LAB University of Applied Sciences

Enhancing Public Engagement with Remanufactured Engines: Strategies for Effective Exhibition Design

AGCO Power Business Case

LAB University of Applied Sciences
Bachelor of Business Administration, International Business
2024
David Montero

Abstract

Author(s)	Publication type	Completion year
David Montero	Thesis, UAS	2024
	Number of pages 85	

Title of the thesis

"Enhancing public engagement with remanufactured engines: Strategies for effective exhibition design"

Degree, Field of Study

International Business

Name, title and organisation of the client

AGCO Power OY

Abstract

AGCO Power is a company dedicated primarily to the production of tractor engines. One of its projects focuses on promoting a remanufactured engine program due to the growing competition from third workshops that offer the repair of their engines. In order to advertise this program with their clients, they have used exhibitions as a means of promotion. However, its effectiveness has not been as expected. Therefore, the objective of this study is to find out how to engage customers with remanufactured engines in exhibitions. This study employed interviews and observational data as methods for primary data collection. The participants are managers and specialists involved in exhibition planning and execution. The analysis technique used is the thematic analysis. As a result of this study, a series of recommendations are presented whose main objective is to serve as a guide to the company in each of the 3 phases of preparation for an exhibition: pre-exhibition, on-site engagement tactic, and post-exhibition follow up. Further, a template was created that includes each of the phases to be considered during the preparation process for an exhibition. This tool will allow the company to make a clearer projection of its participation in an event and will reduce the margin of errors that could normally occur during an exhibition, guaranteeing a good performance.

Keywords

Exhibitions, Engagement, Marketing

Contents

1 Introduction 1
1.1 Exhibitions in Europe 2
1.2 Problem statement – Company business case 4
1.3 Research questions and objectives 4
1.4 Significance of the study 5
1.5 Thesis structure 5
2 Literature review 7
2.1 Remanufactured engines: An Overview 7
2.1.1 The concept of remanufacturing 7
2.1.2 Remanufactured engines industry 8
2.1.3 Engine life cycle 8
2.1.4 Engine remanufacturing process 9
2.2 The concept of remanufacturing in the automotive industry 10
2.2.1 The consumer 11
2.2.2 The environment 11
2.2.3 The industry 12
2.3 Consumer Perceptions of Remanufactured Products 13
2.4 Marketing strategies for remanufactured products 15
2.5 Exhibition engagement strategies 17
2.6 Visitor engagement 19
2.7 Planning an exhibition 20
2.8 Case studies and best practices 22
2.8.1 Case study 1: Kohler engines 22
2.8.2 Case study 2: Kubota engines 23
2.9 Theoretical framework 24
2.10 Summary of key findings of literature 26
3 Methodology 28
3.1 Research context 28
3.2 Research design 28
3.3 Data collection method 28
3.4 Sampling method 29
3.5 Data analysis method 30
3.6 Ethical considerations 31
3.7 Limitations of the study 32

4 Research findings 33
4.1 Event constraints – Stakeholder's characteristics 33
4.2 Event characteristics – Event constraints 34
4.3 Stakeholder´s sphere – Event nucleus 36
4.4 Product & services – Trade show settings 37
4.5 Stakeholder's outcomes – Event outcomes 39
4.6 Event outcomes – Event consequences 41
4.7 Summary of findings 44
5 Recommendations: Developing an effective engagement strategy 47
5.1 Creating a marketing program focused on remanufactured engines 47
5.2 Pre-exhibitions preparation 48
5.2.1 Booth decoration 48
5.2.2 Communication 49
5.2.3 Logistics 50
5.3 On-site engagement tactics 50
5.4 Post-Exhibition Follow-Up 51
5.5 Exhibition planner template tool 52
6 Conclusions 54
6.1 Validity and reliability 55
6.2 Future research 56
References 57

Appendix 1. Tent option 1

Appendix 2. Tent option 2

Appendix 3. Tent option 3

Appendix 4. Advertisement ballon

Appendix 5. Reman program tentative promotion design 1

Appendix 6. Reman program tentative promotion design 2

Appendix 7. Brand logos in exhibition

Appendix 8. Coding book

Appendix 9. Coding table

Appendix 10. Exhibition planner template

1 Introduction

Over the last few decades, the market has evolved exponentially due to social factors such as globalization, technological factors such as digitalization, environmental factors such as global warming, among others, and this has meant that the ways of presenting a product to the consumer have changed in the same way in order to maintain their attention and continually adapt to the latest trends. For this reason, companies spend large resources on finding ways to stand out from their competitors and turn their product into the consumer's favorite. As a result of the aforementioned, it is essential that companies have a strategic marketing plan that allows them to achieve their objectives in one of the most competitive markets in recent times.

The significance of marketing has grown in recent years due to the escalating challenge faced by companies in capturing customer attention for product sales. Due to this, multiple ways and strategies have been developed to expose a product to the consumer, so companies seek to promote their products through as many ways as possible, one of these ways being exhibitions. This form of marketing is mainly based on exposing the company and highlighting the qualities of a product in an environment where direct and indirect competitors may also be present. Although this marketing alternative has recently lost popularity due to the growing effectiveness of online marketing campaigns, it is still a valid way to expose a product

In most cases, exhibitions are used by companies to present new products, projects and advances related to their market area. Presenting this information in an appropriate way to the public is essential so that the message that companies want to transmit is understood and at the same time the value of the company is perceived. For this reason, the information presented, the materials displayed, and the dynamics of interaction with the consumer must be carefully analyzed and implemented in order to guarantee their effectiveness and maximize the reach of the exhibition to the public.

Evidence of the above are the figures shown by the UFI (The Global Association of the Exhibition Industry), in its latest report for the year 2022 corresponding to the European region, which indicates that 1,826 exhibitions were registered in 14 different countries, within this figure 43 exhibitions that were held in a hybrid way are taken into account. Among the countries with the largest number of exhibitions we find Turkey with a total of 413 exhibitions followed by Spain with 370 and France with 298 exhibitions respectively (*Euro Fairs Statistic 2022 (November 2023)*, n.d.)

1.1 Exhibitions in Europe

Within the European continent, exhibitions are a considerably effective form of marketing, due to the high interest devoted by companies to promoting their products or services within the exhibitions that are regularly organized depending on the industry category. In the same way, the great importance of these events is identified due to the large number of organizers who are dedicated solely to creating ideal spaces in which the exhibitions can reach a greater scope and be received in the best way by the attendees.

Table 1. Table of number of exhibitions in European countries (*Euro Fairs Statistic 2022 (November 2023)*, n.d.)

Countries	Physical	Hybrid
Austria (AT)	2	
Belgium (BE)	98	
Bulgaria (BG)	4	
Czech Republic (CZ)	1	
Finland (SF)	49	4
France (F)	298	
Germany (D)	144	5
Hungary (HU)	10	
Italy (I)	228	
Poland (PL)	121	
Portugal (P)	18	
Spain (E)	336	34
The Netherlands (NL)	61	
Turkey (TR)	413	
TOTAL	**1783**	**43**

As shown in Figure 1, it is clear that exhibitions play a significant role within the different industries across the European continent. Looking deeper into the figures showing exhibitions in Europe, we find that 710 organizers were responsible for creating these spaces in which companies actively participated, and 438,925 exhibitors were registered, of which 40% were aimed at trade visitors, 27% at the general public and 33% for both. These figures are contextualized with the 44.4 million visitors registered at exhibitions during the year 2022 according to the report presented by the UFI (*Euro Fairs Statistic 2022 (November 2023)*, n.d.).

When conducting a detailed study of exhibitions, it is essential to take into account important concepts that revolve around this term. One of the ways in which the magnitude of an exhibition is quantified is through the square meters rented for the exhibition. According to the UFI report(*Euro Fairs Statistic 2022 (November 2023)*, n.d.), during the year 2022, 18.4 million square meters rented were allocated for the realization of exhibitions.

Table 2. Square meters rented in exhibitions by industry (Euro fair statistics 2022).

Industry sector (UFI code)	Rented space		Number of events	
	sqm	%		%
Leisure, Hobby, Entertainment (3)	2 473 436	12%	352	18%
Agriculture, Forestry, Fishery (1)	2 192 716	11%	152	8%
Engineering, Industrial, Manufacturing, Machines, Instruments, Hardware (19)	1 922 185	9%	137	7%
Food and Beverage, Hospitality (2)	1 782 304	9%	163	8%
Construction, Infrastructure (5)	1 521 838	7%	92	5%
General (27)	1 143 405	6%	99	5%
Textiles, Apparel, Fashion (25)	1 011 923	5%	141	7%
Automobiles, Motorcycles (16)	956 037	5%	67	3%
Health, Medical Equipment (22)	722 358	4%	69	4%
Transport, Logistics, Maritime (26)	695 819	3%	50	3%
Education (8)	683 473	3%	78	4%
Furniture, Interior design (12)	639 382	3%	70	4%
Energy, Oil, Gas (9)	558 177	3%	39	2%
IT and Telecommunications (21)	524 788	3%	47	2%
Business Services, retail (4)	490 596	2%	64	3%
Electronics, Components (18)	425 584	2%	32	2%
Environmental Protection (10)	403 291	2%	37	2%
Premium, Household, Gifts, Toys (13)	356 531	2%	24	1%
Chemistry (17)	346 232	2%	25	1%
Security, Fire Safety, Defense (7)	333 669	2%	32	2%
Real Estate (15)	325 565	2%	56	3%
Travel (6)	280 458	1%	25	1%
Beauty, Cosmetics (14)	278 676	1%	39	2%
Printing , Packaging (11)	273 416	1%	27	1%
Jewelry, Watch & Accessories (24)	185 457	1%	32	2%
Optics (23)	43 467	less than 1%	4	less than 1%
Aviation, Aerospace (20)	24 223	less than 1%	3	less than 1%

As shown in Figure 2, the entertainment industry leads in the number of exhibits and square meters rented, while the agriculture industry and the machinery industry follow closely behind. These last two industries mentioned are directly related to the case study for this research, which greatly demonstrates the usefulness of this study for companies seeking to achieve greater reach and effectiveness within exhibitions. Additionally, the great relevance of the food and hospitality industry in exhibitions on the European continent is highlighted.

1.2 Problem statement – Company business case

AGCO Power

AGCO Power has been manufacturing diesel engines at Nokia Linnavuori plant for more than 70 years. AGCO POWER engines have been always known as their reliability and durability. However, during engine's lifespan, it may still require some major overhaul or repair. AGCO POWER is offering several different factory remanufactured options by experience of decades. By these customer can bring machinery back to working order quickly and cost-effectively. Offering cover most of engine models and specifications which have been manufactured by AGCO Power along last decades.

AGCO Power factory remanufactured engine offering is designed to meet customer needs to minimize machinery down time and to offer cost-efficient repair solution. As an original manufacturer AGCO Power is remanufacturing engines and this process can´t be contrasted to local repairing or to renovated engines on the markets. As OEM (original equipment manufacturer) AGCO POWER is the only who is capable to adopt e.g. all product development changes / improvements which have been occur over life cycle of individual component or specification.

Factory remanufacturing can be done for customer's own engine in specific cases or by utilizing AGCO Power inventory. When utilizing AGCO Power core, customer can continue using machine as long as factory remanufactured engine will arrive as agreed. In this way, down time can be minimized, and engine replacement is able to carry out on most suitable time.

AGCO Power has made efforts to promote the benefits of its remanufactured engine program and the great advantages that it has over third-party repair services. Exhibitions emerge as a possible solution to mitigate the lack of knowledge of this program by consumers and at the same time promote the potential of this service for customers who have been involved in a situation in which their engines need professional intervention. Therefore, the objective of the research is to find an effective way in which AGCO Power can promote its remanufactured engine program at exhibitions and at the same time seek to have its customers prefer them over other repair services.

1.3 Research questions and objectives

The selection of questions for this research was developed directly in response to the requirements that the company needs as a result of the development of the research. Below are the selected questions and their explanation:

Main Question: How to engage customers with remanufactured engines in exhibitions?

Main objective: To find out how to engage customers with remanufactured engines in exhibitions, through the application of a qualitative empirical study.

Sub-question: How do industry professionals perceive and experience the effectiveness of different exhibition elements in the engine industry?

Sub-question objective: Define which exhibition elements are most effective and can provide actionable insights that can enhance marketing strategies, improve audience engagement, and increase the exposition of remanufactured engines. A professional perspective is fundamental to have a deeper understanding of this topic directly related to the research.

Through the selection of the previously mentioned questions, it is intended to be able to satisfy the needs of the company proposed for the development of this research In the same way it is contemplated that it will be possible to adequately address the entire theoretical and analytical aspect directly related to the broad spectrum that is connected to marketing focused on exhibitions and how the results of this research can be applied for the benefit of the company aforementioned.

1.4 Significance of the study

The significance of conducting this research extends beyond the corporate context within which it was developed. Although it is directly related to a specific case study, the information, analysis, reflections, and conclusions presented may prove valuable for future research in marketing of exhibitions. Continuous exploration remains essential due to the ever-evolving nature of the market and the constant advancements in marketing methods. In a highly competitive world, companies are in search of differentiating factors that provide stability in an uncertain environment and ensure future opportunities.

1.5 Thesis structure

In order to develop this research, it is proposed to follow a linear structure in which reflections on the research topic will be progressively presented in detail. In order to achieve this, a structure based on eight main points will be defined, as shown in Figure 3. Each of them is detailed below:

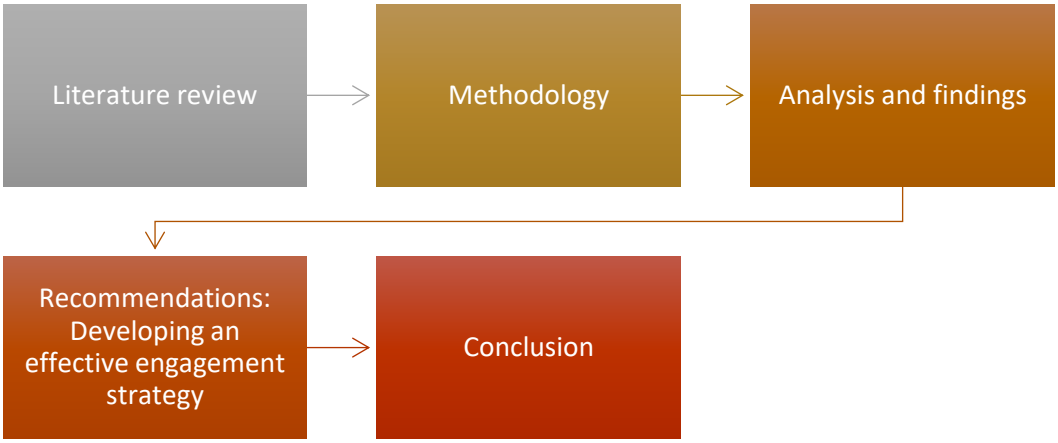

Figure 1. Thesis structure

- Literature review: In this section, a review of theoretical material related to the research topic is presented with the objective of give a solid base for the subsequent sections of the research. In addition, other business cases that present similarities to the one chosen for this research described above are explored. A detailed analysis and reflections are presented to inform the subsequent development of the main reflective process of the research.
- Methodology: Throughout this section, the methodology used for the research is described step by step. Its use is justified, as well as its benefits for achieving better results and the limitations of this study is subject.
- Analysis and findings: In this section, the data collected is presented and the results obtained are discussed in detail. A comparison will also be made with the cases presented in the previous section and with the theoretical material in order to find common elements and establish a main idea that serves as a basis for the approach and development of the following sections.
- Developing an effective engagement strategy: In this section, the key elements of an exhibition are presented and contextualized using the case study. A detailed plan is provided, outlining how to implement these elements during the various stages of an exhibition. Additionally, general recommendations are offered, which are particularly useful for exhibition organizers, especially those facing similar requirements as in the case study. Possible approaches for future research development are also suggested.
- Conclusion: In this last section, the most relevant aspects of the research are summarized, the main findings are described, the implications of the study and finally the final comments.

2 Literature review

2.1 Remanufactured engines: An Overview

The concept of remanufactured engines is very extensive and having an understanding of all the aspects that revolve around this practice is important to have a clear image of its meaning. Some relevant aspects are analyzed below.

2.1.1 The concept of remanufacturing

An important step in order to properly understand the importance of remanufactured engines is to first understand the general concept of remanufacturing within the different industries. Remanufacturing is a way in which new functional and durable goods can be produced without the need to use raw materials again. Within the industries that are dedicated to remanufacturing, the main resource used for this process is the CORE. The core basically consists of a discarded product, non-functional or that does not meet the standards designated for its normal performance but that contains a residual value (Gonzalez, 2013). The process followed for remanufacturing may vary according to the type of product and the materials used because certain requirements are needed, however, generally an established process is followed that guarantees its correct treatment as shown in figure 4.

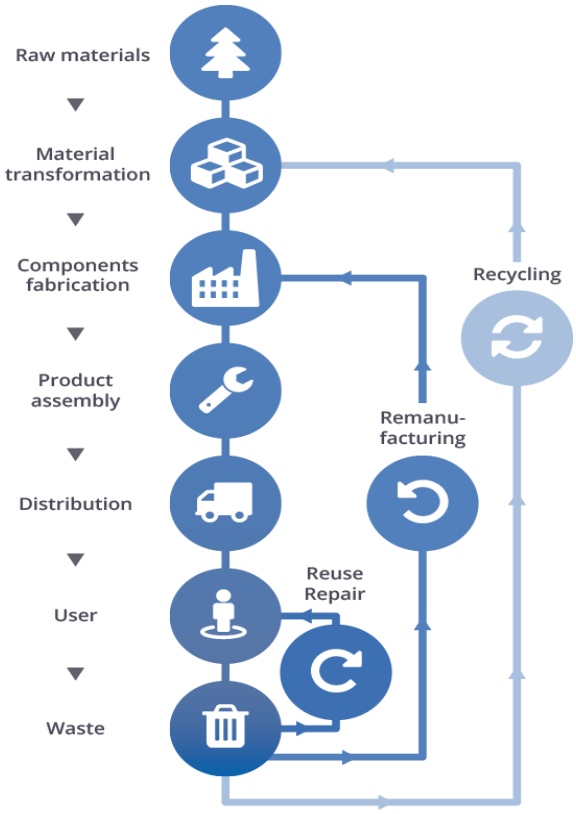

Figure 2. Product life cycle process (*European remanufacturing network* n.d.)

