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Measuring the Effectiveness of Tourism Sales Promotions

Dick Pope Sr. Institute for Tourism Studies

MEASURING THE EFFECTIVENESS OF
TOURISM SALES PROMOTIONS

Prepared by
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Dr. Abraham Pizam

THE DICK POPE, SR. INSTITUTE FOR TOURISM STUDIES

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ORLANDO, FLORIDA

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* RESEARCH * PROMOTION * EDUCATION *
IN THE STATE OF FLORIDA

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The Florida Department of Commerce
Division of Tourism

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EXECUTIVE SUMMARY

The purpose of the following project was to investigate and propose methods that can be implemented to measure the effectiveness of the following tourism sales promotion programs that are widely used by the Florida Division of Tourism and other Florida tourism operators:

- Trade shows
- Consumer shows
- Sales blitzes
- Familiarization trips
- Educational seminars

For this purpose a study consisting of the following four phases was undertaken:

1. A survey of the methods currently used by other states.
2. A survey of the methods currently used by other industries.
3. An analysis of the methods used by the Florida Division of Tourism and other tourism operators.
4. Recommendation of methods to be used in further sales promotion programs.

The results of phase one of our investigation showed that despite a wide-spread participation in tourism sales promotion activities by most state travel offices in the U.S., only a minority of those offices use quantitative techniques to evaluate their effectiveness. The methods used to measure the effectiveness of these activities were found to be very diversified.

Phase two of the investigation found that, unlike the tourism industry, in all other industries the measurement of the effectiveness of sales promotions is frequent and widespread. More than a dozen techniques were commonly used in pre-show, during-show, and post-show, phases.

In phase three, observations and interviews with Florida Exhibitors - including the Florida Division of Tourism - were conducted in order to determine to what extent Florida tourism operators measure the effectiveness of their tourism sales promotions. The results indicate that the majority of exhibitors used very few methods of measuring the effectiveness of their promotional activities. Those that were used were found to be mostly subjective and nebulous estimates of inputs rather than outputs.

Based on the results of the previous three phases and the consultant's own opinions the following recommended methods of measurement were proposed in phase four:

Method of Evaluation	Activity[1]						
	A	B	C	D	E	F	G
Selections of events/participants	X	X	X	X	X	X	X
Objective setting	X	X	X	X	X	X	X
Show audits	X		X				
Exhibit efficiency	X	X		X			
Inquiry/leads	X	X	X	X	X	X	X
Competition analysis	X		X				
Staff evaluation	X	X	X	X		X	X
Leads' tracking	X	X		X	X	X	X
Cost per inquiry/participant	X	X	X	X	X		X
Audience survey	X	X	X	X			

[1] A = Trade shows organized by others
B = Self-organized trade shows
C = Consumer shows organized by others
D = Self-organized consumer shows
E = Familiarization trips
F = Sales blitzes
G = Educational seminars

PART I

METHODS OF MEASUREMENT USED BY STATE TRAVEL OFFICES

I. INTRODUCTION

For a number of years the Florida Department of Commerce Division of Tourism has participated in various sales promotion programs such as: trade shows, sales blitz campaigns, and familiarization trips. Due to rising expenditures required to continue this participation, the need for more accurate measurement of their effectiveness becomes paramount.

As a result, Florida Department of Commerce, Division of Tourism commissioned a study from the Dick Pope Sr. Institute for Tourism Studies to investigate methods that can be implemented to measure the effectiveness and efficiency of these sales promotion programs.

II. METHODOLOGY

Phase I of the study investigates methods currently in use by State Travel Offices throughout the U.S. A questionnaire was mailed to fifty-four state agencies responsible for travel development. The fifty-four state agencies responsible for travel development. The fifty-four agencies consisted of forty-nine U.S. states, excluding Florida and including two state offices in Texas. Questionnaires were also sent to several U.S. provinces, including Guam, Saipan, Pago Pago, and St. Thomas.

Forty-six questionnaires were completed and returned, which resulted in a response rate of approximately 85 percent. (see Table 1)

The questionnaire consisted of eight dichotomous questions with a request for detailed explanations on methods used, if any, for programs in which the agency previously or currently participates.

The questions specifically referred to: trade shows, consumer shows, sales blitz campaigns, familiarization trips, educational seminars for the travel trade, and advertising programs. The questionnaire asked for an explanation of methods used for measuring effectiveness in eight types of sales promotion programs. The travel offices were asked to respond to the types of promotions in which they participated and relate methods of measurement used. Some travel offices use several methods of measurement and this resulted in multiple answers to the same question. For this reason, questions have different response rates. The questions dealt only with methods currently in use and did not measure the influence on decision making regarding future participation.

Table 1

Questionnaire Response

Total Sample	54
Completed Questionnaires	46
Percent Completed	85.2%

An initial letter of explanation regarding the study was mailed from the Florida Division of Tourism. It also notified the agencies that the questionnaire would arrive shortly under separate cover. Two weeks later the questionnaire was mailed requesting a return within one month. If no response had been received by the deadline date, a duplicate questionnaire was mailed. Again, if no response had been received at the completion of an additional two weeks, a phone call was placed to each agency and inquiries were made regarding its status.

The total time period consisted of approximately two months before data was compiled.

III. RESULTS

A. Types of Promotions Used

To gather a perspective on the types of sales promotion programs in which the travel offices participate, and the percentage that attempt to measure their participation efforts, please refer to Table 2.

Table 2

Types of Promotion Participation and Percentage Using Measurement Methods

Types of Promotion	Participate N*	Participate %	Measure N*	Measure %
Trade Shows, Organized by others	43	94	26	61
Trade Shows, Self-organized	5	11	3	60
Consumer Travel Shows, Organized by Others	35	76	13	37
Consumer Travel Shows, Self Organized	3	7	0	0
Sales Blitz	26	57	12	46
Familiarization Trips	45	98	30	67
Educational Seminars	20	44	5	25
Advertising Programs	44	96	38	86

*Multiple Responses

As can be seen from this table most of the state travel offices that responded have advertising programs and familiarization trips and almost all of them (94%) participate in trade shows. A large proportion also participated in consumer shows organized by others and conducted their own sales blitzes. The least popular promotional activities were found to be self-organized consumer shows and educational seminars. When it comes to evaluating promotions, the measures of advertising programs received the highest proportion followed by trade shows and familiarization trips. No travel offices measured self-organized consumer travel shows and only a few measured the effectiveness of their educational seminars.

B. Types of measurements used in "trade shows organized by others"

As seen in Table 2, twenty-seven agencies use at least one method to measure the effectiveness of their promotion efforts. The distribution of methods used for trade shows organized by others is listed in Table 3. Twelve types of methods were mentioned. The most widely used method is measuring the number of inquiries and leads. This usually involves counting the number of information request cards at the show.

The next most popular methods are counting the number of contacts made at the show and the number of new expanded tours and group bookings that result from the show. Surprisingly, only one office said they set objectives before participating in a show, and measure their attainment afterwards.

Table 3

Methods used to measure the effectiveness of participation in trade shows organized by others.

Types of Methods Used	Total*	%
Amount of Literature Distributed	1	2.7
Tracking Active Bookings	1	2.7
Number of Contacts	7	19.0
Inquiries/Leads	10	27.0
New/Expanded Tours	5	13.5
Staff Evaluation	2	5.4
Show History	1	2.7
Attendance at Show	1	2.7
Number of Group Bookings	4	10.8
Room Occupancy Levels	1	2.7
Surveys	3	8.1
Set Objectives	1	2.7
	37	100%

*Multiple responses

C. Types of Measurements used in "self-organized trade shows."

Five state travel offices said they organized their own trade shows. Of these five, three offices attempt to measure the effectiveness of these shows. Three types of methods were used, the most popular being exhibitor evaluations. The rest were evenly distributed. Please note that the sample size for this type of promotion is too small to make statistical inferences possible.

Table 4

Methods of measurement used in Self-Organized Trade Shows

Types of Methods Used	Total*	%
Inquires/Leads	1	25
Number of Contacts	1	25
Exhibitor Evaluations	2	50
TOTAL	4	100%

*Multiple responses

D. Types of measurements used in "Consumer Travel shows organized by others."

Thirty-five state travel offices participate in consumer travel shows organized by others. Thirteen of these offices use various methods to measure their effectiveness. As one sees in Table 5, there were eight categories of methods used. The most widely used methods were counting the number of inquiries/leads received at the show and conducting conversion studies. Conversion studies include responses indicating that surveys were conducted to determine the number of tourists that visited the state and the amount of influence the consumer show had on their decision making. The next most popular method was determining the amount of literature distributed at the show. Some offices evaluated this further by determining the cost of distribution per brochure. The tracking category refers to sampling welcome centers, state park reservation centers, etc. in order to determine the number of tourists arriving from the area in which the promotion was held.

Table 5

Methods of measurement used when participating in consumer travel shows organized by others.

Types of Methods Used	Total*	%
Inquiries/Leads	7	26.9
Attendance at Show	2	7.6
Amount of Literature Distributed	4	15.3
Number of Articles Published	1	3.8
Tracking	1	3.8
Staff Evaluations	3	11.5
Qualify Contacts	1	3.8
Conversion Studies	7	26.9
TOTAL	26	99.6%

*Multiple responses

E. Type of measurements used in "Self-organized consumer travel shows."

The fourth question on the questionnaire asked about participation in consumer travel shows organized by the state travel office. Three offices said they organized this type of show, but none of these offices indicated that they attempted to measure the effectiveness of their promotion efforts.

F. Type of measurements used in sales blitzes.

Table 6 lists six methods of such measurement used. The most widely used method was tracking. The tracking category is broad, and includes conducting a study of the surrounding area where the promotion was held. It also includes efforts to track actual bookings by keeping in close contact with the suppliers that participated in the sales blitz. The next most popular method is evaluating the number of articles published as a result of the promotion. The remaining four methods were mentioned by only one or two offices.

Table 6

Methods used to measure the effectiveness of organizing Sales Blitzes

Types of Methods Used	Total*	%
Inquiries/Leads	1	6.6
Tracking	4	26.6
Survey (Attendees and/or participants)	2	13.3
Number of Articles Published	4	26.6
New/expanded Tours	1	6.6
Number of Contacts	3	20.0
TOTAL	15	99.7%

*Multiple responses

G. Type of Measurements used in Familiarization Trips.

Forty-five state travel offices that responded to the survey participate in familiarization trips for the travel trade. Thirty of these offices said they use one or more methods of measurement to determine the effectiveness of these programs. The most widely used method is to evaluate the number of articles published as a result of these trips, followed by continued contact with the suppliers to determine an increase in sales. Next was the number of new and expanded tours, and the remaining four categories were mentioned by only one to three offices.

