	638
	Question 6 The service provider offers a serious complaint management.	Correlation Coefficient	,191**	,205**	,239**	,339**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider shows stability in his communication and doing.	Correlation Coefficient	,303**	,278**	,306**	,391**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider offers openness and transparency .	Correlation Coefficient	,254**	,272**	,253**	,297**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider accommodates and shows readiness to act if necessary.	Correlation Coefficient	,231**	,332**	,392**	,292**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider offers correct information and possibly ways to double-check this information.	Correlation Coefficient	,255**	,258**	,291**	,288**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider offers ways to preview the goods and services he sells).	Correlation Coefficient	,084*	,103**	,177**	,270**
		Sig. (2-tailed)	.033	.010	.000	.000
		N	638	638	638	638
	Question 6 The service provider shows public interest, supports charity and shows social responsibility.	Correlation Coefficient	.049	.048	,147**	,172**
		Sig. (2-tailed)	.218	.227	.000	.000
		N	,214**	,159**	,244**	,340**

**. Correlation is significant at the 0,01 level (2-tailed).

*. Correlation is significant at the 0,05 level (2-tailed).

			Question 2 Personality of contact person at supplying firm	Question 2 Personal level of experience of contact person at supplying firm	Question 2 Cultural background of supplier's contact person	Question 2 Cultural background of the supplying firm
Spearman's rho	Question 6 The service provider has experienced sales personnel.	Correlation Coefficient	,291**	,304**	,169**	,144**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider has a positive reputation on the market.	Correlation Coefficient	,275**	,229**	,192**	,277**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 Recommendations of other customers are available regarding the service provider.	Correlation Coefficient	,255**	,148**	,252**	,246**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider ensures a regular direct contact between customer and supplier	Correlation Coefficient	,231**	,184**	,113**	,159**
		Sig. (2-tailed)	.000	.000	.004	.000
		N	638	638	638	638
	Question 6 Information about supplier can be obtained through independent media.	Correlation Coefficient	,231**	,126**	,217**	,252**
		Sig. (2-tailed)	.000	.001	.000	.000
		N	638	638	638	638
	Question 6 The service provider is able to present independent certification (such as quality certifications)	Correlation Coefficient	,181**	,142**	,233**	,305**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider offers a serious complaint management.	Correlation Coefficient	,219**	,192**	,216**	,236**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider shows stability in his communication and doing.	Correlation Coefficient	,263**	,349**	.052	,101*
		Sig. (2-tailed)	.000	.000	.189	.010
		N	638	638	638	638
	Question 6 The service provider offers openness and transparency .	Correlation Coefficient	,198**	,280**	-.021	.001
		Sig. (2-tailed)	.000	.000	.590	.979
		N	638	638	638	638
	Question 6 The service provider accommodates and shows readiness to act if necessary.	Correlation Coefficient	,194**	,331**	-.056	-.049
		Sig. (2-tailed)	.000	.000	.154	.212
		N	638	638	638	638
	Question 6 The service provider offers correct information and possibly ways to double-check this information.	Correlation Coefficient	,250**	,368**	.007	,096*
		Sig. (2-tailed)	.000	.000	.867	.016
		N	638	638	638	638
	Question 6 The service provider offers ways to preview the goods and services he sells).	Correlation Coefficient	,219**	,184**	,194**	,244**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	638	638	638	638
	Question 6 The service provider shows public interest, supports charity and shows social responsibility.	Correlation Coefficient	,251**	,201**	,216**	,208**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	,291**	,304**	,169**	,144**

**. Correlation is significant at the 0,01 level (2-tailed).

*. Correlation is significant at the 0,05 level (2-tailed).

Appendix 17: Median comparision (evaluation of trust determinants) based on exhibitor status

Trust determinant	Median value existing exhibitor	Median value new exhibitor
Ability of the supplier to realize the customers wishes (expertise)	4.54	4.59
Benevolence	4.07	3.94
Communication between customer and supplier	4.74	4.72
Supplier reputation (in relation to the company)	4.10	4.20
Level of experience of supplying firm	4.32	4.39
Reputation of the contact person of the supplying company	4.14	3.95
Satisfaction with previous interactions	4.49	4.54
Similarity of service provider & customer	3.90	3.74
Honesty	4.81	4.80
Reliability	4.68	4.78
Information exchange on an equal level	4.44	4.32
Technical assistance in addition to ordered services	4.28	4.32
Personality of contact person at supplying firm	4.19	4.07
Personal level of experience of contact person at supplying firm	4.39	4.41
Cultural background of supplier's contact person	3.16	3.09
Cultural background of the supplying firm	3.50	3.18

Appendix 18: Mann-Whitney-U-test: trust determinants tested on exhibitor status

Test Statistics[a]

	Ability of the supplier to realize the customers wishes (expertise)	Benevolence	Communi-cation between customer and supplier	Supplier reputation (in relation to the company)
Mann-Whitney-U	12252.500	11265.000	12565.000	11498.000
Wilcoxon-W	183072.500	12126.000	182218.000	12444.000
Z	-.605	-.057	-.609	-1.238
Asymp. Sig. (2-tailed)	.545	.954	.542	.216

	Level of experience of supplying firm	Reputation of the contact person of the supplying company	Satisfaction with previous interactions (= Product performance)	Similarity of service provider & customer (presence of common values & interests)
Mann-Whitney-U	12173.500	10839.000	12302.500	11404.500
Wilcoxon-W	13119.500	175864.000	13292.500	179894.500
Z	-.653	-.721	-.941	-.504
Asymp. Sig. (2-tailed)	.514	.471	.347	.614

a. Grouping Variable: Question 9a Was this your first participation in the tradefair MEDICA?

Test Statistics[a]

	Honesty	Reliability	Information exchange on an equal level	Technical assistance in addition to ordered services
Mann-Whitney-U	12543.000	12447.500	12506.000	12063.000
Wilcoxon-W	13533.000	13437.500	13496.000	182883.000
Z	-.162	-.630	-.407	-1.044
Asymp. Sig. (2-tailed)	.871	.529	.684	.296

	Personality of contact person at supplying firm	Personal level of experience of contact person at supplying firm	Cultural background of supplier's contact person	Cultural background of the supplying firm
Mann-Whitney-U	11793.500	12038.000	11975.000	10515.000
Wilcoxon-W	183784.500	12984.000	178151.000	175540.000
Z	-1.256	-.821	-.384	-.946
Asymp. Sig. (2-tailed)	.209	.412	.701	.344

a. Grouping Variable: Question 9a Was this your first participation in the tradefair MEDICA?

Appendix 19: Median comparision (evaluation of trust determinants) based on stand

Trust determinants	Median value up to 20m²	Median value 21 - 50m²	Median value 51 - 100 m²	Median value more than 100m²
Ability of the supplier to realize the customers wishes (expertise)	4.59	4.59	4.60	4.56
Benevolence	3.90	4.02	3.80	4.13
Communication between customer and supplier	4.80	4.71	4.58	4.73
Supplier reputation (in relation to the company)	4.25	4.25	4.04	3.85
Level of experience of supplying firm	4.44	4.38	4.26	4.50
Reputation of the contact person of the supplying company	4.04	3.99	3.81	3.79
Satisfaction with previous interactions (= Product performance)	4.54	4.56	4.40	4.63
Similarity of service provider & customer (presence of common values & interests)	3.85	3.79	3.53	3.58
Honesty	4.85	4.78	4.75	4.88
Reliability	4.76	4.77	4.82	4.83
Information exchange on an equal level	4.28	4.39	4.17	4.44
Technical assistance in addition to ordered services	4.34	4.36	4.14	4.25
Personality of contact person at supplying firm	4.15	4.08	3.84	4.22
Personal level of experience of contact person at supplying firm	4.41	4.35	4.48	4.55
Cultural background of supplier's contact person	3.36	3.19	2.45	2.65
Cultural background of the supplying firm	3.45	3.24	2.78	2.72

Appendix 20: Kruskal-Wallis-test: trust determinants – stand size

Test Statistics[a,b]

	Ability of the supplier to realize the customers wishes (expertise)	Benevolence	Communi-cation between customer and supplier	Supplier reputation (in relation to the company)
Chi-Square	1.815	1.457	6.802	6.862
df	3	3	3	3
Asymp. Sig.	.612	.692	.078	.076

	Level of experience of supplying firm	Reputation of the contact person of the supplying company	Satisfaction with previous interactions (= Product performance)	Similarity of service provider & customer (presence of common values & interests)
Chi-Square	4.772	2.874	8.851	6.889
df	3	3	3	3
Asymp. Sig.	.189	.411	.031	.076

a. Kruskal-Wallis-Test

b. Grouping Variable: Question 10 What size was your stand at this year’s tradefair MEDICA (in sqm)?

Test Statistics[a,b]

	Honesty	Reliability	Information exchange on an equal level	Technical assistance in addition to ordered services
Chi-Square	4.751	4.256	6.474	4.619
df	3	3	3	3
Asymp. Sig.	.191	.235	.091	.202

	Personality of contact person at supplying firm	Personal level of experience of contact person at supplying firm	Cultural background of supplier's contact person	Cultural background of the supplying firm
Chi-Square	6.300	.635	24.362	12.821
df	3	3	3	3
Asymp. Sig.	.098	.888	.000	.005

a. Kruskal-Wallis-Test

b. Grouping Variable: Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?

Appendix 21: Mann-Whitney-U-test: significant trust determinants tested on stand size

stand sizes up to $20m^2$ and $21\text{-}50m^2$

Test Statistics[a]

	Satisfaction with previous interactions (= Product performance)	Cultural background of supplier's contact person	Cultural background of the supplying firm
Mann-Whitney-U	28714.000	26033.000	24966.000
Wilcoxon-W	71200.000	68228.000	66582.000
Z	-.143	-.887	-1.232
Asymp.Sig. (2-tailed)	.887	.375	.218

a. Grouping Variable: Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?

stand sizes up to $20m^2$ and $51\text{-}100m^2$

Test Statistics[a]

	Satisfaction with previous interactions (= Product performance)	Cultural background of supplier's contact person	Cultural background of the supplying firm
Mann-Whitney-U	8729.000	6540.500	7351.500
Wilcoxon-W	13385.000	11490.500	12301.500
Z	-2.266	-4.393	-2.917
Asymp.Sig. (2-tailed)	.023	.000	.004

a. Grouping Variable: Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?

stand sizes up to 20m² and more than 100m²

Test Statistics[a]

	Satisfaction with previous interactions (= Product performance)	Cultural background of supplier's contact person	Cultural background of the supplying firm
Mann-Whitney-U	3891.500	2983.500	2932.500
Wilcoxon-W	23592.500	3886.500	3835.500
Z	-1.022	-2.631	-2.643
Asymp.Sig. (2-tailed)	.307	.009	.008

a. Grouping Variable: Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?

stand sizes up to 21-50m² and 51-100m²

Test Statistics[a]

	Satisfaction with previous interactions (= Product performance)	Cultural background of supplier's contact person	Cultural background of the supplying firm
Mann-Whitney-U	12878.000	10797.000	12294.000
Wilcoxon-W	17534.000	15747.000	17244.000
Z	-2.338	-3.915	-2.172
Asymp.Sig. (2-tailed)	.019	.000	.030

a. Grouping Variable: Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?

stand sizes up to 21-50m² and more than 100m²

Test Statistics[a]

	Satisfaction with previous interactions (= Product performance)	Cultural background of supplier's contact person	Cultural background of the supplying firm
Mann-Whitney-U	5700.500	4911.000	4959.000
Wilcoxon-W	48186.500	5814.000	5862.000
Z	-1.092	-2.155	-2.003
Asymp.Sig. (2-tailed)	.275	.031	.045

a. Grouping Variable: Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?

stand sizes up to 51-100m² and more than 100m²

Test Statistics[a]

	Satisfaction with previous interactions (= Product performance)	Cultural background of supplier's contact person	Cultural background of the supplying firm
Mann-Whitney-U	1728.000	1939.500	2020.500
Wilcoxon-W	6384.000	6889.500	2923.500
Z	-2.084	-.683	-.282
Asymp.Sig. (2-tailed)	.037	.495	.778

a. Grouping Variable: Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?