Over the last few decades, issues related to sustainability and conservation have taken on great relevance around the world due to the serious situation that the planet is going through. For this reason, practices such as remanufacturing have been one of the main options that industries have taken to reflect their commitment to preserving the environment. However, the concept of remanufacturing has its origins long ago. To be more specific, its origins date back to the Second World War due to the need to preserve the equipment necessary to continue the war(Ridley, 2013), in addition to the fact that several countries, finding themselves in a critical economic condition when facing the consequences of the war, will seek to encourage jobs for remanufacturing with the aim of activating the economy and preserving fundamental resources.

2.1.2 Remanufactured engines industry

Within the industries that are dedicated to remanufacturing, one of the largest is the automotive industry due to the high demand for vehicles. Its efforts are focused mainly on the remanufacturing of engines because these are generally the most expensive element within a vehicle. To measure the magnitude of the engine remanufacturing industry, in the United States alone there are around 73,000 firms that are dedicated to this activity(Smith & Keoleian, 2004), something that significantly reflects the size and competitiveness of this market. Likewise, it was reported that around 480,000 people work within this industry, so it is evident that it constitutes an important source of work for hundreds of families that depend directly on this activity. Within the economic section, the remanufacturing market in the United States is estimated at 53 billion per year, of this number nearly 70% corresponds solely to the automotive sector(Smith & Keoleian, 2004).

2.1.3 Engine life cycle

To properly understand everything surrounding the concept of engine remanufacturing, it is important to understand its useful life cycle. This cycle is made up of 6 stages, which are described below (Smith & Keoleian, 2004):

- Material production: This first stage consists of the production of the materials that will be used in the manufacture of the engine from raw materials.
- Parts production: During this stage, the different components that make up an engine are manufactured.
- Engine manufacturing: At this stage, the engine is manufactured and it is also checked that the engine meets the quality standards necessary for its operation.

- Engine installation: As the name suggests, during this stage the engine is installed in the equipment or vehicle in which it will be used.
- Engine use and service: This stage consists of the period of time in which the engine is used to carry out the activities for which it was designed.
- End of life: Also known as EOL, this stage refers to the end of the life cycle of an engine when it reaches its useful life. At this stage, it is considered whether the re-manufacturing option is viable; otherwise, the engine is crushed and the cycle ends.

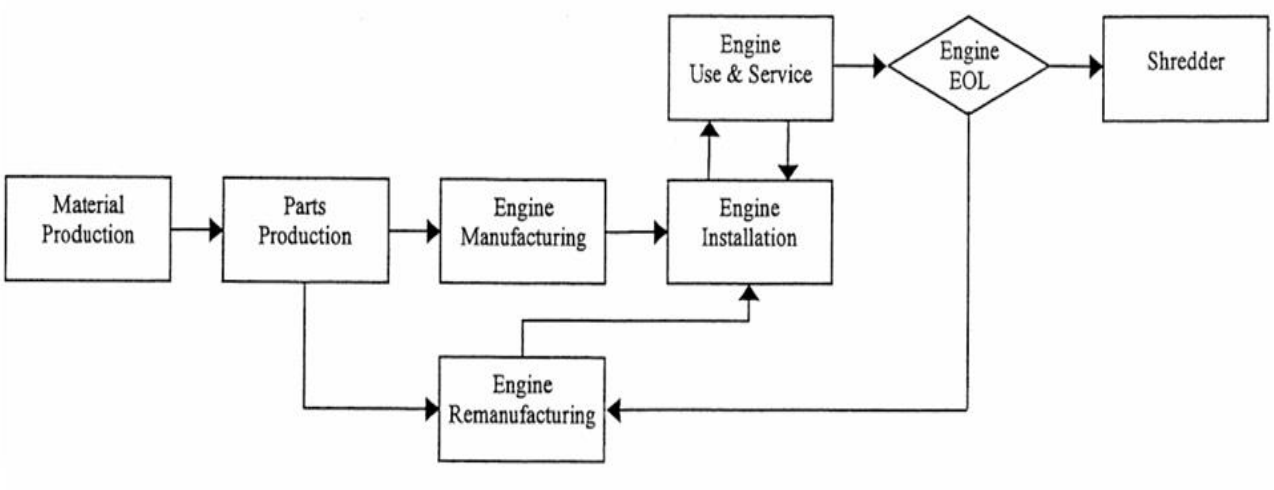

Figure 3. The engine life cycle (Smith & Keoleian, 2004)

2.1.4 Engine remanufacturing process

When an engine enters a remanufacturing process or the EOL (end of life cycle) described above, it is essential that an expert be in charge of evaluating the condition of the engine in order to make an accurate diagnosis that results in the viability of remanufacturing the engine (Smith & Keoleian, 2004). Generally, engine overhauls focus mainly on looking for possible damage to the engine block and cylinder head. When numerous damages are recorded in the engine, scrapping is chosen; however, when a remanufacturing process is possible, reusable parts are kept for the new remanufactured engine. These parts in the engine remanufacturing process are called the CORE(Gonzalez, 2013), which as mentioned above consist of the residual value.

Once the engine is disassembled, the components that can be reused go through a cleaning process while the components that are classified as non-reusable are destined for a recycling process. Once the components are replaced and assembled in the engine, a manual test is performed in order to diagnose possible damage or problems that remanufactured

engines usually present, such as oil leaks or high temperatures. These are easy to correct once they are detected and do not compromise the engine's operation in the future.

An engine can be remanufactured from 2 to 4 times, although this depends directly on the materials, the wear of the components and the type of engine that is intended to be remanufactured(Smith & Keoleian, 2004). Some of the factors that can affect remanufacturing are the life span and the availability of components to replace due to the engine model that may be discontinued by the manufacturing company. The price of a remanufactured engine depends on the number of parts replaced, although it is generally lower than the price of a new engine and has the same characteristics, operation and performance (Smith & Keoleian, 2004).

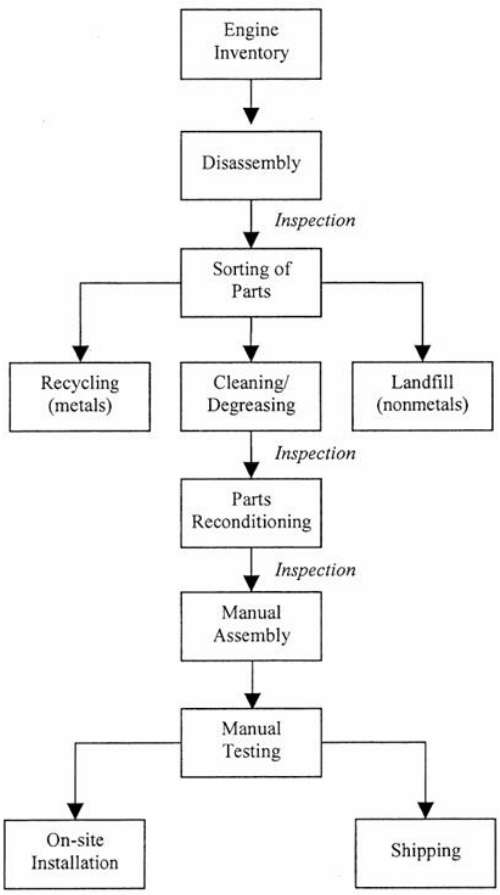

Figure 4. Stages in engine remanufacturing process (Smith & Keoleian, 2004)

2.2 The concept of remanufacturing in the automotive industry

As previously discussed, the concept of remanufacturing within industries aims to give a second life cycle to a product. For the automotive industry, it has been essential to be able to add this practice to its activities because it offers a series of benefits not only to the

producer, but also to the customer and the environment (European Remanufacturing Network, n.d.). It is important to consider that remanufacturing within this industry is essential because it allows for maximum use of resources and at the same time offers customers more options that fit their budget, without forgetting the fact that it significantly reduces the waste of materials and generates a more sustainable model. For this reason, the importance of remanufacturing within the automotive industry will be addressed from three angles; customer, environment and the industry.

2.2.1 The consumer

Consumers undoubtedly benefit greatly from remanufacturing because it offers them a wide range of options and flexibility when considering the purchase of a product categorized as remanufactured. Some of the benefits they have access to include the following:

- Lower prices: Obviously, a remanufactured product will have a lower price compared to a new product. Generally, when purchasing a product that has gone through a remanufacturing process, the customer can save up to 60% of the total value of a new product thanks to the savings in materials and energy used for its manufacture (European Remanufacturing Network, n.d.).
- Better service: A customer looking for a remanufactured product may end up with better service because companies have a better understanding of what the customer's needs are and have a better PSS (Personal Support Specialist) who is able to guide the customer to a solution that benefits them (Priyono, 2017).
  Flexibility: One of the biggest benefits that customers get when ordering a remanufactured product is the flexibility in the different stages of the purchasing process. Initially, the customer has the option of continuing with models that have been discontinued, but costs are significantly reduced and delivery times are short, allowing the consumer to continue with their normal activities as soon as possible.

2.2.2 The environment

One of the aspects that different industries around the world have placed special emphasis on has been the preservation of the environment. The challenge that the automotive sector has faced in recent years has been to find a way to reduce the environmental impact generated by its activities. According to the agenda proposed by the United Nations for 2030, it is proposed to improve industries so that they can operate in a sustainable model in which the use of resources and energy is efficient and guarantees a resilient infrastructure for continued development looking towards the future (*Goal 9 | Department of Economic and Social Affairs*, n.d.).

The effects of remanufacturing processes on the environment have been studied previously. For example, Smith and Keoleian have demonstrated in a study the significant positive impact that a remanufactured engine has compared to a new engine. The study indicates the energy savings that occur in a remanufactured engine in 3 different scenarios. In the first scenario, an engine with the maximum number of components replaced is presented, in which 68% of energy is saved; the second case presents an engine with replacement of dependent parts with an energy saving of 77%; and in the third case, an engine with a minimum replacement of components is presented, in which the percentage of energy savings is 88%(Smith & Keoleian, 2004). Likewise, the study contemplates a notable reduction in emissions of C02 and other polluting gases. This is undoubtedly evidence of the great impact of remanufacturing on the environment and the great importance that it represents for the automotive industry to be able to expand and improve remanufacturing processes to reflect its commitment to improve environmental conditions.

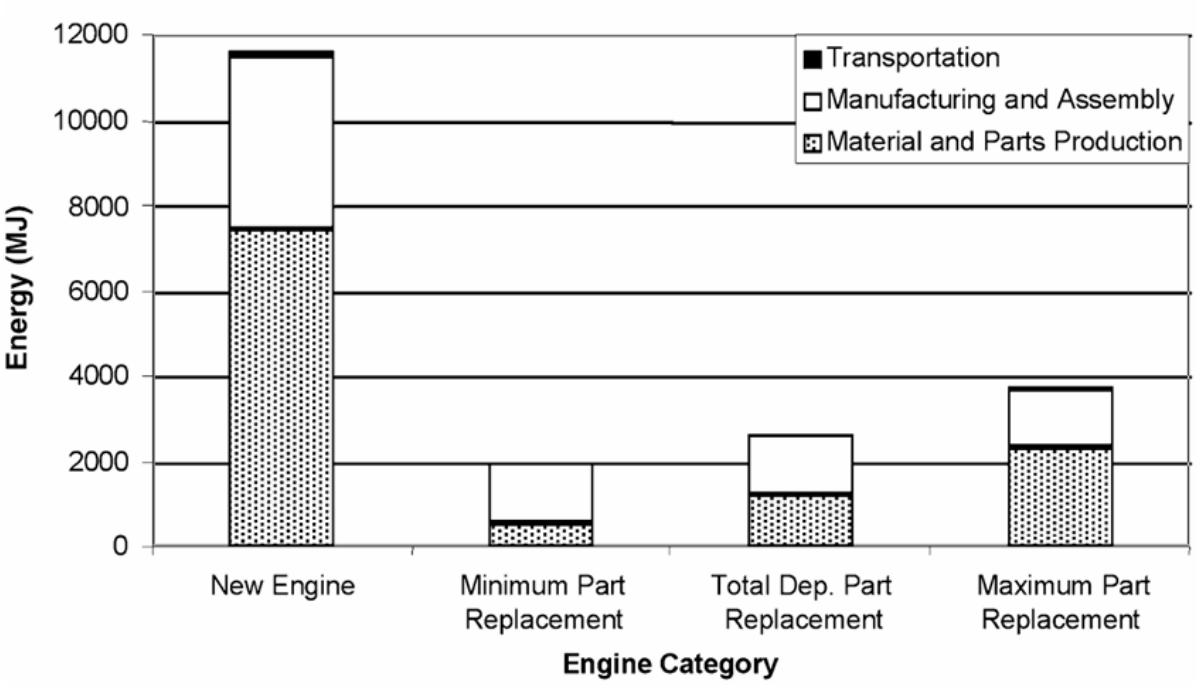

Figure 5. Total life-cycle energy consumption for new and remanufactured engines (Vanessa M. Smith and Gregory A. Keoleian)

2.2.3 The industry

As previously mentioned, the remanufacturing activity generates thousands of jobs that are directly related to the large market that remanufactured engines represent. It is important to consider the importance of remanufacturing for the automotive industry itself because it generates benefits that allow it to improve towards a sustainable model, with better relationships with customers and development of the industry, without forgetting the fact of the economic benefits that this practice represents.

The above is analyzed by Anjar Priyono (Priyono, 2017) in one of his articles in which he studies the benefits of remanufacturing for the various actors that are involved in this process. One of the conclusions he reaches is that the practice of remanufacturing offers a series of benefits for companies and customers because new knowledge is generated that allows companies to better understand their customers, while allowing them to improve the design of their products in order to offer customers a better product at a lower price.

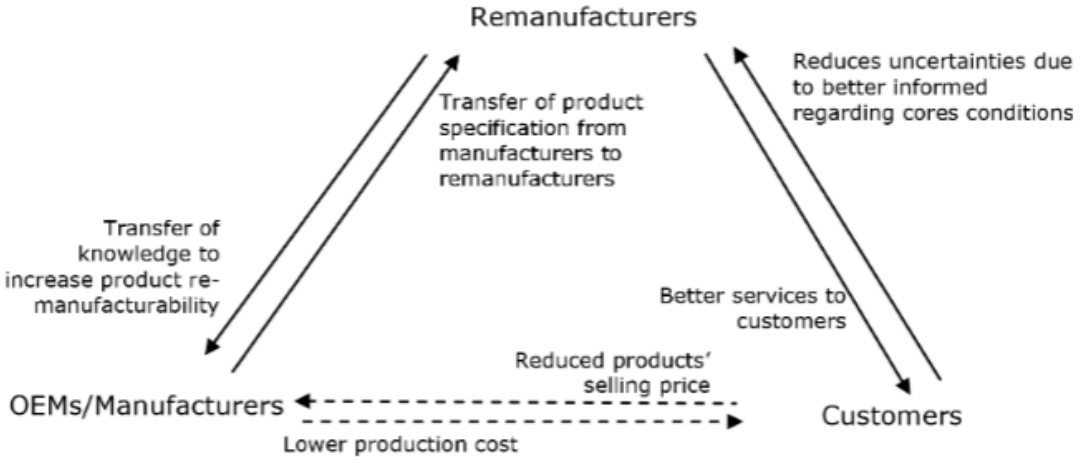

Figure 6. . Benefits of PSS for actors involved in remanufacturing (Priyono, 2017)

2.3 Consumer Perceptions of Remanufactured Products

When a product is categorized as remanufactured, consumer perception usually changes because there is some uncertainty about the quality of a product after it has gone through a remanufacturing process. It is a fact that the first option for consumers is to buy a completely new product, however, sometimes the option of buying an identical but remanufactured product is presented and it is important to know what questions consumers have when considering the possibility of buying a remanufactured product.

As mentioned above, the remanufacturing market is considerably representative in various industries, so companies are interested in promoting this type of products to consumers. However, it is difficult to identify the consumer's perception of these products. Based on this question, a study was conducted with the aim of identifying the factors that influence a consumer's purchasing decision, considering the perceived value and risk of the product as the main factors. Below, a brief description of some of the findings of this study is provided:

- Perceived value is defined as the consumer's evaluation of a product, taking into account the perceived and received benefit and utility, while perceived risk is defined as the uncertainty about the final result and the expectation of loss related to the

purchase of a product (Y. Wang & Hazen, 2015). From these two main factors, other secondary factors are generated that are directly related to the aforementioned factors and determine the final purchase intention. These factors are: quality knowledge, green knowledge and cost knowledge.

- Cost knowledge refers to the consumer's understanding of the value of a product. In this case, the value of a remanufactured product is perceived as lower than the price of a new product. Green knowledge consists of the consumer's understanding of the significant amount of resources and energy that is saved when choosing to purchase a remanufactured product, and the commitment to participate in a sustainable model is also emphasized. Finally, quality knowledge is defined as the lack of knowledge or the degree of ambiguity that the consumer has about the quality of a remanufactured product and the possible functionality risks that the product may present in the future.
- In the model presented for the study, the main factors and secondary factors are directly related, in which the result of each interaction between both factors results in the positive or negative perception of the consumer about the purchase of a remanufactured product.