Table 7

Methods used of measurement used in familiarization trips

Types of Methods Used	Total*	%
Inquiries/Leads	3	7.5
Cost Evaluation of Article Space	2	5.0
Number of Articles Published	21	52.5
New/Expanded Tours	4	10.0
Number of Group Bookings	1	2.5
Survey (Attendees)	2	5.0
Follow-up with Suppliers	7	17.5
TOTAL	40	100%

*Multiple responses

H. Type of measurements used in educational seminars.

Twenty State Travel Offices conduct Educational Seminars. Of these twenty, only five indicated that they used some type of measurement methods to determine effectiveness. The most popular of these methods is to survey the attendees and/or the suppliers that participated. The other four methods were mentioned by only one office each.

Table 8

Methods of Measurement used in educational seminars.

Types of Methods Used	TOTAL	%
Attendance	1	14.3
Survey	3	42.8
Test	1	14.3
Number of Articles Published	1	14.3
New/Expanded Tours	1	14.3
TOTAL	7	100%

*Multiple responses

1. Type of measurements used in advertising programs.

Forty-four State Travel Offices use advertising in their promotion effort. Thirty-eight of these offices attempt to measure the effectiveness of these programs. The most popular methods are conversion studies and counting inquires received, followed by the number of inquiries received, responses from focus groups, and cost per inquiry.

Table 9

Methods of Measurements used in Advertising programs. Types of

Methods Used	TOTAL*	Inquiries
	19	33.3 Cost
Per Inquiry (CPI)	4	7.0 Focus
Groups	5	8.7
Outside Consultants	2	3.5
Conversion Studies	25	43.8
Visitor Arrival Statistics Analysis	1	1.7
ROI** and Gross Impression Counts	1	1.7
TOTAL	57	99.7%

*Multiple responses
**Return On Investment

IV. CONCLUSION

This study found that the majority of state travel offices attempt to measure the following programs: advertising programs, trade shows organized by others, and familiarization trips. Since only four offices organize their own trade shows, it is difficult to make any inferences regarding the type of methods generally used for this particular promotion effort. Advertising programs are largely measured by inquiry counts, conversion studies, and cost per inquiry (CPI) analysis. Familiarization trips are frequently measured by the number of articles published as a result of the trip, the creation of new or expanded tours, and surveying attendees.

All offices except one participate in trade shows. Yet, there seems to be no consensus on how to measure the effectiveness and efficiency of these programs. The types of methods used to measure trade shows are the most diversified. The most widely used method is counting the number of inquiries. Interestingly, only one office stated they set specific objectives for each show.

Less than half of the state travel offices measure Consumer Travel Shows, Sales Blitz Campaigns, or Educational Seminars.

Two of the states that conduct thorough research in these areas are Kentucky and Alabama. Kentucky conducts research studies on a periodic basis to determine the effectiveness of a particular promotion effort. For example, for two years in a row Kentucky conducted research on the impact of consumer travel shows. They selected a mix of shows in distant and nearby markets, and measured the amount of influence the information tourists received at the shows had on the decision making process. Then they determined the economic impact of those tourists on Kentucky.

Alabama assigns a full-time staff person to follow-up with suppliers after a show. This person also tracks business generated by surveying convention and visitor bureaus for arrivals in certain cities. Tracking arrivals through welcome center registration, state parks reservations, and WATS line activity is conducted for three months following a travel show.

TRADE SHOWS ORGANIZED BY OTHERS
Methods of Measurement

	P	LD	TAB	NC	I/L	N/ET	SE	SH	ATT	GB	OL	S	OBJ
AL	X				X							X	
AK	X				X								
AR	X												
CA	X												
CO	X												
CT	X		X										
DE	X				X					X	X		
GA	X	X			X				X				
HI	X												
ID	X				X								
IL	X						X						X
IN													
IA	X					X							
KS	X												
KY	X												
LA	X												
ME	X			X									
MA	X				X								
MN	X			X						X			
MS	X					X							
MO	X												
MT	X			X									
NE	X												
NV	X												
NJ	X												
NM	X					X							
NY	X				X								
NC													
ND	X				X								
OK	X			X	X		X		X				
PA	X											X	
SC	X					X							
SD	X			X									
TN	X												
TX (HYWS)	X					X							
TX (TOUR)	X					X							
UT	X								X				
VT	X										X		
VA	X												
WA	X												
WV	X												
WI	X												
WY	X			X									
GU	X			X		X							
CM	X												

P - Yes We Participate
LD - Amount of Literature Distributed
TAB - Tracking Active Bookings
NC - Number of Contacts
I/L - Inquiries/Leads
NET - New/Expanded Tours
SE - Staff Evaluations
SH - Show History
ATT - Attendance At Show
GB - Number of Group Bookings
OL - Room Occupancy Levels
OBJ - Set Objectives

TRADE SHOWS "SELF-ORGANIZED"
Methods of Measurement

	P	I/L	NC	EE
AL				
AK				
AZ				
AR				
CA	X			
CO				
CT				
DE				
GA				
HI				
ID				
IL				
IN				
IA				
KS				
KY				
LA	X			X
ME				
MA				
MN				
MS				
MO				
MT				
NE				
NV				
NJ				
NM				
NY	X			
NC				
ND				
OK	X	X	X	
PA				
SC				
SD				
TN				
TX (HYMS)				
TX (TOUR)				
UT				
VT				
VA				
WA				
WV	X			X
WI				
WY				
GU				
CM				

P - Yes We Participate
I/L - Inquiries/Leads
NC - Number of Contacts
SE - Staff Evaluations
EE - Exhibitor Evaluations

CONSUMER TRAVEL SHOWS ORGANIZED BY OTHERS

Methods of Measurement

	P	I/L	ATT	LD	AP	T	SE	QC	CS
AL	X			X		X			
AK	X	X							X
AZ	X								
AR	X								X
CA									
CO	X								X
CT									
DE	X	X	X						
GA	X								
HI	X								
ID									
IL	X						X		
IN									
IA	X	X							
KS	X								
KY	X								
LA	X						X		X
ME	X	X		X				X	
MA	X								
MN	X								
MS									
MO	X								
MT	X								
NE	X								
NV									
NJ	X								
NM									
NY	X	X							
NC									
ND	X								
OK	X		X	X					
PA	X								
SC	X			X	X		X		X
SD	X	X							
TN	X								
TX (HYWS)	X								
TX (TOUR)	X								
UT	X								
VT									
VA									
WA	X								
WV	X								X
WI	X								
WY	X	X							
GU	X								
CM	X								

P - Yes We Participate
I/L - Inquiries/Leads
ATT - Attendance at Show
LD - Amount of Literature Distributed
AP - Number of Articles Published
T - Tracking
SE - Staff Evaluations
QC - Qualify Contacts
CS - Conversation Studies

SALES BLITZ
Methods of Measurement

	P	I/L	T	S	AP	N/ET	NC
AL	X						
AK							
AZ	X	X					
AR	X			X			
CA	X						
CO							
CT	X		X				
DE							
GA	X				X		
HI							
ID							
IL	X						
IN							
IA							
KS							
KY	X						
LA							
ME	X						X
MA	X		X				
MN	X				X		X
MS							
MO							
MT	X						
NE							
NV	X						
NJ	X						
NM	X						
NY	X						
NC	X				X		
ND							
OK							
PA	X		X				
SC							
SD	X						
TN							
TX (HYWS)	X						
TX (TOUR)	X						
UT							
VT							
VA							
WA	X						
WV	X						
WI							
WY	X						X
GU	X			X	X	X	
CM	X						

P - Yes We Participate
I/L - Inquiries/Leads
T - Tracking
S - Surveys
AP - Number of Articles Published
N/ET - New/Expanded Tours
NC - Number of Contacts

FAMILIARIZATION TRIPS
Methods of Measurements

	P	I/L	AP	N/ET	GB	S	FU
AL	X						X
AK	X		X	X			
AZ	X		X				
AR	X		X				
CA	X						
CO	X						X
CT	X						
DE	X		X				
GA	X		X				
HI	X						
ID	X	X					
IL	X						
IN	X						
IA	X		X				
KS	X		X				
KY	X						X
LA	X		X		X		
ME	X		X				
MA							
MN	X						
MS	X	X	X	X			
MO	X						
MT	X		X				
NE	X		X				
NV	X						
NJ	X						
NM	X			X			
NY	X					X	
NC	X			X			
ND	X			X			
OK	X	X		X			
PA	X						
SC	X						
SD	X			X			X
TN	X			X			
TX (HYWS)	X						
TX (TOUR)	X		X				
UT	X						X
VT	X			X			
VA	X					X	
WA	X						
WV	X						
WI	X		X				
WY	X			X			
GU	X			X	X		X
CM	X						

P - Yes We Participate
I/L - Inquiries/Leads
CAS - Cost Evaluation of Article Space
AP - Number of Articles Published
N/T - New/Expanded Tours
GB - Number of Group Bookings
S - Surveys (Attendees)
FU - Follow Up With Suppliers

EDUCATIONAL SEMINARS
Methods of Measurement

	P	ATT	S	T	AP	N/ET
AL						
AK	X					
AZ						
AR						
CA	X					
CO						
CT						
DE	X					
GA						
HI	X					
ID						
IL						
IN						
IA						
KS	X					
KY						
LA	X					
ME	X					
MA						
MN	X	X	X			
MS						
MO						
MT	X					
NE						
NV	X					
NJ	X					
NC						
ND						
OK						
PA						
SC	X		X			
SD	X					
TN						
TX (HYWS)	X			X		
TX (TOUR)	X				X	X
UT						
VT	X					
VA						
WA						
WV						
WI	X					
WY						
GU	X					
CM	X					

P - Yes We Participate
ATT - Attendance
S - Surveys
T - Test
AP - Number of Articles Published
N/ET - New/Expanded Tours

ADVERTISING PROGRAM
Methods of Measurement

	P	I	CPI	FG	OC	CS	VAS	ROI
AL	X		X					
AK	X	X		X		X		
AZ	X							
AR	X	X				X		
CA	X					X		
CO	X	X		X		X		
CT	X					X		
DE	X	X						
GA	X	X						
HI								
ID	X	X						
IL	X					X		
IN	X							
IA	X	X						
KS	X	X						
KY	X					X		
LA	X	X	X					
ME	X	X	X	X		X		
MA	X					X		
MN	X					X		
MS	X	X	X					
MO	X				X			
MT	X	X				X		
NE	X	X				X		
NV	X			X		X		
NJ	X							
NM	X	X						
NY	X				X			
NC	X	X		X		X		
ND	X					X		
OK	X	X						
PA	X					X		
SC	X					X		
SD	X					X		
TN	X					X		
TX (HYWS)								
TX (TOUR)								
UT	X					X		
VT	X							
VA	X	X						X
WA	X					X		
WV	X					X		
WI	X	X				X		
WY	X	X				X		
GU	X					X	X	
CM	X							

P - Yes We Participate
I - Inquiries
CPI - Cost Per Inquiry
FG - Focus Groups
OC - Outside Consultants
CS - Conversion Studies
VAS - Visitor Arrival Statistics Analysis
ROI - RO and Gross Impression Counts

PART II

MEASUREMENT PRACTICES USED IN NON-TOURISM INDUSTRIES

The objective of this part is to review the existing methods used in evaluating the effectiveness of sales promotion programs in non-tourism industries. The chapter will concentrate on methods used for the evaluation of trade shows. The intent is not to limit our review to this type of evaluation, but to use trade shows as a vehicle of communication, since many of the methods examined have applications for other types of promotions (i.e., sales blitz campaigns, consumer shows, educational seminars, etc.).