Appendix 22: Spearmann rank correlation – significant trust determinants and stand size

Satisfaction with previous interactions (= Product performance)

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	-.046	.040	-1.150	.250[c]
N of Valid Cases	626			

a. Not assuming the null hypothesis.
b. Using the asymtotic standard error assuming the null hypothesis.
c. Based on normal approximation.

Cultural background of supplier's contact person

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	-.172	.039	-4.331	.000[c]
N of Valid Cases	619			

a. Not assuming the null hypothesis.
b. Using the asymtotic standard error assuming the null hypothesis.
c. Based on normal approximation.

Cultural background of the supplying firm

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	-.138	.040	-3.435	.001[c]
N of Valid Cases	614			

a. Not assuming the null hypothesis.
b. Using the asymtotic standard error assuming the null hypothesis.
c. Based on normal approximation.

Appendix 23: Median copmparision (evaluation of trust determinants) based on exhibitiors' origin

Trust determinant	Median value Germany	Median value Europe	Median value Asia
Ability of the supplier to realize the customers wishes (expertise)	4.59	4.60	4.56
Benevolence	4.04	3.90	3.81
Communication between customer and supplier	4.72	4.72	4.74
Supplier reputation (in relation to the company)	4.04	4.20	4.33
Level of experience of supplying firm	4.36	4.38	4.43
Reputation of the contact person of the supplying company	3.88	3.94	4.18
Satisfaction with previous interactions (= Product performance)	4.53	4.53	4.52
Similarity of service provider & customer (presence of common values & interests)	3.48	3.81	4.01
Honesty	4.86	4.78	4.74
Reliability	4.92	4.71	4.64
Information exchange on an equal level	4.39	4.30	4.23
Technical assistance in addition to ordered services	4.06	4.45	4.37
Personality of contact person at supplying firm	3.96	4.11	4.16
Personal level of experience of contact person at supplying firm	4.64	4.30	4.21
Cultural background of supplier's contact person	2.37	3.41	3.44
Cultural background of the supplying firm	2.52	3.41	3.68

Appendix 24: Kruskal Wallis test: trust determinants tested on exhibitors' origin

Test Statistics[a,b]

	Ability of the supplier to realize the customers wishes (expertise)	Benevolence	Communi-cation between customer and supplier	Supplier reputation (in relation to the company)
Chi-Square	.555	6.121	2.309	6.860
df	2	2	2	2
Asymp. Sig.	.758	.047	.315	.032

Test Statistics[a,b]

	Level of experience of supplying firm	Reputation of the contact person of the supplying company	Satisfaction with previous interactions (= Product performance)	Similarity of service provider & customer (presence of common values & interests)
Chi-Square	.492	2.134	1.909	27.778
df	2	2	2	2
Asymp. Sig.	.782	.344	.385	.000

a. Kruskal-Wallis-Test

b. Grouping Variable: concentration origin/countries

Test Statistics[a,b]

	Honesty	Reliability	Information exchange on an equal level	Technical assistance in addition to ordered services
Chi-Square	8.688	13.178	4.031	14.848
df	2	2	2	2
Asymp. Sig.	.013	.001	.133	.001

Test Statistics[a,b]

	Personality of contact person at supplying firm	Personal level of experience of contact person at supplying firm	Cultural background of supplier's contact person	Cultural background of the supplying firm
Chi-Square	5.793	13.310	75.821	66.485
df	2	2	2	2
Asymp. Sig.	.055	.001	.000	.000

a. Kruskal-Wallis-Test

b. Grouping Variable: concentration origin/countries

Appendix 25: Mann-Whitney-U-test: trust determinants tested on exhibitors' origin

origins Germany - Europe

Test Statistics[a]

	Benevolence	Supplier reputation (in relation to the company)	Similarity of service provider & customer (presence of common values & interests)
Mann-Whitney-U	24511.500	28027.000	24379.000
Wilcoxon-W	59491.500	49763.000	46534.000
Z	-1.987	-1.296	-3.577
Asymp. Sig. (2-tailed)	.047	.195	.000

Test Statistics[a]

	Honesty	Reliability	Technical assistance in addition to ordered services
Mann-Whitney-U	27689.000	28544.500	26108.500
Wilcoxon-W	66192.000	68447.500	48686.500
Z	-2.777	-1.595	-3.737
Asymp. Sig. (2-tailed)	.005	.111	.000

a. Grouping Variable: concentration origin/countries

origins Germany - Europe

Test Statistics[a]

	Personal level of experience of contact person at supplying firm	Cultural background of supplier's contact person	Cultural background of the supplying firm
Mann-Whitney-U	26956.000	17531.000	18849.000
Wilcoxon-W	67426.000	39476.000	40585.000
Z	-3.322	-7.962	-6.865
Asymp. Sig. (2-tailed)	.001	.000	.000

a. Grouping Variable: concentration origin/countries

origins Germany - Asia

Test Statistics[a]

	Benevolence	Supplier reputation (in relation to the company)	Similarity of service provider & customer (presence of common values & interests)
Mann-Whitney-U	9232.000	9858.000	7932.500
Wilcoxon-W	14692.000	31594.000	30087.500
Z	-2.233	-2.605	-4.952
Asymp. Sig. (2-tailed)	.026	.009	.000

a. Grouping Variable: concentration origin/countries

origins Germany - Asia

Test Statistics[a]

	Honesty	Reliability	Technical assistance in addition to ordered services
Mann-Whitney-U	10396.500	10098.000	10263.000
Wilcoxon-W	15961.500	15876.000	32841.000
Z	-2.858	-3.537	-2.117
Asymp. Sig. (2-tailed)	.004	.000	.034

Test Statistics[a]

	Personal level of experience of contact person at supplying firm	Cultural background of supplier's contact person	Cultural background of the supplying firm
Mann-Whitney-U	10211.000	6485.500	6258.000
Wilcoxon-W	16316.000	28430.500	27994.000
Z	-3.321	-6.740	-6.875
Asymp. Sig. (2-tailed)	.001	.000	.000

a. Grouping Variable: concentration origin/countries

origins Europe - Asia

Test Statistics[a]

	Benevolence	Supplier reputation (in relation to the company)	Similarity of service provider & customer (presence of common values & interests)
Mann-Whitney-U	13157.000	14268.000	13087.000
Wilcoxon-W	18617.000	54738.000	52147.000
Z	-.718	-1.724	-2.411
Asymp. Sig. (2-tailed)	.473	.085	.016

Test Statistics[a]

	Honesty	Reliability	Technical assistance in addition to ordered services
Mann-Whitney-U	14400.500	14090.000	14868.000
Wilcoxon-W	19965.500	19868.000	20754.000
Z	-.358	-2.370	-.715
Asymp. Sig. (2-tailed)	.721	.018	.474

a. Grouping Variable: concentration origin/countries

origins Europe - Asia

Test Statistics[a]

	Personal level of experience of contact person at supplying firm	Cultural background of supplier's contact person	Cultural background of the supplying firm
Mann-Whitney-U	15245.000	14755.000	13065.500
Wilcoxon-W	21350.000	53536.000	51291.500
Z	-.581	-.432	-2.041
Asymp. Sig. (2-tailed)	.561	.666	.041

a. Grouping Variable: concentration origin/countries

Appendix 26: Spearman rank correlation: trust determinants tested on exhibitor's origin

Benevolence

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	-.102	.041	-2.455	.014[c]
N of Valid Cases	572			

Supplier reputation (in relation to the company)

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	.104	.039	2.566	.011[c]
N of Valid Cases	601			

Similarity of service provider & customer (presence of common values & interests)

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	.216	.039	5.393	.000[c]
N of Valid Cases	597			

a. Not assuming the null hypothesis.
b. Using the asymtotic standard error assuming the null hypothesis.
c. Based on normal approximation.

Honesty

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	-.115	.033	-2.823	.005[c]
N of Valid Cases	592			

Reliability

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	-.138	.040	-3.399	.001[c]
N of Valid Cases	597			

Technical assistance in addition to ordered services

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	.128	.042	3.164	.002[c]
N of Valid Cases	603			

a. Not assuming the null hypothesis.
b. Using the asymtotic standard error assuming the null hypothesis.
c. Based on normal approximation.

Personal level of experience of contact person at supplying firm

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	-.142	.037	-3.525	.000[c]
N of Valid Cases	604			

Cultural background of supplier's contact person

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	.328	.037	8.468	.000[c]
N of Valid Cases	596			

Cultural background of the supplying firm

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	.327	.038	8.400	.000[c]
N of Valid Cases	592			

a. Not assuming the null hypothesis.
b. Using the asymtotic standard error assuming the null hypothesis.
c. Based on normal approximation.

Appendix 27: Median comparision (evaluation of communication items) based on exhibitor status

Communication item	Median value existing exhibitor	Median value new exhibitor
The service provider has experienced sales personnel.	4.42	4.01
The service provider has a positive reputation in the market.	4.17	4.11
Recommendations of other customers are available regarding the service provider.	3.91	3.73
The service provider ensures a regular direct contact between customer and supplier.	3.93	4.10
Information about supplier can be obtained through independent media.	3.58	3.46
The service provider is able to present independent certification.	3.76	3.60
The service provider offers a serious complaint management.	3.97	3.99
The service provider shows stability in his communication and doing.	4.33	4.36
The service provider offers openness and transparency.	4.37	4.34
The service provider accommodates and shows readiness to act if necessary.	4.50	4.39
The service provider offers correct information and possibly ways to double-check this information.	4.49	4.33
The service provider offers ways to preview the goods and services he sells.	3.81	3.64
The service provider shows public interest, supports charity and shows social responsibility.	3.33	3.40

Appendix 28: Mann-Whintey-U test (evaluation of communication items) based on exhibitor status

Test Statistics[a]

	The service provider has experienced sales personnel.	The service provider has a positive reputation on the market.	Recommendations of other customers are available regarding the service provider.	The service provider ensures a regular direct contact between customer and supplier
Mann-Whitney-U	11560.000	12792.000	11452.000	11879.000
Wilcoxon-W	181213.000	185958.000	180523.000	12869.000
Z	-1.380	-.173	-1.350	-1.037
Asymp.Sig. (2-tailed)	.168	.863	.177	.300

Test Statistics[a]

	Information about supplier can be obtained through independent media.	The service provider is able to present independent certification.	The service provider offers a serious complaint management.	The service provider shows stability in his communication and doing.
Mann-Whitney-U	11902.000	11757.000	12545.500	12459.500
Wilcoxon-W	175780.000	180247.000	13535.500	184450.500
Z	-.659	-.973	-.212	-.227
Asymp.Sig. (2-tailed)	.510	.330	.832	.821

a. Grouping Variable: Question 9a Was this your first participation in the tradefair MEDICA?