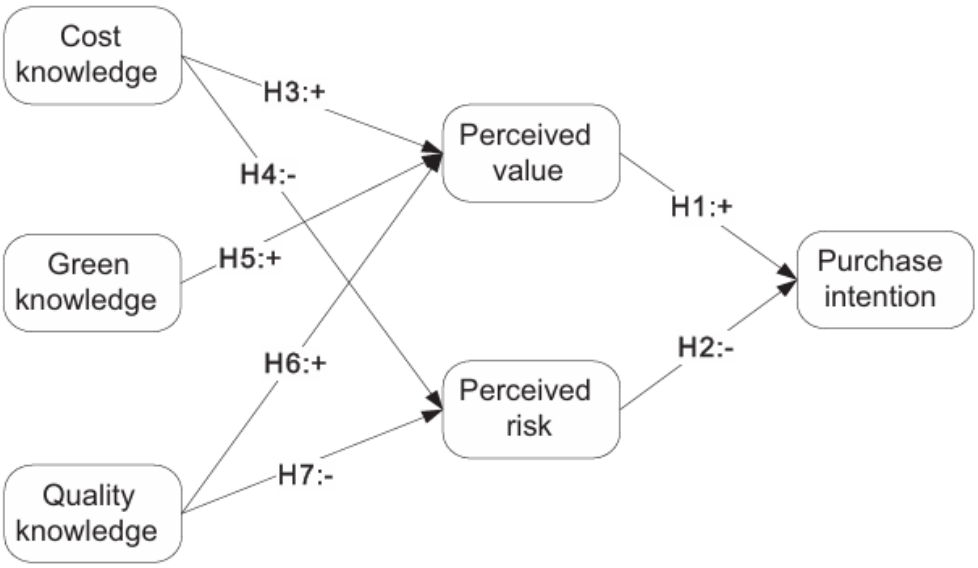

Figure 7. Hypothesized model (Wang, Y., Hazen, B.T.)

As a result of the study, it is determined that the purchase intention is positively influenced by the perceived value, on the contrary, the purchase intention is negatively influenced by the perceived risk, where the quality knowledge factor is by far the most determining factor in the final purchase decision (Y. Wang & Hazen, 2015). This shows that there is a negative stigma of the public towards remanufactured products, which is generated mainly by the

lack of information and knowledge of the remanufacturing processes that guarantee high quality standards and the certainty that the functionality of a remanufactured product will not be compromised in the future and will be able to have the same performance as a new product with similar characteristics.

2.4 Marketing strategies for remanufactured products

Promoting the sale of remanufactured products to the public can be a significant challenge for marketing departments of companies looking for an effective way to get consumers to choose these types of products. As mentioned above, the fact that there is a negative or erroneous perception about the quality of remanufactured products makes the task of marketing these products even more difficult, so finding a marketing strategy that allows consumers to learn about the advantages of this type of products and positively influence their purchasing decision becomes a primary task to sustain this large market.

Based on the above premise, there are several studies that determine which is the most effective way to promote this type of products, one of these is the guarantee. This term refers to the contractual obligation that the manufacturer has with a product that has been sold, in which it is established that if it malfunctions prematurely or does not meet the indicated performance, the client has the right to compensation previously defined in the guarantee (Blischke, 1993). Since the quality of a remanufactured product is one of the major factors that generate uncertainty in the consumer, it is essential that their perspective changes through a better understanding of the virtues and options that these products can offer. For this reason, the warranty of a remanufactured product plays a key role because the consumer obtains a similar product for a lower price but their confidence in the quality of this is not affected while the manufacturer obtains a sale, generating a scenario in which production costs are minimized and good customer relations are maximized (Govindan et al., 2019).

Another way that has been effective for promoting remanufactured products has been through green marketing. As previously discussed, the use of remanufactured engines produces significantly lower percentages of pollution and energy use than new engines. This contrast can be applied to other products, resulting in a noticeable positive impact on the environment. Evidence of the effectiveness of this type of marketing is through the theory of cognitive dissonance (Festinger, 1957), which establishes that individuals have a mental conflict when beliefs and behaviours do not match. This theory, applied in the context of marketing, reflects the consumer in the debate of choosing a remanufactured product in which they can participate in a positive impact on the environment or buy a new product

and aggravate the current situation (P. Wang & Kuah, 2018). Under this premise, consumers, knowing in detail the noticeable positive impact on the environment of remanufactured products, increase their purchase intentions, although these do not always translate into a purchase decision (P. Wang & Kuah, 2018). Despite this, it is a fact that remanufactured products have environmental advantages compared to new products, and promoting this advantage through green marketing is an ideal way to encourage consumers to purchase this type of product.

The analysis of the effectiveness of using these strategies has been really important because it allows us to know their impact on the purchasing decision of customers. For this reason, a study was carried out with the aim of determining what the relationship really is between the promotion of remanufactured products through marketing and the purchase intention of consumers. Below are some of the findings of this study:

- Warranty service can increase a company's profits under a given scenario. When the warranty level is low there is no significant profit, however when the warranty level of the remanufactured product increases the demand for this type of products also increases and consequently the profits, however, when the warranty level is sufficiently large the profits also decrease because the costs of maintaining a high warranty service level are greater than the profits that are collected (M. Wang et al., 2022) .
- The promotion of remanufactured products focused on their environmental benefits and other advantages they present in contrast to new products can have a positive impact on the consumer, however, this can only be truly effective if the size of the target audience is not large, because it can negatively compromise the income of new products that are generally the main source of profit (M. Wang et al., 2022).

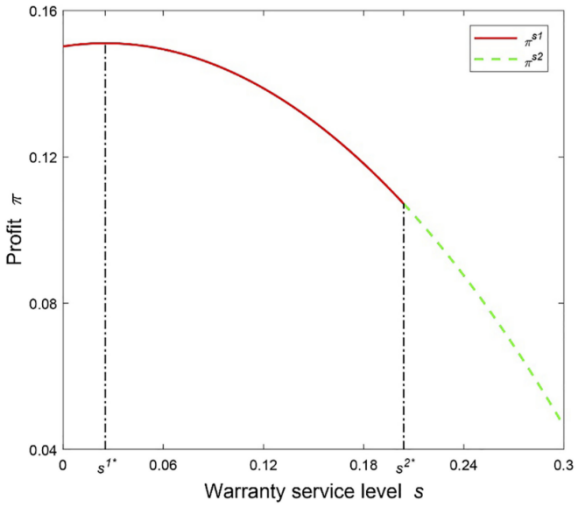

Figure 8. Impact of warranty level on the firm’s profitability (M. Wang et al.)

As can be seen, the design of a marketing strategy for remanufactured products must be designed in detail because the context of each market and each company in which it is intended to be applied must be considered, with the aim of not indirectly causing a negative effect on the company's profitability and the public's perception of the quality of the products.

2.5 Exhibition engagement strategies

Exhibitions are an interactive and effective way to promote a company's products or services. Being able to organize one correctly can guarantee a great reach to a target audience, however, the task of creating an exhibition from scratch is a really big challenge and paying attention to every little detail during the planning process is essential to ensure that the exhibition meets the objectives and expectations set (Global Expo, 2024). Fortunately, there are elements and models related to the area of exhibitions that allow organizers to have a guide that can help them and the organizational process is easier to carry out. Below we will analyze some of the most outstanding ones in this topic of study.

Elements of an exhibition

Exhibitions are an interactive way of promoting products and services and each element present in an exhibition has a meaning and plays an important role in the experience offered to the public. Below are some of the main elements present in an exhibition:

- Central theme: As the name suggests, this element is the main theme from which the other elements will be developed and connected. The central theme serves as the narrative backbone of the exhibition, influencing every aspect of its design and content (Global Expo, 2024).
- Curated artworks: This term refers to the main articles that align with the main exhibition theme and have to create a coherent narrative (Global Expo, 2024). In the case of this study, the remanufactured engines would fulfill this role because they constitute the main article from which a narrative is created.
- Informative labels: Within an exhibit, it is important to provide information about the product or service being promoted. Informative labels offer context, perspective and historical information that enriches the exhibit and allows the visitor to have a better understanding of the exhibit (Global Expo, 2024).
- Layout design: Within an exhibition, it is important that the presentation of the various elements is organized and balanced, for this reason a correct distribution is important so that the public does not feel saturated with information. The design of layouts consists of a distribution design that aims at a fluid and attractive exhibition

through an immersive and logical experience that minimizes visitor confusion (Global Expo, 2024).

- Lighting Strategies: It is a fact that the quality of a display lies in its presentation, one of the ways to highlight a display is through good lighting. Through the correct use of lights and spotlights and ambient lighting, different atmospheres can be created within an exhibition, thus drawing the public's attention to the pieces being promoted (Global Expo, 2024). In this case, a good lighting strategy and lighting arrangement could notably highlight a remanufactured engine.
- Interactive elements: One of the distinguishing features of exhibits compared to other forms of marketing is their ability to have direct interaction with the public. Interactive elements refer to elements such as touch screens, audio guides or other types of interactive activity with the public .These functions greatly improve visitor participation and create a dynamic and interactive experience and deepen the message that the company seeks to convey(Global Expo, 2024).
- Public engagement: This term refers to the promotion or dissemination of the exhibition through posters, informational brochures or social networks with the aim of generating interest in the public and persuading them to attend the exhibition (Global Expo, 2024).
- Visitor experience: This term refers to the overall assessment of the visitor's experience of the exhibition. Achieving a harmonious union of the above elements allows the organizer to leave the visitor with a lasting impression and a sense of discovery and appreciation (Global Expo, 2024).

Figure 9. Main elements in exhibitions

2.6 Visitor engagement

One of the main objectives of a company when it decides to participate in an exhibition is to attract the largest number of visitors. However, this mission turns out to be a really challenging task because generally the exhibitions are held at conventions or other types of business meetings and all companies make great efforts to devise strategies that allow them to reach the largest percentage of the public and stand out from the competition. In order to overcome this difficult task, the organizers seeking to attract the attention of visitors have found resources and strategies that have allowed them to make their exhibition attractive to the public. Some of them are analyzed below.

Interactive objects at exhibitions

Technological development has been a determining factor in improving the public experience during exhibitions. Thanks to this, the inclusion of visitors within the theme of the exhibition through a dynamic and participatory way has been easier to achieve. Through tools such as audio guides, interactive screens, VR (virtual reality) and other types of interactive devices, visitors can have a better experience and better understand the message that the company seeks to convey to the visitor, while the information presented can have a more lasting effect on the public and meet the expectations of the organizers in relation to the reception by the people. An interactive display is defined as a device on which the visitor's interaction is recorded and a change in the display occurs, this interaction is limited to a physical interaction that can consist basically of pressing a button or a screen (Bitgood, 1991) . Bitgood considers that there are 3 types of exhibits that involve interaction with the visitor, each of which is analyzed below:

- Simple hands on: This type of exhibition aims to produce sensorial or perceptual learning and is intended to focus the visitor's attention and interest on an object. This type of display generally features typical interactive objects such as buttons and interactive screens.
- Participatory: This type of exhibition focuses on making a comparison between different types of scenarios and can also present similarities based on simulations that have the same scenario as a starting point. In this type of exhibition, a series of objects can be found with which the public can interact and understand their main differences.
- Interactive: This type of exhibition is characterized by presenting changes when the visitor performs an interaction. Generally, this type of exhibition is intended to show cause-effect relationships and self-learning.

2.7 Planning an exhibition

Behind the stands that people find when they go to an exhibition there are a series of previous steps that were previously carried out with the objective of the final result being a remarkable and eye-catching exhibition for the public. Exhibition organizers throughout the planning process of an exhibition must consider various essential factors that allow them to visualize what is the correct approach to implement in the exhibition so that the public shows interest in what they want to exhibit. For organizers the concept of exhibition design includes several meanings, however, each of them focuses on answering three specific questions; How to respect the content and the visitors while creating attractive and functional experiences? How to ensure that the exhibition has continuity, clarity and both visual and physical elements make sense from an overview to the smallest details? and finally How can organizers plan the exhibition so that it exceeds expectations from a visual, intellectual, physical and emotional perspective? (McKenna-Cress, 2013). The design of an exhibition must answer these questions in order to guarantee that what is shown to the public is coherent and the stated objectives can be achieved.

During the planning process of an exhibition, three stages can be identified. The first is the pre-exhibition, the second is during the exhibition, and the third is the post-exhibition. The first stage is characterized mainly by being the one in which all the necessary preparatory aspects prior to an exhibition must be carried out carefully, because the success of the following stages of the planning process depends on these previous steps. One of the first steps of the first stage is to generate ideas about a topic to exhibit or, if you already have one, how to present it. To do this, two team-based methods are generally used: brainstorming or charrete, which aim to generate a window of possibilities with which the organizers can begin to work. The “Charrete” is a term that has its origin in the 19th century and referred to the French word “for cart.” At the School of Fine Arts in Paris, supervisors circulated with charrettes to gather drawings from student apprentices for teachers to critique. Later, this term referred to an intense creative period. The charrete as a method for generating ideas basically consists of group work sessions over several days that involve specialists and professionals with diverse perspectives with the objective of generating ideas for the development of a project (McKenna-Cress, 2013). In addition to this creative step and generation of ideas, the first phase also involves steps that contemplate informative and logistical aspects. The exhibitions are considered as a means or tool of communication and these must be aligned with the objective and message that the company seeks to transmit to the public. For this, there are a series of criteria that must be analyzed so that the organizers make the correct decision when planning an exhibition (Elijärvi, 2014). Some of these criteria are analyzed below:

- Research of the exhibition: This criteria refers to having a prior study that has a quantitative approach to know the approximate number of visitors who will attend and also a qualitative approach to know the profile of the public.
- Cost and estimated return of exhibition participation: Generally, the participation of a company in an exhibition requires the payment of a registration fee to be able to access the right to use a space, in addition to requiring an analysis of the estimated impact to estimate the return on investment made in the exhibition.
- Presence of competitors: An important factor to consider when considering participating in an exhibition is whether a company's direct competitors will participate, as this can have two effects: the first effect is the potential loss of sales and the second effect is the poor perception of the company by the public because it reflects a lack of interest in not participating.
- Own experiences of the event year before: Analyzing a company's participation in previous exhibitions is important because it provides a record of what has been done previously and the aspects that can be improved to obtain a better result.
- Timing of the exhibition: Consider the demand and availability of inventory it is important because generally after an exhibition the number of sales increases and being prepared for this increase in the percentage of sales is essential to not affect customer confidence.

The second stage that occurs during the exhibition is mainly characterized by evaluating and controlling that the previously planned activities are carried out normally and that in the event of an emerging problem a solution is presented as quickly as possible to guarantee that the integrity of the exhibition is not affected and the interest of the public is not lost. Finally, the last stage is the post-exhibition, this last stage of the planning process of an exhibition consists mainly of evaluating the effectiveness of the efforts made by the company during the exhibition, because there are 4 main reasons to measure the results of an exhibition (Elijärvi, 2014), which are described below.

- To justify investments: Conducting a detailed analysis of the money invested and the profits generated by participation in exhibitions is important to evaluate the ROI index (return on investment) .
- To help choose the right exhibition: Having a record of exhibitions with the most favourable impact allows for creating a better calendar for future years.
- To improve exhibition activities: Evaluating the effectiveness of the activities carried out allows for improvements for future exhibitions.
- To encourage goal-driven activities: Participating in this type of event contributes significantly to achieving the objectives set by a company.

2.8 Case studies and best practices

Throughout this section we have analysed the most relevant concepts related to exhibitions, the concept of remanufacturing in general and remanufactured engines. The automotive industry is one of the largest in the world and that means that there are a large number of companies that seek to be the best in this panorama. The section of the automotive industry in which AGCO Power participates is no exception and the existence of direct and indirect competitors makes being relevant in the market an increasingly difficult task. For this reason, the participation of other companies with a similar context to that of AGCO Power in exhibitions will be analysed below with the aim of identifying the strategies they use to attract the public during these events.

2.8.1 Case study 1: Kohler engines

Kohler is a company that was created in 1920. In its early days, the need for electricity on farms prompted them to create their first engine to generate electricity (*Kohler*, 2024). After more than one hundred years in the industry, it is clear that they have managed to remain strong and relevant in the market. Today, their product portfolio has increased considerably because the company offers a full array of diesel, gasoline and gaseous-fuelled engines, which are supplied to equipment manufacturers worldwide in the construction, agricultural, other industries. Kohler has participated in a wide variety of exhibitions, below we analyze one of them.

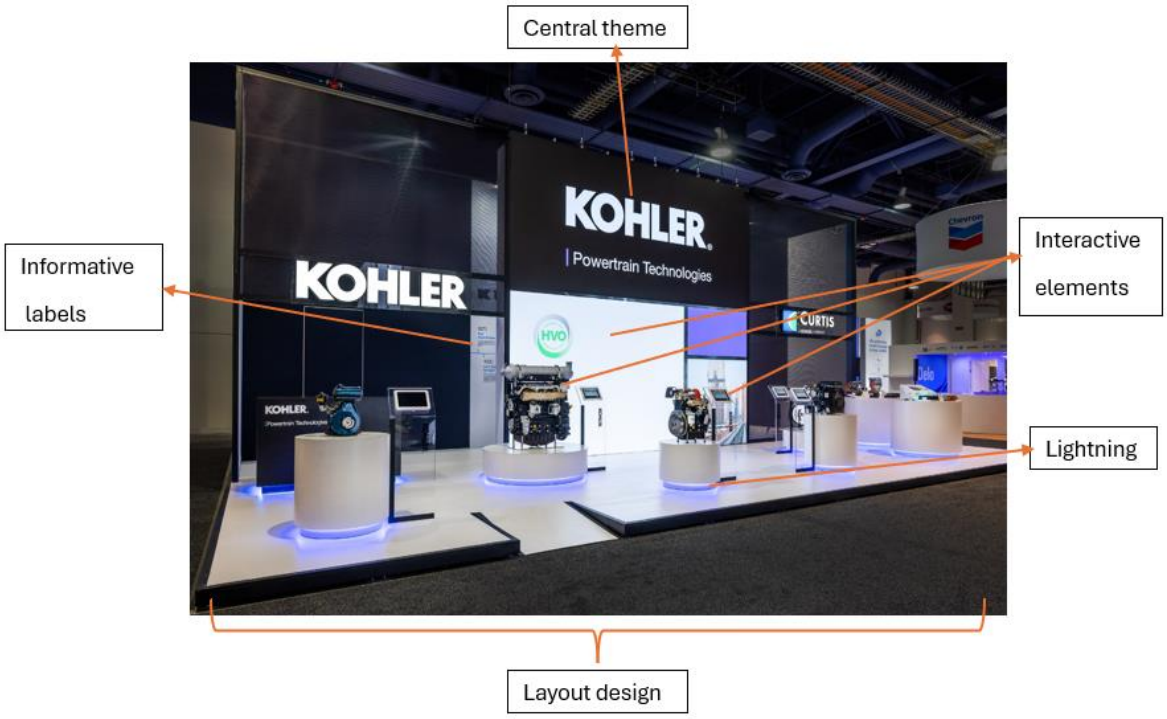

Figure 10. Kohler exhibition (Conexpo-con, 2023)

Figure 12 corresponds to a Kohler exhibition during Conexpo-con that took place in Las Vegas in 2023. This event is characterized by being one of the most relevant for the construction industry because the most significant advances in the technological fields, products and services are exhibited. Within the exhibition we can identify characteristic elements of an exhibition, for example: interactive screens, information screens and strategically placed lighting to highlight its engines. The layout of the exhibition is intended to highlight its products while at the same time inviting the visitor to interact with elements such as interactive screens so that they can learn more about their advantages in detail. They also include engines as objects in the exhibition to provide an even clearer image to the public of the quality of their products.