A research report released in June 1983 by the Trade Show Bureau surveyed a broad base of companies, representing almost every major industry in the United States, on their methods of trade show exhibiting. The report entitled "The Exhibitors-Their Trade Show Practices" showed that an average of 25% of a company's total advertising and sales promotion budget was allocated to trade shows. This is indicative of the large financial commitment firms make to this type of promotion. In view of rising costs, expenditures required to participate, and highly competitive markets, participating firms must measure their return on this type of investment.

This second part of this report is in two sections. The first examines the development of an over-all show plan. It specifically reviews the matrix method in order to assist in the show selection process. The matrix method provides a means for developing a show plan that will assist in achieving not only individual show objectives but also the firm's over-all marketing objectives.

The second section reviews measurement practices used in evaluating individual shows. This section consists of four segments: 1) Pre-Show

Evaluation, 2) During-Show Evaluation, 3) Post-Show Evaluation, and 4) Factors Influencing Show Effectiveness.

SECTION 1

EVALUATION OF SHOW PLAN

Once the decision to exhibit has been made, firms have to select the shows that reach their defined target markets. This requires evaluation of a firm's marketing motives for exhibiting and examination of a show's general marketing merits and subjective marketing merits. Consideration must also be given to other factors, such as expenditures, distance from base, local advantages or obstacles, etc. The objective is to develop a show plan that will satisfy a firm's over-all marketing plan by using valid methods and sound judgment.

One way to select those exhibitions in which to participate is to apply the above-listed factors according to a defined rating and weighting procedure. A case example from Exhibitions: Universal Marketing Tools by Alfred Alles will be used to illustrate the selection procedure.

The first step is to define the motives for exhibiting and rate them according to relative importance. In this case four main marketing motives were defined and their relative importance was expressed on a fivepoint rating scale, the values being 1 = not essential, 2 = desirable, 3 = important, 4 = very important, and 5 = essential. The marketing motives were coded accordingly for easier matrix use. The resulting rating follows:

Marketing Motives for Exhibiting	Code	Rating
Recovery of market share	M1	5
Sales promotion of improved products	M2	5
Marketing of products in new applications	M3	4
Contacts with operators and users	M4	3

The company had selected four countries that qualified as suitable for their general marketing objectives. Since the company had many years of exhibition experience, it was relatively easy to select seven exhibitions that were available in these four countries. The general marketing merits of these exhibitions were well known, and their quality was expressed by a five-point rating scale:

1 = poor
2 = fair
3 = good
4 = very good
5 = excellent

The exhibitions were then coded and the resulting rating was:

Exhibitions General Marketing Merits	Code	Rating
General Trade Fair (W. Germany)	Exh 1	5
Specialized Industrial Exhibition (UK)	Exh 2	2
Specialized Industrial Exhibition (France)	Exh 3	3
General Industrial Exhibition (UK)	Exh 4	2
Industrial Exhibition (Italy)	Exh 5	4
Specialized Industrial Exhibition (W. Germany)	Exh 6	5
Specialized Industrial Exhibition (UK)	Exh 7	4

In addition to their general marketing merits, the exhibitions were also assessed as to their subjective merits in relation to the special international significance, and their relative importance was expressed by the same five-point rating scale that was used for marketing motives. The rating was as follows:

Subjective Marketing Merits	Code	Rating
Visitors (quality, international province)	SM1	5
Exhibitors (Potential customers) environment	SM2	4
Geographic sphere of influence	SM3	3

The selection was made by means of two sets of matrix tables shown in Figure 1, and in a sequence of four steps, as follows:

Step one: The exhibitions that can serve the four marketing motives of the exhibitor are marked with one of three multiplication factors 1, 2, 3, which represent a qualitative assessment of the suitability of each exhibition for these marketing motives.

FIGURE 1
MARKETING RELEVANCE SELECTION OF EXHIBITIONS

MARKETING MOTIVES		EXH. 1	EXH. 2	EXH. 3	EXH. 4	EXH. 5	EXH. 6	EXH. 7	GENERAL MARKETING MERITS
		5	2	3	2	4	5	4	
M1	5	2	3	1	2	2	3	2	
M2	5	3	3	2	2	2	3	2	
M3	4	3	1	1	1	1	~~3~~ 2	~~3~~ 1	
M4	3	2	3	2	3	1	3	3	
M1		20	21	8	14	18	30	18	
M2		30	21	16	14	18	30	18	
M3		27	6	7	6	8	18	8	
M4		16	15	12	15	7	24	21	
		93	63	43	49	51	102	65	TOTAL GENERAL MERITS OF EXHIBITIONS

EXH. 1	EXH. 2	EXH. 3	EXH. 4	EXH. 5	EXH. 6	EXH. 7		SUBJECTIVE MARKETING MOTIVES
5	2	3	2	4	5	4		
3	1	2	1	2	3	2	5	SMI
3	3	2	2	3	3	3	4	SM2
3	2	2	2	2	3	2	3	SM3
30	7	16	7	18	30	18		SM1
27	18	14	12	24	27	24		SM2
24	10	12	10	14	24	14		SM3
81	35	42	29	56	81	56		
93	63	43	49	51	102	65		SELECTION MERIT
174	98	85	78	107	183	121		POINTS OF EXHIBITIONS-MARKETING RELEVANCE CRITERION

1 = no special impact could be expected from participation 2 = a fair to good impact can be expected 3 = very good opportunities for making a noticeable impact can be expected

Step two: The values resulting from the marking are now computed by adding the exhibition rating and the motive rating and by multiplying that sum by the entered quality factor. Therefore, for Exh 1 the points would be:

for M1 5 + 5 = 10 x 2 = 20

M2 5 + 5 = 10 x 3 = 30

M3 5 + 4 = 9 x 3 = 27

M4 5 + 3 = 8 x 2 = 16

Total points 93

The total general merit gained by exhibition Exh 1 amounts to 93 points. If there were no other considerations, the order of selection would be:

Exhibition	Points
Exh 6	102
Exh 1	93
Exh 7	65
Exh 2	63
Exh 5	51
Exh 4	49
Exh 3	43

Step three: The seven exhibitions are now subjected to the same procedure as in step one, but in relation to the subjective marketing motives. The multiplication factors are entered in the three columns, the general merit ratings of the exhibitions and their subjective marketing ratings are added, and the resulting sums are then multiplied by the entered factors. The sums of the ratings obtained represent the total subjective merit points gained by each exhibition.

Step four: The total general merit points gained by the exhibitions in step two are now added to the corresponding total subjective merit points; the final sums represent the selection merit points for each exhibition.

The order of selection is now thus:

Exhibition	Points
Exh 6	183
Exh 1	173
Exh 7	121
Exh 5	107
Exh 2	98
Exh 3	85
Exh 4	78

Exh 5 moved into fourth place, changing place with Exh 2, and Exh 3 and Exh 4 also changed places. Essentially the order remained roughly the same as at the end of step two, but if only four exhibitions qualify for final selection, then the influence of the subjective merit rating gains importance.

In this example, the rating values are restricted to five-points and the multipliers to three values, and only addition and multiplication are used. More complex rating values and more sophisticated methods of merit rating can be employed, depending on the actual need. For instance, the seven exhibitions could be subjected to additional selection factors such as expenditure, distance from base, local advantages, etc. In any event, this method allows a company to determine the comparative marketing benefit of participation in any given show.

SECTION II

EVALUATION OF INDIVIDUAL SHOWS

1. PRE-SHOW EVALUATION

a. Objectives

The first step in developing any promotional plan is the setting of objectives. Without setting objectives that are specific, clearly defined, and quantifiable, one cannot measure the effectiveness of sales promotion programs.

Similarly, the first step towards the evaluation of a trade show is to set clearly written, specific, and quantifiable objectives even before the show is being planned. The following list is an example of the types of objectives that can be used:

- new product introduction/evaluation
- specific number of leads/new contacts
- specific sales goals/orders
- sales training objectives
- specific number of new sales representatives or distributors being contacted
- image building

This list does not include all types of objectives, nor are all of the above objectives appropriate for all firms. For example, the Florida Dept. of Commerce Division of Tourism does not make actual sales. Therefore, the objective of obtaining specific sales goals/orders at a particular show would not be appropriate for it.

The previous list is an example of types of promotional objectives, not actual and precise objectives for a promotion. To illustrate the precision needed in stating objectives in order to measure effectiveness, we have listed the following examples:

- To increase awareness of a product from 10% to 20% among attendees
- To contact 70% of the potential audience - To make 50 follow-up appointments
- To distribute 1,000 brochures
- To receive 10 editorial coverages from the trade press
- To increase the number of wholesalers/tour operators or distributors representing the product from 30 to 35, etc.

Experience shows that the more specific the goals of a show are, the more effective the sales personnel will be. They will know exactly what is expected of them and will spend their time more efficiently by concentrating their efforts on the target market specified.

The objectives also dictate the measurement methods needed to evaluate effectiveness. For example, if a show's main objective is to increase awareness about a product or a product feature, two audience surveys would be needed. The first would be taken as visitors enter the show, to verify the base percentage of awareness. The second survey would be taken as visitors exit the show, to measure any change in awareness.

The surveys of both entering and exiting visitors would include the same set of questions, with one exception: Exiting viewers would also be asked a question that would indicate whether or not they have seen the relevant exhibit.