Test Statistics[a]

	The service provider offers openness and transparency .	The service provider accommodates and shows readiness to act if necessary.	The service provider offers correct information and possibly ways to double-check this information.	The service provider offers ways to preview the goods and services he sells.
Mann-Whitney-U	11857.000	12382.000	12264.500	11633.500
Wilcoxon-W	12847.000	182618.000	13210.500	176658.500
Z	-1.064	-.230	-.213	-.713
Asymp.Sig. (2-tailed)	.287	.818	.831	.476

Test Statistics[a]

	The service provider shows public interest, supports charity and shows social responsibility.
Mann-Whitney-U	11411.500
Wilcoxon-W	12314.500
Z	-.586
Asymp.Sig. (2-tailed)	.558

a. Grouping Variable: Question 9a Was this your first participation in the tradefair MEDICA?

Appendix 29: Median comparision (evaluation of communication items) based on stand size

Communication item	Median value up to $20m^2$	Median value 21 - $50m^2$	Median value 51 - 100 m^2	Median value more than $100m^2$
The service provider has experienced sales personnel.	4.16	4.02	3.83	4.06
The service provider has a positive reputation in the market.	4.23	4.12	3.93	3.91
Recommendations of other customers are available regarding the service provider.	3.89	3.75	3.49	3.65
The service provider ensures a regular direct contact between customer and supplier.	4.19	4.10	3.88	4.00
Information about supplier can be obtained through independent media.	3.65	3.44	3.29	3.27
The service provider is able to present independent certification.	3.74	3.64	3.31	3.40
The service provider offers a serious complaint management.	4.12	3.96	3.84	3.79
The service provider shows stability in his communication and doing.	4.44	4.34	4.29	4.25
The service provider offers openness and transparency.	4.33	4.33	4.39	4.35
The service provider accommodates and shows readiness to act if necessary.	4.31	4.42	4.45	4.58
The service provider offers correct information and possibly ways to double-check this information.	4.35	4.32	4.33	4.38
The service provider offers ways to preview the goods and services he sells.	3.79	3.67	3.49	3.42
The service provider shows public interest, supports charity and shows social responsibility.	3.43	3.42	3.28	3.46

Appendix 30: Krustkal-Wallis test (evaluation of communication items) based on stand size

Test Statistics[a,b]

	The service provider has experienced sales personnel.	The service provider has a positive reputation on the market.	Recommendations of other customers are available regarding the service provider.	The service provider ensures a regular direct contact between customer and supplier
Chi-Square	5.566	4.658	10.221	4.155
df	3	3	3	3
Asymp. Sig.	.135	.199	.017	.245

Test Statistics[a,b]

	Information about supplier can be obtained through independent media.	The service provider is able to present independent certification (such as quality certifications)	The service provider offers a serious complaint management.	The service provider shows stability in his communication and doing.
Chi-Square	12.921	14.955	9.821	8.523
df	3	3	3	3
Asymp. Sig.	.005	.002	.020	.036

a. Kruskal-Wallis-Test

b. Grouping Variable: Question 10 What size was your stand at

Test Statistics[a,b]

	The service provider offers openness and transparency .	The service provider accommodates and shows readiness to act if necessary.	The service provider offers correct information and possibly ways to double-check this information.	The service provider offers ways to preview the goods and services he sells.
Chi-Square	1.325	2.829	2.442	5.588
df	3	3	3	3
Asymp. Sig.	.723	.419	.486	.133

Test Statistics[a,b]

	The service provider shows public interest, supports charity and shows social responsibility.
Chi-Square	1.756
df	3
Asymp. Sig.	.625

a. Kruskal-Wallis-Test

b. Grouping Variable: Question 10 What size was your stand at this year’s tradefair MEDICA (in sqm)?

Appendix 31: Mann-Whitney-U-test (evaluation of significant communication items) based on stand size

stand sizes up to 20m² and 21-50m²

Test Statistics[a]

	Recommendations of other customers are available regarding the service provider.	Information about supplier can be obtained through independent media.	The service provider is able to present independent certification (such as quality certifications)	The service provider offers a serious complaint management.	The service provider shows stability in his communication and doing.
Mann-Whitney-U	26698.000	24457.000	26759.000	26285.000	27482.500
Wilcoxon-W	69476.000	66073.000	68664.000	69063.000	71142.500
Z	-1.172	-2.279	-1.176	-1.990	-2.020
Asymp.Sig. (2-tailed)	.241	.023	.240	.047	.043

stand sizes up to 20m² and 51-100m²

Test Statistics[a]

	Recommendations of other customers are available regarding the service provider.	Information about supplier can be obtained through independent media.	The service provider is able to present independent certification (such as quality certifications)	The service provider offers a serious complaint management.	The service provider shows stability in his communication and doing.
Mann-Whitney-U	7652.500	7283.500	7252.000	7847.000	8442.000
Wilcoxon-W	12503.500	11939.500	12005.000	12312.000	13098.000
Z	-3.111	-3.145	-3.684	-2.664	-2.923
Asymp.Sig. (2-tailed)	.002	.002	.000	.008	.003

a. Grouping Variable: Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?

stand sizes up to 20m² and more than 100m²

Test Statistics[a]

	Recommendations of other customers are available regarding the service provider.	Information about supplier can be obtained through independent media.	The service provider is able to present independent certification (such as quality certifications)	The service provider offers a serious complaint management.	The service provider shows stability in his communication and doing.
Mann-Whitney-U	3766.000	3098.000	3530.000	3304.000	3797.000
Wilcoxon-W	4669.000	3959.000	4433.000	4165.000	4658.000
Z	-.877	-2.347	-1.655	-2.388	-1.349
Asymp.Sig. (2-tailed)	.380	.019	.098	.017	.177

stand sizes 21-50m² and 51-100m²

Test Statistics[a]

	Recommendations of other customers are available regarding the service provider.	Information about supplier can be obtained through independent media.	The service provider is able to present independent certification (such as quality certifications)	The service provider offers a serious complaint management.	The service provider shows stability in his communication and doing.
Mann-Whitney-U	12234.000	12443.500	11438.500	12816.000	13387.000
Wilcoxon-W	17085.000	17099.500	16191.500	17281.000	18043.000
Z	-2.474	-1.604	-2.999	-1.191	-1.387
Asymp.Sig. (2-tailed)	.013	.109	.003	.234	.165

stand sizes 21-50m² and more than 100m²

Test Statistics[a]

	Recommendations of other customers are available regarding the service provider.	Information about supplier can be obtained through independent media.	The service provider is able to present independent certification (such as quality certifications)	The service provider offers a serious complaint management.	The service provider shows stability in his communication and doing.
Mann-Whitney-U	6008.000	5282.500	5543.000	5412.000	6019.500
Wilcoxon-W	6911.000	6143.500	6446.000	6273.000	6880.500
Z	-.249	-1.195	-1.018	-1.233	-.087
Asymp.Sig. (2-tailed)	.803	.232	.309	.218	.931

a. Grouping Variable: Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?

stand sizes 51-100m² and more than 100m²

Test Statistics[a]

	Recommendations of other customers are available regarding the service provider.	Information about supplier can be obtained through independent media.	The service provider is able to present independent certification (such as quality certifications)	The service provider offers a serious complaint management.	The service provider shows stability in his communication and doing.
Mann-Whitney-U	1807.000	1954.000	1829.000	1869.000	1867.500
Wilcoxon-W	6658.000	2815.000	6582.000	2730.000	6523.500
Z	-1.273	-.071	-1.028	-.327	-.755
Asymp.Sig. (2-tailed)	.203	.943	.304	.744	.450

a. Grouping Variable: Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?

Appendix 32: Spearman rank correlation (evaluation of significant communication items) based on stand size

Recommendations of other customers are available regarding the service provider

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	-.106	.040	-2.666	.008[c]
N of Valid Cases	625			

Information about supplier can be obtained through independent media.

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	-.145	.040	-3.619	.000[c]
N of Valid Cases	616			

The service provider is able to present independent certification (such as quality certifications)

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	-.135	.040	-3.404	.001[c]

N of Valid Cases	624			

a. Not assuming the null hypothesis.
b. Using the asymtotic standard error assuming the null hypothesis.
c. Based on normal approximation.

The service provider offers a serious complaint management.

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	-.126	.039	-3.155	.002[c]
N of Valid Cases	623			

The service provider shows stability in his communication and doing.

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	-.108	.038	-2.714	.007[c]
N of Valid Cases	629			

a. Not assuming the null hypothesis.
b. Using the asymtotic standard error assuming the null hypothesis.
c. Based on normal approximation.

Appendix 33: Median comparision (evaluation of communication items) based on exhibitors' origin

Communication item	Median value Germany	Median value Europe	Median value Asia
The service provider has experienced sales personnel.	4.03	4.03	3.99
The service provider has a positive reputation in the market.	3.94	4.12	4.32
Recommendations of other customers are available regarding the service provider.	3.61	3.74	3.90
The service provider ensures a regular direct contact between customer and supplier.	3.85	4.20	4.15
Information about supplier can be obtained through independent media.	3.29	3.49	3.70
The service provider is able to present independent certification.	3.36	3.61	4.05
The service provider offers a serious complaint management.	3.83	3.97	4.24
The service provider shows stability in his communication and doing.	4.38	4.31	4.38
The service provider offers openness and transparency.	4.44	4.28	4.26
The service provider accommodates and shows readiness to act if necessary.	4.62	4.30	4.12
The service provider offers correct information and possibly ways to double-check this information.	4.39	4.24	4.40
The service provider offers ways to preview the goods and services he sells.	3.39	3.69	4.01
The service provider shows public interest, supports charity and shows social responsibility.	3.40	3.25	3.75

Appendix 34: Kruskal-Wallis-test (evaluation of communication items) based on exhibitors' origin

Test Statistics[a,b]

	The service provider has experienced sales personnel.	The service provider has a positive reputation on the market.	Recommendations of other customers are available regarding the service provider.	The service provider ensures a regular direct contact between customer and supplier
Chi-Square	2.140	9.873	6.690	17.040
df	2	2	2	2
Asymp. Sig.	.343	.007	.035	.000

Test Statistics[a,b]

	Information about supplier can be obtained through independent media.	The service provider is able to present independent certification.	The service provider offers a serious complaint management.	The service provider shows stability in his communication and doing.
Chi-Square	16.416	32.704	18.702	2.007
df	2	2	2	2
Asymp. Sig.	.000	.000	.000	.367

a. Kruskal-Wallis-Test

b. Grouping Variable: concentration origin/countries

Test Statistics[a,b]

	The service provider offers openness and transparency .	The service provider accommodates and shows readiness to act if necessary.	The service provider offers correct information and possibly ways to double-check this information.	The service provider offers ways to preview the goods and services he sells.
Chi-Square	5.212	17.720	8.039	27.956
df	2	2	2	2
Asymp. Sig.	.074	.000	.018	.000

Test Statistics[a,b]

	The service provider shows public interest, supports charity and shows social responsibility.
Chi-Square	21.210
df	2
Asymp. Sig.	.000

a. Kruskal-Wallis-Test

b. Grouping Variable: concentration origin/countries

Appendix 35: Mann-Whitney-U-test (evaluation of significant communication items) based on exhibitors' origin

origins Germany - Europe

Test Statistics[a]

	The service provider has a positive reputation on the market.	Recommenda-tions of other customers are available regarding the service provider.	The service provider ensures a regular direct contact between customer and supplier	Information about supplier can be obtained through independent media.	The service provider is able to present independent certification .
Mann-Whitney-U	28217.500	27830.500	25351.500	25887.500	26182.000
Wilcoxon-W	51222.500	50408.500	48571.500	47832.500	49187.000
Z	-1.840	-1.435	-3.840	-2.242	-2.637
Asymp.Sig. (2-tailed)	.066	.151	.000	.025	.008