2.8.2 Case study 2: Kubota engines

Kubota is a Japanese brand with a long history. Founded in 1890 in Osaka, Japan, it began its activities with the production of the horizontal type water-cooled kerosene engine (Kubota, 2024). Today, with more than 130 years of experience, it is one of the most important OEMs of compact diesel and gasoline engines for industrial, agricultural, and utility generators. Kubo-ta has participated in numerous exhibitions, below we analyze one of them

Figure 11. Kubota exhibition (*Kubota – DESIGNMARK GROUP – Architecture, Design and Consulting*, n.d.)

Figure 13 corresponds to a Kubota exhibition that took place at Bauma, Munich in 2022. One of the aspects that stands out at first glance is the complexity and dimensions of the exhibition. Elements commonly used for the design of exhibitions can be identified, such

as: interactive screens, informative labels and surround lighting that highlights the products and the company logo. It is important to consider that the design of the exhibition aims to invite the public to learn about not only the products but also the history of the company by including highlights of it. The large dimensions of the exhibition allow the inclusion of numerous objects; however, the interactive elements are dominant thanks to the fact that interactive and informative screens are present in several places, providing the visitor with a participatory and immersive experience.

2.9 Theoretical framework

Several models have been proposed with the aim of evaluating the appropriate way of implementing a marketing strategy that is capable of responding to the needs of companies within different industries, however, most of them are limited by a lack of depth in the complex process of creating value in communication strategies with the public and evaluating the different factors that influence the creation of customer engagement strategies, especially if exhibitions are the chosen medium to execute a market strategy. An example of this is the model presented by Pitta (2006) in which he presents five components; “ongoing research”, “marketing strategic planning”, “exhibit marketing planning – tactics - preparation”, “exhibit plan execution” and “post shows activities – follow up” that are linked in a cyclical manner. Despite providing clear guidelines on how to execute marketing strategy planning, the lack of in-depth analysis of important concepts such as the public experience, interpersonal communication and the results obtained from the exhibition are not properly analyzed and leave a gap that can result in a free interpretation that can end in errors in the planning process.

On the other hand, the model proposed by Rai Shivam and Kumar Jogendra (2020) takes into account the factors previously mentioned, and also places a significant emphasis on the concept of experiences and expands them towards their application to exhibitors, visitors and the atmosphere of the exhibition. The creation of this model is done with the objective of understanding the experiences that are generated within an exhibition and how to interpretate them correctly. In the same way, an interesting fact is that the creation of this model takes into account a core, conditions and results of the exhibitions that are addressed from the perspective of the stakeholders and the organizers. It also proposes:

> *“Trade show experience is an interaction between a stakeholder and event environment, reformed by the level of engagement. It encompasses many experiential elements and, it involves multiple experiential outputs (such as behavior, learning, emotions, satisfaction etc.), that can occur at any moment in the journey of the event.” (Rai & Nayak, 2020)*

The structure of this model is made up of 3 sections (event constraints, event core and event consequences) and each of them interacts between them. At the same time, these sections are made up of two dimensions that have a relationship and provide coherence to the organization of this model. It is important to note that this model is intended to serve as a tool for organizers to match the approach of their exhibition design with the expectations that visitors have about this type of event and to increase the chances that the message they seek to convey is retained by the public.

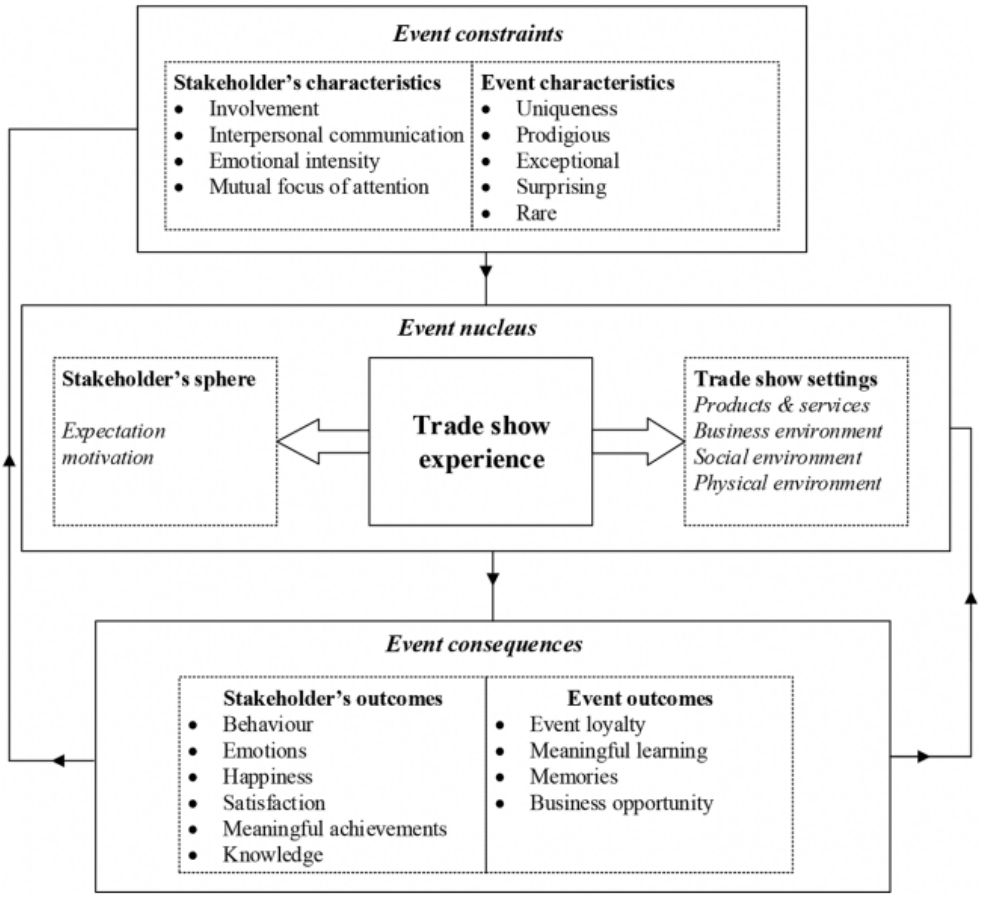

Figure 12. Conceptual framework (Rai & Nayak, 2020)

Event constraints section is composed of two dimensions: stakeholder´s characteristics and event characteristics. In this section, important concepts such as involvement, interpersonal relationships and the common goal that unites visitors and organizers are analyzed. This part of the model aims to evaluate the importance of interactions in generating experiences.

The event nucleus section is composed of two dimensions: stakeholder´s sphere and trade show settings. The aim of this section is to analyse the main influencing factors within exhibitions. On the one hand, it discusses the reasons that drive organisers and visitors to

participate in exhibitions and the expectations they have about these events and, on the other hand, it analyses the different types of environments present in exhibitions.

Event consequences section is made up of two dimensions: stakeholder´s out-comes and event outcomes. This section is really important because it analyses the concept of emotions and how they impact the creation of experiences for visitors and organisers. On the one hand, visitors gain a feeling of self-fulfilment and satisfaction, while organisers gain meaningful learning and new business opportunities, which are usually their main objective when participating in exhibitions.

2.10 Summary of key findings of literature

Throughout this section, the most relevant points related to the subject of study have been explored. Knowing in detail the concept of remanufacturing within the different industries is essential to understand precisely what the importance of this process is and the different benefits it generates for the environment, the consumer and the industry in general. Likewise, we have delved into the details of what the remanufacturing process of an engine consists of, the different stages it goes through until it can function normally again, being categorized as remanufactured.

It is essential to emphasize again the benefits of this process; the positive impact on the environment generated by this practice is considerable, not only because of the significant savings in materials compared to the amount of resources needed to manufacture a new engine, but also because of the significant energy savings that a customer opting for a remanufactured engine entails. Likewise, promoting this practice also favours the development and evolution of remanufacturing processes so that in the coming years the benefits they generate will be even greater, without forgetting the fact that for companies, promoting remanufactured products allows them to generate profits and not lose considerable investments in perfectly functional products that are eligible for sale to the public.

In the same way, the perception of consumers regarding remanufactured products has been analyzed, as well as the main factors that influence their final purchase decision. For this reason, the main ways in which companies seek to promote their remanufactured products have also been analyzed, where it was found that highlighting the guarantee and environmental benefits offered by these products are the most effective ways to capture the attention of consumers. In direct relation to the subject of study, the elements of an exhibition and their role in the objective of creating a narrative and unique and informative experiences for attendees were analyzed in detail. In addition, examples of interactive objects and the

different types of exhibitions that can be proposed to generate interactions with the public were pointed out.

The importance of carrying out good planning in which the smallest details are considered in order to significantly reduce the risk of scenarios in which the integrity of the exhibition and the interest of the public are compromised was indicated. This is why the role of the organizers throughout the three planning stages of an exhibition is essential to ensure that the message the company seeks to convey is received and has a lasting effect on the public and that the company's participation in this type of events subsequently translates into an increase in the number of sales and the relationship of trust with the client is strengthened. This is reflected in the careful organization that important companies such as Kohler and Kubota put into the design of their exhibits, because it is essential for these types of companies to participate in highly relevant events and to do so correctly with exhibits that are capable of attracting the public and that can eventually generate new business opportunities for them in the future.

Finally, the conceptual framework presented by Rai Shivam and Kumar Jogendra focuses on highlighting the importance of the concept of experiences in exhibitions, visitors and the environment of exhibitions in general. The various factors that influence the generation of experiences such as emotions, behaviours, interpersonal relationships, among others, are analyzed in detail through a model composed of 3 sections that aims to serve as a tool for exhibition organizers to evaluate the effectiveness of an exhibition and propose a better design for future events.

3 Methodology

3.1 Research context

ACGO Power is a company with a long history that has focused on the manufacture of engines, especially for work vehicles. Over the years, AGCO Power has shown its great commitment to environmental conservation, and this is reflected in the values that the company promotes and the environmental certifications that guarantee its engines with the highest quality standards. In the same way, its remanufactured engine program joins this list of practices that seek to improve world conditions, promote sustainable production models and promote the excellence of its services that have characterized them throughout its history. For this reason, ACGO Power has the objective of promoting its remanufactured engine program, and exhibitions arise as an interesting response to meet this objective. Thanks to the aforementioned, finding an effective way to promote its remanufactured engines at exhibitions is a crucial need.

3.2 Research design

In order to develop this study, the approach to the research design aims to have a logical order and coherence so that the presentation of data and its subsequent observation and analysis are capable of showing findings and reflections that can answer the questions raised in the case study presented above. For this reason, the choice of the data collection method, exemplification techniques, analysis methods and other necessary aspects within the construction of this study model will be analyzed and justified below.

3.3 Data collection method

This study involves 2 sources of data: interviews and direct observations. By using interviews as a source of data, the researcher has the opportunity to learn from a primary source important findings about the phenomenon of study, in the same way through direct observations the researcher has the possibility of knowing firsthand the various factors that interact in the environment designated for the study and corroborate the information resulting from the interviews and at the same time add other important points that could have been omitted by the participants in the interviews and be able to obtain a more precise approach (Chou & Lu, 2022).

For the interviews, the method chosen is semi-structured interviews. Due to the nature of the case study, the use of a qualitative data collection method is optimal because it aims to understand and analyze the perspectives of individuals about an idea or approach. The

interviews are intended to reveal the opinions of a group of people, without the inclusion of evaluative questions by the researcher (Edward Groenland & Leo-paul Dana, 2019). There are several types of interviews such as structured interviews, open conversations or observational interviews, however, for this case study, semi-structured interviews are the best method because they allow the researcher to create a set of questions in advance but they can be used flexibly throughout the interview allowing him to control the pace and order of the questions, in the same way this type of interview gives the researcher the opportunity to include more information or deepen the interviewee's response if the researcher considers it necessary and beneficial for the development of the study (Edward Groenland & Leo-paul Dana, 2019). This type of data collection method has advantages and disadvantages, some of which are presented below:

- Participants are given the opportunity to express what is most important from their perspective rather than being restricted to a set of questions that limits their freedom as is often the case in surveys.
- The researcher has the opportunity to go beyond what was initially proposed and obtain valuable information that can be used later in the study.
- The subsequent analysis of data can generate qualitative conclusions that, depending on the type of study, may be more conclusive than strictly quantitative conclusions.
- The type of responses can vary greatly and it can be difficult to put forward common ideas.

Regarding observational data, unstructured observations and open record observations will be used in order to provide the researcher with freedom during the visit to the study setting (Chou & Lu, 2022). However, to carry out this data collection, an observation guide will be used, which consists of the conceptual framework presented in the literature review. This consists of (1) event constraints, including stakeholder characteristics and event characteristics; (2) event nucleus made up of stakeholder sphere and trade show settings; and finally (3) event consequences, which includes stakeholder outcomes and event outcomes. It is important to mention that this last dimension will not be taken into account due to the impossibility of evaluating the concepts that involve this dimension.

3.4 Sampling method

For the development of this study, the sampling method chosen is purposive sampling. Due to the nature of the study, it is essential that the individuals chosen to participate in the interviews have a relationship with the organization of the company's exhibitions or have

previous experience of participating in an exhibition in which the company has been present. By using this sampling method, the individuals chosen must meet a criteria; in this case, all the individuals chosen to meet the condition of having a direct or indirect relationship with the company's participation in exhibitions. One of the favourable points when using this sampling method is that it allows the exploration of the various differences that exist within a fairly homogeneous group due to its intentional selection (Patton, 2014). Likewise, an important point when using this sampling method is that it allows the researcher to generate new knowledge from carrying out a differentiation and contrast process from a group of individuals that present similarities or follow a previous selection criterion (Miles & Huberman, 1994). Despite the above, the choice of this sampling method also presents disadvantages because the choice of individuals can be biased and in turn can limit the use of the results of the study for their application in other types of research cases.

3.5 Data analysis method

The data analysis process is fundamental in the development of a study because in this stage of the research important findings are found and serve as a basis for the subsequent writing of observations and conclusions. The role of the researcher is important during this phase because he is in charge of evaluating which data analysis methodology best suits the research and can reflect more precise results.

The relationship that is presented between the data and the theory is fundamentally a conceptual code. Coding allows the researcher to analyze the data obtained in a fragmented way and identify the patterns that are presented while the theory explains in detail what happens with the data collected (Holton, 2007). Likewise, coding gives the researcher the opportunity to obtain a condensed and abstract vision with an extensive scope capable of covering phenomena that would not be possible to obtain with other types of methodologies so that eventually these phenomena are contrasted and generate new knowledge or theoretical concepts (Holton, 2007).

In the case of this study, the methodology proposed by Pearse (2019) will be followed, which is detailed below:

- **Code book:** This step of the methodology consists of the review, correction and confirmation that the codes are present in the data. To carry out this step, the “provisional coding” technique will be used. This technique uses the initial codes developed from preliminary research or literature review, with the expectation that they may be adjusted, revised, or removed during data analysis (Onwuegbuzie et al., 2016).

- **Theme identification:** In this step, themes are identified. Each theme represents a meaning within a set of data and these emerge from the relationship of similarities that exists between codes and in this way, patterns are identified. However, in this study the codes are already present because they derive directly from the literature previously presented.
- **Analysis in relation to the theory:** This last step of the methodology focuses mainly on the role of the researcher, who is responsible for evaluating the codes present in the data, identifying their level of relevance for the research and relating them to the concepts of the framework previously presented.

3.6 Ethical considerations

The development of this study aims to be responsible and ethical, for this purpose several important aspects were considered in order to respect the ethical integrity of this study. Below are briefly described some of the ethical aspects that were taken into account for the realization of this research:

- **Informed consent:** For the interviews, each participant was informed about the nature of the study, its objectives and their role within the research. Each interview was conducted with the full consent of the interviewee and their approval for the use of the data collected for the development of this research. Likewise, the researcher had the company's consent to collect observational data.
- **Confidentiality and anonymity:** Each individual who participated in the interviews was informed that all information collected would be analyzed confidentially and anonymously, and they were also told that each interview would be deleted once the study was over in order to protect the integrity of the participants.
- **Bias and Objectivity:** In order to mitigate any type of bias by the researcher for data collection, the selection of participants was carried out under a single selection criterion that had the sole objective of providing the research with greater precision. Likewise, no conflict of interest was evident since the researcher was a formally hired employee of the company that requires the study.
- **Data integrity:** The data collected and used for the development of this study were not manipulated or fabricated with any kind of interest. Each interview has an audiovisual record and a written transcription in order to justify its origin and integrity. In the same way the observational data has an audio and written transcription .

3.7 Limitations of the study

Although the study addresses a topic that may initially be of a general nature, its application to other types of scenarios may be limited. This research is carried out specifically for the company that is driving its development in this case, AGCO Power, therefore the observations, recommendations and conclusions presented throughout this research are directed specifically to this case study. Likewise, it is important to emphasize that the data collected for the development of this study come directly from the company's workers, so the generalization of the data presented for other types of case studies must be taken into account and evaluated by the researcher.

Another aspect to take into account is the scope of the study. This research focused specifically on the promotion of remanufactured engines at exhibitions, so the use of the recommendations presented for another type of product could be subject to high important variables that could result in erroneous conclusions and implementations of the recommendations presented in this study.