On the other hand, if a show's main objective is to generate a specific number of editorial articles, its success would be measured after the exhibit, by monitoring trade journals in order to gauge the amount of press coverage resulting from the show.

b. Show Audits

Many shows include attendance information in the promotional material sent to potential exhibitors. If this information is not provided, audits from past shows are often available from the industry association sponsoring the show. Audits contain total attendance figures and breakdowns of attendees by state and job title. This information is analyzed to determine audience characteristics. The audience characteristics can be compared to an exhibitor's sample survey characteristics, to see how representative the exhibitor's sample is.

The information can also be used in determining what exhibits in which to participate and whether they are local, regional, or national. Once this information has been analyzed, management can match the marketing plan and the exhibit plan to the geographical trade shows available. The combination of audience trends and marketing plan provide the optimum match between the target audience and show objectives.

The audience breakdown can also serve as a base for the exhibitor's own independently-arrived-at data. When the show and target audience have been determined, the exhibitor can decide how many of these attendees represent the "potential audience."

c. Potential Audience and Exhibit Efficiency

Exhibit Surveys Inc., an independent firm specializing in research on trade shows, has proposed a definition of a show's "potential audience" as the "percentage of the audience with a high interest in seeing a company's types of products." They define a firm's "exhibit efficiency" as the "percentage of the potential audience that receives person-to-person contact at the company's exhibit."

The implication of the audience data is that it can determine an exhibitor's potential audience, by surveying a random sample of a show's attendees to see how many want to see an exhibitor's product. This figure represents the exhibitor's potential prospects. Once this is accomplished, exhibitors have to decide what level of exhibit efficiency is to be achieved.

For example, let's assume a show has a total attendance of 2,000 visitors. A survey is taken and 50% of the audience is highly interested in the product(s) of exhibitor "x." This means that the potential audience of exhibitor "x" consists of 1,000 visitors. An efficiency level of 80% is set as an objective. The booth personnel would then have to contact 800 of the potential prospects.

Exhibit Surveys Inc. has used this information to assist exhibitors in the following ways:

- The size of an exhibitor's potential audience helps determine whether continued participation in the show is justified.
- The size of an exhibitor's potential audience should determine the number of salespeople he needs on duty at an exhibit, the amount of exhibit space, and the total exhibit budget. Investing too much in relation to the size of the potential audience results in a prohibitively high cost-per-visitor reached (CVR). Investing too little can be costly in terms of lost sales.
- The potential audience helps determine the products an exhibitor should exhibit and emphasize at a show.

To determine whether an exhibitor has reached the desired objective, the audience must be surveyed afterward. Exhibit Surveys Inc. contends that the average reach is approximately 61%. If one reaches less than this average, the problem may be attributed to the booth personnel. The staff may not be aggressive enough, or there may be too many or too few booth personnel in relation to the size of the potential audience.

Here again, we see the importance of setting specific objectives. These will provide the means for achieving the desired results.

2. DURING SHOW EVALUATION

a. Inquiry/Leads and Qualification of Contacts

The typical inquiry/lead system used by many exhibitors is to collect business cards for future follow-up. Many firms use this technique solely for measuring their exhibit's effectiveness. Unfortunately, collecting 300 cards this year does not mean anything. It does not indicate the number of contacts made in relation to potential audience and it does not qualify the contacts that are made.

Determining the quality of contacts is of utmost importance in order not to spend time on visitors who are not interested in one's products or do not have a buying influence. More efficient follow-up requires that the staff determine, as soon as possible, the extent both of a person's interest in a product and of his influence on a purchase decision. Naturally, the staff should concentrate on these contacts in order to improve exhibit efficiency.

The show audience is very fragmented by types of visitors who attend. A visitor may represent a tour operator, travel agency, family, or trade journal. Each of these consumers requires different information, which in turn requires different follow-ups after the show. For this reason, it is very important to qualify the contacts as soon as possible.

Some firms require their staffs to qualify contacts at the end of each day or at the end of each shift. This procedure does reduce the follow-up needed to supplement these contacts, but it still allows for error due to visitor volume and elapsed time. It is recommended, therefore, that the staff try to evaluate contacts immediately. Instead of asking visitors to drop their business cards in a box, it is advisable to have the cards given directly to a staff member, or better yet, to have special inquiry cards printed.

There are many ways to qualify a contact. Each firm can develop a system that will satisfy its own needs. If special inquiry cards are designed for exhibiting, the firm can determine what information it desires. For example, some firms put on the front of the inquiry card the name, title, and address of the contact, leaving the back of this card for any necessary notes. It is possible to develop a shorthand coding system that identifies type of contact and indicates what type of follow-up is necessary. A contact may require a sales call, a phone call, special literature, or investigation of a complaint. Many exhibitors have found that even separating the cards based on immediacy of follow-up helps delineate the quality of contacts made. One exhibitor puts his cards into one of three boxes, according to the urgency of follow-up. One box is for contacts requiring immediate response, such as complaints or an excellent prospect; the second box includes contacts requiring follow-up within two weeks; and the third box is for such typical follow-up as inclusion on the mailing list.

b. Competition

During the show it is advisable for staff members to take time to evaluate the competition. A lot can be learned by observing competitors' exhibits, and techniques, and their effectiveness. Do the competitors have elaborate displays? Do they use attention-getting techniques? Which competitors are the most effective in reaching a large number of attendees? This information can be obtained by observation and will contribute in the post-show evaluation.

3. POST-SHOW EVALUATION

a. Staff Evaluation

Booth personnel can offer valuable feedback. Immediately following a show, a debriefing meeting and/or a form for staff completion can be used to obtain a complete evaluation of the show. The areas discussed usually include subjective information on the quality of contacts, average time a visitor spent at the company's booth, functional and aesthetic attributes of the exhibit and the overall show, and an evaluation of competitors. The booth personnel can provide valuable insight regarding the show, the quality of contacts, and the over-all effectiveness of the firm's participation.

b. Impact Analysis

Tracking leads obtained at a show can be difficult but is of great importance, since the information gathered will indicate whether or not the investment was cost-effective. Post-show mail surveys, which are conducted several months after the completion of the show, can provide valuable information. They can suggest purchase decision, purchase intentions, and the amount of influence the exhibitor had on the decision-making process. The following are typical questions included in such surveys:

1) Have you purchased a vacation in Florida since you attended the show?
2) If you have not, do you intend to do so?
3) If you have, from whom did you purchase it?
4) How many vacations did you buy and at what price?
5) Was there anything at the show that affected your decision about purchasing a vacation?

Post-show mail surveys can provide both qualitative and quantitative data. This information is used to assist a firm to judge the value of its participation by determining what impact the promotion had on the decisionmaking process of show attendees. For an example of one such survey, see Appendix C.

c. Cost Per Inquiry

Another frequently used technique is a cost-per-inquiry comparison. Determining the actual cost of communicating a message through exhibiting is of great interest to management. The projected cost of exhibiting includes: the booth structure; space cost; and the staff's salary, living, and traveling expenses for the duration of the show. This dollar figure can be divided by the number of contacts made to determine the average cost per person contacted.

The efficiency rate for the trade show medium cannot be directly compared to other media efficiencies, i.e.; advertising. It is most effective when compared to the current cost of a sales call. The cost per sales call versus the cost per show contact should be analyzed in terms of cost and effectiveness of the sales personnel at the show versus in the field.

d. Cost Per Visitor Reached

The "cost per visitor reached" (CVR) is a valuable yardstick for measuring exhibit performance. The CVR should not be confused with the cost per inquiry, because the CVR measures the visitors who left their names as well as the visitors who stopped to talk or collect literature but did not leave their names. Exhibit Surveys Inc. defines the cost per visitor reached as "a three year average calculated by dividing the direct costs of exhibiting by the number of visitors who stopped to talk to a salesperson or acquire literature, remembered doing so eight to ten weeks after the show and indicated an interest in seeing at least one of the company's products."

Two CVRs are calculated: one based only on direct costs and another that includes pre-show promotion and personnel travel, living, and salary expenses. A suggested breakdown of direct and indirect costs is:

Direct Costs
cost of show
shipping/freight
phone
refurbishing of exhibit
special literature
models (if used)
set up personnel (if hired)

Indirect Costs
salaries of individuals
travel expenses
time spent readying for show
time spent by other departments
lost sales company incurs from using salespeople at show instead of in the field

To illustrate calculating a CVR, let us say the total direct cost of a show is $15,000 and 500 attendees were reached. Then the CVR would be $30 ($15,000/500). A three-year average is taken in order to eliminate misleading fluctuations that occur in annual computation.

A high CVR does not necessarily mean that the expenditure in the show should be reduced. Instead of spending less, it may be more advantageous to improve efficiency by adding one or two additional booth personnel in order to increase the number of visitor contacts. This would require a very small increase in exhibit cost, but would result in a lower CVR because the exhibit efficiency would be increased. When the exhibit efficiency is high, it means a high percentage of the potential audience is being contacted. Therefore, if a large number of prospects are being contacted, but the CVR (cost-per-visitor reached) is still high, then this indicates the expenditures are excessive. In this case, an examination of the expenditures is required in order to identify the problem, correct the situation, and lower the CVR. This is not an easy task, because a high CVR may be the result of a combination of factors.

e. Evaluation by Independent Consultants

Another method of evaluation frequently used by large exhibitors is to hire the services, on a periodical basis, of an independent company that specializes in this type of subscriber show surveys.

One company is Exhibit Surveys Inc. This company presents fact sheets on shows, which supplement attendance reports, and conducts surveys on behalf of one or more individual exhibitors. The company also conducts standard audience surveys on behalf of a group of exhibitors at a show. The following list shows some of the information Exhibit Surveys normally provides its clients:

- The number of attendees interested in seeing an exhibitor's products (potential audience).
- The number of attendees planning to buy an exhibitor's types of products.
- The number of attendees interested in an exhibitor's products that his exhibit has actually reached (exhibit efficiency).
- The quality of the visitors who stopped at an exhibit in terms of product interest, buying influences and buying plans for the exhibitor's products.
- Exhibitor's cost per visitor reached (CVR).
- The performance rating of an exhibitors booth personnel, and recommendations as to the optimum number of personnel needed on duty.
- Exhibit size recommendations.
- The recall among visitors that stopped at an exhibit. - Budget guidelines for the next show.
- Recommendations for improving performance.
- Relative performance of one's exhibit compared with major competitors.
- Measurement of the effectiveness of attention-getting techniques.