Test Statistics[a]

	The service provider offers a serious complaint management.	The service provider accommodates and shows readiness to act if necessary.	The service provider offers correct information and possibly ways to double-check this information.	The service provider offers ways to preview the goods and services he sells.	The service provider shows public interest, supports charity and shows social responsibility.
Mann-Whitney-U	25493.000	27676.500	26601.500	24572.500	26851.500
Wilcoxon-W	48071.000	67016.500	65104.500	46308.500	65077.500
Z	-3.226	-2.548	-2.688	-3.285	-1.673
Asymp.Sig. (2-tailed)	.001	.011	.007	.001	.094

a. Grouping Variable: concentration origin/countries

origins Germany - Asia

Test Statistics[a]

	The service provider has a positive reputation on the market.	Recommenda-tions of other customers are available regarding the service provider.	The service provider ensures a regular direct contact between customer and supplier	Information about supplier can be obtained through independent media.	The service provider is able to present independent certification.
Mann-Whitney-U	9920.500	9746.500	9762.500	8350.500	7479.000
Wilcoxon-W	32925.500	32324.500	32982.500	30295.500	30484.000
Z	-3.016	-2.522	-2.760	-4.037	-5.650
Asymp.Sig. (2-tailed)	.003	.012	.006	.000	.000

Test Statistics[a]

	The service provider offers a serious complaint management.	The service provider accommodates and shows readiness to act if necessary.	The service provider offers correct information and possibly ways to double-check this information.	The service provider offers ways to preview the goods and services he sells.	The service provider shows public interest, supports charity and shows social responsibility.
Mann-Whitney-U	8935.000	9710.000	11213.500	7673.500	8711.000
Wilcoxon-W	31513.000	15705.000	17208.500	29409.500	31289.000
Z	-3.801	-4.243	-.577	-5.058	-3.347
Asymp.Sig. (2-tailed)	.000	.000	.564	.000	.001

a. Grouping Variable: concentration origin/countries

origins Europe - Asia

Test Statistics[a]

	The service provider has a positive reputation on the market.	Recommenda-tions of other customers are available regarding the service provider.	The service provider ensures a regular direct contact between customer and supplier	Information about supplier can be obtained through independent media.	The service provider is able to present independent certification.
Mann-Whitney-U	14221.000	13854.000	14863.500	12792.500	11565.500
Wilcoxon-W	54691.000	53475.000	20641.500	51573.500	50905.500
Z	-1.838	-1.579	-.092	-2.368	-4.004
Asymp.Sig. (2-tailed)	.066	.114	.927	.018	.000

Test Statistics[a]

	The service provider offers a serious complaint management.	The service provider accommodates and shows readiness to act if necessary.	The service provider offers correct information and possibly ways to double-check this information.	The service provider offers ways to preview the goods and services he sells.	The service provider shows public interest, supports charity and shows social responsibility.
Mann-Whitney-U	13714.500	13799.000	14125.000	12581.500	10370.000
Wilcoxon-W	52774.500	19794.000	52628.000	51921.500	48596.000
Z	-1.668	-2.279	-1.557	-2.871	-4.518
Asymp.Sig. (2-tailed)	.095	.023	.120	.004	.000

a. Grouping Variable: concentration origin/countries

Appendix 36: Spearman rank correlation (evaluation of significant communication items) based on exhibitors' origin

The service provider has a positive reputation on the market.

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	.127	.039	3.142	.002[c]
N of Valid Cases	607			

Recommendations of other customers are available regarding the service provider.

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	.104	.040	2.559	.011[c]
N of Valid Cases	601			

The service provider ensures a regular direct contact between customer and supplier

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	.150	.041	3.725	.000[c]
N of Valid Cases	601			

a. Not assuming the null hypothesis.

b. Using the asymtotic standard error assuming the null hypothesis.
c. Based on normal approximation.

Information about supplier can be obtained through independent media.

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	.164	.039	4.047	.000[c]
N of Valid Cases	594			

The service provider is able to present independent certification.

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	.224	.038	5.627	.000[c]
N of Valid Cases	601			

The service provider offers a serious complaint management.

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	.176	.040	4.370	.000[c]
N of Valid Cases	598			

The service provider accommodates and shows readiness to act if necessary

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman	-.169	.039	-4.201	.000[c]

Correlation				
N of Valid Cases	602			

a. Not assuming the null hypothesis.
b. Using the asymtotic standard error assuming the null hypothesis.
c. Based on normal approximation.

The service provider offers correct information and possibly ways to double-check this information.

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	-.054	.037	-1.316	.189[c]
N of Valid Cases	596			

The service provider offers ways to preview the goods and services he sells.

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	.216	.039	5.392	.000[c]
N of Valid Cases	595			

The service provider shows public interest, supports charity and shows social responsibility.

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman	.080	.040	1.947	.052[c]

Correlation					
N of Valid Cases	592				

a. Not assuming the null hypothesis.

b. Using the asymtotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Appendix 37: Crosstable booked stand size – exhibitors' origin

concentration origin/countries * Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)? Crosstabulation

			Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?				
			up to 20m²	21 - 50m²	51 - 100 m²	more than 100m²	Total
concentration origin/ countries	Germany	% within Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?	23.7%	33.7%	47.4%	68.3%	35.1%
	Europe	% within Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?	50.0%	49.8%	42.3%	22.0%	46.8%
	Asia	% within Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?	26.3%	16.5%	10.3%	9.8%	18.1%
Total		% within Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?	100.0%	100.0%	100.0%	100.0%	100.0%

Appendix 38: Crosstable booked stand size – exhibitor origin

Question 13 How many employees does your company have?		Question 17 Are you responsible within your company for the commissioning of service providers for your participation at the tradefair? Yes, for all service providers that are necessary.	Yes, but only for one / some of the service providers.	No, but I am involved in the process of selecting the service providers.	No, neither involved in the process of selecting nor responsible for the commissioning of the service providers.	Total
1 - 19 employees	CEO	23.08%	2.96%	2.37%	0.00%	28.40%
	Marketing Department	23.67%	0.59%	4.14%	0.00%	28.40%
	Sales Department	15.98%	2.37%	4.73%	0.00%	23.08%
	other	15.98%	1.78%	1.18%	1.18%	20.12%
20 - 49 employees	CEO	13.04%	0.72%	2.90%	0.00%	16.67%
	Marketing Department	25.36%	5.80%	5.80%	0.72%	37.68%
	Sales Department	15.94%	6.52%	6.52%	1.45%	30.43%
	other	12.32%	0.72%	1.45%	0.72%	15.22%
50 - 99 employees	CEO	5.93%	0.85%	3.39%	0.00%	10.17%
	Marketing Department	33.05%	4.24%	5.08%	0.00%	42.37%
	Sales Department	18.64%	5.08%	5.08%	1.69%	30.51%
	other	9.32%	5.08%	2.54%	0.00%	16.95%
100 - 499 employees	CEO	5.30%	0.76%	0.76%	0.00%	6.82%
	Marketing Department	34.09%	7.58%	6.06%	0.76%	48.48%
	Sales Department	13.64%	7.58%	7.58%	0.76%	29.55%
	other	11.36%	3.79%	0.00%	0.00%	15.15%
500 - 999 employees	CEO	0.00%	0.00%	0.00%	0.00%	0.00%
	Marketing Department /	64.29%	3.57%	3.57%	3.57%	75.00%
	Sales Department	7.14%	7.14%	0.00%	0.00%	14.29%
	other	10.71%	0.00%	0.00%	0.00%	10.71%
1.000 and more employees	CEO	0.00%	0.00%	0.00%	0.00%	0.00%
	Marketing Department	33.96%	9.43%	1.89%	0.00%	45.28%
	Sales Department	11.32%	3.77%	1.89%	1.89%	18.87%
	other	20.75%	5.66%	9.43%	0.00%	35.85%

Appendix 39: Experience in the company, divided by origin

Question 18 How long have you been working for your company? * concentration origin/countries Crosstabulation

		concentration origin/countries			
		Germany	Europe	Asia	Total
Question 18 How long have you been working for your company?	1 year	6.67%	6.71%	5.50%	6.36%
	2 to 5 years	25.71%	32.51%	35.78%	30.18%
	6 to 10 years	25.71%	27.56%	32.11%	27.24%
	11 to 20 years	27.62%	22.26%	22.02%	23.65%
	more than 20 years	14.29%	10.95%	4.59%	10.77%
	Total	100.00%	100.00%	100.00%	
Missing					1.79%
Total					100.00%

Appendix 40: Factoranalysis of the communication items

Correlation Matrix

		The service provider has experienced sales personnel.	The service provider has a positive reputation on the market.	Recommendations of other customers are available regarding the service provider.
Correlation	The service provider has experienced sales personnel.	1.000	.338	.247
	The service provider has a positive reputation on the market.	.338	1.000	.441
	Recommendations of other customers are available regarding the service provider.	.247	.441	1.000
	The service provider ensures a regular direct contact between customer and supplier	.312	.365	.292
	Information about supplier can be obtained through independent media.	.253	.419	.440
	The service provider is able to present independent certification (such as quality certifications)	.296	.443	.425
	The service provider offers a serious complaint management.	.325	.304	.290
	The service provider shows stability in his communication and doing.	.431	.362	.194
	The service provider offers openness and transparency.	.339	.279	.224
	The service provider accommodates and shows readiness to act if necessary.	.375	.248	.171
	The service provider offers correct information and possibly ways to double-check this information.	.400	.420	.230
	The service provider offers ways to preview the goods and services he sells.	.297	.380	.346
	The service provider shows public interest, supports charity and shows social responsibility.	.200	.263	.316

Correlation Matrix

		The service provider ensures a regular direct contact between customer and supplier	Information about supplier can be obtained through independent media.	The service provider is able to present independent certification.
Correlation	The service provider has experienced sales personnel.	.312	.253	.296
	The service provider has a positive reputation on the market.	.365	.419	.443
	Recommendations of other customers are available regarding the service provider.	.292	.440	.425
	The service provider ensures a regular direct contact between customer and supplier	1.000	.353	.349
	Information about supplier can be obtained through independent media.	.353	1.000	.475
	The service provider is able to present independent certification (such as quality certifications)	.349	.475	1.000
	The service provider offers a serious complaint management.	.345	.330	.343
	The service provider shows stability in his communication and doing.	.401	.227	.241
	The service provider offers openness and transparency.	.313	.281	.227
	The service provider accommodates and shows readiness to act if necessary.	.344	.184	.190
	The service provider offers correct information and possibly ways to double-check this information.	.393	.246	.245
	The service provider offers ways to preview the goods and services he sells.	.331	.397	.378
	The service provider shows public interest, supports charity and shows social responsibility.	.234	.404	.436

Correlation Matrix

		The service provider offers a serious complaint management.	The service provider shows stability in his communication and doing.	The service provider offers openness and transparency .
Correlation	The service provider has experienced sales personnel.	.325	.431	.339
	The service provider has a positive reputation on the market.	.304	.362	.279
	Recommendations of other customers are available regarding the service provider.	.290	.194	.224
	The service provider ensures a regular direct contact between customer and supplier	.345	.401	.313
	Information about supplier can be obtained through independent media.	.330	.227	.281
	The service provider is able to present independent certification (such as quality certifications)	.343	.241	.227
	The service provider offers a serious complaint management.	1.000	.337	.350
	The service provider shows stability in his communication and doing.	.337	1.000	.453
	The service provider offers openness and transparency.	.350	.453	1.000
	The service provider accommodates and shows readiness to act if necessary.	.241	.510	.501
	The service provider offers correct information and possibly ways to double-check this information.	.324	.515	.435
	The service provider offers ways to preview the goods and services he sells.	.297	.254	.227
	The service provider shows public interest, supports charity and shows social responsibility.	.245	.243	.217