Finally, it is important to mention that the observational data was collected during a single day and not over the entire duration of the exhibition (3 days). Likewise, the company was not the main presenter during the event because the exhibition was open to the participation of different companies from different industries.

4 Research findings

4.1 Event constraints – Stakeholder's characteristics

During the interviews, participants were asked about several factors that are highly relevant during exhibitions. The first of these factors was the importance of involving visitors in the exhibitions. Participants stated that one of the key points during the planning of an exhibition is to find a way to attract the attention of visitors because they represent the main reason why the company participates in this type of event. For example, interview 5 indicates, *"The most critical part of the exhibition is that we go there and present our products and then we want people to be interested in the product."* Likewise, participants indicated that this objective can be really challenging because sometimes the exhibition does not seem to be sufficiently attractive to visitors because the implemented strategies do not have the expected results as indicated in interview 1, *"Definitely what we are looking for is having those conversations having that engagement with the visitors. But do we actively promote it? Maybe not that much".* This is consistent with observational data indicating that companies, in order to attract the attention of visitors, incorporate activities that have the sole purpose of inviting people to know more about what is being exhibited. This reflects that involving visitors with the exhibition is really fundamental because getting the attention of visitors is the first step for people to have the intention of knowing more in detail about the products that are exhibited and eventually being able to translate this into business opportunities or simply giving visibility to the company and its products.

Another factor that participants were asked during the interview was whether there is an open conversation with visitors during the exhibitions. The interviewees stated that usually when a conversation is started, they are open to learning about the person's background and discussing other types of topics, as indicated in Interview 5, *"It's usually, of course, regarding the product. There's typically also a conversation with the visitor about what is the background of the visitor themselves".* The observational data confirms this because it shows that during the exhibitions visitors are willing to start a conversation with the exhibitors that is not limited to discussing only the products or services on display. In this way, we can point out that considering having an open conversation with a visitor is a really important option to consider, because it provides dynamism to the exhibition and at the same time allows the company to get to know more closely the background of those interested in its products and to be able to build a more precise and detailed profile of the needs of its clients.

Similarly, another factor that was asked to the participants during the interview was the intensity of the emotions during the exhibitions. The participants stated that emotions are a factor that should be given special attention due to its relevance, however, when it comes to implementing them in the exhibition, it is somewhat omitted, as shown in interview 1, *"I think. emotionally, we don't. Maybe not that much. Not that much. I think we mostly go quite a lot with like technical specifications as the kind of a selling point".* However, the interviewee later indicate that one of his objectives is to find a way to incorporate emotions*, "Choosing on what type of technologies we focus on is really important and I personally I am really excited about that and that is something that we want to promote emotionally as well in in exhibitions to bring that excitement, bring that optimism of the future into the trade shows"*. According to observational data, the intensity of emotions varies depending on the activities present in the exhibition, so the absence of activities that allow the participation of visitors causes a lack of interest on the part of the public and the generation of emotions is significantly reduced. Thanks to the above, it can be said that the intensity of emotions is a key factor in exhibitions because it allows the company to show visitors its commitment to its mission, that is why finding tools or methods that can amplify emotions is essential.

When participants were asked about the mutual focus of attention factor, they stated that usually when participants ask questions or engage in conversations, they are related to the topic of the exhibition, as in interview 5, *"I think mostly they are more focused on what we are presenting. So, whatever we are displaying on the exhibition is what the conversations are about."*. However, they also pointed out that sometimes visitors can address topics that are not in the exhibition, as indicated in interview 3, *"It's quite common that that we get questions like let's say. Can we usually use this and that like it could be anything, it could be like a different feels that are not presented at that point".* The observational data indicates that mutual focus of attention is mostly focused on the topics on display in the exhibition because the existence of activities focused on the topic on display directs all the interest of the visitors to a single focus. Thanks to the above mentioned, it can be pointed out that the mutual focus of attention is generally focused on the products or services that are exhibited, however, there are times when visitors wish to address topics that are not on display and it is important that exhibitors have the ability to respond to the questions presented by the public.

4.2 Event characteristics – Event constraints

During the interview participants were also asked about the factors that characterize the events. One of these factors was uniqueness, more specifically whether they followed a predetermined template or made a unique design for each of the exhibits they participated

in. Participants stated that they seek to follow a predetermined template rather than innovate for each exhibit they participated in, however, the reasons for this response varied. One participant mentioned that following a predetermined template had an economic interest as noted in interview 1, *“It saves money when you can have this kind of template, but then of course the templates we have today are mostly designed around showcasing new technologies”.* On the other hand, one participant pointed out that following a predetermined template was a result of following company guidelines as noted in interview 2, *“As AGCO Company we often have certain rules that we work with or according to at exhibitions. We have a certain script similar to that, uh, that we follow in a launch image”.* One of the participants mentioned that this is because they are trying to create an identity of the company following a predetermined model in each exhibition, such as in interview 3, *“Where we have now been trying to create our identity, which kind of let's say, what are the basic facilities we have in the booth, what are the products for each is fair and so on”*. Uniqueness is a key factor when planning an exhibition because it gives a distinct look to the company during this type of event, although it is also important to keep in mind the budget, company guidelines, current brand management projects and the nature of the exhibition, which are factors to take into account when considering creating a new design or keeping a predetermined design.

Another factor that was asked to the participants was prodigious, this factor was contextualized in the importance of certain events in which they consider it really necessary to participate due to their relevance. The participants stated in their entirety that there are indeed events in which it is essential to participate due to the relevance they represent for the industry, for example in interview 2, *“Especially those exhibitions which are that meant for professionals like the professional farmers or the machine contractors or whatever those”*, in the same way another of the participants mentioned that it is essential to participate in these exhibitions because they represent staying competitive in the market as indicated in interview 4, “*There are fairs that are like a big fair. Agricultural fairs. We need to be there because as all of our competition is there”*. It is important to mention that one participant also points out that despite the great relevance of an exhibition, it is essential to analyze the budget and evaluate the state of the company before considering participating in these events of great relevance, as indicated in interview 1, *"Those are the major ones where we try to take part whenever we can, but that always depends on the budget and how we're looking at the next year"*. Due to this, it can be indicated that having the possibility of participating in an exhibition of great relevance for the industry is fundamental because it allows the company to have a greater reach with potential clients and at the same time represents a competitive advantage over competitors that cannot participate in this type of events;

however, it is essential to carry out a prior evaluation that considers determining factors such as the budget and the projection of the company in the future because in case of obtaining negative results, participating in these large-scale exhibitions in that state can have an impact totally contrary to those previously described.

Similarly, participants were asked about the surprise factor. Participants except one stated that usually there are no big surprises and everything goes as normal, however, there are times when something out of the ordinary happens, as mentioned in interview 3, *"It was a big surprise when I went to the fair and saw that that there were so many people coming to our booth, even though it was very small"*, similarly another participant pointed out his surprise at the degree of difficulty of the visitor's questions as indicated in interview 4*, "I think it has been a bit surprising that some, some people, they really know. They know the details, they really can ask really tough questions and it has been a bit challenging to be prepared for that".* The surprise factor, as the term indicates, can be unexpected and cause difficulties during the exhibition, for this reason it is essential to carry out prior preparation to reduce the margin of errors that can occur in these types of situations.

When participants were asked about the rare/exceptional factor, they stated that there are usually no situations in which something strange happens or that the occasions in which something like that happens are rare, although one of the participants emphasized that generally these exceptional situations are related to problems with the material used for the exhibition as indicated in interview 4, "*Well. A lot of like a practical stuff that goes not as planned. So there could be difficulties in. Really like Some challenges with the practical stuff like shipping"*, this point is reaffirmed by what was mentioned by another of the participants in interview 5, *"There's typically like being on an exhibition stand, there's usually some technical challenge with screens or something, but that's quite minor".* Thanks to the above, it can be noted that although their frequency is rare, there are unusual situations that can affect the integrity of the exhibition, the most common being problems with the materials used for the exhibition or technical failures.

4.3 Stakeholder´s sphere – Event nucleus

During the interviews, participants were asked what their main motivation is to participate in exhibitions. An important finding from this section was the diverse perspectives presented regarding the question mentioned above. One participant commented that participating in an exhibition corresponds to a tradition due to the numerous occasions in which the company has participated over the years, as shown in interview 1, *"That's like tradition is one that, you know, if we've been there for the past 10 years, it would look quite strange that we're not there in the next year".* On the other hand, one participant indicated that the main

reason for participating in these events is because an exhibition represents the ideal setting in which to create new business opportunities and to listen to the needs of customers from the primary source as shown in interview 5, *“We also try to reach the dealers in terms of remanufacturing and our service and we want to hear the voice of the customer during the exhibition”*. Another perspective expressed by the participant indicates that the main reason for participating in exhibitions is to increase sales, since it is the greatest benefit that can be obtained from this type of event, as indicated in interview 6, *“I would say more sales, that is the number one thing and it depends on the shows”*. The opinions described above allow us to point out that the company's participation in exhibitions has as its main objective to maintain the ties with the public built over the years; while using this space to increase its reach towards new potential clients and eventually these opportunities translate into sales for the company.

4.4 Product & services – Trade show settings

During the interviews, participants were also asked about the environment experienced within the exhibitions and the products on display. To be more precise, the research was divided into different types of environments. First, they were asked about the products presented at the exhibition. Participants stated that the products presented during the events correspond to the company's main line of engines, as indicated in interview 3, *"So, for us it's the core engines which is now the hot topics, so to say. So, these are what we want to show"*. Similarly, another participant mentioned that in addition to presenting their production engine line, they also seek to show their projects and other programs they have, such as remanufactured engines, for example in interview 5, *"From Agco Power we present Engines. We present the future technology and then we have tried presenting reman"*. Observational data shows that the products on display vary according to the type of exhibition, such as forestry, transportation and heavy duties exhibitions, and various services are also presented. In this way, we can point out that the company seeks to promote mainly its main line of engines because these represent the largest percentage of its total production, although they also seek to give space to its long-term projects and the services they offer because these also represent a large investment by the company and giving them visibility increases the chances that these projects meet the expectations raised.

The first scenario that the interview participants were asked about was how the business environment is experienced within the exhibitions. The participants commented that during these events negotiations frequently occur because they are spaces that encourage this practice, for example in interview 2 *“There's quite a big number of new deals which are sealed during the exhibitions and, it's in that sense. It's also a very important tool for the*

from the business perspective". Similarly, another of the participants pointed out that these spaces also open the possibility of learning more in detail about the various technological advances, challenges they face and the state of the industry in general, as indicated in interview 1 *"There is a usually some kind of panel discussions and that kind of, let's say events inside of the fair where it's possible to kind of a share their thoughts and kind of a. Get to the what? What's the current level of the industry?"*. In this way we can mention that the business environment within the exhibitions is a common practice that benefits the companies present because it opens the doors to new business opportunities and at the same time serves as a space in which companies discuss common problems and how to improve the level of the industry.

Another of the scenarios that participants were asked about was the social environment that is perceived within these events. The participant's response to this question was quite similar. They mentioned that generally the atmosphere is relaxed and well organized, however this directly depends on the flow of visitors to the exhibition, as indicated in interview 4, *"Mainly quite, quite. Relaxed, relaxed. I would say there might be like a chaotic moment when there are like a too many. Too many people"*, similarly another of the participants commented that usually the number of visitors increases considerably on weekends because all kinds of people come, not only industry experts, as stated in interview 2, *"The difference is between event different days is quite big because it's quite often that that certain days of the week are mostly coming for , like the experts and then during the weekends, there are more people"*. Observational data indicates that the social environment is really chaotic despite the good organization, and it also indicates that the flow of people is even greater at midday, especially in exhibitions near food services. Thanks to the above, we can say that the social environment within the exhibitions is chaotic, although this directly depends on the number of visitors present, so when there is a low flow of visitors, a relaxed atmosphere is perceived.

When participants were asked about the physical environment within the exhibits, the answers were similar, however it was interesting to find different elements within their answers. One of the participants pointed out that one of the main physical elements present in the exhibits are the engines together with screens that serve as an audiovisual tool, as indicated in interview 1, *"The most, most common one is having those physical Engines. So of course, people like and they get drawn into these seeing something face to face and then, of course, big screens showing either videos or some brand messaging"*. He later mentioned that generally people who come to these exhibits are passionate about engineering and engines, so they look for exhibits that show big machines. *"People who come*

to this kind of exhibitions, they are really passionate about mechanical engineering in general and machines they might love cars. They might love big machines that make a lot of noise". It is crucial to mention that participants repeatedly emphasize the important role of physical elements such as screens as a tool to communicate a message to visitors or to better exemplify the use of their products, as noted in interview 3, "*The screens are essential as well as the uh people are utilizing the video in order to show how it's like in the real world somehow or how it looks inside the factory or what are the possibilities beyond the product that's currently visible*". Observational data indicates that the presence of various physical elements in an exhibition depends on the space available. In this case, the exhibition was held in an open space, which allowed companies to bring heavy machinery and other types of vehicles, something that is truly difficult in an indoor exhibition. Taking into account the above, we can point out that the most common physical elements are motors and screens, and the presence of other additional elements depends on the availability of space that companies can use.

4.5 Stakeholder's outcomes – Event outcomes

Throughout the interview, participants were asked about the sensations and feelings they experience when an exhibition ends. First, they were asked about activities that encourage visitor participation. Participants stated that there are usually a variety of activities depending on the exhibition. Some of the activities that stood out the most were the possibility for visitors to take a test drive, this activity being one of the most popular, as shown in interview 2, *"There's always a possibility to arrange something like the test drive for the tractor, those ones are very always interesting"*. Likewise, one participant mentioned that there are fun and dynamic activities that attract the public's attention because they can win a prize, as indicated in interview 5*, "They had this farming game that you could answer a quiz and get, get some credits and if you got enough credits, you would get a price"*. It is important to mention that there are also activities directed towards the participating companies, where the prize is usually symbolic, for example in interview 3, *"Apart from this kind of expert panel discussions, usually there are some awards. So that's quite common that each fare has some award, it's might not be, let's say, super important for everyone, but it's usually something that companies are using in marketing"*. Activities that invite the participation of visitors are a way of giving dynamism to the exhibition and at the same time drawing the public's attention to the products or services on display. In the same way, implementing activities for companies gives relevance to the event in general and encourages good participation by the companies.

When participants were asked about the emotions they experience when an exhibition ends, they responded from different perspectives because each of them reacted differently. One participant mentioned that he felt emptiness because hard weeks of work ended abruptly, as indicated in interview 1, *"Emptiness. No, that's just very honest. Like when it ends, it's like ohh now it's because oftentimes trade shows take, you know, up to six months of preparations and then in one week it's over"*. Another participant mentioned that he perceived a feeling of sadness because the event ended as shown in interview 3*, "Well, I have to admit that I'm usually a bit sad or what? What was the correct word? I I'm not sure what what's the word in English, but it's somehow about. Uh, that it ends"*. Although the overall feeling was similar to the one described above, one of the participants was enthusiastic when facing the end of an exhibition, for example in interview 4, *"I think it's some sort of like a relief to get that this is now done and you kind of succeeded"*. The emotions experienced when an exhibition ends can vary depending on the person, however, it is important to carry out post-event evaluations in order to maintain enthusiasm among the company's employees.

Another question asked to the participants during the interview was about happiness, more specifically about whether they felt any kind of happiness when an exhibition ends. One of the participants commented that he experiences happiness because his work is finished, as indicated in interview 2, *"I think it. Tiredness. Tiredness, tiredness. Yeah. Yeah, but of course, in happiness in that sense, that, OK, happy that the exhibitions end. OK, it's done"*. He later mentioned that his happiness also came from the feedback he received from visitors, which although sometimes is not what is expected, is usually constructive criticism. *"Typically, I think the happiness might be the right word in many aspects that, that, Even though time to time like I mentioned that the time to time there's also people coming to complain something, but mostly they're the feedback and everything is positive"*. Although the other participants did not specifically discuss the situations that caused them to feel happy, they did say that they experience a certain degree of happiness when an exhibition ends. Emotions are difficult to predict because they depend on a person's individual reaction and the environment in which they experience various sensations and feelings. However, finding a way to create an environment conducive to maintaining an optimistic atmosphere is essential to keeping the team's spirits high.

Similarly, participants were asked if they experienced a feeling of satisfaction when an exhibition was over. Participants stated that they did indeed experience this feeling, however, the reason for this feeling varied. One participant mentioned that this feeling was a result of the arduous planning process having gone smoothly during the exhibition as shown in interview 3, *"Yeah, I would say that if everything is running smoothly that's the first thing that*

comes to my mind". Another participant commented that he experiences this feeling when he manages to carry out some kind of negotiation during the exhibition as shown in interview 4, *"Situation where some negotiations or discussions with the stakeholders, they have been like successful a bit like challenging but then in the end it went well. So that gives the It's the feeling that it was it was a success"*. In the same way another participant pointed out that simply making sales during an exhibition gave him this feeling, for example in interview 5 *"If we collected good leads for, for example, OEM sales, then I think we were successful and that creates the feeling of gratitude"*. The feeling of satisfaction generally comes from obtaining positive results, so if the expectations set are not met, it is necessary to carry out a self-assessment and maintain the morale of the work team for future opportunities.

Another question asked to the participants was about their meaningful achievements, contextualized in the learnings they have achieved throughout their various participations in exhibitions. The participants expressed various learnings, one of them commented that one of their greatest learnings is to carry out adequate preparation before presenting themselves at an exhibition as shown in interview 3, *"Overall, I say, the preparation, preparation and doing it are the biggest kind of learning experiences there"*. Another of the participants pointed out that having the opportunity to interact directly with customers means a valuable learning experience as shown in interview 5, *"Every time when you meet customers, when you meet farmers and you try to understand their problems better, it is a very valuable thing to have"*. Similarly, one of the participants indicated that one of their learnings is to change the way they approach exhibitions, for example interview 1 *"We really try and change the minds and kind of expand their view of things that it's not only well in our point of view"*. It is evident that participating in an exhibition represents a valuable opportunity to acquire new learning, for this reason it is essential to offer the possibility of attending to different employees with the objective of expanding their perspectives and increasing their understanding of the industry in which they work and the company they represent.