The cost of the survey is usually spread among the participants, thus reducing the cost to each. Each subscriber is permitted to add questions to the survey; their results are released only to the subscriber. The survey is done by mail, using a probability sample of show registrants, numbering between 800 to 1,000 visitors.

4. FACTORS INFLUENCING SHOW EFFECTIVENESS

a. Pre-Show Promotion Techniques

A previously-mentioned study on trade show visitors and their habits (see Appendix A) indicates that approximately 80% of the attendees arrive at a show with a planned exhibit schedule and approximately half of them make no unscheduled stops. A survey conducted by the Trade Show Bureau in July 1982 estimates that an exhibitor may fail to reach up to 40% of the target audience by not motivating prospects to stop by his booth.

There are various pre-show promotion techniques that can boost attendance and improve the quality of contacts made at the show. The following is a list of suggestions:

- Personal invitations to key accounts
- Drop-line in regular advertisements
- Stuffer or sticker on mail
- Quantity direct mailing
- Promotion in routine correspondence
- Encouraging personnel to "pass the word" to current potential customers
- Mailing invitations with company name and booth number
- News releases to trade and industry publications
- Press kits for show
- Promising gifts to key prospects
- Radio, TV, outdoor advertising in show's city, etc.

b. Employee Performance and Behavior

Once the promotion has begun, an effective presentation by the staff is imperative. Assuming that the staff is fully informed on the show's objectives, the next step is to utilize techniques that will improve the over-all effectiveness of the exhibit.

Experienced exhibitors begin with a staff briefing that takes place just before a show begins, maybe in the morning or the day before opening. This briefing includes staff introductions, if necessary, in order to familiarize them with each other's area of expertise so that staff members will know who is competent to answer which questions during the show.

Next, specific responsibilities are assigned to each staff member. For instance, one can give the demonstrations, one can check literature supplies, etc. It is recommended that the staff rotate and take breaks every two to four hours. The Trade Show Bureau estimates a maximum of three hours on duty at a time, in order for the staff to remain effective.

It is good practice to ask the booth staff to refrain from smoking, eating, drinking, or talking among themselves, since it is difficult to discuss business when engaging in these activities. The staff should be encouraged to address attendees as they pass by the exhibit; people may pass by all day without stopping unless they are invited to participate in some manner.

It is at this point that the opinions on giveaways and gimmicky attention-getting techniques should be mentioned. Some authorities feel that techniques of this nature are good for increasing booth traffic. They believe that attendees must be given an incentive for visiting an exhibitor's booth and that these methods have been proven effective, in increasing visitor traffic.

On the other hand, these techniques can result in drawing the wrong people. As a result, the quality of contacts made will be poor. If all the staff's time is spent on people interested only in what they can get for free, or on people not in a position to recommend a purchase of a product, the exhibitor's time and money will be wasted.

c. Staff Coverage

At this point the aspect of adequate staff coverage becomes relevant. Too few staff members will result in missed opportunities, and too many staff members will result in unnecessary expense. An instructional manual entitled "How to Participate Profitably in Trade Shows", published by Dartnell, suggests the guidelines which follow.

Estimate the number of potential prospects; this number will represent the probable contacts at the show. Next, take the total hours the exhibit will be open divided by the number of probable contacts, and this figure will result in the number of contacts in the booth per hour. This figure will represent an average, which ignores peak periods. The number of representatives in the booth depends upon how many visitors an individual can talk to in an hour. An estimated average is 11-15 per hour. This average includes talking to more than one person at a time, since attendees often visit in pairs. The number of visitors per hour divided by a representative's estimated hourly capacity will equal the number of representatives on duty in the booth at any one time. For example, let a company participate in a one day show that is open for eight hours and whose potential prospects are estimated at 400 visitors. Dividing 400 by 8 means there will be approximately 50 visitors per hour. Dividing 50 by 15 (the maximum contacts a staff member will make in an hour) will yield the total number of booth members needed for adequate contact of the company's potential prospects (50/15=3.3 staff members).

To increase the accuracy, the staff can always make observations at several shows to determine an appropriate figure for one's own institution. It may be better to start with a conservative estimate, using, say, 15 visitors per hour. This will result in a booth's being understaffed instead of overstaffed.

d. Booth Space

Richard Swandby, of Exhibit Surveys Inc., conducted research on the amount of space needed to keep attendees comfortable (see Appendix D). His findings suggest that this equals approximately 50 square feet per sales representative. Too much space will make the exhibit area look inactive, as if nothing is happening. On the other hand, too little space may intimidate visitors by making them feel outnumbered.

By multiplying the number of representatives by 50 square feet, one arrives at the amount of usable space required. Please note that usable space does not include space needed for tables, desks, chairs, etc. Of course, desired booth size may not always be available, because unit size may have been designated by show management. In this case, the estimate of required staff members will need to be adjusted accordingly.

e. Booth Location

In the past, research has been conducted on booth locations, traffic flows, etc. As a general rule, attendees tend to walk away from registration areas, central exhibits, or some focal point. Visitors also tend to walk in a clockwise direction. Therefore, a space somewhat ahead and to the left of these areas is preferable. It is recommended to avoid dead ends and physical bottlenecks of any kind.

A survey conducted by the Trade Show Bureau on "How to Boost Your Exhibit's Prospect Appeal," ranked exhibit location as the second most important factor that influences a prospect's visit to a specific exhibit. (The six influencing factors were found to be the following:

At-Show Factors Influencing a Prospect's Visit to a Specific Exhibit

1. Inviting Product Demonstrations	28%
2. Exhibit Location	23%
3. Associate Recommendation	22%
4. Exhibit Presentation	13%
5. Sales Rep Recommendation	12%
6. Exhibit Size	1%

Factors 1, 2, 4, and 5 are factors controllable by the exhibitor. Therefore, the exhibitor who considers these factors can increase the number of non-scheduled visits to his exhibit.

CONCLUSION

Trade shows are a major medium used by firms in almost every industry in the United States. Among other things, trade shows provide an opportunity to make more direct contacts with prospects in a concentrated period of time than do other communication methods.

It is apparent through research and previous studies that the majority of firms participating in exhibitions attempt to measure the effectiveness of their promotions. The types of measurement methods used vary greatly, but the objective remains the same. All firms are searching for both quantitative and qualitative evaluation of the return on their investment.

We have reviewed some of the most popular methods used by exhibitors. As yet, there is no one method that will adequately measure all aspects of one's participation. Therefore, a variety of methods should be employed in order to provide a comprehensive review of one's exhibition activities.

The methods reviewed were broken down into stages of exhibiting. The pre-show methods were evaluation of show audits, determining one's potential audience, and determining one's exhibit efficiency. The during-show evaluation methods were inquiry/lead counting, qualification of contacts, and evaluation of competitor's exhibition techniques. The post-show evaluation methods were show evaluation by staff members, analysis of the exhibitor's impact on purchase decisions, and determination of both the actual cost per inquiry and the cost per visitor reached. Another option that many large exhibitors choose is an evaluation by an independent consultant. One highly respected company in this field is Exhibit Surveys, Inc.

An additional aspect included in this report is a review of factors influencing an exhibit's effectiveness. These factors do not measure performance, but may be used to improve performance. They include possible pre-show promotion techniques, appropriate employee behavior, adequate staff coverage, adequate booth space, and effective booth location. These factors have a definite effect on performance and can be used to improve an exhibitor's effectiveness.

APPENDIX

Definitions of Terms

Audience Interest Factor: the percentage of the audience at the show who visit at least two out of 10 exhibits from a selected group of companies exhibiting. The exhibitors are selected to represent the broad base of exhibits and include large and small exhibitors.

Buying Influence: the percentage of an average exhibit's visitors who claimed buying influence for its products.

Buying Plans: the percentage of an exhibit's visitors who said they were planning to buy the company's products as a result of what they saw at the show.

CVR (cost-per-visitor-reached): a three year average calculated by dividing the direct costs of exhibiting (including amortized construction costs) by the number of visitors who stopped to talk to a salesperson or acquire literature, remembered doing so eight to 10 weeks after the show and indicated an interest in seeing at least one of the company's products. Two CVR's are calculated: one based only on direct costs and another that includes preshow promotion and personnel travel, living and salary expenses.

Exhibit Efficiency: the percentage of the potential audience that receives person-to-person contact at the company's exhibit.

Memorability: the percentage of visitors who stopped at the average exhibit and remembered doing so eight to 10 weeks after the show.

Net Buying Influences: the percentage of the show audience who have the final say, specify or recommend for purchase one or more of the types of products exhibited.

Personnel Performance: the quality and number of exhibit personnel on duty at the booth. Quality cannot be measured directly, but performance can be evaluated by asking visitors to rate the helpfulness of the person with whom they talked. Also, performance can be evaluated by calculating the average number of visitors handled per salesperson per hour to determine if they were working at capacity.

Potential Audience: the percentage of the audience with a high interest in seeing a company's types of products.

Product Interest: the percentage of booth visitors who said they were interested in seeing the comPany's type of products.

Top Performing Exhibit: An exhibit that reaches at least 70% of their Potential Audience at a CVR of less than the show average.

Total Buying Plans: the percentage of the audience planning to buy one or more of the products displayed within 12 months after the show.

Traffic Density: the average number of visitors who could theoretically occupy every 100 square feet of exhibit space during the time the trade show is open. It is calculated by multiplying the net attendance (excluding exhibitors) by the average hours spent on the exhibit floor. That figure is then divided by the net paid exhibit space and the total hours the show is open. Multiplying by 100 gives the number of people who could occupy each 100 square feet of exhibit space.

PART III

OBSERVATIONS AND INTERVIEWS WITH EXHIBITORS

METHODOLOGY

Part III of this report is a summary of observations and interviews with exhibitors at actual promotional activities in which the Florida Department of Commerce Division of Tourism participated. Representatives from the Dick Pope, Sr., Institute for Tourism Studies attended six promotional activities and made personal observations on the promotional and selling techniques of the exhibitors. In addition, they conducted personal interviews to determine which measurement techniques, if any, were currently in use by exhibitors. The interviewees included representatives of the Division of Tourism and a sample of Florida exhibitors representing various suppliers in the tourism industry (i.e., attractions, rental car companies, tour operators, TDC's, etc.). In a few cases interviews were conducted with representatives of other states and foreign countries.

The results of these interviews and the findings of our observations are intended to summarize the current measurement practices used by Florida exhibitors (members of the tourism industry in Florida). but are by no means restricted to practices used by the Florida Division of Tourism.