Correlation Matrix

		The service provider accommodates and shows readiness to act if necessary.	The service provider offers correct information and possibly ways to double-check this information.	The service provider offers ways to preview the goods and services he sells.	The service provider shows public interest, supports charity and shows social responsibility.
Correlation	The service provider has experienced sales personnel.	.375	.400	.297	.200
	The service provider has a positive reputation on the market.	.248	.420	.380	.263
	Recommendations of other customers are available regarding the service provider.	.171	.230	.346	.316
	The service provider ensures a regular direct contact between customer and supplier	.344	.393	.331	.234
	Information about supplier can be obtained through independent media.	.184	.246	.397	.404
	The service provider is able to present independent certification (such as quality certifications)	.190	.245	.378	.436
	The service provider offers a serious complaint management.	.241	.324	.297	.245
	The service provider shows stability in his communication and doing.	.510	.515	.254	.243
	The service provider offers openness and transparency.	.501	.435	.227	.217
	The service provider accommodates and shows readiness to act if necessary.	1.000	.481	.180	.138
	The service provider offers correct information and possibly ways to double-check this information.	.481	1.000	.309	.208
	The service provider offers ways to preview the goods and services he sells.	.180	.309	1.000	.344
	The service provider shows public interest, supports charity and shows social responsibility.	.138	.208	.344	1.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.907
Bartlett's Test of Sphericity	Approx. Chi-Square	2346.021
	df	78
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.886	37.586	37.586	3.246	24.972	24.972
2	1.591	12.242	49.828	3.231	24.856	49.828
3	.792	6.093	55.921			
4	.736	5.664	61.585			
5	.713	5.486	67.071			
6	.684	5.262	72.333			
7	.633	4.868	77.201			
8	.596	4.581	81.782			
9	.540	4.152	85.934			
10	.508	3.906	89.840			
11	.464	3.566	93.406			
12	.458	3.525	96.931			
13	.399	3.069	100.000			

Extraction Method: Principal Component Analysis.

Component Transformation Matrix

Component	1	2
1	.709	.705
2	.705	-.709

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

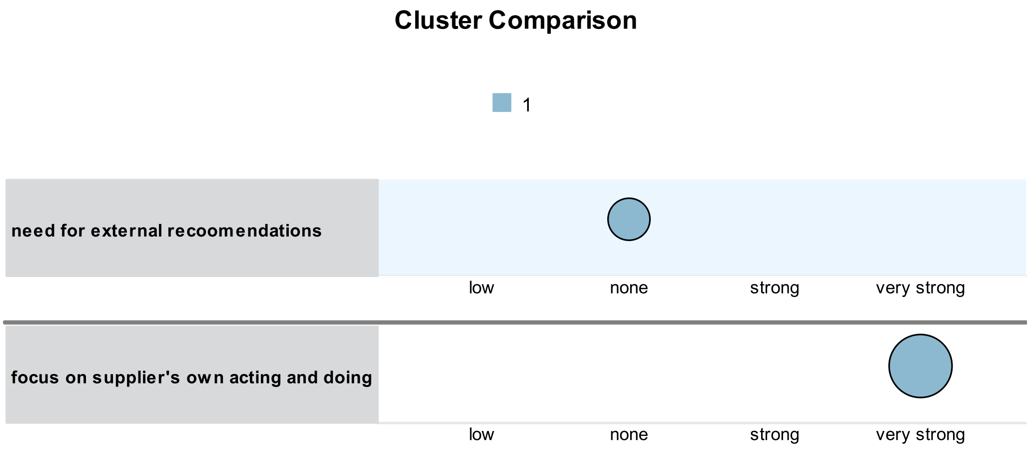
Rotated Component Matrix[a]

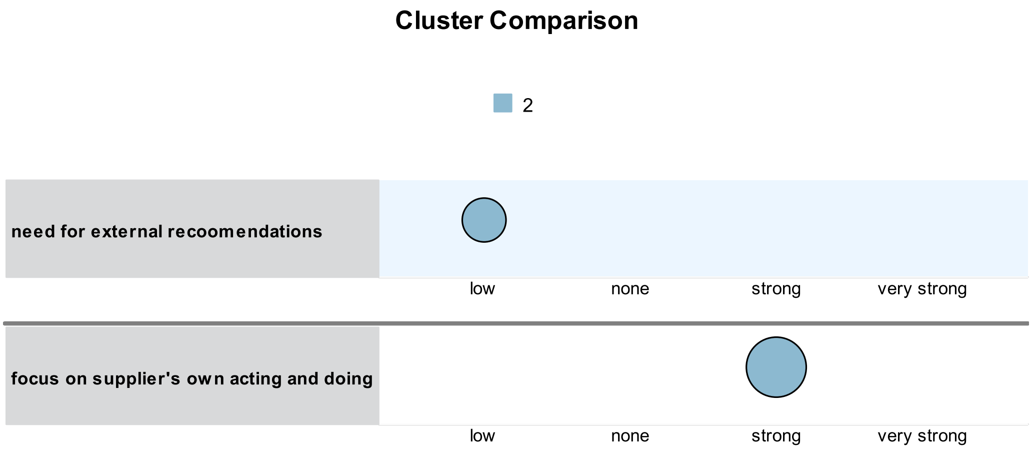
	Component	
	1	2
The service provider has experienced sales personnel.	.269	.588
The service provider has a positive reputation on the market.	.594	.352
Recommendations of other customers are available regarding the service provider.	.692	.118
The service provider ensures a regular direct contact between customer and supplier	.410	.491
Information about supplier can be obtained through independent media.	.739	.148
The service provider is able to present independent certification (such as quality certifications)	.747	.147
Question 6 The service provider offers a serious complaint management.	.426	.411
Question 6 The service provider shows stability in his communication and doing.	.159	.770
The service provider offers openness and transparency.	.165	.698
The service provider accommodates and shows readiness to act if necessary.	.024	.788
The service provider offers correct information and possibly ways to double-check this information.	.206	.733
The service provider offers ways to preview the goods and services he sells.	.620	.216
The service provider shows public interest, supports charity and shows social responsibility.	.637	.095

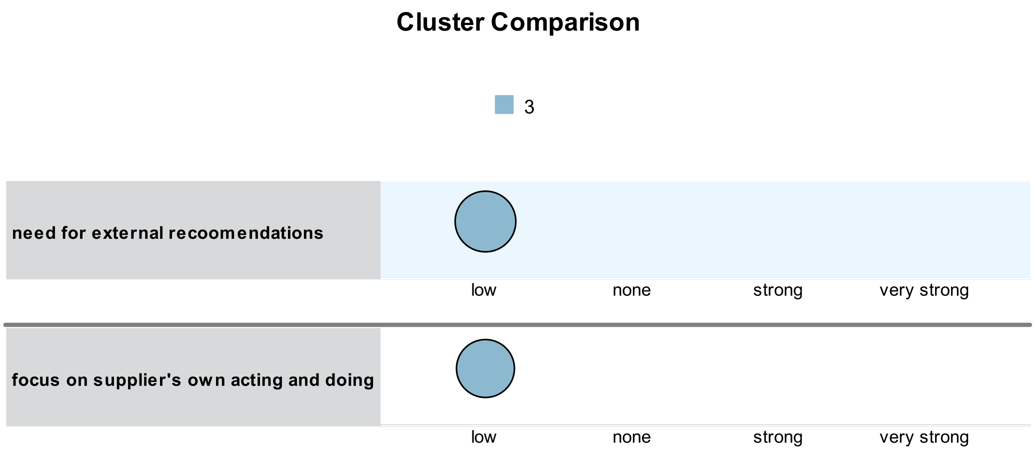
Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

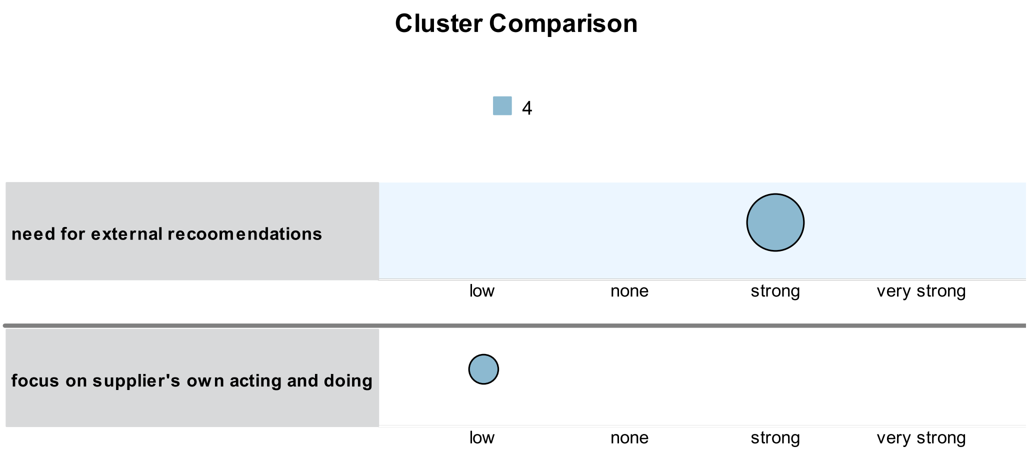
a. Rotation converged in 3 iterations.

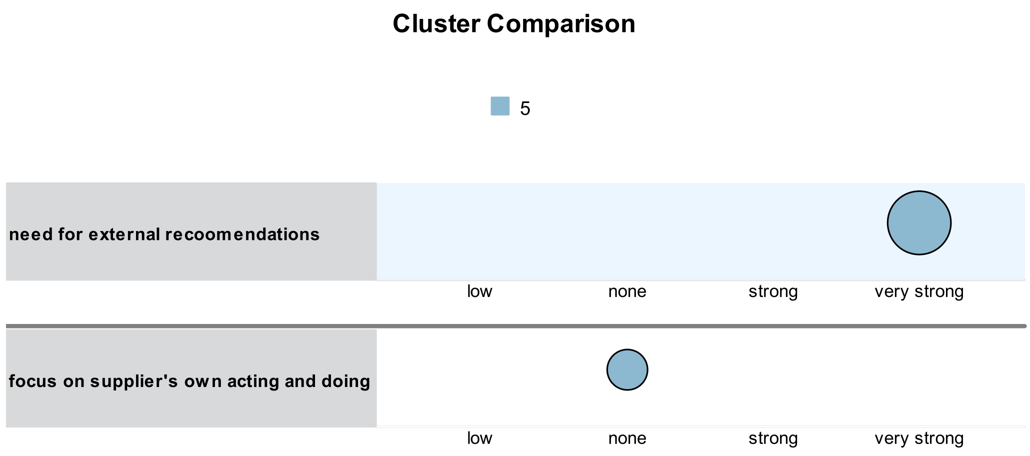
Appendix 41: Vizualization of the cluster analysis and cluster structures






Cluster Comparison
3
need for external recoomendations
focus on supplier's own acting and doing
low
none
strong
very strong


Cluster Comparison
4
need for external recoomendations
focus on supplier's own acting and doing
low
none
strong
very strong


Cluster Comparison
5
need for external recoomendations
focus on supplier's own acting and doing
low
none
strong
very strong