4.6 Event outcomes – Event consequences

During the final stage of the interviews, participants were asked about the outcomes that come with participating in an exhibition. The first outcome that was asked was about customer loyalty, more specifically whether there was a close and trusting relationship with their frequent customers during exhibitions. Participants stated that they maintain a strong relationship with their customers, especially during exhibitions. One participant commented that customers sometimes even ask the company if they will participate in an exhibition, as shown in interview 3, *"You kind of make a relationship and then then people, well, they are asking beforehand already that are you coming and then then they most probably will come*

and see us". Another participant pointed out that the company also seeks to contact its frequent customers who come to these exhibitions in order to show them about the work they have done, as shown in interview 6, *"They are there, of course, and we know that even before the show that they're coming there and that's why we are trying to contact them. So please spend as much time as you have with us"*. In addition, it was also mentioned that they also seek to establish relationships with new customers so that they attend future exhibitions in which the company participates, as shown in interview 2, *"To get them. Have that level of interest that they may come back the next time to make their visiting second exhibition to have additional questions"*. Creating long-lasting relationships with customers is a really challenging task and making them loyal is even more difficult, which is why exhibitions are the ideal scenarios where companies can have direct contact with customers and learn more about them while exhibiting their products.

In the same way, the participants were asked during the interview about the business opportunities that occurred during the exhibitions. The interviewees answered that a business opportunity requires much more time, but that the exhibitions help greatly to be able to conclude these negotiations with positive results for the company. One of the participants mentioned that the exhibitions are only the first step to having a business opportunity, as indicated in interview 1, *"Just by participating, it does not automatically, I'd say open opportunities. It is I. I think it never just by going there and talking to people like you have to talk to people, you have to make those connections there to have those business opportunities"*. Another of the participants argued that one of the results that is intended to be obtained is to be able to help the sister plants because they have a direct relationship with the parent company and their success is fundamental, as indicated in interview 6, *"Supporting our sister plants and says. and not only about sales, it's also about meeting old customers, which we already have now".* On the other hand, one participant stated that it is difficult to determine whether a client represents a business opportunity or a simple conversation, as indicated in interview 5, *"At the end of the day, it's sales. Yeah, of course. That's very challenging to quantify like how many sales did you actually create on an exhibition because they are mostly it's leads mostly it's just common conversations"*. Being able to create a business opportunity is really complex because there are various factors that determine whether a client makes a purchase, for example: budget, market options, etc. Exhibitions allow companies to have a closer approach with customers and to be able to expose their products and the benefits they can obtain.

When participants were asked if their participation in an exhibition has allowed them to grow in their personal and professional development, they stated that exhibitions are a space that

allows them to develop their social skills because by being in contact with visitors they improve the way they communicate, for example in interview 2, *"Always to improve my own personal skills in that sense how I'm presenting things to improve my language skills and that kind of stuff"*. Likewise, he commented that participating in these exhibitions allows him to open his mind to new perspectives and even apply them in his daily life "*I'm able to get some new angles for my personal things in my daily business and get new ideas like a like that way"*. Another participant pointed out that being able to participate in these exhibitions allows him to have a better understanding of the industry in which he works and what measures to take to guarantee the future of the company as set out in interview 1, *"Main lessons definitely are what is the industry situation like? What is the competition doing? What? What are the competitions? What are the main messages? What are the main technologies that they are showing and also one major thing is that where is the industry whether it's?"*. Exhibitions are a space that allows workers to develop their skills because they are in constant contact with different stimuli and also give them the opportunity to learn new knowledge that can be of great help in their daily lives.

The last question asked to the participants during the interview was about the best experience they have had participating in an exhibition. An interesting finding was that there were no references to specific experiences but rather to general feelings. For example, one of the participants mentioned that the feeling of teamwork and sharing with colleagues is something that he really appreciates, as indicated in interview 3, *"It's the kind of the feeling of teaming up with, with my colleagues that that's, that's what I'm kind of remembering always when we are at the fair, when I noticed that this is the moment when we are now teaming up"*. Another participant mentioned that the sense of belonging he has to the company excites him and knowing that the work he does is the best gives him a feeling of accomplishment, as expressed in interview 4, "*I have had a feeling that I am a part of part of this group of people who are now promoting AGCO Power and some sort of feeling of succeeding in what We what we try to do"*. Likewise, one participant emphasized that being able to obtain results after having put in effort in an exhibition makes him happy, as indicated in interview 6, *"When you can give your good effort to your work and get good results with that, then you're really happy"*. It is important to mention that the participants stated that they experience a feeling of happiness when they manage to help their clients, for example in interview 5, "*Those like grateful moments where we actually making customers like satisfied that's the best moment for me"*. Having the opportunity to participate in an exhibition is not only a way to acquire new knowledge but it is also an occasion in which workers can create new experiences that in the long term become memories that they keep for the rest of their lives.

4.7 Summary of findings

The findings are presented below.

Dimension and section from Framework	Concept	Description
Event constraints dimension : Stakeholder´s characteristics section	Involvement	The involvement of visitors within the exhibition is essential because it encourages people's participation within the dynamics on display and interest in the products or services presented.
	Interpersonal communication	Within the exhibitions, communication is not limited to the topics on display and can contemplate other types of aspects.
	Emotional intensity	Being able to evoke intense emotions in visitors allows the company to reflect its commitment to its mission and at the same time increases public interest.
	Mutual focus of attention	Visitors may be interested in topics not covered in the exhibition but still relevant to the company.
Event constraints dimension : Event characteristics section	Uniqueness	Following a predetermined design model allows for the creation of a fixed identity for a company and cost reduction, although new designs provide dynamism to the display.
	Prodigious	There are events in which participating is really important due to their relevance to the industry and the public.
	Exceptional/Rare	During exhibitions there are unusual situations that can affect the integrity of the exhibition, although they are generally minor risks.

	Surprising	Unexpected situations occur within exhibitions, so implementing protocols to deal with these situations is essential.
Event nucleus dimension: Stakeholder´s sphere section	Expectation/Motivation	The main reasons why the company participates in exhibitions include: increasing its visibility, tradition, sales and contact with customers.
Event nucleus dimension: Trade show settings section	Products & Services	The products or services on display represent the main line of production, although prototypes of projects in development are also occasionally presented.
	Business environment	The business atmosphere within the exhibitions is active, making it an ideal setting for negotiations.
	Social environment	The social atmosphere within the exhibits can be relaxed or chaotic depending on the flow of visitors present.
	Physical environment	Within the exhibits, the most common elements are the products available for sale to the public and screens with informative and communicative purposes.
Event consequences dimension: Stakeholder´s section	Behaviour	There are different types of activities that encourage visitor participation and considering their inclusion during planning is important.
	Emotions	Exhibitions can be stages capable of generating different types of emotions within visitors and presenters.
	Happiness	Participation in exhibitions can result in happy emotions for those who were involved in their planning and execution.
	Satisfaction	The feeling of satisfaction of those involved in the presentation of an exhibition

		is directly related to meeting the stated objectives.
	Meaningful achievements/Knowledge	Exhibitions are places where invaluable learning and skills development can be achieved, so providing opportunities for different employees to participate is important.
Event consequences dimension: Event outcomes section	Event loyalty	There are times when clients come to exhibitions with the purpose of visiting companies with which they have a close relationship.
	Meaningful learning	Participation in an exhibition provides lessons that allow for better preparation for future events.
	Memories	Exhibits are places where people can have enriching experiences that become memories over time.
	Business opportunity	Trade shows are the ideal place to start conversations with potential customers that can turn into business opportunities in the long term.

5 Recommendations: Developing an effective engagement strategy

5.1 Creating a marketing program focused on remanufactured engines

One of the recommendations that should be taken into account is the implementation of a marketing program focused specifically on remanufactured engines. Currently there is no defined plan that allows for the proper promotion of this program, so advertising about it is scarce or practically non-existent. The main challenge that the company faces in relation to remanufactured engines is being able to communicate to its clients the benefits of using its services as manufacturers and the guarantee that supports its work.

A marketing strategy focused exclusively on remanufactured engines will allow the company to have a clearer approach with its customers because having a wide catalogue of products makes it difficult to address each one of them along with other projects that they also seek to exhibit. The development of a marketing strategy of this type depends on various factors such as the company's objectives, the budget and the marketing strategies that are currently being implemented. However, below are some recommendations for the marketing program focused on remanufactured engines.

- **Sustainability:** One of the main qualities to highlight about remanufactured engines is their contribution to the development of sustainable practices and conservation of resources. The advantage of this recommendation is that it allows the company to be promoted as sustainable thanks to the fact that it reflects its commitment to the environment and at the same time reaffirms its values of care, respect and environmental conservation.
- **Target audience:** Unlike the sale of engines, which follows a B2B model, the remanufactured engine program has a different target audience because it follows a B2C model. Having a clear idea of the customer profile sought for this program is essential because it not only allows the company to know its potential customers, but also helps it develop a more effective, focused marketing strategy that can meet the objectives set by the company for this project.
- **Competitive advantage:** Engine remanufacturing is a complex process in which it is important to pay attention to every little detail because the integrity of the engine is compromised throughout this e ntire process. One of the main advantages is that the company as a manufacturer can offer a guaranteed service and, unlike third workshops, its services are cheaper, faster and backed by the quality that only a manufacturer can offer to customers.

- **Promotion:** Promoting the remanufactured engine program can be difficult because the company is generally not in contact with the end customers of its products. For this reason, it is essential to promote this program through its official dealers because customers go to them in case of a problem with their machinery.

5.2 Pre-exhibitions preparation

One of the key points to achieve success in an exhibition is planning. It is important to carry out clear and detailed planning of all the aspects that must be addressed prior to participation in an event. Below are some of them along with recommendations for this case study.

5.2.1 Booth decoration

The presentation of the booth where the exhibition will be held is one of the most important aspects during planning because the company's image is compromised and a poor job can discredit it. It is important to mention that the decoration of the booth depends on several factors such as: the availability of space, the budget, whether it is an indoor or outdoor exhibition, among others. Therefore, we present some easy-to-implement recommendations for each occasion.

- **Tent:** When an exhibition is held outdoors, it is essential to have a tent that serves as a space in which to present the products. However, it is important to be able to show visitors the company's image because in many cases in such an open environment it is difficult to identify which brand each cubicle corresponds to. For this reason, it is advisable to include the company logo on the tent to help visitors identify the company's image.
- **Advertisement ballon:** During outdoor exhibitions, it is a difficult task to show visitors where you are located, so one option is to use advertising balloons that serve as a tool to show the location of your booth to visitors who are far away.
- **Lights:** Lighting is an indispensable resource in indoor exhibitions. Using lights focused on highlighting the engines can be an interesting tactic to attract the attention of visitors and direct it towards the products on display.
- **Brand logos:** A necessary element that must be incorporated into the display is the company logos that are enough visible to the public so that they can easily identify the company.

5.2.2 Communication

During exhibitions, one of the most important points when participating in this type of event is to be able to correctly communicate the message you want to convey to the public. Sometimes this task can be complicated due to the complexity of the topic or the lack of tools that allow the visitor to understand the topic being presented in an easier or more practical way. For this reason, some recommendations are presented in relation to the above.

- **Screens:** The incorporation of screens is an important point because the engine remanufacturing process is somewhat complex, and screens can be a useful tool to show this process to visitors in a simple way and at the same time expose the quality standards that are followed to obtain a reliable product with a broad guarantee of operation.
- **Fact sheets:** One of the elements that must be included are information sheets that set out the characteristics of the engine, the remanufacturing process it underwent in detail and the guarantee of operation that it offers once this procedure has been completed. It is important that this element is visible to the public and is located next to the engine.
- **QR Codes:** Sometimes visitors want to know more information about the services or products on display, which is why QR Codes can be used to present more detailed information about these products that is linked to the company's official website. Likewise, difficulties such as language barriers can be resolved using this tool because the required information can be received in the visitor's native language. For this recommendation it is necessary to make adaptations to the company's website.
- **Brochures:** Brochures are a basic but effective tool for presenting information to visitors. They can include important information such as the benefits of the remanufactured engine program and contact information.
- **Staff training:** Exhibitions are a space where all kinds of public are present. Industry experts usually attend these types of events and ask questions that can be really complex for presenters to answer. This is why it is essential to carry out training prior to the exhibitions in which presenters are trained in effective communication techniques and a review of the products that are going to be presented. This will provide greater fluidity in conversations with visitors and they will be able to resolve most of the questions presented without any problem.
- **Email campaigns:** One strategy that can be effective in increasing the number of visitors to the exhibition is to send invitations to existing or potential customers via email with the aim of creating a fixed base of visitors.

- **Social media posts:** Posting on the company's social media about its participation in the exhibition is one way to attract the attention of existing customers or others interested in the company's products.

5.2.3 Logistics

During the preparation prior to participating in an exhibition, one of the most important aspects to take into account is logistics. In the preparatory phases of the exhibitions, the organizers are in charge of designating the space that each company will occupy, although there are times when companies can choose the place and the dimensions that they will occupy, but this requires an additional payment. Depending on the elements that the company is going to present, the space necessary for each element to function correctly is determined. Likewise, logistics considers the availability of resources and the operation of the equipment in use. Recommendations related to this aspect are presented below.

- **Ubication:** Finding a strategic location within an exhibit is essential because it guarantees a continuous flow of people visiting the company booth. It is important to mention that there is usually a greater flow of people at the entrance of exhibits and near places that offer food services.
- **Inventory:** Exhibitions can usually last several days, so it is necessary to carry out a prior analysis of the availability of resources that will be used throughout the duration of the event, for example: caps, key chains or other types of items that will be given to visitors.
- **Operation review:** It is important to carry out a prior inspection of the equipment that will be used in the exhibition, such as screens and lights, in order to ensure that they will not fail and the exhibition will not be compromised.

5.3 On-site engagement tactics

Good planning is certainly a great help in ensuring a good exhibition, however, the work does not end there, having a good performance during an exhibition is crucial because it is during this period that visitors show their interest in learning about new products or services. This is why below are some recommendations to implement during the main exhibition period.

- **Food:** Although it may sound simple, food is a really attractive element for the public. The company's objective is for visitors to spend as much time with them as possible during the exhibition, so it is important that the food offered allows this option. For example, including a small campfire where visitors can cook a sausage while talking

with the presenters is an interesting option for outdoor exhibitions, while for indoor options a space to prepare coffee or tea can be an effective strategy to attract the interest of visitors.

- **Personalized customer service:** The company's goal is to promote its remanufactured engine program, so offering personalized customer service is essential because it allows interested parties to understand the process they must follow and the results they can obtain. Offering options such as quotes or other purchasing options allows the business to reach a more advanced stage while collecting information about potential customers to contact them later.
- **Offers:** During trade shows, it is important to be able to offer an offer that is only available at that location, because giving exclusivity to visitors is a way of attracting their attention. Organizing raffles in which they participate for discounts within the remanufactured engine program or the purchase of spare parts are ways of seeking to start a conversation with potential customers, thanks to the fact that you can learn more about their background and at the same time, it allows you to collect information about new contacts for the sales department. For example, including a receptacle where visitors can leave their contact information and automatically participate in a drawing that takes place at the end of the exhibition is a recommended option that also allows you to stand out from the other companies present.
- **Activities:** Including activities that encourage public participation is recommended to increase the flow of people visiting the exhibition. Although not all clients who attend these activities meet the profile of potential clients that the company is looking for, it is a way to increase public interest and find new business opportunities. For example, including a shooting range and offering caps or key chains as prizes is a simple way to add dynamism and creativity to the exhibition.
- **Photography/Videography:** An important point to address is to create a visual archive of the exhibitions in which the company participates with the aim of using this for publications during events where visitors are exhibited within the booth.

5.4 Post-Exhibition Follow-Up

Once an exhibition has concluded, there is still work to be done. A complete evaluation of what has been accomplished during that period is required in order to identify problems or improve certain aspects. Below are recommendations focused on the post-exhibition period.

- **Self-assessment:** After participating in an exhibition, it is important to conduct a self-assessment that takes into account aspects such as the organization, employee

performance, and difficulties that occurred during the event. Carrying out this process allows the company to improve for future events and reduce the risk of similar problems occurring again.

- **Personalized emails:** It is important to send thank you emails to visitors who attended the exhibition in order to create a stronger customer relationship and reflect their importance to the company.
- **Social media post:** Posting about important moments that happened during the exhibition on the company's social media is essential to show the relevance of the event and the company's good performance at the event.
- **Analyze collected contacts:** Continuously following up on the contacts collected during the exhibition is crucial to transforming the public's interest into potential clients for the company.
- **Employee rotation:** As previously demonstrated, exhibitions provide an opportunity for presenters to develop individual skills while gaining new perspectives and a deeper understanding of their industry. Additionally, these events foster teamwork, strengthen a sense of belonging to the company, and create lasting memories for employees. For this reason, it is advisable to rotate the employees who participate in the exhibitions in order to give everyone the opportunity to live this experience and to give dynamism to the routine of some employees who sometimes have a job that keeps them away from these activities. For example, employees participating in an exhibition may nominate other employees, although the final decision is the responsibility of the company.
- **New planning:** Exhibition schedules are often very tight and there are short periods between exhibitions, so it is essential to start the planning process for future events as soon as possible because it takes time to incorporate new ideas and fix the problems identified during the self-assessment phase. Likewise, during this stage, new concepts for future exhibitions can be developed that include the latest trends and effective tactics presented by the competition.

5.5 Exhibition planner template tool

As a result of the findings during the research, a template was created, presented in appendix 1, which has as its main function to serve as a guide for the company during the three different phases of an exhibition: pre-exhibition preparation, on-site engagement tactics and post-exhibition follow up. The template, being divided into each of the three phases mentioned, contemplates the most important points of each one of them. For example, in the first phase, it is mentioned whether there is availability for activity areas, food, logos, etc.

Similarly, in the second stage, the activities that must be carried out are indicated, such as the publication of content, personalized customer service and dynamic activities to attract the public's attention. For the third stage, actions are indicated such as sending thank you emails to visitors of the exhibition, a follow-up by the sales team to the contacts acquired at the event and a general evaluation based on the objectives set and an individual evaluation related to the performance of the staff. It is important to mention that this document can also be used as a record because it includes the date of the exhibition, team members and their responsibilities, as well as logistical aspects such as location, delivery of material and operation of equipment such as screens.