The promotional activities that were studied consist of one familiarization trip and seven trade shows which represented the group business, domestic and international sections of the Bureau of Sales

Promotions. Some of these activities were organized by the Florida Division of Tourism and others were organized by other associations. Table 1 presents a breakdown of the promotional activities that were attended:

Table 1

Promotional Activities Attended

Promotional Activity	City	Market	Organizationl	Type
Florida Encounter	Miami	Business	FDT	Trade
Florida Week	Toronto	International	FDT	Consumer
ABTA	Toronto	International	FDT	Trade
World Travel Mart	London	International	OBO	Trade & Consumer
ITB	Berlin	International	OBO	Trade & Consumer
Specialty Fam	Clearwater	International	FDT	Trade
MITA	Orlando	Domestic	OBO	Trade
Travel Marketplace	Chicago	Domestic	OBO	Trade

FDT = Florida Division of Tourism

OBO = Organized by others

During the interviews, when inquiries were made as to the methods of measurement used by the exhibitors, it became apparent that most of the exhibitors were not familiar with measurement methods. Therefore, the interviewers were required to give specific examples of measurement techniques. The examples were designed to bring about understanding of what type of information the interviewer was seeking, not to create a bias in the information received. The interviews were relatively unstructured, highly flexible, and often quite lengthy, in order to yield insight on actual techniques currently in use.

Following is an account of the information obtained through the observations and personal interviews. This account consists of these categories: Objectives for Participating in Promotional Activities, Methods of Measurement in Use, Methods of Measurement Not Used, and Other Observations.

OBJECTIVES FOR PARTICIPATING IN PROMOTIONAL ACTIVITIES

Exhibitors were asked whether they set any objectives for participation in promotional activities and, if so, what type of objectives they established. Though exhibitors generally indicated that there was a definite purpose for exhibiting, formal objective planning did not appear to be a standard.

Exhibitors mentioned objectives that varied from actual selling to participating because the competition was there. Table 2 presents a list of these objectives:

Table 2

OBJECTIVES FOR PARTICIPATING IN PROMOTIONAL ACTIVITIES

OBJECTIVE	Activity Type (1)		Organized By (1)	
	SHOW	FAM TRIP	FDT (2)	OBO (2)
Provide visibility ("showing the flag")	X	X	X	X
Renew contacts with previous clients	X		X	X
Gather information about the competition	X			X
Make new contacts	X	X	X	X
Increase customers' awareness	X	X	X	X
Make contacts in new markets	X	X	X	X
Make contact with large prospects	X	X	X	X
Meet a variety of prospects	X			X
Make present sales	X		X	
Make future sales	X	X	X	X
Expand representation in tour operator brochures	X			X
Have always participated	X		X	X
Counteract the competition	X		X	X
Preserve firm/destination image	X		X	X

(1) An "X" in the appropriate column indicates the presence of a particular objective

(2) FDT = Florida Division of Tourism; OBO = organized by others.

As can be seen from the table, thirteen objectives were mentioned by Florida exhibitors--including the Division of Tourism staff--participating in shows organized by others such as World Travel Mart and ITB Berlin. Those exhibitors participating in shows organized by the Division of Tourism mentioned eleven objectives, while suppliers including Division of Tourism personnel hosting familiarization trips, mentioned only five objectives.

Despite the variety of stated objectives, most of these objectives were neither specific nor quantifiable. Therefore, it was impossible in most cases to determine specifically whether or not they had been achieved. Furthermore, formal and written objective-setting was not mentioned by any of the exhibitors, and very often the objectives were subjective in nature. To sum up, in all but a few cases the objectives represented more a general feeling by staff members as to the aim of participation than they did specific goals and objectives.

METHODS OF MEASUREMENT IN USE

A major purpose of the Institute's interviews was to identify and evaluate suppliers' and exhibitors' methods of measurement so as to determine their usefulness as gauges of successful participation in promotional activities. As was the case with objectives, the majority of the methods mentioned were non-quantifiable, nebulous, and subjective. Exhibitors tended to evaluate a promotional activity on the basis of over-all impression of its effectiveness.

Table 3 lists the methods most frequently mentioned by exhibitors and the Division of Tourism staff:

Table 3

Methods of Measurements <u>used</u> by Exhibitors to Evaluate Participation Effectiveness and Efficiency

Method	Activity Type(1)		Organized By(1)	
	Show	Fam Trip	FDT(2)	OBO(2)
- Collection of business cards	X	X	X	X
- Follow-up telephone calls	X		X	X
- Amount of publicity directly attributable to activity	X			X
- General increase in business following activity (a "gut" feeling)	X	X	X	X
- Number of contacts made	X		X	X
- Traffic count (general and unspecified)	X		X	X
- Number of new tour-operator brochures representing exhibitor	X			X
- Number of appointments	X		X	X
- Number of brochures distributed	X		X	X
- Number of leads generated	X		X	X
- Number of literature reorder cards received	X			X

(1) An "X" in the appropriate column indicates the use of a particular method.

(2) FDT = Florida Division of Tourism; OBO = organized by others.

A close examination of Table 3 shows that most of the methods of measurement mentioned by the participants could hardly qualify as valid and reliable measures of effectiveness or efficiency. Counting the number of business cards collected, estimating the number of unqualified contacts made, and enumerating the number of brochures distributed are at best crude measures of input. They indicate the level of effort a participant made to create new business or to expand existing business. They cannot however, be used to gauge the level of output which in its final form is the number of sales produced.

When the interviewers brought this argument to the attention of the participants, two responses recurred:

(a) Participants representing commercial organizations--hotel, theme parks, rental car agencies, etc.--justified the use of input measures as proxies for output measures on the basis of the long interval between participation in a promotional activity and the actual sales transaction.

(b) On the other hand, participants representing non-commercial entities such as the Florida Division of Tourism, various TDC's, or convention and visitor bureaus, justified the use of input measures by pointing out they were not involved directly in sales operations. Furthermore, they argued, since the industry does not specifically report to them on the level of sales attributable to a particular promotional activity, there is no accurate way for them to estimate their success.

METHODS OF MEASUREMENT NOT IN USE

Shortly after the commencement of the first few interviews, it became apparent that many exhibitors/suppliers were not familiar with measurement terminology and could not properly communicate on the subject. Therefore, in order to elicit the necessary responses and to probe into additional areas of inquiry the interviewers presented several examples and asked a variety of direct questions related to the use of specific methods.

The answers to these questions enabled us to compile a record of the methods of measurement in use as well as those not in use. Table 4 lists the methods that were not used by the majority of the participants:

Table 4

Methods of measuring effectiveness and efficiency of participation in promotional activities that were not used by participants.

Method	Activity Type (1)		Organized By, (1)	
	Show	Fam Trip	FDT(2)	OBO(2)
Qualifying contacts	X	X	X	X
Follow-up questionnaires	X	X	X	X
Daily reviews	X	N/A	X	X
Quantifiable objective setting	X	X	X	X
Cost- per visitor/client reached	X	X	X	X
Quality of the competitors' exhibits	X	N/A	X	X
Quantified methods for activity selection	X	N/A	X	X
Exposition audits	X	N/A	X	X
Audience recall	X	N/A	X	X
Written staff evaluation	X	X	X	X
Sales records	X	X	X	X
Conversion studies	X	X	X	X
Value of publicity generated	N/A	X	N/A	N/A

(1) An "X" in the appropriate column indicates that a majority of participants do not use a particular method.

(2) FDT = Florida Division of Tourism; OBO = Organized by others.

As can be seen from the above table, the majority of the participants did not qualify their contacts by their product interest or by the type of follo-wup required. None of the exhibitors interviewed, including the Florida Division of Tourism, conducted follow-up questionnaires for the purpose of obtaining information on post-activity buyer behavior. Reviews with staff members on what had transpired during the day were rare.

Formally written and quantifiable objective-setting was unheard of, and the cost-per-visitor-reached was not computed. Though in all cases Florida exhibitors visited each other's exhibits as well as the exhibits of competitors from out of state, none chose to formally evaluate the quality of the competitors' exhibits or their promotional techniques. Furthermore, evaluations of a participant's own exhibit design and appearance were uncommon.

Every exhibitor, including the Florida Division of Tourism, had a favorite method of selecting the activities in which to participate, but most of these methods were based on "experience" and "gut feeling," and none employed systematic and quantifiable methods.

Our greatest surprise was to discover that throughout the five shows we visited, nobody--including other states and nations--had used or even heard of exposition audits. These audits, which are conducted by independent firms, verify statistical information about a show's attendees. Despite the fact that such audits are standard practice in other industries, they are unknown in the travel and tourism industry.

Finally, again to our surprise, we found that some of the larger shows such as Travel Mart and ITB discontinued the practice of supplying exhibitors with audience data. Data such as audience quality (measure of total buying plans, net buying influence, and audience interest factor) and audience activity (average number of hours spent at the show and the number of exhibits visited) can be very important in the show selection process.

OTHER OBSERVATIONS

The following observations, though not directly related to measurement methods, are nevertheless reported here, since in the interviewers' opinion they bear significantly on the effectiveness of the above-mentioned promotional activities.

1. Pre-show promotions:

   Only a few exhibitors involved themselves in pre-show promotions. When asked for the reasons for choosing not to use such promotion techniques (direct quantity mailings, stickers to be affixed on letterheads, etc.), most exhibitors expressed concern about the high costs for such programs. In our opinion, bearing in mind that exhibitors may miss up to 40% of their target audience because they did not take action to motivate prospects to to stop by their exhibit, pre-show promotions are well justified.

2. Functional and aesthetic aspects:

   Compared to other destinations, states and to foreign countries, Florida exhibits fell short in such aesthetic aspects as colors, decor, visual impact, and so forth. Most important, Florida exhibits lacked the central theme that made other locations - Hawaii, Mexico, Israel, for example, stand out. Furthermore, the functional aspects of the exhibits (location, size, comfort, furniture, etc.) were usually ignored or dismissed as unimportant. It was not unusual to find many booths with only a simple desk and two chairs, one for one exhibitor and another for the client. Many exhibitors were very concerned about and critical of these deficiencies and talked about the problem at great length. From discussions with the division's personnel, it was obvious that they were aware of this problem and were as much concerned about it as was the private sector. From the division point of view, the difficulty is that solutions are expensive and the exhibitors refuse to bear the necessary costs for these "luxury extras." In our opinion these "extras" are far from being luxuries. These "extras" impact positively on the attendees. The exhibit booth's display reflects the destination image, which in turn can enhance or detract from an exhibitor's effectiveness.