Cluster 1

How long have you been working for your company (class)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	34	29.06	30.09	30.09
	2,00	33	28.21	29.20	59.29
	3,00	17	14.53	15.04	74.34
	4,00	13	11.11	11.50	85.84
	5,00	16	13.68	14.16	100.00
	Total	113	96.58	100.00	
Missing	System	4	3.42		
Total		117	100.00		

Question 15 What is your position in the company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CEO	19	16.24	16.24	16.24
	Head of Marketing Department / Marketing Manager	33	28.21	28.21	44.44
	Marketing assistant	17	14.53	14.53	58.97
	Head of Sales Department / Sales Manager	19	16.24	16.24	75.21
	Sales assistant	12	10.26	10.26	85.47
	other	17	14.53	14.53	100.00
	Total	117	100.00	100.00	

Question 8 When participating in a trade fair, who decides on the service providers that actually work for you?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	All decisions are centralized taken by...	75	64.10	64.10	64.10
	Decisions are taken decentralized within the correspondent department	42	35.90	35.90	100.00
	Total	117	100.00	100.00	

Question 7 When planning a participation at a trade fair, who takes the final decision about the participation at your company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CEO	77	65.81	65.81	65.81
	Head of Marketing Department / Marketing Manager	23	19.66	19.66	85.47
	Head of Sales Department / Sales Manager	9	7.69	7.69	93.16
	Sales assistant	1	0.85	0.85	94.02
	other	7	5.98	5.98	100.00
	Total	117	100.00	100.00	

Cluster 2

How long have you been working for your company (class)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	32	36.36	36.78	36.78
	2,00	26	29.55	29.89	66.67
	3,00	10	11.36	11.49	78.16
	4,00	12	13.64	13.79	91.95
	5,00	7	7.95	8.05	100.00
	Total	87	98.86	100.00	
Missing	System	1	1.14		
Total		88	100.00		

Question 15 What is your position in the company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CEO	8	9.09	9.09	9.09
	Head of Marketing Department / Marketing Manager	18	20.45	20.45	29.55
	Marketing assistant	20	22.73	22.73	52.27
	Head of Sales Department / Sales Manager	12	13.64	13.64	65.91
	Sales assistant	10	11.36	11.36	77.27
	other	20	22.73	22.73	100.00
	Total	88	100.00	100.00	

Question 8 When participating in a trade fair, who decides on the service providers that actually work for you?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	All decisions are centralized taken by...	47	53.41	53.41	53.41
	Decisions are taken decentralized within the correspondent department	41	46.59	46.59	100.00
	Total	88	100.00	100.00	

Question 7 When planning a participation at a trade fair, who takes the final decision about the participation at your company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CEO	56	63.64	63.64	63.64
	Head of Marketing Department / Marketing Manager	12	13.64	13.64	77.27
	Marketing assistant	1	1.14	1.14	78.41
	Head of Sales Department / Sales Manager	16	18.18	18.18	96.59
	other	3	3.41	3.41	100.00
	Total	88	100.00	100.00	

Cluster 3

How long have you been working for your company (class)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	59	37.82	38.31	38.31
	2,00	40	25.64	25.97	64.29
	3,00	27	17.31	17.53	81.82
	4,00	10	6.41	6.49	88.31
	5,00	18	11.54	11.69	100.00
	Total	154	98.72	100.00	
Missing	System	2	1.28		
Total		156	100.00		

Question 15 What is your position in the company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CEO	21	13.46	13.46	13.46
	Head of Marketing Department / Marketing Manager	36	23.08	23.08	36.54
	Marketing assistant	36	23.08	23.08	59.62
	Head of Sales Department / Sales Manager	26	16.67	16.67	76.28
	Sales assistant	9	5.77	5.77	82.05
	other	28	17.95	17.95	100.00
	Total	156	100.00	100.00	

Question 8 When participating in a trade fair, who decides on the service providers that actually work for you?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	All decisions are centralized taken by...	90	57.69	57.69	57.69
	Decisions are taken decentralized within the correspondent department	66	42.31	42.31	100.00
	Total	156	100.00	100.00	

Question 7 When planning a participation at a trade fair, who takes the final decision about the participation at your company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CEO	92	58.97	58.97	58.97
	Head of Marketing Department / Marketing Manager	40	25.64	25.64	84.62
	Marketing assistant	2	1.28	1.28	85.90
	Head of Sales Department / Sales Manager	13	8.33	8.33	94.23
	Sales assistant	2	1.28	1.28	95.51
	other	7	4.49	4.49	100.00
	Total	156	100.00	100.00	

Cluster 4

How long have you been working for your company (class)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	59	37.11	37.82	37.82
	2,00	40	25.16	25.64	63.46
	3,00	31	19.50	19.87	83.33
	4,00	13	8.18	8.33	91.67
	5,00	13	8.18	8.33	100.00
	Total	156	98.11	100.00	
Missing	System	3	1.89		
Total		159	100.00		

Question 15 What is your position in the company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CEO	23	14.47	14.47	14.47
	Head of Marketing Department / Marketing Manager	34	21.38	21.38	35.85
	Marketing assistant	22	13.84	13.84	49.69
	Head of Sales Department / Sales Manager	23	14.47	14.47	64.15
	Sales assistant	23	14.47	14.47	78.62
	other	34	21.38	21.38	100.00
	Total	159	100.00	100.00	

Question 8 When participating in a trade fair, who decides on the service providers that actually work for you ?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	All decisions are centralized taken by...	100	62.89	62.89	62.89
	Decisions are taken decentralized within the correspondent department	59	37.11	37.11	100.00
	Total	159	100.00	100.00	

Question 7 When planning a participation at a trade fair, who takes the final decision about the participation at your company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CEO	97	61.01	61.01	61.01
	Head of Marketing Department / Marketing Manager	29	18.24	18.24	79.25
	Marketing assistant	2	1.26	1.26	80.50
	Head of Sales Department / Sales Manager	23	14.47	14.47	94.97
	Sales assistant	1	0.63	0.63	95.60
	other	7	4.40	4.40	100.00
	Total	159	100.00	100.00	

Cluster 5

How long have you been wokring for your company (class)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	49	41.53	42.24	42.24
	2,00	34	28.81	29.31	71.55
	3,00	10	8.47	8.62	80.17
	4,00	10	8.47	8.62	88.79
	5,00	13	11.02	11.21	100.00
	Total	116	98.31	100.00	
Missing	System	2	1.69		
Total		118	100.00		

Question 15 What is your position in the company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CEO	21	17.80	17.80	17.80
	Head of Marketing Department / Marketing Manager	27	22.88	22.88	40.68
	Marketing assistant	16	13.56	13.56	54.24
	Head of Sales Department / Sales Manager	17	14.41	14.41	68.64
	Sales assistant	19	16.10	16.10	84.75
	other	18	15.25	15.25	100.00
	Total	118	100.00	100.00	

Question 8 When participating in a trade fair, who decides on the service providers that actually work for you?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	All decisions are centralized taken by...	59	50.00	50.00	50.00
	Decisions are taken decentralized within the correspondent department	59	50.00	50.00	100.00
	Total	118	100.00	100.00	

Question 7 When planning a participation at a trade fair, who takes the final decision about the participation at your company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CEO	81	68.64	68.64	68.64
	Head of Marketing Department / Marketing Manager	19	16.10	16.10	84.75
	Marketing assistant	3	2.54	2.54	87.29
	Head of Sales Department / Sales Manager	10	8.47	8.47	95.76
	Sales assistant	1	0.85	0.85	96.61
	other	4	3.39	3.39	100.00
	Total	118	100.00	100.00	

Appendix 42: Final cover letter glasstec survey – English version

Dear Sir...

We hope, you have started well into the New Year and we would also like to take the chance again to wish you a happy and successful year 2013.

Last October you participated as an exhibitor in the glasstec 2012 in Düsseldorf. You already gave us your feedback to this event in the previous survey and we thank you for your support.

Today, we would like to ask you some further questions, however not about the glasstec itself but about the **exhibitor services** we offer to you during your trade fair preparations. Our aim is to improve these offers in order to meet your needs even better and to support you best as a partner in your trade fair preparations.

The results of this survey will provide us important insight for the future development of our service offers to you. Your answers will be treated strictly confidential, of course.

We have authorized the institute Wissler & Partner Trade Fair Marketing in Basel/Switzerland to carry out the survey for us.

Please click on the link below. The questionnaire will open on your screen and you will be able to fill in your answers directly online. Completing the questionnaire will require approximately 5 to 10 minutes.

Thank you very much for your support!

LINK

For safety-reason, you will need the following PIN-code in order to access the survey:

PIN-Code: test

We would appreciate it very much if you completed the survey by **Friday, February 1st, 2013**.

If you have any technical problems or questions during completion of the survey, please contact:

CONTACT INFORMATION

With kind regards,

Messe Düsseldorf GmbH

Appendix 43: Final questionnaire glasstec survey – English version

1. **Organizing a participation in a trade fair is like putting together a puzzle with a hundred of different pieces, so that the others can see a perfect picture in the end. Do you agree?**

   ☐Yes ☐ No

2. **Although trust is a commonly known and used term, there is no single definition for it. Which factors do you find necessary for trust to develop and to strengthen it within a business relationship to a service provider?**

   Please rate the following aspects to be found in the list below regarding this issue.

   1 = very low meaning 5 = very important

a.	Ability of the supplier to realize the customers wishes (expertise)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
b.	Benevolence	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
c.	Communication between customer and supplier	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
d.	Supplier reputation (in relation to the company)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
e.	Level of experience of supplying firm	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
f.	Reputation of the contact person of the supplying company	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
g.	Satisfaction with previous interactions (= Product performance)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
h.	Similarity of service provider & customer (presence of common values & interests)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
i.	Honesty	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion

j.	Reliability	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
k.	Information exchange on an equal level	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
l.	Technical assistance in addition to ordered services	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
m.	Personality of contact person at supplying firm	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
n.	Personal level of experience of contact person at supplying firm	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
o.	Cultural background of supplier's contact person	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
p.	Cultural background of the supplying firm	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
q.	Further important aspect, you would like to mention:						
		☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	

3. **When buying services, it is often difficult to foresee the end result. On a scale from 1 to 5 how important do you rate the existence of trust into the sales partner for establishing a long-term, sustainable buyer and service provider relationship?**

☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
(hardly necessary)		(neutral)		(very important)

4. **When buying services, are you looking for a long-term relationship (for several trade fair cycles) with a service provider who implements your wishes?**

☐ Yes ☐ No

5. **When buying services for your exhibition at a trade show, are you looking for one single partner who supports you in as many areas as possible, offering service packages (e.g. constructing the stand, organizing the catering and taking care of security)?**

☐ Yes ☐ No

6. **When getting in touch with a potential service supplier, which aspects – besides prices and discounts - are most important for you in order to consider the supplier for further business? Please rate each aspect in the list below.**

1 = not important 5 = very important

a.	The service provider has experienced sales personnel.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
b.	The service provider has a positive reputation in the market.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
c.	Recommendations of other customers are available regarding the service provider.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
e.	The service provider ensures a regular direct contact between customer and supplier.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
f.	Information about supplier can be obtained through independent media.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
g.	The service provider is able to present independent certification (such as quality certifications).	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
h.	The service provider offers a serious complaint management.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
i.	The service provider shows stability in his communication and doing.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion

j.	The service provider offers openness and transparency *(e.g. in difficult situations: The service provider does not wait to forward delicate issues until the public pressure forces him to. The service provider does not whitewash difficulties).*	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
k.	The service provider accommodates and shows readiness to act if necessary.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
l.	The service provider offers correct information and possibly ways to double-check this information.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
m.	The service provider offers ways to preview the goods and services he sells (e.g. through conferences, customer events, open days, samples).	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion
n.	The service provider shows public interest, supports charity and shows social responsibility.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ no opinion

Statistical questions for classification purposes

7. **When planning a participation at a trade fair, who takes the final decision about the participation at your company?** (Please mark only one answer.)