6 Conclusions

This study explored the concept of remanufacturing, the remanufactured engine industry, the engine life cycle, and the process involved in engine remanufacturing. It has also examined its significance for the industry from environmental, consumer, and business perspectives as well as a detailed analysis of the exhibits with the purpose of answering the main question and a sub-question that arise as a way of responding to the needs of the company that drives the development of this research.

Answer to main question : How to engage customers with remanufactured engines in exhibitions?

In order to promote remanufactured engines at exhibitions, it is essential to have a clear and detailed marketing plan that includes a roadmap divided into three main preparation phases: pre-exhibition, on-site tactics, and post-exhibition. This division is necessary because each planning phase addresses different organizational aspects that directly influence the development of the exhibition. For example, for the first phase, activities related to the decorative, organizational and logistical aspects are suggested (tent, balloon advertising, lights, fact sheets, brochures, staff training, inventory, operation review), the second phase includes strategies focused on attracting the attention of visitors during the exhibitions (food, personalized customer service, offers, activities, photography/videography), and for the third phase, post-exhibition follow-up activities and evaluation of the company's participation are addressed (self-assessment, personalized emails, analysis of contacts collected, employee rotation, new planning).

As a result of this study, a customizable template was created that includes each of the phases (mentioned above) to be considered during the preparation process for an exhibition. Determining a fixed template for an exhibition may result unfavourable due to its limited flexibility to a specific context, as square meters and indoor or outdoor are critical variables to determine the final booth design. This tool will allow the company to make a clearer projection of its participation in an event and will reduce the margin of errors that can normally occur during an exhibition, guaranteeing a good performance.

In the same way, defining objectives and the profile of potential clients not only allows for the creation of a more defined and precise marketing plan, it also allows the company to develop more effective mechanisms to translate the public's interest into new business op-

portunities, without forgetting the fact that having a good participation in these events represents an advantage over its direct competitors thanks to the fact that exhibitions are a space in which direct contact with clients is maintained.

Answer to sub-question: How do industry professionals perceive and experience the effectiveness of different exhibition elements in the engine industry?

To answer this question the theoretical framework chosen was the one proposed by Rai Shivam and Kumar Jogendra (Rai & Nayak, 2020). Within this study model, 3 dimensions are considered in which important aspects are addressed such as interpersonal communication, intensity of emotions, the characteristics of the event, the expectations raised, the different environments within the exhibitions and the results obtained. One of the reasons why this theoretical framework was chosen is because its approach to emotions and the generation of experiences is very well suited to answer this question because the concept of elements can be deepened not only on a physical level but also to the emotions, behaviours and knowledge that are generated within the exhibits.

Important findings pointed out in the discussion of the data collected have emerged from this research based on the data collected and analyzed. For instance, the study highlights that involvement is a critical factor in exhibitions, as it drives public interest in the products or services being showcased. It is also noted that this involvement is incorporated into event planning by including interactive or dynamic activities that capture visitors' attention—elements that are also considered in the aforementioned template. In the same way memories are an important factor because they are not only experiences, they also represent learning for presenters and allow them to expand their views about the industry they are part of and apply them even in their daily lives, without forgetting the fact that they also serve a self-assessment function and allow for improvement in each aspect for the next participation in an event.

6.1 Validity and reliability

Validity consists of the results obtained from a measurement corresponding to the variable that is intended to be measured within a study, while reliability refers to the consistency of a measurement under different scenarios: over time, across items, and across different researchers (Price et al., 2015).

During the development of this study, the collection of data, its subsequent analysis and the results presented have the objective of fulfilling the requirements set forth in the concepts mentioned above. To fulfil this objective, one of the measures taken was that during the interviews the same questions were asked to each of the participants, in addition to

urging them to answer honestly to each of the questions to avoid the use of erroneous or unrealistic data that have an impact on the reliability of the study.

In relation to validity, secondary data was used, in this case observational data collected by the author of the research. Thanks to this measure, the data obtained in the interviews can be corroborated and points can be made in case of inconsistencies between both sources of data.

It is necessary to mention that the limitations of this study, such as its realization for a specific business case, may limit the application of the recommendations presented for other types of scenarios. However, the reliability and validity of the information presented in this study is consistent.

6.2 Future research

In line with the research and the company's needs, a future study should focus on specifically measuring the effectiveness of the company's participation in exhibitions. This would involve considering quantitative variables such as the number of sales, the revenue generated, the number of new customers acquired, and other relevant metrics. The current study found that visitor interest at exhibitions does not always translate into new sales or business opportunities. Therefore, a more in-depth analysis that includes these variables would provide a clearer understanding of the effectiveness of exhibitions as a promotional channel for remanufactured engines.

References

Bitgood, S. (1991). *Suggested Guidelines for Designing Interactive Exhibits*.

Blischke, W. (1993). *Warranty Cost Analysis*. CRC Press.

Chou, T.-C., & Lu, H.-P. (2022). How to observe business operations: An empirical study of family business. *PLOS ONE*, *17*(4), e0267223. https://doi.org/10.1371/journal.pone.0267223

Edward Groenland & Leo-paul Dana. (2019). *Qualitative Methodologies And Data Collection Methods: Toward Increased Rigour In Management Research*. World Scientific Publishing Company. http://ebookcentral.proquest.com/lib/lab-ebooks/detail.action?docID=5990779

Elijärvi, M. (2014). *EXHIBITION VISIBILITY; case Moventas Gears Ltd Service WG division* [fi=Ylempi AMK-opinnäytetyö|sv=Högre YH-examensarbete|en=Master's thesis|]. Jyväskylän ammattikorkeakoulu. http://www.theseus.fi/handle/10024/79659

Euro Fairs Statistic 2022 (November 2023). (n.d.). UFI The Global Association of the Exhibition Industry. Retrieved 19 September 2024, from https://www.ufi.org/archive-research/euro-fairs-statistic-2022-november-2023/

European Remanufacturing Network. (n.d.). *What is Remanufacturing and how does it benefit jobs, the economy and the environment?* Retrieved 19 September 2024, from https://www.remanufacturing.eu/about-remanufacturing.php

Festinger, L. (1957). *A Theory of Cognitive Dissonance*. Stanford University Press. https://doi.org/10.1515/9781503620766

Global Expo. (2024, January 12). *What Are the Main Elements of an Exhibition?* https://globalexpo.ca/what-are-the-main-elements-of-an-exhibition/

Goal 9 | Department of Economic and Social Affairs. (n.d.). Retrieved 22 July 2024, from https://sdgs.un.org/goals/goal9#targets_and_indicators

Gonzalez, T. (2013). *Remanufacturing technology*.

Govindan, K., Jiménez-Parra, B., Rubio, S., & Vicente-Molina, M.-A. (2019). Marketing issues for remanufactured products. *Journal of Cleaner Production*, *227*, 890–899. https://doi.org/10.1016/j.jclepro.2019.03.305

Holton, J. A. (2007). *The SAGE Handbook of Grounded Theory*. SAGE Publications Ltd. https://doi.org/10.4135/9781848607941

Kohler. (2024). https://kohlerenergy.com/who-we-are

Kubota. (2024). *Kubota Engine History | Our Story | Kubota Engine Site*. http://global.engine.kubota.co.jp/en/ourstory/history/index.html

Kubota – DESIGNMARK GROUP – Architecture, Design and Consulting. (n.d.). Retrieved 12 August 2024, from https://www.designmarkgroup.com/kubota/

Little Engine, Big Twist: Next Level Awards Finalist KOHLER KSD Series Diesel Engine. (n.d.). AEM Tradeshows - ConExpo Con/Agg. Retrieved 12 August 2024, from https://www.conexpoconagg.com/press/press-releases/little-engine-big-twist-next-level-awards-finalist

McKenna-Cress, P. (2013). *Creating Exhibitions: Collaboration in the Planning, Development, and Design of Innovative Experiences*. John Wiley & Sons, Incorporated. http://ebookcentral.proquest.com/lib/lab-ebooks/detail.action?docID=7103646

Miles, M. B., & Huberman, A. M. (1994). *Qualitative Data Analysis: An Expanded Sourcebook*. SAGE.

Onwuegbuzie, A. J., Frels, R. K., & Hwang, E. (2016). Mapping Saldana's Coding Methods onto the Literature Review Process. *Journal of Educational Issues*, *2*(1), 130–150.

Patton, M. Q. (2014). *Qualitative Research & Evaluation Methods: Integrating Theory and Practice*. SAGE Publications.

Pearse, N. (2019). An Illustration of a Deductive Pattern Matching Procedure in Qualitative Leadership Research. *Electronic Journal of Business Research Methods*, *17*(3), Article 3. https://doi.org/10.34190/JBRM.17.3.004

Pitta, D., Weisgal, M., & Lynagh, P. (2006). Integrating exhibit marketing into integrated marketing communications. *Journal of Consumer Marketing*, *23*, 156–166. https://doi.org/10.1108/07363760610663312

Price, P. C., Jhangiani, R. S., & Chiang, I.-C. A. (2015). *Reliability and Validity of Measurement*. https://ecampusontario.pressbooks.pub/researchmethods/chapter/reliability-and-validity-of-measurement/

Priyono, A. (2017). Understanding the benefits of product-service system for involved parties in remanufacturing. *Journal of Industrial Engineering and Management*, *10*(2), Article 2. https://doi.org/10.3926/jiem.2050

Rai, S., & Nayak, J. K. (2020). The Essence and Measurement of Trade Show Event Experiences. *Event Management*, *24*(2–3), 409–425. https://doi.org/10.3727/152599519X15506259856084

Ridley, S. J. (2013). *Increasing the efficiency of engine remanufacture by optimising preprocessing inspection: A comprehensive study of 2196 engines at Caterpillar Remanufacturing in the UK*.

Smith, V. M., & Keoleian, G. A. (2004). The Value of Remanufactured Engines: Life-Cycle Environmental and Economic Perspectives. *Journal of Industrial Ecology*, *8*(1/2), 193–221. https://doi.org/10.1162/1088198041269463

Wang, M., Ang, S., Yang, F., & Song, J. (2022). Warranty or education?: An analysis of marketing strategy choices for remanufactured products. *Asia Pacific Journal of Marketing and Logistics*, *35*(3), 511–532. https://doi.org/10.1108/APJML-05-2021-0331

Wang, P., & Kuah, A. T. H. (2018). Green marketing cradle-to-cradle: Remanufactured products in Asian markets. *Thunderbird International Business Review*, *60*(5), 783–795. https://doi.org/10.1002/tie.21925

Wang, Y., & Hazen, B. (2015). Consumer Product Knowledge and Intention to Purchase Remanufactured Products. *International Journal of Production Economics*, *181*. https://doi.org/10.1016/j.ijpe.2015.08.031

Appendix 1 – Tent option 1

Appendix 2 – Tent option 2

Appendix 3 – Tent option 3

Appendix 4 – Advertisement ballon

Appendix 5 - Reman program tentative promotion design 1

Appendix 6 - Reman program tentative promotion design 2

Appendix 7 – Brand logos in exhibition

Appendix 8 – Code book

Code Name	Description	Inclusion Criteria	Exclusion Criteria
Involvement	This concept belongs to the Stakeholder's characteristics section of the Event constraints dimension.	Use this code when the interview data refers to the participation of visitors in the exhibits.	Do not use this code when interview data described visitors indirectly involved .
Interpersonal communication	This concept belongs to the Stakeholder's characteristics section of the Event constraints dimension.	Use this code when the interview data refers to open communication between the presenter and the visitor.	Do not use this code when the interview data refers to communication that is only one-directional (e.g., the presenter giving a speech or presentation without any visitor feedback or interaction).
Emotional intensity	This concept belongs to the Stakeholder's characteristics section of the Event constraints dimension.	Use this code when the interview data refers to visitors' emotional reactions to exhibits.	Do not use this code when the interview data refers to emotional reactions triggered by aspects outside the exhibits, such as the environment, staff, or other visitors, rather than the exhibits themselves.
Mutual focus of attention	This concept belongs to the Stakeholder's characteristics section of the Event constraints dimension.	Use this code when the interview data refers to discussions or questions related to the topic or products presented at the exhibition.	Do not use this code when the interview data refers to discussions or questions about topics or products that are unrelated to the specific exhibition or its content.
Uniqueness	This concept belongs to the Event characteristics section of the Event constraints dimension.	Use this code when the interview data refers to the frequency of use of the same design used in the exhibits.	Do not use this code when the interview data refers to aspects of the exhibits other than design (e.g., content, technology, or visitor experience) without discussing the design itself.

Prodigious	This concept belongs to the Event characteristics section of the Event constraints dimension.	Use this code when the interview data refers to the relevance or importance of events in the industry.	Do not use this code when the interview data reflects general opinions without mentioning the relevance or importance of the event.
Exceptional/Rare	This concept belongs to the Event characteristics section of the Event constraints dimension.	Use this code when the interview data refers to unusual situations that occur during exhibitions.	Do not use this code when the interview data refers to regular or expected occurrences during exhibitions, such as scheduled activities, standard operations, or typical visitor behaviour.
Surprising	This concept belongs to the Event characteristics section of the Event constraints dimension.	Use this code when the interview data refers to activities or elements that have generated a reaction of surprise.	Do not use this code when the interview data refers to reactions of surprise related to external events, logistics, or other non-exhibition-related elements (e.g., venue setup, staff actions).
Expectation/Motivation	This concept belongs to the Stakeholder's sphere section of the Event nucleus dimension.	Use this code when the interview data refers to the reasons or motivation that prompted participation in an exhibition.	Do not use this code when the interview data discusses participation without mentioning specific reasons or motivations that prompted it.
Products & Services	This concept belongs to the Trade show settings section of the Event nucleus dimension.	Use this code when the interview data refers to the products or services presented in the exhibition.	Do not use this code when the interview data refers to products or services not directly presented in the exhibition.
Business environment	This concept belongs to the Trade show settings section of the Event nucleus dimension.	Use this code when the interview data refers to the business environment within the exhibition.	Do not use this code when the interview data discusses general visitor experiences, opinions, or feedback without specifically addressing the business environment.

Social environment	This concept belongs to the Trade show settings section of the Event nucleus dimension.	Use this code when the interview data refers to the social environment within the exhibition.	Do not use this code when the interview data focuses on interactions that are not social (e.g., technical interactions, individual observations) rather than social dynamics among visitors and presenters.
Physical environment	This concept belongs to the Trade show settings section of the Event nucleus dimension.	Use this code when the interview data refers to the physical environment within the exhibition.	Do not use this code when the interview data refers to physical environments outside the exhibition context (e.g., facilities in other areas, surrounding neighbourhood).
Behaviour	This concept belongs to the Stakeholder's outcomes section of the Event consequences dimension.	Use this code when the interview data refers to activities or elements that encourage visitors participation.	Do not use this code when the interview data reflects visitor reactions or preferences that are not directly related to participation rather than elements that actively encourage participation.
Emotions	This concept belongs to the Stakeholder's outcomes section of the Event consequences dimension.	Use this code when the interview data refers to the emotions experienced at the end of an exhibition.	Do not use this code when the interview data discusses feedback or opinions about the exhibition that do not involve emotional experiences (e.g., content evaluation, logistical comments).
Happiness	This concept belongs to the Stakeholder's outcomes section of the Event consequences dimension.	Use this code when the interview data refers to the felling of happiness or accomplishment at the end of an exhibition.	Do not use this code when the interview data discusses feedback or opinions about the exhibition that do not involve feelings of happiness or accomplishment.
Satisfaction	This concept belongs to the Stakeholder's outcomes section of	Use this code when the interview data refers to the felling	Do not use this code when the interview

	the Event consequences dimension.	of satisfaction at the end of an exhibition.	data involves satisfaction related to factors outside the exhibition (e.g., external factors, personal achievements) rather than the conclusion of the exhibition itself.
Meaningful achievements	This concept belongs to the Stakeholder's outcomes section of the Event consequences dimension.	Use this code when the interview data refers to the feeling of self-development or personal growth acquired during the exhibition.	Do not use this code when the interview data refers to self-development or personal growth that is not related to the exhibition itself (e.g., external events, personal experiences unrelated to the exhibition).
Event loyalty	This concept belongs to the Event outcomes section of the Event consequences dimension.	Use this code when the interview data refers to customer loyalty in attending exhibitions in which the company participates.	Do not use this code when the interview data pertains to general patterns of exhibition attendance without specifically linking them to customer loyalty or ongoing engagement with the company's exhibitions.
Meaningful learning	This concept belongs to the Event outcomes section of the Event consequences dimension.	Use this code when the interview data refers to the lessons learned by participating in an exhibition.	Do not use this code when the interview data refers to lessons learned from experiences that are not directly related to participating in an exhibition (e.g., lessons from other types of events or activities).
Memories	This concept belongs to the Event outcomes section of the Event consequences dimension.	Use this code when the interview data refers to the memories acquired by participating in an exhibition.	Do not use this code when the interview data refers to memories acquired from experiences not related to the exhibition (e.g., personal life events, other activities).

Business opportunity	This concept belongs to the Event outcomes section of the Event consequences dimension.	Use this code when the interview data refers to the business opportunities presented during an exhibition.	Do not use this code when the interview data refers to business opportunities that are not specifically presented during the exhibition (e.g., opportunities arising from other events or contexts).