3. Exhibit staff

With very few exceptions all exhibit staff members, and especially the Division's staff, appeared to be very dedicated and hard-working. Unfortunately, despite their extensive knowledge of their products, they were deficient in knowledge of "show-marketing" techniques. None of the exhibitors we interviewed has been trained in this area or even heard of such training. The possession of skills in personal selling techniques is of utmost importance and definitely enhances the effectiveness of an exhibit. In this area, too, the tourism industry's standards are well below those of other industries, which devote a significant proportion of their resources to show-marketing training.

Another issue that must be addressed here is staff selection. In most cases, as we mentioned, booth staff members were familiar with the products/services being offered, had attended some shows before, generally knew how to behave and were present in their booths at all times. However, some booths, especially in the international shows, were "manned" by managerial staff who viewed these shows as opportunities for "perks" and were therefore either ignorant of show procedures or left their booths completely unattended for long periods of time. In some other cases, booth personnel ate or drank while in the booth or talked to each other instead of talking to potential.customers. Since improper staff behavior can negatively affect the image of Florida as a destination it is extremely important that training in show-marketing techniques and show-conduct be an integral part of all tourism firms' participating in travel trade and consumer shows.

CONCLUSIONS

The results of our interviews indicate that although the majority of participants in Florida's Division of Tourism promotional activities set objectives for their participation, these objectives are nebulous, unspecific, and non-quantifiable; it would be impossible, therefore, to estimate the degree to which they have been achieved.

Similarly, when asked about methods of measurement used in evaluating effectiveness and efficiency, most participants mentioned a variety of general and subjective measures which at best estimate the inputs rather than the outputs of these activities.

Observation revealed that too little emphasis is put on the functional and aesthetic aspects of the exhibits, in an effort to reduce the cost of participation. Lastly, we found exhibitors' staff members deficient in show-marketing skills, which can be supplied easily through proper training.

Despite these several imperfections as compared to other states, countries, and destinations, Florida is doing more in this field than many others and is still considered a leader in the tourism marketing field.

PART IV
RECOMMENDATIONS

Part IV of this report is a summary of our recommendations to the Florida Division of Tourism and the tourism industry at large regarding the use of methods for measuring the effectiveness of sales promotions. These recommendations are based on a review of practices in other industries, other state travel offices, foreign countries, observations, and the consultant's own opinions. This part of the report is based on the previous three parts which summarized all the above mentioned practices and observations.

We wish to emphasize again that our recommendations are by no means restricted to the activities of the Florida Department of Commerce Division of Tourism or any other state or country travel office. In our opinion, these recommendations are valid for any tourism enterprise, private or public, which is engaged in such sales promotion activities as: participation in shows; familiarization trips; and trade educational seminars.

This part of the report is divided into three sections: section one enumerates the recommended methods of evaluation for each sales promotion activity; section two describes these methods and explains their correct uses; and section three makes some general recommendations related to other aspects which influence the effectiveness of sales promotions in the tourism industry.

SECTION 1
RECOMMENDED METHODS OF EVALUATION

Table 1 is a summary of the recommended methods of evaluations as applied to the seven promotional activities that were analyzed in this report.

For each of the promotional activities, we have recommended a combination of no less than six methods of evaluation and in some cases even ten. We have done that with the full understanding that some times not all of these would be possible to administer due to budgetary and other constraints. We strongly recommend, however, that in each activity no less than four methods of evaluation be used. These would be one in each of the categories of: objective settings; pre-activity; during activity; and post-activity.

TABLE 1

SUMMARY OF RECOMMENDED METHODS OF EVALUATING THE EFFECTIVENESS OF TOURISM SALES PROMOTIONAL ACTIVITIES

	ACTIVITY[1]						
METHOD OF EVALUATION	A	B	C	D	E	F	G
Selection of events/part2	X	X	X	X	X	X	X
Objective setting	X	X	X	X	X	X	X
Show audits	X		X				
Exhibit Efficiency	X	X		X			
Inquiry/Leads	X	X	X	X	X	X	X
Competition analysis	X		X				
Staff evaluation	X	X	X	X		X	X
Tracking of Leads	X	X		X	X	X	X
Cost per inquiry/part2	X	X	X	X	X		X
Audience survey	X	X	X	X	X		

[1] A = Trade shows organized by others
B = Self-organized trade shows
C = Consumer shows organized by others
D = Self-organized consumer shows
E = Familiarization trips
F = Sales blitzes, i.e., telephone solicitation
G = Educational seminars

[2] part. = participant

The remainder of this section describes in detail the methods of evaluating effectiveness that are recommended for each of the seven promotional activities.

A. Trade Shows Organized by Others

Timing	Method	Frequency of Evaluation
* Yearly	Selection of shows	Yearly
* Pre-activity	1. Objective setting	Every show
	2. Show audit	Yearly (if data is available from show organizers)
	3. Exhibit efficiency	Every third year (for large shows only)
* During activity	1. Inquiry/leads	Every show
	2. Competition analysis	Every show
* Post-activity	1. Staff evaluation	At the end of every show
	2. Tracking of Leads	6-9 months after every show
	3. Cost per inquiry	Every show
	4. Audience survey	Every fifth year (for large shows only)

B. Self-Organized Trade Shows

The following recommendations relating to self-organized trade shows are applicable only to the Florida Division of Tourism or other enterprises that are organizing their own trade shows. Industry participants in these shows should consult the previous section (Trade Shows Organized by Others).

Timing	Method	Frequency of Evaluation
* Yearly	Selection of shows	Yearly
* Pre-activity	1. Objective setting	Every show
	2. Exhibit efficiency	Every third year
* During activity	1. Inquiry/leads	Every show
* Post-activity	1. Staff evaluation	At the end of every show
	2. Tracking of Leads	6-9 months after every show
	3. Cost per inquiry	Every show
	4. Audience survey	Every fifth year (for large shows only)

C. Consumer Travel Shows Organized by Others

Timing	Method	Frequency of Evaluation
* Yearly	Selection of shows	Yearly
* Pre-activity	1. Objective setting	Every show
	2. Show audit	Yearly (if data is available from show organizers)
* During activity	1. Inquiry/leads	Every show
	2. Competition analysis	Every show
* Post-activity	1. Staff evaluation	At the end of every show
	2. Cost per inquiry	Every show
	3. Audience survey	Every fifth year (for large shows only)

D. Consumer Travel Shows - Self-Organized

The following recommendations relating to self-organized consumer travel shows are applicable only to the Florida Department of Commerce Division of Tourism or other enterprises that are organizing their own consumer shows. Industry participants in these shows should consult the section on consumer travel shows organized by others.

Timing	Method	Frequency of Evaluation
* Yearly	Selection of shows	Yearly
* Pre-activity	1. Objective setting	Every show
	2. Exhibit efficiency	Every third year
* During activity	Inquiry/leads	Every show
* Post-activity	1. Staff evaluation	At the end of every show
	2. Tracking of Leads	6-9 months after every show
	3. Cost per inquiry	Every show
	4. Audience survey	Every fifth year (for large shows only)

E. Familiarization Trips

Timing	Method	Frequency of Evaluation
* Yearly	Selection of participants	Yearly
* Pre-activity	Objective setting	Every trip
* During activity	Inquiry/leads	Every trip
* Post-activity	1. Tracking of Leads	6-9 months after every trip
	2. Cost per participant	Every trip

F. Sales Blitzes

Timing	Method	Frequency of Evaluation
* Yearly	Selection of location	Yearly
* Pre-activity	Objective setting	Every blitz
* During activity	Inquiry/leads	Every blitz
* Post-activity	1. Tracking of Leads	6-9 months after every blitz
	2. Staff evaluation	Every blitz

G. Educational Seminars

Timing	Method	Frequency of Evaluation
* Yearly	Selection of locations and participants	Yearly
* Pre-activity	Objective setting	Every seminar
* During activity	Inquiry/leads	Every seminar
* Post-activity	1. Staff evaluation	Every seminar
	2. Tracking of Leads	6-9 months after every show
	3. Cost per participant	Every seminar

SECTION 2
DESCRIPTION OF EVALUATION METHODS

1. Selection of events

For the purpose of selecting the exhibits or events in which the Florida Department of Commerce Division of Tourism or any tourism enterprise ought to participate, we propose the following quantitative method.

Step 1

Define the marketing motives for participation and rate their relative importance on a scale of 1 to 5 where 1 = not essential and 5 = very essential.

For example, in the case of "trade shows organized by others" we propose the following five marketing motives and their appropriate ratings:

EXAMPLE

TRADE SHOWS -- MARKETING MOTIVES	Code	Rating
Contacts with new Travel Agents & Tour Operators	M1	5
Marketing of new Florida products	M2	4
Increase awareness of Florida/firm	M3	5
Renew contacts with previous clients	M4	3
Preserve Florida/firm destination image	M5	5

Step 2

List all the events that will take place in the next 12 months and rate their general marketing merits on a scale of 1 to 5, where 1 = poor and 5 = excellent.

To illustrate the use of this method we selected the following four trade shows and arbitrarily assigned them the following ratings:

EXAMPLE

Trade Shows -- General Marketing Merits	Code	Rating
Travel Market Place	Exh 1	5
ARTA Trade Show	Exh 2	4
MITA Trade Show	Exh 3	4
ASTA Central Region	Exh 4	2

Step 3

List a group of subjective marketing merits or motives that events ought to have and rate their relative importance on a scale of 1 to 5 where 1 = unimportant and 5 = very important. For our previous example we propose the following merits:

EXAMPLE
Trade Shows -- Subjective Marketing Merits

Trade Shows -- Subjective Marketing Merits	Code	Rating
Visitor's Quality	SM1	5
Show quality (aesthetic, size, etc.)	SM2	4
Geographic sphere of influence	SM3	3

Step 4

For each of the exhibits (Exh 1 - Exh 4) list your assessment of the impact of these exhibits on each of the five marketing motives by assigning a value of 1 - 3, where 1 = no special impact, 2 = a fair impact, and 3 = a high impact.

For example, in our case we might assign the following assessment of impacts:

EXAMPLE
Trade Shows -- Assignment of Impacts

			Exhibitions	
Marketing Motives	Exh 1	Exh 2	Exh 3	Exh 4
M1	2	3	1	2
M2	3	3	2	2
M3	3	2	1	1
M4	2	3	2	1
M5	2	3	2	1

Step 5

For each of the exhibits, add the exhibition ratings (General Marketing Merits) to the Motive ratings and multiply by the impact factor.

For example in the case of Exhibit 1 the total points arrived at would be:

EXAMPLE
Trade Shows -- Exhibit 1

	Exh. Ratings		Mkting. Merits				Impact Scores	
for M1	5	+	5	=	10	x	2	= 20
M2	5	+	4	=	9	x	3	= 27
M3	5	+	4	=	9	x	3	= 27
M4	5	+	3	=	8	x	2	= 16
M5	5	+	5	=	10	x	2	= 20
			Total points					110

When inserted in a matrix format the complete scoring for all exhibits will be as follows:

EXAMPLE
Trade Shows -- Total Points Assessment

			Exhibitions		
		Exh 1	Exh 2	Exh 3	Exh 4
	(R)a	(5)	(4)	(4)	(2)
Marketing Motives	(R)b				
M1	(5)	2	3	1	2
M2	(4)	3	3	2	2
M3	(5)	2	2	1	1
M4	(3)	2	3	2	1
M5	(5)	2	3	2	1
M1		20	27	9	14
M2		27	24	16	16
M3		27	18	9	7
M4		16	21	14	5
M5		20	27	18	7
GRAND TOTAL		110	111	66	49

[a] Ratings for General Marketing Merits

[b] Ratings for Marketing Motives

Step 6

For each of the exhibits, list your assessment of the impact of these exhibits on each of the three <u>subjective marketing merits</u> by assigning a value of 1-3, where 1 = no special impact, 2 = a fair impact, and 3 = a high impact.

For example, we might assign the following assessment of impacts in our case:

EXAMPLE
Trade Shows (continued)

	Exhibitions			
	Exh 1	Exh 2	Exh 3	Exh 4
SM1	2	3	1	2
SM2	3	3	2	2
SM3	3	2	1	1

Step 7

For each of the exhibits, add the Exhibits ratings to the subjective Marketing Motives ratings and multiply by the impact factor.

When inserted in a matrix format the complete scoring for the subjective marketing motives will be as follows:

EXAMPLE
Trade Shows (continued)

		Exhibits				
		Exh 1	Exh 2	Exh 3	Exh 4	
	(R)a	(5)	(4)	(4)	(2)	
Subjective Marketing Motives	(R)b					
SM1	(5)	2	3	1	2	
SM2	(4)	3	3	2	2	
SM3	(3)	3	2	1	1	
SM1	(5)	20	27	9	18	
SM2	(4)	27	24	16	12	Total
SM3	(3)	24	14	6	7	Points
GRAND TOTAL		71	65	31	37	

[a] Ratings for General Marketing Merits

[b] Ratings for Subjective Marketing Motives

Step 8

For each exhibit, combine the total number of points arrived at in step 5 with the total number of points arrived at in step 7 for a grand total number of points. This number represents the relative importance of each exhibit/event.

In our previous example the total number of points will be as follows:

EXAMPLE
Trade Shows -- Anticipated Point Value

Exh. 1	(Travel Market Place)	= 181 pts.
Exh. 2	(ARTA Trade show)	= 175 pts.
Exh. 3	(MITA Trade show)	= 97 pts.
Exh. 4	(ASTA Central Region)	= 86 pts.

In order to increase the reliability of the above method, it is essential that it be conducted by several persons. In the case of the Florida Division of Tourism, it is our recommendation that the procedure be conducted in a group composed of 5 - 7 persons representing division officials and representatives of the Tourism Advisory Council.

2. Objective Setting

As we previously mentioned the first step in developing any promotional plan is the setting of objectives. All objectives have to be specific, clearly defined and, above all quantifiable.

Because of the differential nature of the promotional activities in which a tourism enterprise is involved, it is impossible to set objectives that would be applicable universally. Therefore, it would be necessary to determine separate objectives for each activity/event that is being planned.

The following are a few examples of possible objectives for trade shows:

* To increase awareness of Florida as a tourism destination by 10%
* To contact 70% of the potential audience
* To make 50 follow-up appointments
* To distribute 1000 brochures
* To increase the number of wholesalers/tour operators representing the product by 5%

Other examples applicable to familiarization trips, educational seminars or sale blitzes are:

* to receive 10 editorial coverages, in the next 12 months, from the trade press
* To increase business from travel agents participating in familiarization trips by 10%
* To book 5 new conferences in a given sales blitz

For further discussion on objectives, see Part II, Section II of this report.

3. Show Audits

Show audits contain information on past attendance and characteristics of the audience. The audits are normally prepared by an independent professional organization at the request of the show organizers. This information is sent to all prospective exhibitors and is used as an input to the show selection process.

Since the practice of preparing such audits is not yet fully acceptable in travel trade shows, we recommend that whenever possible, the Florida Department of Commerce Division of Tourism and other participating tourist enterprises insist that such data be made available to them. In our opinion, with some cooperation from other states and private enterprises, the travel trade shows could be "convinced" to adopt this practice which is widely available in trade shows in other industries.

4. Exhibit Efficiency

An exhibitor's exhibit efficiency is defined as "the percentage of the potential audience that receives person-to-person contact at the exhibit." Potential audience is defined as "the percentage of the audience with a high interest in seeing an exhibitor's products."

It is obvious that in order to compute exhibit efficiency one needs to know the potential audience. To arrive at this information an audience survey needs to be taken (for a description of audience surveys see paragraph 10 of this section). When such surveys are not available we recommend that the potential audience be estimated. From discussions with a variety of exhibitors at travel trade shows we recommend that these estimates range between 40% to 60%.

The efficiency level of a show has to be determined as an objective in advance, and measured appropriately.

For example, if a show has a total attendance of 2000 visitors and the potential audience is 50%, then the total number of visitors who have a high interest in the exhibitor's products is 1000. If an efficiency level of 70% is set in advance as an objective, the booth attendants will have to contact 700 visitors (presumably of the 1000 in the "high interest" group). To eliminate any possible miscounting, it is recommended that an objective method of documenting the counts (such as the one described in the next paragraph) be employed.

5. Inquiry/Leads

The most prevalent system of inquiry or leads used in travel trade shows is collecting business cards for future follow-up. With some minor modification this system can be a very helpful one if used properly. The modification that we suggest is to qualify each card, according to some predetermined scheme, when it is received. The qualification can be done by either writing a code on the back of the card or by inserting it in one of several boxes. In smaller and less crowded shows it is possible to have special inquiry cards printed and ask the visitors to fill them out. Under no circumstances should business cards be directly deposited in a basket by the visitors.

For further information on the use of inquiry/leads systems see Part II Section II.2a. of this report.

6. Competition Analysis

While the show is in progress, it is recommended that the exhibit staff take a tour of the premises for the purpose of analyzing the competition. This analysis should be accomplished via a simple one page questionnaire that will list the competitor's name, location, products, exposition theme, aesthetic aspects, staff behavior, etc.

These analyses should be carefully reviewed by management on a periodic basis and the conclusions drawn from them should be incorporated in future promotional plans.

7. Staff Evaluation

Immediately following a show, the exhibit staff should have a debriefing meeting for the purpose of formally evaluating the show. It is recommended that the evaluation be conducted by completing a simple form that will list subjective information on the quality of contacts, functional and aesthetic attributes of the exhibit and the show, and the overall equality and success of the show.

8. Tracking of Leads

Most private exhibitors participating in travel trade shows and sales blitzes track their newly established leads on a regular basis for the purpose of making sales.

This, however is not the case with public exhibitors (such as state tourism offices, tourism development corporations, convention and visitor bureaus, chambers of commerce, etc.) which are never involved in direct sales and therefore are not able to track potential customers. Since most private exhibitors maintain accurate records of sales, we recommend that the Division of Tourism collect, from the Florida participants, all the sales data relevant to the shows in which they participated.

The collection of the data can be achieved through a questionnaire sent to all the Florida participants in a given show. The questionnaire should be administered 6 to 9 months after the show. The sales data to be reported should include such items as: estimated volume of sales generated by the show; and estimated value of new business.

Because of their relative importance to the Florida Division of Tourism, we recommend that the completion of these reports be made mandatory and a condition of future participation in the division's sponsored events.

9. Cost Per Inquiry

Cost per inquiry can be calculated by dividing the direct costs of exhibiting by the number of visitors who were contacted at the exhibit.

Items to be included in direct costs are:

- cost of show
- shipping/freight
- phone
- building the exhibit
- literature
- models (if used)
- set up personnel (if hired)
- hospitality suite, food & beverage and entertainment for VIP customers
- incidentals

If audience surveys are conducted, then cost per inquiry should be substituted with cost per visitor reached (CVR) which is a more accurate measure of effectiveness. CVR is "a three year average calculated by dividing the direct costs of exhibiting by the number of visitors who stopped to talk to a salesperson or acquire literature, remembered doing so eight to ten weeks after the show, and indicated an interest in the exhibitor's products." For a more detailed description of CVR consult Part II Section II 3.d.

10. Audience Survey

Audience surveys are intended to measure the increase in visitors' awareness and interest resulting from visiting an exhibit. These surveys are conducted in two phases: before entering the show, and a few weeks after visitation. In a majority of cases these surveys are conducted by independent organizations who are commissioned by several exhibitors to conduct a cooperative study. Audience surveys are necessary elements for determining Exhibit Efficiency and CVR.

SECTION III

OTHER RECOMMENDATIONS

1. Training of Staff

We strongly recommend that the Division of Tourism take upon itself the task of organizing a few workshops for the purpose of training its staff and the staff of private tourism enterprises in techniques of "show marketing." The training should be conducted by trade shows professionals such as Trade Show Bureau personnel or other private consultants. (Implementation of training programs was begun at the time of this writing)

2. Pre-Show Promotions

To increase the effectiveness of participation in promotional events and boost attendance, we recommend that all participants employ a variety of pre-show promotion techniques. Some suggested techniques include:

- Stuffer or sticker on mail
- Quantity direct mailing
- Promotion in routine correspondence (i.e. "see you at Berlin ITB" rubber stamp)
- Mailing invitations with exhibitors' names and booth numbers - News releases to trade and industry publications
- Advertising in show's city, etc.

3. Employee Performance Standards

We recommend that the Division of Tourism and the tourism industry at large establish a set of trade show performance standards. These standards, which should be written and well publicized, will cover such issues as: work assignments, hours of operation, breaks, grooming and dress code, improper behavior (smoking, eating, talking, etc.) and others. In our opinion it is extremely important that these standards be uniformly enforced throughout all the exhibits representing Florida, be they public or private enterprises.

4. Physical and Aesthetic Aspects

In order to increase the impact of the exhibit on the visitors, it is recommended that more emphasis be placed on the physical aspects of the exhibit such as: location, size, furniture, decor, and general theme. In our opinion it would be good business practice for the Florida Department of Commerce Division of Tourism to invest in a few high-class (and professionally designed) portable exhibits that will be changed yearly.

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