☐ CEO
☐ Head of marketing department / marketing manager
☐ Marketing assistant
☐ Head of sales department
☐ Sales assistant
☐ Other ________________________________

8. When participating in a trade fair, who decides on the service providers that actually work for you (e.g. stand builder, caterer, hostess service, press service, etc)?

☐ All decisions are centralized, taken by ________________________________
(position of decider)

☐ Decisions are taken decentralized within the correspondent department (e.g. the Press service is decided on in the PR department)

9a. Was this your first participation in the trade fair glasstec?

☐ Yes ☐ No, my company has been exhibitor at the glasstec before.

c. How often have you been an exhibitor at the glasstec within the previous 5 years?

☐ 2nd participation

☐ 3rd participation

10. What size was your stand at this year's trade fair glasstec (in sqm)?

☐ up to 20 sqm	☐ 51 – 100 sqm
☐ 21 – 50 sqm	☐ More than 100 sqm

11. Do you exhibit on other fairs grounds other than in Düsseldorf?

☐ Yes ☐ No

12 a. Where is the headquarter of your company located (country)?

____

12b. If you are working for a subsidiary, where is this subsidiary located (country)?

____

13. How many employees does your company have?

☐	1	-	9	employees	☐	100	-	199	employees
☐	10	-	19	employees	☐	200	-	499	employees
☐	20	-	49	employees	☐	500	-	999	employees
☐	50	-	99	employees	☐	1.000	&	mehr	employees

14. In which turnover band does your company fall into?

☐ 0 - 1 million Euro	☐ >10 - 30 million Euro
☐ >1 - 2 million Euro	☐ >30 - 50 million Euro
☐ >2 - 5 million Euro	☐ >50 million Euro
☐ >5 - 10 million Euro	

15. What is your position in the company?

☐ CEO

☐ Head of marketing department / marketing manager

☐ Marketing assistant

☐ Head of sales department

☐ Sales assistant

☐ Other ______________________________

16. Are you involved in organizing the trade fair participation at your company?

☐ Yes ☐ No

17. Are you responsible within your company for the commissioning of service providers for your participation at the trade fair?

☐ Yes, for all service providers that are necessary.

☐ Yes, but only for one / some of the service providers.

☐ No, but I am involved in the process of selecting the service providers.

☐ No, I am neither involved in the process of selecting nor am I responsible for the commissioning of the service providers..

18. How long have you been working for your company?

____

Thank you very much for your participation in this survey!

Appendix 44: Chi-square goodness-of-fit test – glasstec sample

Question 9a Was this your first participation in the tradefair glasstec?

	Observed N	Expected N	Residual
Yes	27	42.0	-15.0
No, my company has been exhibitor at the glasstec before	167	152.0	15.0
Total	194		

Test Statistics

	Question 9a Was this your first participation in the tradefair glasstec?
Chi-Square	6,837[a]
df	1
Asymp. Sig.	.009

a. 0 cells have expected frequencies less than 5. The minimum expected cell frequency is 42.0.

Question10 What size was your stand at this year's tradefair glasstec (in sqm)?

	Observed N	Expected N	Residual
up to 20m²	38	65.0	-27.0
21 - 50m²	76	80.0	-4.0
51 - 100 m²	45	39.0	6.0
more than 100m²	35	10.0	25.0
Total	194		

Test Statistics

	Question 10 What size was your stand at this year's tradefair glasstec (in sqm)?
Chi-Square	74,838[a]
df	3
Asymp. Sig.	.000

a. 0 cells have expected frequencies less than 5. The minimum expected cell frequency is 10.0.

origin_grouped

	Observed N	Expected N	Residual
Germany	80	74.0	6.0
Europe	94	88.0	6.0
Asia	11	23.0	-12.0
Total	185		

Test Statistics

	origin_grouped
Chi-Square	7,156[a]
df	2
Asymp. Sig.	.028

a. 0 cells have expected frequencies less than 5. The minimum expected cell frequency is 23.0.

Appendix 45: Testing of hypothesis 1, glasstec – Spearman rank correlation

Symmetric Measure

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	-.127	.075	-1.727	.086[c]
N of Valid Cases	185			

a. Not assuming the null hypothesis.

b. Using the asymtotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Appendix 46: Testing of hypothesis 2, glasstec, exhibitor status – Mann-Whitney-U-test

Test Statistics[a]

	Ability of the supplier to realize the customers wishes (expertise)	Benevolence	Communi-cation between customer and supplier	Supplier reputation (in relation to the company)
Mann-Whitney-U	2205.500	1830.000	2185.000	1987.000
Wilcoxon-W	16066.500	13765.000	2563.000	2338.000
Z	-.343	-.088	-.017	-.745
Asymp. Sig. (2-tailed)	.731	.930	.987	.456

	Level of experience of supplying firm	Reputation of the contact person of the supplying company	Satisfaction with previous interactions (= Product performance)	Similarity of service provider & customer (presence of common values & interests)
Mann-Whitney-U	2060.500	1896.000	2063.000	1886.000
Wilcoxon-W	15426.500	2221.000	2441.000	2211.000
Z	-.902	-.704	-.871	-.515
Asymp. Sig. (2-tailed)	.367	.482	.384	.606

a. Grouping Variable: Question 9a Was this your first participation in the tradefair MEDICA?

Test Statistics[a]

	Honesty	Reliability	Information exchange on an equal level	Technical assistance in addition to ordered services
Mann-Whitney-U	2183.000	2077.500	2085.000	2044.500
Wilcoxon-W	2561.000	2455.500	2463.000	14924.500
Z	-.277	-1.103	-.568	-.678
Asymp. Sig. (2-tailed)	.782	.270	.570	.498

	Personality of contact person at supplying firm	Personal level of experience of contact person at supplying firm	Cultural background of supplier's contact person	Cultural background of the supplying firm
Mann-Whitney-U	1939.500	2213.500	1900.500	1834.000
Wilcoxon-W	2317.500	15743.500	2225.500	2159.000
Z	-1.220	-.003	-.270	-.610
Asymp. Sig. (2-tailed)	.222	.997	.787	.542

a. Grouping Variable: Question 9a Was this your first participation in the tradefair MEDICA?

Appendix 47: Testing of hypothesis 2, glasstec, stand size – Kruskal-Wallis-test

Test Statistics[a,b]

	Ability of the supplier to realize the customers wishes (expertise)	Benevolence	Communi-cation between customer and supplier	Supplier reputation (in relation to the company)
Chi-Square	.435	2.042	1.638	.546
df	3	3	3	3
Asymp. Sig.	.933	.564	.651	.909

	Level of experience of supplying firm	Reputation of the contact person of the supplying company	Satisfaction with previous interactions (= Product performance)	Similarity of service provider & customer (presence of common values & interests)
Chi-Square	2.649	2.063	3.205	1.215
df	3	3	3	3
Asymp. Sig.	.449	.559	.361	.749

a. Kruskal-Wallis-Test

b. Grouping Variable: Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?

Test Statistics[a,b]

	Honesty	Reliability	Information exchange on an equal level	Technical assistance in addition to ordered services
Chi-Square	3.806	1.749	1.539	.699
df	3	3	3	3
Asymp. Sig.	.283	.626	.673	.873

	Personality of contact person at supplying firm	Personal level of experience of contact person at supplying firm	Cultural background of supplier's contact person	Cultural background of the supplying firm
Chi-Square	2.714	3.046	3.760	2.861
df	3	3	3	3
Asymp. Sig.	.438	.385	.289	.414

a. Kruskal-Wallis-Test

b. Grouping Variable: Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?

Appendix 48: Testing of hypothesis 2, glasstec, exhibitors' origin

Kruskal-Wallis-test

Test Statistics[a,b]

	Ability of the supplier to realize the customers wishes (expertise)	Benevolence	Communi-cation between customer and supplier	Supplier reputation (in relation to the company)
Chi-Square	1.827	3.252	2.056	.253
df	2	2	2	2
Asymp. Sig.	.401	.197	.358	.881

	Level of experience of supplying firm	Reputation of the contact person of the supplying company	Satisfaction with previous interactions (= Product performance)	Similarity of service provider & customer (presence of common values & interests)
Chi-Square	4.524	4.040	.431	3.512
df	2	2	2	2
Asymp. Sig.	.104	.133	.806	.173

a. Kruskal-Wallis-Test

b. Grouping Variable: Question 10 What size was your stand at this year's

Test Statistics[a,b]

	Honesty	Reliability	Information exchange on an equal level	Technical assistance in addition to ordered services
Chi-Square	.174	2.970	1.092	9.341
df	2	2	2	2
Asymp. Sig.	.917	.227	.579	.009

	Personality of contact person at supplying firm	Personal level of experience of contact person at supplying firm	Cultural background of supplier's contact person	Cultural background of the supplying firm
Chi-Square	4.449	7.527	11.860	9.570
df	2	2	2	2
Asymp. Sig.	.108	.023	.003	.008

a. Kruskal-Wallis-Test

b. Grouping Variable: Question 10 What size was your stand at this year's

Mann-Whitney-U-test

origins: Germany - Europe

Test Statistics[a]

	Technical assistance in addition to ordered services	Personal level of experience of contact person at supplying firm	Cultural background of supplier's contact person	Cultural background of the supplying firm
Mann-Whitney-U	3013.000	3575.000	2383.000	2441.000
Wilcoxon-W	6016.000	7761.000	5309.000	5444.000
Z	-2.447	-.388	-3.173	-3.078
Asymp. Sig. (2-tailed)	.014	.698	.002	.002

origins: Germany - Asia

Test Statistics[a]

	Technical assistance in addition to ordered services	Personal level of experience of contact person at supplying firm	Cultural background of supplier's contact person	Cultural background of the supplying firm
Mann-Whitney-U	324.000	319.500	401.000	350.500
Wilcoxon-W	379.000	385.500	467.000	3353.500
Z	-1.068	-2.593	-.237	-.985
Asymp. Sig. (2-tailed)	.285	.010	.813	.324

a. Grouping Variable: origin_grouped

origins: Europe - Asia

Test Statistics[a]

	Technical assistance in addition to ordered services	Personal level of experience of contact person at supplying firm	Cultural background of supplier's contact person	Cultural background of the supplying firm
Mann-Whitney-U	315.500	365.500	301.000	422.000
Wilcoxon-W	370.500	431.500	367.000	488.000
Z	-2.731	-2.439	-2.090	-.626
Asymp. Sig. (2-tailed)	.006	.015	.037	.532

a. Grouping Variable: origin_grouped

Spearmann rank correlation

Technical assistance in addition to ordered services

Symmetric Measure

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	.095	.084	1.260	.209[c]
N of Valid Cases	178			

a. Not assuming the null hypothesis.

b. Using the asymtotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Personal level of experience of contact person at supplying firm

Symmetric Measure

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	-.117	.082	-1.577	.117[c]
N of Valid Cases	182			

Cultural background of supplier's contact person

Symmetric Measure

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	.170	.074	2.253	.026[c]
N of Valid Cases	173			

Cultural background of the supplying firm

Symmetric Measure

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	.212	.074	2.847	.005[c]
N of Valid Cases	174			

a. Not assuming the null hypothesis.
b. Using the asymtotic standard error assuming the null hypothesis.
c. Based on normal approximation.

Appendix 49: Testing of hypothesis 3, glasstec, exhibitor status

Test Statistics[a]

	The service provider offers openness and transparency.	The service provider accommodates and shows readiness to act if necessary.	The service provider offers correct information and possibly ways to double-check this information.	The service provider offers ways to preview the goods and services he sells.
Mann-Whitney-U	2082.000	2038.000	1863.500	1783.500
Wilcoxon-W	15285.000	2416.000	2241.500	15149.500
Z	-.147	-1.142	-2.170	-1.413
Asymp.Sig. (2-tailed)	.883	.254	.030	.158

Test Statistics[a]

	The service provider shows public interest, supports charity and shows social responsibility.
Mann-Whitney-U	1888.500
Wilcoxon-W	14929.500
Z	-.863
Asymp.Sig. (2-tailed)	.388

a. Grouping Variable: Question 9a Was this your first participation in the tradefair MEDICA?

Mann-Whitney-U-test

Test Statistics[a]

	The service provider has experienced sales personnel.	The service provider has a positive reputation on the market.	Recommendations of other customers are available regarding the service provider.	The service provider ensures a regular direct contact between customer and supplier
Mann-Whitney-U	2023.000	2177.500	2186.500	2069.000
Wilcoxon-W	15553.000	2555.500	2564.500	2447.000
Z	-.891	-.192	-.119	-.730
Asymp.Sig. (2-tailed)	.373	.848	.905	.465

Test Statistics[a]

	Information about supplier can be obtained through independent media.	The service provider is able to present independent certification.	The service provider offers a serious complaint management.	The service provider shows stability in his communi-cation and doing.
Mann-Whitney-U	1899.000	1890.000	1966.000	2064.000
Wilcoxon-W	2250.000	14770.000	15169.000	2442.000
Z	-.826	-.804	-.990	-.963
Asymp.Sig. (2-tailed)	.409	.421	.322	.336

a. Grouping Variable: Question 9a Was this your first participation in the tradefair MEDICA?

Appendix 50: Testing of hypothesis 3, glasstec, stand size

Kruskal-Wallis-test

Test Statistics[a,b]

	The service provider has experienced sales personnel.	The service provider has a positive reputation on the market.	Recommendations of other customers are available regarding the service provider.	The service provider ensures a regular direct contact between customer and supplier
Chi-Square	1.902	5.895	.707	.489
df	3	3	3	3
Asymp. Sig.	.593	.117	.872	.921

Test Statistics[a,b]

	Information about supplier can be obtained through independent media.	The service provider is able to present independent certification (such as quality certifications)	The service provider offers a serious complaint management.	The service provider shows stability in his communication and doing.
Chi-Square	1.299	2.109	6.615	7.397
df	3	3	3	3
Asymp. Sig.	.729	.550	.085	.060

a. Kruskal-Wallis-Test

b. Grouping Variable: Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?

Test Statistics[a,b]

	The service provider offers openness and transparency .	The service provider accommodates and shows readiness to act if necessary.	The service provider offers correct information and possibly ways to double-check this information.	The service provider offers ways to preview the goods and services he sells.
Chi-Square	3.913	4.727	4.674	1.939
df	3	3	3	3
Asymp. Sig.	.271	.193	.197	.585

Test Statistics[a,b]

	The service provider shows public interest, supports charity and shows social responsibility.
Chi-Square	1.158
df	3
Asymp. Sig.	.763

a. Kruskal-Wallis-Test

b. Grouping Variable: Question 10 What size was your stand at this year’s tradefair MEDICA (in sqm)?

Appendix 51: Testing of hypothesis 3, glasstec, exhibitors' origin

Kruskal-Wallis-test

Test Statistics[a,b]

	The service provider has experienced sales personnel.	The service provider has a positive reputation on the market.	Recommenda-tions of other customers are available regarding the service provider.	The service provider ensures a regular direct contact between customer and supplier
Chi-Square	12.422	2.462	3.993	19.283
df	2	2	2	2
Asymp. Sig.	.002	.292	.136	.000

Test Statistics[a,b]

	Information about supplier can be obtained through independent media.	The service provider is able to present independent certification (such as quality certifications)	The service provider offers a serious complaint management.	The service provider shows stability in his communication and doing.
Chi-Square	1.207	9.406	5.198	.532
df	2	2	2	2
Asymp. Sig.	.547	.009	.074	.766

a. Kruskal-Wallis-Test

b. Grouping Variable: Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?

Test Statistics[a,b]

	The service provider offers openness and transparency.	The service provider accommodates and shows readiness to act if necessary.	The service provider offers correct information and possibly ways to double-check this information.	The service provider offers ways to preview the goods and services he sells.
Chi-Square	7.446	6.077	5.351	12.052
df	2	2	2	2
Asymp. Sig.	.024	.048	.069	.002

Test Statistics[a,b]

	The service provider shows public interest, supports charity and shows social responsibility.
Chi-Square	.205
df	2
Asymp. Sig.	.902

a. Kruskal-Wallis-Test

b. Grouping Variable: Question 10 What size was your stand at this year's tradefair MEDICA (in sqm)?

Mann- Whitney-U test

origin: Germany - Europe

Test Statistics[a]

	The service provider has experienced sales personnel.	The service provider ensures a regular direct contact between customer and supplier.	The service provider is able to present independent certification.
Mann-Whitney-U	3273.500	2589.000	2668.000
Wilcoxon-W	6433.500	5749.000	5749.000
Z	-1.413	-4.346	-2.657
Asymp.Sig. (2-tailed)	.158	.000	.008

Test Statistics[a]

	The service provider offers openness and transparency	The service provider accommodates and shows readiness to act if necessary.	The service provider offers ways to preview the goods and services he sells.
Mann-Whitney-U	3338.500	3348.000	2655.000
Wilcoxon-W	6419.500	7443.000	5736.000
Z	-.898	-1.365	-3.051
Asymp.Sig. (2-tailed)	.369	.172	.002

a. Grouping Variable: origin_grouped

origin: Germany - Asia

Test Statistics[a]

	The service provider has experienced sales personnel.	The service provider ensures a regular direct contact between customer and supplier.	The service provider is able to present independent certification.
Mann-Whitney-U	246.500	404.000	271.000
Wilcoxon-W	312.500	3564.000	3352.000
Z	-2.685	-.435	-2.100
Asymp.Sig. (2-tailed)	.007	.664	.036

Test Statistics[a]

	The service provider offers openness and transparency	The service provider accommodates and shows readiness to act if necessary.	The service provider offers ways to preview the goods and services he sells.
Mann-Whitney-U	315.500	339.000	256.000
Wilcoxon-W	381.500	405.000	3337.000
Z	-2.025	-2.534	-2.305
Asymp.Sig. (2-tailed)	.043	.011	.021

a. Grouping Variable: origin_grouped

origin: Europe - Asia

Test Statistics[a]

	The service provider has experienced sales personnel.	The service provider ensures a regular direct contact between customer and supplier.	The service provider is able to present independent certification.
Mann-Whitney-U	246.000	381.000	406.000
Wilcoxon-W	312.000	447.000	4322.000
Z	-3.487	-2.246	-.957
Asymp.Sig. (2-tailed)	.000	.025	.339

Test Statistics[a]

	The service provider offers openness and transparency	The service provider accommodates and shows readiness to act if necessary.	The service provider offers ways to preview the goods and services he sells.
Mann-Whitney-U	333.000	411.500	419.000
Wilcoxon-W	399.000	477.500	4605.000
Z	-2.790	-1.567	-.996
Asymp.Sig. (2-tailed)	.005	.117	.319

a. Grouping Variable: origin_grouped

Spearmann rank correlation

The service provider has experienced sales personnel.

Symmetric Measure

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	-.018	.080	-.245	.807[c]
N of Valid Cases	185			

The service provider ensures a regular direct contact between customer and supplier.

Symmetric Measure

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	.251	.075	3.509	.001[c]
N of Valid Cases	185			

The service provider is able to present independent certification.

Symmetric Measure

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	.232	.070	3.231	.001[c]
N of Valid Cases	185			

The service provider offers openness and transparency.

Symmetric Measure

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	-.020	.080	-.270	.788[c]
N of Valid Cases	185			

a. Not assuming the null hypothesis.
b. Using the asymtotic standard error assuming the null hypothesis.
c. Based on normal approximation.

The service provider accommodates and shows readiness to act if necessary.

Symmetric Measure

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	-.106	.074	-1.438	.152[c]
N of Valid Cases	185			

The service provider offers ways to preview the goods and services he sells.

Symmetric Measure

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Spearman Correlation	.244	.070	3.407	.001[c]
N of Valid Cases	185			

a. Not assuming the null hypothesis.
b. Using the asymtotic standard error assuming the null hypothesis.
c. Based on normal approximation.

Appendix 52: Buying center analysis, glasstec

Question 15 What is your position in the company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CEO	22	11.34	11.34	11.34
	Head of Marketing Department / Marketing Manager	39	20.10	20.10	31.44
	Marketing assistant	34	17.53	17.53	48.97
	Head of Sales Department / Sales Manager	29	14.95	14.95	63.92
	Sales assistant	25	12.89	12.89	76.80
	others	45	23.20	23.20	100.00
	Gesamt	194	100.00	100.00	

Question 8 When participating in a trade fair, who decides on the service providers that actually work for you (e.g. stand builder, caterer, hostess service, press service, etc)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	All decisions are centralized, taken by ...	125	64.43	64.43	64.43
	Decisions are taken decentralized within the correspondent department	69	35.57	35.57	100.00
	Gesamt	194	100.00	100.00	

Question 9a Was this your first participation in the tradefair glasstec?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	27	13.92	13.92	13.92
	No, my company has been exhibitor at the glasstec before	167	86.08	86.08	100.00
	Gesamt	194	100.00	100.00	

Question 18 How long have you been working for your company? * concentration origin/countries Crosstabulation

		concentration origin/countries			
		Germany	Europe	Asia	Total
Question 18 How long have you been working for your company?	1 year	2.53%	3.19%	0.00%	2.59%
	2 to 5 years	31.65%	28.72%	63.64%	30.57%
	6 to 10 years	17.72%	27.66%	18.18%	21.76%
	11 to 20 years	26.58%	25.53%	9.09%	23.83%
	more than 20 years	21.52%	14.89%	9.09%	16.58%
	Total	100.00%	100.00%	100.00%	95.34%
Missing					4.66%
Total					100.00%

Question 15 What is your position in the company? * origin_grouped crosstabulation

			origin_grouped				Total
			Germany	Europe	Asia	others	
Question 15 What is your position in the company?	CEO	% of origin_grouped	12.5%	10.6%	0.0%	22.2%	11.3%
	Head of Marketing Department / Marketing Manager	% of origin_grouped	22.5%	19.1%	18.2%	11.1%	20.1%
	Marketing assistant	% of origin_grouped	21.3%	16.0%	9.1%	11.1%	17.5%
	Head of Sales Department / Sales Manager	% of origin_grouped	8.8%	17.0%	36.4%	22.2%	14.9%
	Sales assistant	% of origin_grouped	11.3%	14.9%	9.1%	11.1%	12.9%
	others	% of origin_grouped	23.8%	22.3%	27.3%	22.2%	23.2%
Total		% of origin_grouped	100.0%	100.0%	100.0%	100.0%	100.0%