Appendix 9 – Coding table

Dimension	Framework code	Sub code	Quotation
Event constraints	Stakeholder´s characteristics	Emotionally intense	“I think. emotionally, we don't. Maybe not that much. Not that much. I think we mostly go quite a lot with like technical specifications as the kind of a selling point.”
			“One major thing like what we do because I agree that emotions play an important role when it comes to making a business decision.”
			“Choosing on what type of technologies we focus on is really important and I personally I am really excited about that and that is something that we wanted to promote emotionally as well in in exhibitions to bring that excitement, bring that up optimism of the future in into the into the trade shows.”
			“The main thing that then the questions are usually related to that they are wondering that what has changed here why it's looking like that.”
			“’This kind of like a new technologies they. They make people excited; I think.”
			““I can't really think of people being confused. There's typically, depending on the exhibition, depending on the market area where we are, there are various questions. So, uh, maybe in farming exhibitions.”
		Involvement	“How much we can really, really inform people, even without discussing to them, but for sure I think to really get the people involved and coming in and ask the questions.”
			“The most critical part of the exhibition is that we go there and present our products and then we want people to be interested in the product.”
			“Definitely what we are looking for is having those conversations having that engagement with the visitors. But do we actively promote it? Maybe not that much.”
			“We try to tell everyone to make contact, make contact with the customers and of course if you don't make contact, it might be that they just walk by.
			“People just walk by, they watch look at the product and maybe stop and look at some specific thing and continue without really engaging with the, with the people who are standing at the exhibition.”
			“Depends on if somebody is looking for something special and you have good publicity in there in general, then they're coming in our stand.”
		Interpersonal communication	“They are really asking questions, there are different level of questions but for sure there are always some questions.”

			“When we have the discussion, it's quite open. “It's usually, of course, regarding the product. There's typically also a conversation with the with the visitor about what is the background of the visitor themselves.”
			“When they are like public like family days and the trade shows when you have five years old kids there so they can have all kind of questions.”
		Mutual focus of attention	“It doesn't matter what the customer is interested in. We will, of course tell them, you know, whether they want to talk about reman or engines or generators or something else.”
			“It's quite common that that we get questions like let's say. Can we usually use this and that like it could be anything; it could be like a different feels that are not presented at that point.”
			“The discussion is, uh, more around the products itself, so that's my. That's my feeling about that.”
			“I think mostly they are more focused on what we are presenting. So, whatever we are displaying on the exhibition is what the conversations are about.”
	Event characteristics	Uniqueness	“We always had a new booth design because we were still, we had a when I started, we did a pretty major kind of a brand rework.”
			“We very carefully choose what trade shows we take part in; we take part in two to three trade shows per year with a smaller booth and it changes from time to time.”
			“It saves money when you're able to have this kind of a template, but then of course the templates that we have nowadays, they are mostly designed around showing new technologies.”
			“As AGCO Company we do have quite often like a certain rules that we are working with or by on exhibitions. We do have a certain like the, uh, script that we follow in a launch picture”
			“Where we have now been trying to create our identity, which kind of let's say, what are the basic facilities we have in the booth, what are the products for each is fair and so on.”
			“The boot itself and the design for that. So, for that reason it has looked fairly the same and I think it's I think it's good to have same colours and same logos and so on.”
			“We try to follow the same theme nowadays”
			“At the moment we are trying to make our booth more standard.”
		Prodigious	“Those are the major ones where we try to take part whenever we can, but that that always depends on the budget and how we're looking at the next year.”

			“If we are not there, but our competitors are there, we may miss some opportunities from that sense”
			“Especially those exhibitions which are that meant for professional like the professional farmers or uh, the machine contractors or whatsoever those”
			“Basically, I would say that in order to kind of be able to sell out of AGCO, we have to be in, in the events that that are concentrated on let's say bit similar products”
			“There are fairs that are like a big fairs. agricultural fairs. We need to be there because as all of our competition is there”.
			“Bigger farming shows where we can reach farmers and the dealers of our own equipment are the most critical exhibitions. We have less critical or less important, but still important.”
		Surprising	“It was a big surprise when I went to the fair and saw that that there was so many people coming to our booth, even though it was very small.”
			“I think it has been a bit surprising that some, some people, they really know. Know the details, they really can. Ask really tough questions and it has been a bit challenging to be prepared for that.”
			“Every show, there's some surprises”
		Rare/exceptional	“Well. A lot of like a practical stuff that goes not as planned. So, there uh. There could be difficulties in. Really like Some challenges with the practical stuff like shipping”
			“There's typically like being on an exhibition stand, there's usually some technical challenge with screens or something, but that's quite minor.”
Event nucleus	Stakeholder´s sphere	Expectation/motivation	“Well, I mean, the main reason at the moment, I'd say, well, partially it's tradition. You have to be there. Like if you're brand is not visible, your brand does not exist.”
			“The most amount of visitors and most amount of exhibitors, it is considered the biggest, and then it's also, that's where there's the biggest potential that important customers or potential customers are. So, if you're not there, you're potentially missing out on a lot.”
			“That's like tradition is one that, you know, if we've been there for the past 10 years, it would look quite strange that we're not there in the next year.”
			“I think it, I think it's still promoting new products to be seen.”
			“AGCO corporations can show that they are engine is the best of this class to show that that it's let's say with the latest technology and so on so that that's kind of what the main purpose”
			“I think it's promoting the engine business. Like uh, like I already mentioned. AGCO Power plan is to grow externally as well”

			“We represent our company, so I would say we have, uh, the main responsibility of supporting the ACCO brands in, especially in the farming exhibitions.”
			“We also try to reach the dealers in in terms of remanufacturing and our service and we want to hear the voice of the customer during the during the exhibition.”
			“I would say more sales, that is the number one thing and it depends about the shows.”
			“I will say that it's more about gaining more customers and finding more potential customers and doing more business for them.”
	Trade show settings	Products & services	“The products that we are showing at the moment is the main line up of our engines and then the new like what has been now recently added is the kind of a chosen prototypes that we want to talk about”
			“So, for us it's the core engines which is now the hot topics, so to say. So, these are what we want to show.”
			“It's traditional stuff which we have already in serial production and now we have also. Being a bit braver than in the previous years to show something we have in development.”
			“From Agco Power we present Engines. We present the future technology and then we have tried presenting reman”
			“Mostly our new engine models, then a lot of like concept models. I would say like we now need to show that we are in the technology leadership at the moment.”
		Business environment	“It's a place for everyone to come together, to come together, and it's one place where us manufacturers we can meet each other. We can meet customers, we can meet the competition, we can meet other people who are working, other stakeholders in the industry.”
			“It's not only us trying to sell to the machine manufacturers. There's a lot of people trying to sell things to each other.”
			“I definitely think like what they have in exhibitions is also these kind of panel discussions and these kind of an awards.”
			“it's quite big number of new deals which are sealed during the exhibitions. And so it's a, it's in that sense. It's also very important tool for the from the business perspective.”
			“For companies as a as a big, bigger group it's a about being visible in the market. So that that's a kind of a if you are not attending a fair, it usually is a sign that something is not very, very well.”

			“There is a usual, usually some kind of panel discussions and that kind of uh, let's say events inside of the fair where it's possible to kind of a share their thoughts and kind of a. Get to what? What's the current level of the industry?”
			The big agricultural fairs, they have been there for 80s, so it's like a tradition.
			“It's a place where you can, uh, like I explained to the people to collaborate like a like a new customers and new suppliers or with current customers or suppliers and also, to see what the competitors are doing and how”
			“There's been a lot of development in solutions presenting beyond exhibitions.”
			“Compare with this E marketing activities so it's really important that it's a nice place to see some friendly faces with same interest about our engines.”
		Social environment	“It is chaotic and I'm often responsible for the booth and making sure that everyone goes to, but because it's for the visitor that what they're looking at is just the, you know, what is being shown talking with the experts and everything.”
			“The difference is between event different days is quite big because it's quite often that that certain days of the week are mostly coming for the uh, like the experts and then during the weekends, there are more people.”
			“The logistics is quite clear. I mean, not only for building the fair, but also for the visitors. But in in some other places it's even hard to find. What? What you are looking at as a visitor.”
			“Mainly quite, quite. Relaxed, relaxed. I would say there might be like a chaotic moment when there are like a too many. Too many people”
			“Relaxed atmosphere”
			“It's a chaotic but when it's like professional days, it's less people usually and it's quite relaxed. There are a lot of people I would say so, but they're usually nice. Have a nice chat with the people. Maybe we offer one soda or something like drink together. That and discuss about also more than just the business.”
		Physical environment	“the most, most, most common one is having those physical Engines. So of course, people like and they get drawn into these seeing something face to face and then, of course, big screens showing either videos or some brand messaging.”
			“Some companies bring these kind of well, they bring a big machine where the engine is or where the machine, let's say or battery pack they might show this kind of an end product where the machine is oftentimes.”

			“People who come to this kind of exhibitions, they are really passionate about mechanical engineering in general and machines they might love cars. They might love big machines that make a lot of noise”
			“it's pretty common is that they have this some sort of activity at the booth if the booth is picking up, they might have a driving simulator or something like this, whether it's a Farming Simulator or something related. Some companies even make a specific simulator for their own machine.”
			“Not only the screen or video scene there, it's not enough. So, when the target audience is quite often the experts, uh and they really like to see things and touch things by their own hands and eyes”
			“The all the things in the booth but you have there like the screens or advertisement or pictures. Whatever they have to be designed in, in, in, in that the perspective that they like to give the added value and support the Main target that we have for the exhibition”.
			“The screens are essential as well as the uh people are utilizing the video in order to show how it's like in the in the real world somehow or how it looks inside of the factory or what are the possibilities beyond the product that's currently visible.”
			“Which have been really useful is the like a world map we have. We have shown our uh facility locations that is like easy to easy to explain to new uh, the people who are not that familiar with our company”
			“Big screens and then products on display.”
			“Engines are important for us. They really like to see that how it's built and how it's fitting”
Event consequences	Stakeholder´s outcomes	Behaviour	“Sometimes there's competitions, so competitions that leave your contact information and you have a chance to win something, let's say a gift card or something else.”
			“There's always a possibility to arrange something like the test drive for the tractor, uh, uh, those ones are very always interesting.”
			“Apart from this kind of expert panel discussions, uh, usually there are some awards. So that it's quite common that each fare has some award, it's might not be, let's say, super important for everyone, but it's usually something that that companies are using In the marketing.”
			“They had this farming game that you could answer a quiz and get, get some credits and if you got enough credits, you would get a price.”
		Emotions	“Emptiness. No, that's just very honest. Like when it ends, it's like ohh now it's because oftentimes trade shows take, you know, up to six months of preparations and then in one week it's over.”

			“Well, I have to admit that I'm usually a bit sad or what? What was the correct word? I I'm not sure what what's the word in English, but it's somehow about. Uh, that it ends.”
			“I think it's some sort of like a relief to get that this is now done and you kind of succeeded.”
		Happiness	“I think it. Tiredness. Tiredness, tiredness. Yeah. Yeah, but of course, in happiness in that sense, that, OK, happy that the exhibitions end. OK, it's done.”
			“Typically, I think the happiness might be the right word in many aspects that, that, Even though time to time like I mentioned that the time to time there's also people coming to complain something, but mostly they're the feedback and everything is positive.”
		Satisfaction	“Yeah, I I would say that that if everything is runs smoothly that that's the first thing that that comes to my mind.”
			“If you can make everything work as you planned before the fire, then then it that's already a big, big plus.”
			“If you control some attention and get really people into your boots that that's very, very satisfying in a sense so.”
			“Situation where some negotiations or discussions with the stakeholders, they have been like successful a bit like challenging but then in the end it went well. So that gives the It's the feeling that it was it was a success.”
			“If I have a feeling that we have been able to, uh, answer to these questions, people are asking, uh, like I keep them like a proper answers. That's a that's always positive thing.
			“If we collected good leads for, for example OEM sales, then I think we were successful and that creates the feeling of gratitude.”
		Meaningful achievements/Knowledge	“what I've just learned by doing and by talking with more experienced colleagues and looking what competitions does is that, you know, what are the things that you do before the exhibitions? What are the things that you want to do during the exhibition to make the most out of your participation”
			“You have that experience from the exhibitions the few days after I've learned that it's been really crucial to have those discussions with the exhibition team.”
			“overall, I say, the preparation, preparation and doing it are the biggest kind of learning experiences there.”
			“What's the level of the discussion and that kind of things they are actually giving some kind of a growth in the in the carrier and understanding on what should be done in the in the future, so, so that's also important”

			“Every time when you meet customers, when you meet farmers and you try to understand their problems better, it is a very valuable thing to have.”
			“I always believe that meeting different people will help in personal growth.”
			“We try to especially a few exhibitions. We have been trying to have this educational side like it. It should be entertaining. It should be simple enough that it's easy to understand”
			“Really try and change the minds and kind of expand their view of things that it's not only well in our point of view”
			“I would say discussed and present things to the to the audience of people according to their level, level of knowledge and that kind because there's many, many different kinds of people.”
			“If the company stay, if they are able to. To demonstrate some new technologies. For example, I think. If the visitors they are willing to adopt this this information, they really can learn for sure.”
			“We try to always learn, teach the things which we are really good at.”
			“it's also about saving money and saving environment. So, we always try to write that kind of topics. What we see really important then and there, tell them. Tell this to our customers.”
	Event outcomes	Business opportunity	“From my own personal perspective from the aftersales is to really able to get the people.”
			“It's still about the brand recognition for AGCO. So, so, you know, sense I think I what I say about being present in the in the fairs is it's also showing that that you are doing well”
			“Caught some new potential clients. So, they have. They have had a uh discussions with the potential customers”
			“At the end of the day, it's sales. Yeah, of course. That's very challenging to quantify like how many sales did you actually create on an exhibition because they are mostly it's leads mostly it's just common conversations.”
			“Supporting our sister plants and says. And not only about Sales, it's also about Meeting old customers, which we already have now.”
			“Just by participating, it does not automatically, I'd say open opportunities.

			It is I. I think it never just by going there and talking to people like you have to talk to people, you have to make those connections there to have those business opportunities.”
			“Bigger exhibitions because, uh, there's a bunch of customers also there who have ever never used our services or products and it's very cool to meet several new customers, possible customers”
			“The outcome from the exhibition from, for example, from the money wise that there how much you made a loss or how much, how much you made a profit because it's typically a long-term investment to participate exhibitions.”
		Event loyalty	“quite often it's that that the same customers are visiting us every time and then that's of course good, but even better is to have always a bunch of new customers.”
			“To get them. have that level of interest that they may may come back the next time to make their visiting second exhibition to have additional questions”
			“You kind of make a relationship and then then people, well, they are asking beforehand already that are you coming and then then they most probably will come and see us”
			“They are there, of course, and we know that even before the show that they're coming there and that's why we are trying to contact them. So please spend as much time you have with us.”
		Meaningful learning	“Main lessons definitely are is what is the industry situation like? What? What I what is the competition doing? What? What is competitions? Main messages what are the main technologies that they are showing and also one major thing is that where is the industry whether it's?”
			“I say to learn that the that I can benefit to participate exhibition as Exhibitor is to always based on the discussions and different ideas coming from the from the from the audience and people that I'm talking with.”
			“I'm able to get some new angles for my for my. Personal things my daily business and get new ideas like a like that way.”
			“Always to improve my own personal skills in that sense how I'm presenting things to improve my language skills and that kind of stuff.”
			“The big brands they are speaking all aspects it it's kind of a good to understand that although they are struggling with the same issues as our ones when it comes to for example technology and then interacting with the customers.”
			“To understand the people, the Communication, all this stuff”

			“There's a lot of customers or visitors typically that speak only the native language of the country where you are.”
			“My lessons, I would say that it's really important to do the pre work and after work for the show. With that you can get good results”
		Memories	“Because we had the biggest booth, we had totally new technologies. Totally new ways of communicating. We took part in two this panel discussions, so in a way, uh, we, we had a whole new level of doing things”
			“If somebody is coming like back to your, you have been discussing him earlier in the exhibition or you have done with something with the cooperation with them from in a business side and they're coming there and giving you a good feedback and even say thank”
			“It's the, uh, kind of the feeling of teaming up with, with my colleagues that that's, that's what I'm kind of remembering always when we are at the fair, when I noticed that this is the moment when we are now teaming up”
			“I have had a feeling that I am a part of part of this group of people who are now promoting Agco Power and some sort of feeling of succeeding in what We what we try to do.”
			“Those like grateful moments where we actually making customers like satisfied that’s the best moment for me”
			“when you can give your good effort your work and get good results with that, then you're really happy.”

Appendix 10 – Exhibition planner template

Event overview	
Event title	
Event date	
Event location	
Event description	

Event scope	
Target audience	
Messaging	
Objectives	

Booth design & setup						
Design concept						
Dedicated areas for:	Products dis-play ☐	Activities ☐	Screens ☐	Brand logos ☐	Food ☐	
Booth elements	Engines ☐				Screens ☐	
	Fact sheets ☐				Brochures ☐	
	Lights ☐				Advertisement ballon ☐	
	Brand merchandise (pens, caps, etc) ☐				Coffee maker/fire pit ☐	
	Object for activity use Quantity: ☐				Customer service desk ☐	

Product presentation	
Featured product	Key features, benefits, applications
Engine model 1:	
Engine model 2:	
Engine model 3:	

Staffing	
Member	Role/Responsibilities
[Name] – (Position)	
[Name] – (Position)	
[Name] – (Position)	
[Name] – (Position)	

Marketing & Promotion	
Pre-exhibitions preparation	
Email campaigns targeting existing and prospective clients	Notes:
Social media posts leading up to the event	Notes:
Other strategy:	Notes:
On-site engagement tactics	
Social media live updates	Notes:
Photography/ Videography to capture key moments	Notes:
Food	Notes:

Offers (Discounts/Give away)	Notes:
Personalized customer service	Notes:
Activity 1:	Notes:
Activity 2:	Notes:
Post-Exhibition Follow-Up	
Send personalized emails to booth visitors	Notes:
Share event highlights on the company social media	Notes:
Analyze collected leads for follow-up sales calls	Notes:

Logistics	
Booth number:	Ubication description:
All booth materials, and equipment are shipped to the event Yes ☐ No ☐	Notes:
All the equipment is working Yes ☐ No ☐	Notes:
Both setup: [Date]	Booth dismantling: [Date]

Evaluation	
Objectives met	
Positive outcomes	
Negative outcomes	
General feedback	

Staff evaluation	Member 1:
	Member 2:
	Member 3:
	Member 4:
Additional comments	

Employee rotation nomination	
[Name] – (Position)	Reason:
[Name] – (Position)	Reason:
[Name] – (Position)	Reason:
[Name] – (Position)	Reason: