

# EXHIBITION VISIBILITY; case Moventas Gears Ltd Service WG di- vision

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<p>Tiivistelmä</p> <p>Tuulivoima-ala on kehittynyt nopeasti viimeisen kymmenen vuoden aikana ja tuuliturbiinit ovat levinneet ympäri maapalloa. Moventas Gears Oy on yksi globaalin tuulivoima teollisuuden toimittajista. Moventas Gearsilla on kaksi eri osa-aluetta tuulivaihte alalla, uusi valmistuspuoli jota kutsutaan kapitaali valmistukseksi (CAP) ja huoltopuoli josta käytetään SER – lyhennettä</p> <p>Työn tarkoituksena on parantaa Moventas Gearsin tuulipuolen SER markkinoinnin näkyvyyttä ja kohteeksi on valittu messut. Opinnäytetyössä keskitytään kahteen SER puolen tärkeimmisät messuista, joihin Moventas Gears osallistui vuonna 2012; Eolica Expo Mediterranean ja RenewableUK.</p> <p>Työn teoriakehitys on jaettu markkinointi viestintään, messu strategiaan ja messuosasto teoriaan. Metodina käytettiin toimintatutkimusta ja haastattelut toteutettiin teemahaastatteluilla. Seitsemän haastattelua tehtiin messujen aikana, lisäksi haastateltiin Moventas Gearsin henkilökunnasta kolmea ihmistä messujen tiimoilta.</p> <p>Pääjohtopäätöksiä olivat mm. se että Moventaksen käyttämä messuesine, vaihte kertoo messuvieraille ainoastaan että Moventas valmistaa vaihteita. Se ei kerro mitään muista tuotteista, joita Moventas pystyy tuottamaan vaihteen koko elinkaaren aikana. Myös grafiikat joita messuosastossa on käytetty, kertovat Moventas CAP tuotannosta, eivät SER tarjonnasta.</p> <p>Jatkotutkimuskohteena voisi olla tuotemerkki tietoisuus. Moventas Gearsin tuotemerkki on muuttunut useamman kerran viime vuosien aikana.</p>		
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<p>Abstract</p> <p>Wind power business has been developing rapidly during last 10 years and turbines are sprouting up around the globe in record numbers. Moventas Gears Oy is one of the suppliers to the global wind turbine industry. Moventas Gears Oy has two different divisions on wind gear business, new manufacturing (CAP) and service (SER) divisions.</p> <p>The purpose of this work is to improve Moventas Gears Wind Service (SER) marketing visibility and as a target was taken exhibitions. In this work, will be concentrate on two main Service events which Moventas Gears Oy participated on year 2012 Eolica Expo Mediterranean and RenewableUK. The framework is divided into marketing communication; exhibition strategy and exhibitions stand theories. Method used was action research and interviews used were theme interviews. Seven interviews were made during the events and also three Moventas Gears own personnel were interviewed.</p> <p>Main conclusions were that Moventas showpiece gearbox only tells that Moventas manufactures gearboxes. Showpiece does not tell about other products which Moventas can provide related to the lifecycle of the gearbox. Also the graphics which are in use at Moventas pop – up stand does only tell about Moventas CAP not the SER division.</p> <p>As for further research on the topic, there could be good to research the brand awareness of Moventas Gears Oy. As the brand has been changing during the past couple of years.</p>		
Keywords Exhibition, exhibition strategy, exhibition visibility		
Miscellaneous		

## CONTENTS

1 Introduction .....	4
1.2 Wind power business in general .....	4
1.2.1 Wind power in Italy .....	5
1.2.3 Wind power in the United Kingdom .....	7
1.3 Moventas Gears Ltd. ....	9
1.4 Moventas Gear's participation in exhibitions in 2012 .....	13
1.4.1 Eolica Expo Mediterranean 2012 .....	14
1.4.2 RenewableUK 2012 .....	15
1.5 Specification of industry .....	16
1.6 The research questions .....	17
2 Research methods to assess the effectiveness of exhibition participation .....	18
2.1 Action research .....	19
2.2 Research as a project .....	21
2.3 Reliability and validity .....	21
3 Marketing communication .....	22
3.1 Marketing strategies .....	25
3.2 The role of exhibitions in marketing communications .....	26
3.3 Exhibitions – need for meetings .....	27
3.4 Types of exhibitions .....	29
4 Exhibition strategy .....	30
4.1 Objectives .....	30
4.2 Reason to participate in an exhibition .....	32
4.2.1 Target groups .....	33
4.3 Planning an exhibition .....	34
4.4 Assessing effectiveness .....	37
4.5 Reasons to use exhibitions .....	39
4.5.1 Joint or own exhibition stand .....	41
4.5.2 Limitations of exhibitions .....	41
4.6 After the exhibitions .....	42
5 Exhibition stand .....	43
5.1 Exhibition design .....	44

	2
5.2 The role of graphics in an exhibition stand.....	45
5.3 Text on the exhibition stand.....	46
5.4 Lighting of the exhibition stand.....	47
5.5 Modular exhibition stands .....	48
5.6 Moventas pop – up stand.....	49
6 Results of the research .....	50
6.1 Interviews.....	50
6.1.1 International Power GDF SUEZ.....	52
6.1.2 European Wind Energy Association (EWEA) .....	52
6.1.3 David Brown Gear Systems .....	53
6.1.4 ZF Services UK.....	54
6.1.5 Precision Gear Company.....	54
6.1.6 Weir Engineering Service Ltd.....	55
6.1.7 Moventas' own personnel .....	56
6.5 Moventas Services exhibition appearance – pop up stand .....	57
6.5.1 Moventas' stand size .....	59
6.5.2 Moventas' stand location.....	59
6.5.3 Attraction at the stand.....	60
6.5.4 Moventas' stand message .....	60
6.5.5 Moventas' show piece .....	61
6.5.6 Does Moventas stand out? .....	62
6.6 Personnel on the stand.....	64
6.6.1 Personnel's appearance .....	65
6.6.2 Personnel at the stand.....	66
6.7 Moventas' participation at the exhibitions .....	67
6.8 Usefulness of exhibition.....	68
7 Conclusions .....	71
8 References .....	73
9. Appendices .....	77
Appendix 1: Hall map of Eolica Expo Mediterranean 2012 .....	77
Appendix 2: Hall map of RenewableUK 2012 .....	78
Appendix 3: Moventas stand in Eolica Expo Mediterranean 2012.....	79
Appendix 4: Moventas stand RenewableUK 2012 .....	80

Appendix 5: Picture of the showpiece - gearbox.....	81
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## **TABLES**

TABLE 1: Types of exhibition.....	29
TABLE 2: Interviewees at Eolica Expo Mediterranean 2012 event.....	50
TABLE 3: Interviewees at RenewableUK 2012 event.....	51
TABLE 4: Interviewees Moventas own personnel.....	57

## **FIGURES**

FIGURE 1: The growth of wind power Italy.....	6
FIGURE 2: The map of Italian wind farms.....	6
FIGURE 3: The growth of wind power in the United Kingdom.....	8
FIGURE 4: The map of the United Kingdom´s wind farms.....	9
FIGURE 5: Moventas Gears history.....	10
FIGURE 6: Full lifecycle of Moventas Service division.....	12
FIGURE 7: Basic competitive tools for marketing.....	23
FIGURE 8: Marketing communication´s golden chain.....	24
FIGURE 9: The marketing communications mix on exhibition point of view.....	27
FIGURE 10: Marketing communications and exhibition participation.....	31
FIGURE 11: Exhibition participation.....	36
FIGURE 12: The reasons to participate exhibitions.....	40
FIGURE 13: SWOT – analyze for Moventas pop – up stand.....	70

## **PICTURES**

PICTURE 1: Wind Turbine .....	11
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# 1 Introduction

## 1.2 Wind power business in general

In just a few short decades wind energy has matured dramatically, making wind one of the fastest growing sources of electricity in the world today. Due to technological advancements, policy initiatives, and economic drivers, wind energy is now able to make a cost-competitive contribution to our growing energy needs (Windustry 2013).

Turbines today are sleek and slender machines, a far cry from their wooden ancestors. Around the world, wind turbines of all sizes have become a familiar sight; ranging from home or farm-scale machines of 1 kilowatt (kW), all the way up to arrays of large 5 megawatt (MW) machines for off-shore use (Windustry 2013). Off-shore turbines will be 6 -7 MW as a standard class by the year 2020 (Eize de Vries 2012, 74).

Turbines are sprouting up around the globe in record numbers. By the end of 2010, there were over 197,000 MW of wind installed around the world, which is more than three-times the 59,000 MW installed in 2005. The pace of growth is uneven, because of policy changes and uncertainties. At the end of 2012, China had the most installed capacity, over 75,000 MW, with the US second at 60,000 MW, and Germany third with over 31,000 MW. In terms of the amount of electricity produced by wind, the US was the leader in 2012, with over 120 TWh, China second at over 88 TWh, and Germany third with about 49 TWh (Windustry 2013).

In 2012, because of the USA's Congress's inability to make decisions, thereby threatening the continuation of the tax policy that incentivizes wind, developers in the US scrambled to get wind projects up and running by the end of the year. As a result, installations in the US were a record 13,000 MW. Forecasters do not foresee this level of activity being approached again for many years (Windustry 2013).

China's recent boom can be attributed to the passage of a Renewable Energy Standard in 2007 and the introduction in 2009 of requirements for grid owners to buy electricity from renewables, as well as a 20-year feed-in-tariff for wind projects. While nearly half of the world's new installed capacity in 2010 came from China, other countries are also growing their wind resources (Global Energy Council's Global Wind Report 2010).

Denmark, Germany, and Spain continue to be the leaders in wind power, with India, France, Italy and the UK rising in the market. The recent boom in renewable energy investment, including wind energy generation, is being aided through progressive policies and widespread public support. Legislation such as the UK's Renewables Obligation, the 29 US states and 2 territories with Renewable Portfolio Standards, and the EU's target for 20% renewable energy by 2020 is aiding the development of wind energy across the globe (Windindustry 2013).

### **1.2.1 Wind power in Italy**

The capacity of wind power in Italy has been rapidly increasing from the year 1997 and the capacity was at the end of year 2012 8 124 MW. Figure 1; demonstrates the growth of wind power in Italy from 1997 to 2012 (Wind power 2013). There has been solid growth of capacity during the beginning of 2000 and the last year's growth has stayed at the same level.

Figure 2; Map of Italy will show the locations and the amounts of wind farms in Italy (Wind Farms in Italy 2013). Most of the plants are based on land, mostly on hill or mountain sites, on the Italian big islands and of course on the long coast line in the South-Italy (Iea Wind 2013).



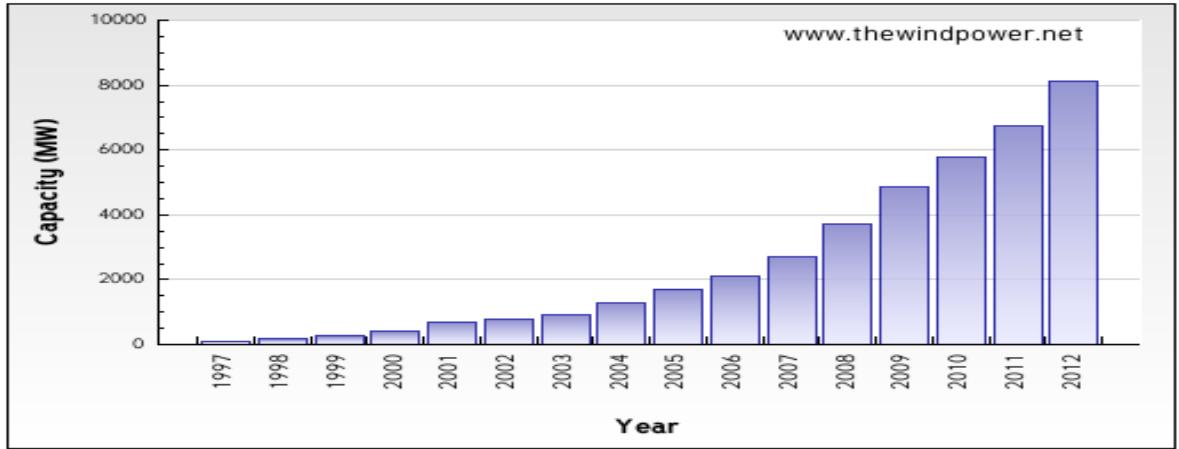


FIGURE 1: The growth of Italian wind power (Wind power 2013).

Figure 2; Map of Italy will show the locations and the amounts of wind farms in Italy (Wind Farms in Italy 2013). Most of the plants are based on land, mostly on hill or mountain sites, on the Italian big islands and of course on the long coast line in the South-Italy (Iea Wind 2013).



FIGURE 2: Wind Farms in Italy 2013 (Wind Farms in Italy 2013).

Italy's renewable energy market remains vital. Interest has been increasing in developing other types of renewable projects, including wind, geothermal, wave and tidal power, biomass, biogas, landfill gas and sewage treatment gas. Italy's current legislative regime provides for incentives for the generation and distribution of energy produced by each of these renewable energy sources (RES) (European renewable energy incentive guide – Italy 2013).

As a result of strong Italian government support and co-operation from banks and other financial institutions, the Italian renewable energy market continues to thrive. The wind market has also seen sustained high levels investment, with the number of installations increasing by 39 per cent over the last year (European renewable energy incentive guide – Italy 2013).

### **1.2.3 Wind power in the United Kingdom**

Power generation from renewable energy sources (RES) in the UK comes mainly from wind (onshore and offshore), biomass, hydro and landfill gas projects. Latest figures recorded strong growth in the UK: renewable generation capacity increased by more than 40 per cent between 2011 and 2012. This is particularly due to growth in the offshore wind, onshore wind and biomass sectors. (European renewable energy incentive guide – United Kingdom 2013).

Over half of Scotland's renewable energy capacity comes from 80 wind farms, providing 2 GW of electricity across the country. An additional 7 GW of onshore wind energy capacity is currently under construction or planned. Whitelee wind farm near Glasgow is Europe's largest wind farm generating 322 MW of electricity, this will increase to 593 MW from 215 turbines when a planned expansion is complete (Onshore wind energy in Scotland 2013).

Offshore technology is seen one of the future development of wind power. A generating capacity of 10 GW for offshore is currently planned for Scottish waters (Offshore wind energy in Scotland 2013). The whole amount of turbines in United

Kingdom is 9,061 and the capacity for electricity which they procedure is 11 709 MW (UK Wind Energy Database 2013).

The United Kingdom's government is committed to meeting its obligations under the Renewable Energy Directive and has drawn up an ambitious Renewable Energy Roadmap to 2020 to deliver its target. Large scale development programs such as Round 3 for offshore wind. Round 3 offshore wind energy generation aims to deliver a quarter of the UK's total electricity needs by 2020. UK renewable sector continues to grow in the near future. (European renewable energy incentive guide – United Kingdom 2013).

Figure 3; is demonstrating the growth of wind power in the United Kingdom from 2000 to 2013. Wind power has been divided in to onshore and offshore operations as United Kingdom has several offshore plants on its long coast lines (Wind Farms in the UK 2013).

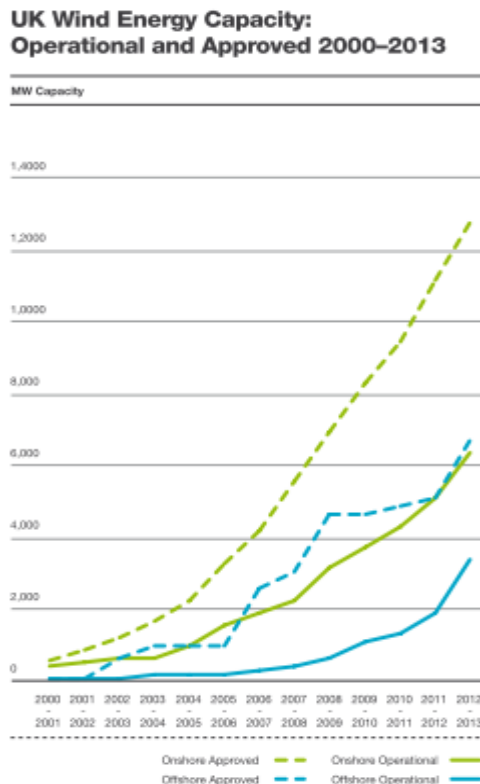


FIGURE 3:

The growth of wind power in the United Kingdom (Wind Energy in the UK 2013, 9).

Figure 4; shows where the wind farms are located and the amount of them in the United Kingdom (Wind Farms in the UK 2013). As can be seen from the map, most of the wind farms are in the cost but there is also several plants which a located in the middle of the island.



FIGURE 4: Wind Farms in the UK 2013 (Wind Farms in the UK 2013).

### 1.3 Moventas Gears Ltd.

Moventas Gears Ltd. is considered one of the world's leading industrial and wind gear manufacturers. Moventas offer heavy-duty power transmission solutions to, for example, wind energy, pulp and paper as well as the mining industry, and comprehensive services for the overhaul, maintenance and remote management of gears (Moventas Gears & Service - brochure 2012, 2).

Moventas is part of the global engineering group Clyde Blowers. Clyde Blowers headquarters is located in United Kingdom, Glasgow - Scotland. On the figure 5 below is Moventas Gears' long history from as early as 1887.

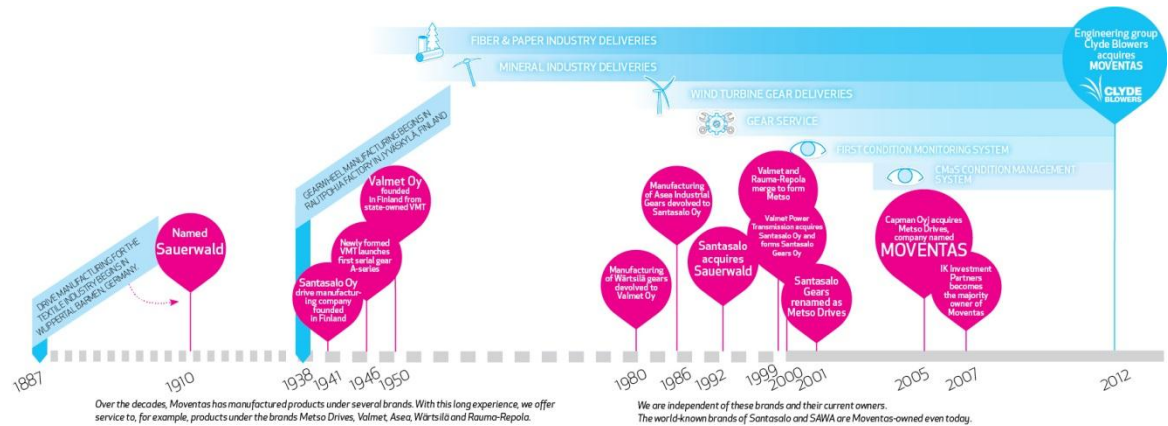


FIGURE 5: Moventas Gears history (Moventas Gears & Service - brochure 2012, 2).

Moventas is one of the leading and the early suppliers to the global wind turbine industry. The manufacturing division is called capital production (CAP) and the wind gear is shortened to WG. Moventas is also the leading supplier of gearboxes to the global fiber and paper industry. Moventas holds a strong position in selected minerals applications as well as knowledge and proven products in several other industrial applications. Moventas Service in wind and as well in industry also provides comprehensive services to our own gearboxes as well as third party components (Moventas Gears & Service - brochure 2012, 2).

As mentioned, Moventas Gears wind (CAP) manufactures gearboxes for wind turbines. Below a picture 1 from wind turbine also called a nacelle where is demonstrated how the gearbox is located inside a wind turbine. Gearbox sizes for wind turbines currently vary from 4500 kg to 30 000kg, depending on the capacity of the turbine. The bigger the capacity is, the bigger the turbine size.



PICTURE 1: Wind turbine (Moventas, general pictures 2013).

Moventas Gears has five factories: two in Finland, Jyväskylä and Karkkila, one in Germany, Wuppertal, one in China, Suzhou and one in North America, Portland. Moventas Service has locations (sales or repair facilities or both) in Finland, Germany, Sweden, Spain, Italy, France, USA, Canada, China, Brazil, Australia and India (Moventas Gears & Services – brochure 2012, 3).

Moventas Service offers versatile solutions for improving the performance of customers wind turbine gear throughout its lifecycle (Moventas Gear & Services – brochure 2012, 8). Figure 6 shows Moventas Services lifecycle offering.

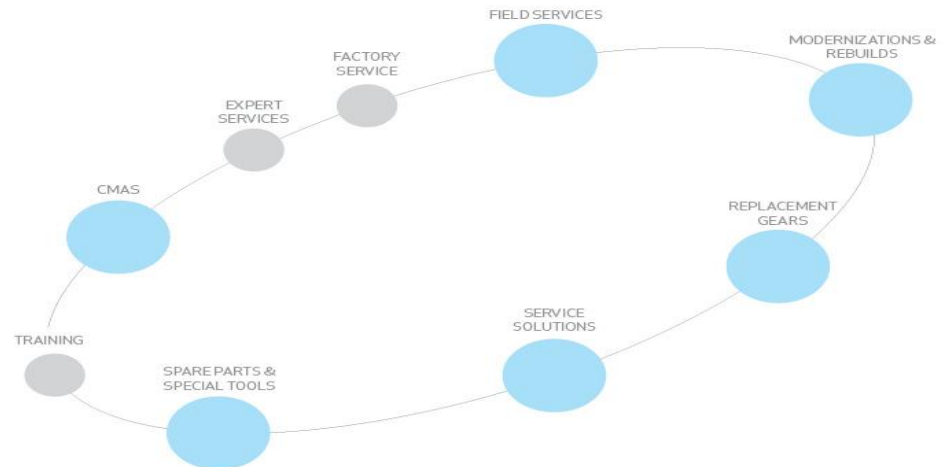


FIGURE 6: Full lifecycle (Moventas Service - Unrivalled Experience – brochure 2012, 6-7).

Moventas Service offers factory service - overhaul and upgrades of Moventas gears and other brands, field service which is on-site up-tower service (in the nacelle), on-site predictive & preventative maintenance and inspection, end of warranty inspections, CMaS Condition Management Systems, state of the art service for preventive maintenance and analysis service. Moventas Service also offers fully accessorized replacement gear-boxes and strategic spare parts and gearbox pool services (Moventas Service - Unrivalled Experience – brochure 2012, 6-7).

All gearboxes manufactured or repaired by Moventas will undergo a full test run before they are approved. This will make sure that there are no errors on the gearbox functions. The gearbox will be granted a guaranty time after the test run. This is one of the main topics which differentiate Moventas from its competitors.

## 1.4 Moventas Gear's participation in exhibitions in 2012

There were rather many wind sector exhibitions in 2012. Main events were EWEA (European Wind Energy Association) 2012 event, which was held in Copenhagen on April, AWEA (American Wind Energy Association) 2012 event which was held in Atlanta on June and Husum Wind 2012 event which was held in Husum on September.

The EWEA 2012 event had 500 exhibitors, 10 600 visitors, 400 presenters and 100 speakers on the 40 conferences which were held during the show (EWEA 2012 Annual Event). AWEA event had over 1 000 exhibitors and the show was held in two halls and it was 300,000 square feet of exhibits, nearly five football fields (Manufacturing the future: Windpower 2012).

German town of Husum is still considered the heart of wind power industry and the event held there was the main event in the world on 2012. In 2012 event there were 1 171 exhibitors and 36 000 visitors from 90 countries. The exhibition hall size was 58 000 m<sup>2</sup> (Diethelm 2012). Moventas Gears was participating in this event, with a shared stand between WG CAP and Service.

There were also smaller events, in which Moventas Gears participated, for example Brazil Wind Power 2012, held in Rio de Janeiro on August, CanWEA which was held in Toronto on October, China Windpower 2012, held in Beijing on October and Wind Power India 2012, held in Chennai on November.

Writer of this master thesis was participating in most of these events or at least taking care of the exhibition arrangements. Being a part of Moventas Service's exhibition team included tasks from booking the stand to sending the required materials brochures, giveaways etc. to the exhibitions. Responsibilities vary in different events, as a part of them was taken care of by the local team.



### 1.4.1 Eolica Expo Mediterranean 2012

The tenth edition of Eolica Expo Mediterranean, the wind energy exhibition, was held 5 - 7 September 2012 at Rome Fair Centre. The tenth anniversary of Eolica Expo Mediterranean was full of events: many activities were organized, both inside the pavilions and outside the exhibition area (Eolica Expo Mediterranean 2012).

In 2012, the fair focused particularly on the participation of international buyers and delegations coming from Albania, Argentina, Australia, Bulgaria, Cyprus, Egypt, Jordan, Israel, Montenegro, Morocco, Romania, Serbia, Slovenia and South Africa. Eolica Expo Mediterranean consolidated its position as first exhibition in the Mediterranean area for number of exhibitors and visitors, third in Europe and fifth worldwide (Eolica Expo Mediterranean 2012).

237 exhibitors (40% international) were registered, a strong increase in the presence of sub-suppliers of the manufacturing industry, service companies and manufacturers of micro- and mini wind energy plants, and the presence of a record number of highly qualified professionals (Eolica Expo Mediterranean 2012).

Moventas was participating on Eolica Expo Mediterranean exhibition for the fourth time. The exhibition venue was familiar as the previous events have all been in Rome. Most of the wind turbines are located in the South Italian coast and the islands as shown on figure 2. It can be said that the wind industry in Italy is mainly located in the southern parts of Italy.

Moventas stand was located in hall 8 and the stand number was C18. The exhibition was held on year 2012 only on this one hall. Stand size was 8 x 4 m (32m<sup>2</sup>). There were four persons from Moventas Service division present on the event; Dr. Jose Arevalo from Spain, Italian Sales Manager Mr. Lorenzo Monaco, Operations Manager Mr. Angel Cifuentes from Spain and Sales and Marketing Coordinator Ms. Maaret Elijärvi from Finland. Appendix 1 you can find the hall map of Eolica Expo Mediterranean.

### 1.4.2 RenewableUK 2012

The 34th RenewableUK annual conference in Glasgow on 30 October - 1 November 2012 saw over 5,500 people visiting and almost 300 companies and organization's from the wind, wave and tidal sector displaying at the exhibition (RenewableUK 2012).

The conference saw a high number of quality guest speakers from both inside and outside the industry who gave enlightening and topical insights in to the advances and debates surrounding the industry in 2012. Of special significance was the keynote speech by The First Minister of Scotland Alex Salmond, who talked passionately about the importance of wind, wave and tidal power to the future prosperity of Scotland, and announced a commitment to a new target of generating the equivalent of 50% of Scotland's electricity from renewable sources by 2015 (RenewableUK 2012).

Moventas was participating on RenewableUK exhibition for the third time. Exhibition place was familiar as the first RenewableUK event two years back which Moventas participate was also in Glasgow. Glasgow is seen as a "capital of wind power" and the coast of Scotland is considered one of the main areas for wind power in UK.

Moventas stand was located in hall and the stand number was 149. The exhibition was held on year 2012 only on this one hall. Stand size was 6 x 4 m (24m<sup>2</sup>). There were four persons from Moventas Service division present on the event. Vice President; Global Service Sales Mr. Petri Aho, Sales Manager Mr. David Moss, Business Administration Manager Ms. Jenni Pelto-Lampola and Marketing Coordinator Ms. Maaret Elijärvi. All of the personnel were from Finland. In Appendix 2 you can find the hall map of RenewableUK 2012.

## 1.5 Specification of industry

The three groups of industrial products and services includes materials and parts, capital items, and supplies and services. Material and parts include raw material and manufactured parts. Raw materials consist of farm products (e.g. wheat, cotton, livestock, fruits and vegetables) and natural products (e.g. fish, timber, crude petroleum and iron ore). Manufactured materials and parts consist of component materials (e.g. iron, yarn, cement and wires) and component parts (e.g. small motors, tires and castings). Most manufactured materials and parts are sold directly to industrial users (Kotler, Wong, Saunders & Armstrong 2013, 241).

Capital items are industrial products that aid in a buyer's production or operations, including installation and accessory equipment. Moventas Gear has CAP production as one of its key divisions. Installations consist of major purchases such as buildings (e.g. factories and offices) and fixed equipment (e.g. generators, drill presses, gearboxes, large computer systems and lifts). Accessory equipment includes portable factory equipment and tools (e.g. hand tools and lift trucks) and office equipment (e.g. computers, fax machines and desks) (Kotler, Wong, Saunders & Armstrong 2013, 242).

The final group of industrial products is supplies and services where Moventas Gears Service division belongs as well. Supplies include operating supplies (e.g. lubricants, coal, paper and pencils) and repair and maintenance items (e.g. paint, nails and brooms). Supplies are the convenience products of the industrial field because they are usually purchased with a minimum effort or comparison. Business services include maintenance and repair service (e.g. window cleaning, computer repairing and gearbox repair) and business advisory service (e.g. legal management consulting and advertising). Such services are usually supplied under contract (Kotler, Wong, Saunders & Armstrong 2013, 242).

## 1.6 The research questions

The purpose of this work is to improve Moventas Gears Wind Service's (SER) marketing visibility with the example of exhibitions. Most of Moventas Gears Oy marketing communication is done through different kind of exhibitions and seminars. During the past years, marketing efforts in Moventas Gears have been limited and marketing communication has been focused on different kind of events. It is typical for the wind business that most of the customer contacts and marketing efforts are made in the different exhibitions all over the world.

The research questions are

- How could Moventas Service divisions' exhibition visibility be improved?
- Exhibition stand message (Moventas pop – up stand)
- Usefulness of the exhibitions for Moventas Service?

As Moventas' exhibition visibility has been mainly focused on CAP division, all material has been supporting CAP and not Service. The marketing communication on the events has been planned for CAP division even when the event has been focused on Service offering/market. As the Service division exhibition stand message has been unclear, what Moventas Service does, it needs to be researched what could be done better to improve it.

What also needs to be asked is whether exhibitions are the best way for Moventas Service to use its marketing resources and what Moventas Service gets from the exhibitions were it participated.

## 2 Research methods to assess the effectiveness of exhibition participation

During the fair, the following research can be carried out:

- Counting the distributed information materials (brochures, leaflets etc.)
- Counting the number of passers-by and stand visitors
- Counting the number of personal contacts
- Analysis of visitors flows on the stand
- Observing visitor behavior
- Questionnaires for stand visitors (Pelsmacker, Geuens & Van Den Bergh 2010, 517 - 518).

Other analytical tools can be used to measure the effectiveness of an exhibition stand after the fair:

- Questionnaires for the stand visitors
- Surveying stand personnel
- Response analysis on sent invitations
- Sales returns
- Ratio – analysis. Some ratios help to measure effectiveness of exhibitions:
  - Exhibition coefficient I = value of transactions generated of exhibitions
  - Exhibition coefficient II = yearly sales of the company / yearly fair costs
  - Visitor price = (exhibition costs / number of fair visitors) x 1000
  - Stand contact price = exhibition costs / number of stand contacts
  - Costs per stand worker = exhibition costs / number of stand personnel
  - Cost per m<sup>2</sup> = exhibition costs / amount of m<sup>2</sup> (Pelsmacker, Geuens & Van Den Bergh 2010, 518).

When an exhibitor wants to make comparison with other marketing and communications instruments throughout time, the next ratio may be helpful:

$$\text{Sales efficiency quotient} = \frac{\text{order administration costs of the exhibition}}{\text{order administration costs through other sales channels or media}}$$

The first condition to be able to measure effectiveness is the presence of quantitatively defined concrete objectives. Exhibition performance has traditionally been evaluated by outcome based measures such as different sales-related activities (for instance, on-site sales and sales immediately after the show) (Pelsmacker, Geuens & Van Den Bergh 2010, 518).

But, on the other hand, behavior-based control systems can also be used to evaluate participation in exhibition. In a behavior-based control system, the process rather than simply the outcome is addressed. In this system the booth personnel are directed to perform behaviors that are part of the marketing strategy:

- Information-gathering activities including all activities related to the collection of information about competitors, customers, industry trends and new products at the exhibition
- Image-building activities related to building corporate image and reputation at the exhibition
- Motivation activities directed at the motivation of company employees and customers
- Relationship-building activities with established customers as well as new customers (Pelsmacker, Geuens & Van Den Bergh 2010, 518 - 519).

## 2.1 Action research

Action research is according to Kananen (2009) format of qualitative research and it is often compared to a case study. Action research has a lot of features

from a case study. The mix up comes mainly from that in both studies there can be only one case, which can be community, company, department, person or event. The basic difference comes from the researcher role. In a case study, the researcher is an outsider, an observer who does not participate (Kananen 2009, 23).

In action research, the researcher is part of research and a member of community which is being researched. The second difference comes from the purpose of the research. The aim on action research is solving the problem and through that change things. Action research is going further than a case study (Kananen 2009, 23).

Action research aims to develop both practical problems and to develop knowledge for the research community (Mathiassen, Chiasson and Germonpez 2012, 348). Action research is ongoing process and cyclical in nature which includes

1. Identifying a problem
2. Finding course(s) of action
3. Choosing a course of action and execution
4. Evaluating
5. Identifying what was learned

Action research provides the possibility to connect theory and practice, often in combination with other research methods (Mathiassen, Chiasson and Germonpez 2012, 348). According to Kumar (2011) most action research is concerned with improving the quality of service. It is carried out to identify areas of concern, develop and test alternatives, and experiment with new approaches (Kumar 2011, 131).

Action research was chosen to be the research format as the writer herself is very much involved with Moventas Service exhibitions. It would have been impossible to be an observer.

## 2.2 Research as a project

This work will concentrate on two main Service events, which Moventas Gears participated on 2012. The first one was held in Rome and is called Eolica Expo Mediterranean which is held every year in Rome and the second one was in RenewableUK event which is held every year in a different city in United Kingdom. In 2012 it was held in Glasgow Scotland. Interviews were done on these two events during the show.

On Eolica Expo Mediterranean event two interviews was made and on RenewableUK event four interviews was made. Theme interviews were used as Kananen (2009) points out it offers to researcher enough clearance and in the other hand possibility to use limitation change in different themes.

These two events were selected because both of market areas are import for Moventas Service growth. Operating wind power capacity in Italy was 2012 6.747 MW and in United Kingdom 5.93 MW and both of the countries are targeting to add wind power capacity. The same numbers in Finland where in 2012 (to compare) 197 MW. The biggest wind power capacities in Europe are in Germany and in Spain as mentioned already before (Wind Power Monthly 2012, 84).

## 2.3 Reliability and validity

According to Kananen (2009) action research reliability can be ensure with qualitative research criteria if action research has obvious qualitative research parts. As the interviews on this study were made as open (theme) interviews it is a qualitative research. Base of the evaluation of reliability of the research is always results, methods and data collection adequate exact documentation, because outside reader is otherwise impossible to conclude anything about the reliability of the study (Kananen 2009, 96).

Validity according to Kananen (2009) is confirmed by using the right kind of research method, right kind of barometer and by measuring the right kind of things.



Validity can't be applied to qualitative research according to some schools. Interpret of the data can be influenced by the researcher (Kananen 2009, 92).

The analyzing of the research was made by lettering the interviews and analyzing the content of the interviews. Material was analyzed from the lettering, by accumulating similar kind of materials and classifying them as united thematic entity.

The purpose of this study was to improve the exhibition visibility for Service point of view and there came several improvement proposals. It is impossible to repeat the study in exactly the same circumstances. That would require the same kind of stand (on both events) and exactly same kind of exhibitions. This would mean same kind of stand location, same stand "neighbors" etc.

However, if the situation was exactly the same and there would have not been any improvements made for the stand or the location of the stand and the study could be repeated, the results might be similar kind of.

### **3 Marketing communication**

The company's marketing strategy outlines which customer it will serve and how it will create value for this customer. Basic thought, where the marketing strategy should start. If this definition is done only by certain point of few, it leaves a lack for marketing visibility (Kotler, Wong, Saunders & Armstrong 2013, 12). This has happened in Moventas Gears Oy, as marketing strategy is made for Wind Capital (CAP). As said before, the purpose of this work is to improve Moventas Gears Wind Service (SER) marketing visibility and with the example of exhibitions. And as said before, most of Moventas Gears marketing communication is done through different kind of exhibitions and seminars.

Marketing communications is also a part of marketing mix. It is the "promotion" in the four Ps (product, price, place and promotion) (Kotler 2003, 16). Nowadays there is a fifth P as personnel are considerate as one key element of the market-

ing mix. Personnel need to be committed to the company, they can't be seen as a separate part.

As on figure 7 are seen that marketing can be study on competitive tools point of few.



FIGURE 7: Basic competitive tools for marketing (Isohookana 2007, 48)

I will concentrate on my work only on the promotion part where marketing communication is located, but other parts of the marketing mix will too be present in my work. As I concentrate on Moventas Service's exhibitions and exhibitions according to Isohookana (2007) is considerate as part of company's promotion, this is essential part of the theory as well a practice.

Rope (2000) points out that marketing twines with communication, as it is most of the time the most visible marketing method and then also remarkably essential achiever in profitability of marketing (Rope 2000, 277). According to Rope (2000), achievement of communications, despite of the implementation proceed like to following figure 8 which is called marketing communication's golden chain (Rope 2000, 281).



FIGURE 8: Marketing communication's golden chain (Rope 2000, 290).

The marketing communication's golden chain can be implemented in exhibitions communication as well. You need to choose a target group for the exhibition, have motives for the event, clear content of message which the stand will be presenting. You also need to choose the way to communicate with the customers at the event. Is it brochures, material which is demonstrated on the screens or something else? Right kind of communication tools are to be used that event is successful and those also need to be implemented right. For good event planning these are essential parts.

The marketing communication is used to communicate what the organization has to offer, whether it is a product, service or the organization's reputation, to its target audience. This is the planned part of marketing communications that comprises of tools, media and messages. The main tools are advertising, sales pro-

motion, public relations, direct marketing, personal selling and added-value approaches (Fill 2009, 6 -8).

The messages are informative or emotional or a combination of these two. The media are either traditional (e.g. print and broadcast) or digital (e.g. internet). In addition to these planned marketing communications, there are the unplanned ones that are the experiences the audiences have of using the product or service. These can be positive or negative and have not been anticipated (Fill 2009, 6 -8). The exhibitions are a personal communication tool that combines one-to –one contact, direct selling, public relations and demonstrations (Pelsmacker, Geuens & Van Den Bergh 2010, 504).

### **3.1 Marketing strategies**

Just like the manufacturing business, good service firms use marketing to position themselves strongly in chosen target markets. In a service business, the customer and front-line service employee interact the service. Effective interaction, in turn, depends on the skills of front-line service employees and the support process backing these employees. Thus, successful service companies focus their attention both their customer and their employees. They understand the service profit chain, which links service firm profits with employee and customer satisfaction. This chain consists of five links:

- Internal service quality – superior employee selection and training, a quality work environment, and strong support for those dealing with customers
- Satisfied and productive service employee – more satisfied, loyal and hardworking employees
- Greater service value – more effective and efficient customer value creation and service delivery
- Satisfied and loyal customers – satisfied customer who remain loyal, repeat purchase and refer other customers

- Healthy service profits and growth – superior firm performance (Kotler, Wong, Saunders & Armstrong 2013, 253).

A service firm can differentiate itself by consistently delivering higher quality than its competitors provide. Like manufacturers before them, most service industries have now joined the customer-driven quality movement. And like product marketers, service providers need to identify what target customers expect in regard to service quality (Kotler, Wong, Saunders & Armstrong 2013, 255).

### **3.2 The role of exhibitions in marketing communications**

Like direct marketing and personal selling, exhibitions are considered to be a more personal and thus a 'below-the-line' communication tool. Demonstrations, one-to-one contacts with customers and prospects, direct selling and public relations are combined in this medium. Exhibitions have the advantage that all the senses (listening, watching, feeling, tasting and smelling) can be stimulated (Pelsmacker, Geuens & Van Den Bergh 2010, 504).

As a form of marketing communications, exhibitions enable products to be promoted, they can build brands and they can be effective means of demonstrating products and building industry-wide credibility in a relatively short period of time. Attendance at exhibitions may also be regarded from a political stand points, in that non-attendance by competitors may be taken as an opportunity by attendees suggest weaknesses (Fill 2009, 691).

In the b2b sector new products and services are often introduced at exhibitions, especially if there are to be public relations activities and events that can be spun of the launch. In other words, exhibitions are not activities independent of the other communication tools. Exhibitions, if used effectively, can be part of an integrated communication campaign (Fill 2009, 691).

External communication is also planned for the exhibitions. Exhibition is an event, which requires specific target orientated communication plan. There is need to decide which interest groups are invited to the stand and why. Customer, poten-

tial customers, press and other interest groups are planned their own actions, person in charge etc. (Isohookana 2007, 167).



FIGURE 9: The marketing communications mix on exhibitions point of view (Friedmann 1992, V).

Marketing communication mix on exhibition's consists on according to Friedman (1992) on personal sale, sales promotion, public relation and advertising. Depending on the event, one part can be more important than the other. On the events were Moventas have been participating the personal sale is not that essential because in those events, direct sale is not normally done. Moventas products can't be sold directly from the stand. Events are more focused on sales promotion, public relations and advertising.

### 3.3 Exhibitions – need for meetings

An exhibition is a place where manufacturers and retailers of a certain product category or sector meet each other to talk about trade, to present and demonstrate their products and services, to exchange ideas and network and actually to buy and sell products. Exhibitions are one of the oldest communication tools. They originate from the Roman period (Pelsmacker, Geuens & Van Den Bergh

2010, 501). The exhibition is thus a forum for quality time between the firm and its markets (Conway 1997, 7).

The main drawing factor which generates a continuing demand for meetings is the need for communication at a personalized level; the opportunity for individuals, particularly in those activities which involve problem solving and innovations, to exchange ideas and views. Printed and electronic information, even with developments in video conferencing, cannot be a substitute for this personal contact. The importance of a congress or exhibition does not lay only in what is said from the platform but also in the total atmosphere of the event and the stimulation provided as a result (Lawson 2000, 5).

Exhibitions have been adopted a role to be a base of information, event and communications. Personal communication and exchange of ideas and experiencing comprehensive trends is also in the future part of exhibition experience. Its meaning on fast developing community will be growing. Exhibition themselves are not the target (Kinturi 2012, 7)

Exhibition complexes have been traditionally developed in city centers and industrial conurbations, facilitating public access for large numbers of visitors. Expansion of hall space and changes in modes of transport can give rise to difficulties due to: high cost of urban land and relatively low floor space, traffic congestion during delivery/removal of exhibits and extensive car and truck parking requirements. New exhibition centers may be sited in the city, using redundant railway stations and siding or in disused industrial or docklands or on low value agricultural land, disused airports or exhausted mineral workings (Lawson 2000, 21).

### 3.4 Types of exhibitions

Exhibitions can be broadly divided into public and trade exhibitions

Public exhibition	Trade exhibition
General interest Special interest	Horizontal Vertical Conference - bound Trade mart

TABLE 1: Types of exhibitions (Pelsmacker, Geuens & Van Den Bergh 2010, 501).

Trade events are open to people working in a certain field of activity or industry. There are four kinds of trade events. In horizontal trade events, exhibitors from one single industry exhibit their products and services to professional target groups, such as sale agents or distributors, from different industries. In vertical trade events, different industries present their goods and services to target groups belonging to one single field of activity (Pelsmacker, Geuens & Van Den Bergh 2010, 502 – 503).

Conference – bound exhibitions are small exhibitions linked to a conference. They have a low reach, but may be highly effective as a result of their high selectivity on the target group. This kind of exhibition, in combination with a conference or symposium, has become very popular both because they are financially attractive to conference organizers and because they offer an effective way to reach target groups that are hard to reach through other communications media. A trade mart is a hybrid kind of exhibition, i.e. half exhibition, half a display, with a high frequency. Participants rent a permanent stand and aim to sell (Pelsmacker, Geuens & Van Den Bergh 2010, 503).



## **4 Exhibition strategy**

Every exhibition begins with a premise or rationale. This may be very simple, such as “Things I have collected recently” or “Our products”, but in most cases it is a complex story supported by scrupulous research. The premise should explain the background of the exhibition and provide a reason for including some objectives and excluding others. Along with other information, such as the storyline, context documents and visitor profile, etc., its forms the basis for an exhibition strategy (Hughes 2010, 74)

The exhibition strategy determines how the premise will be played out in detail in given space or location. As such, it requires consideration of a whole range of factors, including the content of the show, how exhibits are divided or classified and how the engage visitors within the displays. There may be some key determinants that need initial consideration; perhaps the nature of the site, the nature and size of the exhibits or the need to attract particular customers but an exhibition is mostly a compromise between a numbers of factors. The exhibition strategy always responds to access and sustainability issues, and must respond to given budget (Hughes 2010, 74).

Choosing the right kind of exhibition is part of an exhibition strategy. Information about different kind of exhibitions can be found from trade show directories, trade show magazines, trade and professional associations, trade and professional publications, chambers of commerce, world trade centers, customers, suppliers and competitors (Friedmann 1992, 13)

### **4.1 Objectives**

A company should first focus on the objectives it wants to achieve by participating in an exhibition. Exhibition goals vis-à-vis the overall communications and marketing objectives should be formulated, often integrating specific goals of sales and marketing departments (Pelsmacker, Geuens & Van Den Bergh 2010, 504).



FIGURE 10: Marketing communications and exhibition participation (Pelsmacker, Geuens & Van Den Bergh 2010, 505).

Exhibitions are important to make the first contacts with prospects and to generate leads that could eventually lead to sales. On the other hand, they are also meeting places where clients are met and contacts are reinforced. The public of exhibitions is highly selective since they would not come to the fair if they were not interested in the exhibited products or services. A booth at an exhibition leads to hundreds or thousands of face to face interactions with highly targeted individuals (Pelsmacker, Geuens & Van Den Bergh 2010, 504 - 505).

It is difficult to choose the best exhibitions, book a quality site, create and design a winning stand. Exhibitor is also very dependent upon others in their success – the venue owner, the organizer, contractors and even other exhibitors who must attend in the right numbers and mix to attract the necessary visitor (Maitland 1997, 4).

Launching and/or testing a new product can be another important objective of trade fair participation. Visitors and other participants of exhibitions learn about the new products. A company can use exhibitions as a `test market` for new products by observing visitors interest, reaction and intentions to buy certain innovations (Pelsmacker, Geuens & Van Den Bergh 2010, 504 - 505).

New companies can have a quick take-off in a market by immediately marketing their products and services to the target market in a direct way. Exhibitions may help increase brand and company awareness rapidly within the target market, and to make deals with customers they would not have met as quickly using other communication tools. One of the major strengths of exhibition is that products and services can be demonstrated and potential buyers may experience the value of products by trying them out, looking at them, touching them, etc. Potential customer can have all the technical details they want and the products' features and unique selling points can be demonstrated (Pelsmacker, Geuens & Van Den Bergh 2010, 506 – 507).

Exhibitions are a part of a company's relationship marketing programme with its customers and are also a public relations tool to support the corporate image of the company and the quality and fame of its brands. Companies not participating in certain exhibitions may send out negative signals to the market. Customers and prospects will have questions about the absence of a company at exhibition, and competitors will try to profit from its absence. Multinational companies may increase their international brand awareness and sales through participating in foreign exhibition. This could lead to new contacts and sale contracts in new foreign market (Pelsmacker, Geuens & Van Den Bergh 2010, 509).

A company needs to be totally aware of what the achievements will be on short-, medium- and long-term basis. Attending exhibitions only fit in company overall plans and help to move significantly towards business goals. Knowing where the company wants to go also enables to select appropriate exhibitions and to take the right approach to them, by providing parameter to work within and targets to aim for (Maitland 1997, 31).

#### **4.2 Reason to participate in an exhibition**

Products can be launched at exhibitions, and when integrated with a good PR campaign a powerful impact can be made. This can also be used to reinforce corporate identity. Exhibitions are an important means of gaining information

about competitors, buyers and technical and political developments in the market, and they often serve to facilitate the recruitment process. Above all else, exhibitions provide an opportunity to meet customers on relatively neutral ground and through personal interaction, develop relationship. Products can be demonstrated, prices agreed, technical problems discussed and trust and credibility enhanced (Fill 2009, 690).

There is no quicker way to learn about the new products and policies of competitors than by participating in exhibitions. Competitor analysis and comparing own products and prices with those of competitors could also be an objective for participating in an exhibition. Exhibitions often offer the opportunity for building relationship with customers. Clients feel important if they are treated as a VIP at the exhibitions (Pelsmacker, Geuens & Van Den Bergh 2010, 509).

Sometimes, exhibitions and VIP arrangements for salespeople in luxury hotels, etc. are used as an incentive to enhance personnel morale and to motivate employee. Besides that, new salespeople may be recruited at exhibitions. Finally, some companies stick to their tradition of participating in certain exhibitions and do not consider other communications objective because `we do it every year, it is a tradition` (Pelsmacker, Geuens & Van Den Bergh 2010, 509).

Overall, an exhibition combines a number of the following functions: sales generation, promotion contact generation, demonstration, research, promotion of the company and its image, and public relations. For a stand to be successful, both sale teams and marketing must work in tandem. An exhibition should be as much about customer relationships as about sales (Pelsmacker, Geuens & Van Den Bergh 2010, 509).

#### **4.2.1 Target groups**

Exhibitions can be directed at a number of quite different target groups, each having their own expectations and information needs. This will have an influence on designing the stand and choosing what kind of information is presented in

what way. Target groups include customers, prospects, competitors, suppliers, own personnel and journalists (media). All this depends on the type of exhibition (Pelsmacker, Geuens & Van Den Bergh 2010, 511).

Visitors may have a number of reasons for attending the exhibition. They may want to increase their knowledge about products, services and companies, discover novelties and evolutions, contact other people working in the same area and prepare specific purchases. As a result, areas of interest and typical questions of exhibition visitors are:

- Comparing different suppliers and having an overview of supply
- Technical novelties and trends
- Scientific information
- Products and system information
- Technical information
- User conditions
- Prices and sales condition
- Competitor analysis
- Who the preferred supplier is
- Who may be potential partner
- Training

The more heterogeneous the target groups of the exhibition, the simpler a stand concept will have to be (Pelsmacker, Geuens & Van Den Bergh 2010, 511).

### **4.3 Planning an exhibition**

The success of participating in an exhibition is highly determined by the preparation. As planning and implementing exhibitions is a labor - intensive and long-term process, a checklist or to – do – list should be used through the entire procedure. Most projects start one year in advance of the actual exhibition. In the first stage of this process, exhibitions are considered as a medium or communications tool and compared to other media to reach the communications goals as

stated in the communications plan of the marketing strategy. A company should also choose an exhibition that is most representative for the communications objectives, it has planned. A number of selection criteria will help marketers to make the right choice:

- Research of the exhibition: both quantitatively (number of visitors) and qualitatively (profile of visitors)
- Cost and estimated return of fair participation
- Programme of the exhibition
- Presence of competitors: not participating could send a negative signal to the market of buyers and competitors may use your absence as a tool to get more visibility among your customers
- Reputation and fame of an exhibition and its organizer
- Number of participants
- Media attention at the event year before
- Own experiences from the event year before
- Supporting activities, such as workshops, readings, conferences, new product launches
- Timing of the exhibition: event should be scheduled into the planning of a company and sales leads generated at a fair need sales capacity immediately after the fair (Pelsmacker, Geuens & Van Den Bergh 2010, 511 - 512).

When planning an exhibition, the first thing is to assemble a team of people who have the necessary skills and experience. These people should all be great team players, who can work responsibly and on their own initiative, whilst also carrying other people's interests at heart (How to Plan an Exhibition 2013). It is important to connect and involve the team in every aspect of the exhibiting plans. Communication is one of the keys to success in trade shows (Friedmann 1992, 53).

One person is made responsible for the planning and implementation of exhibition (Pelsmacker, Geuens & Van Den Bergh 2010, 514). This role requires a great amount of responsibility, as most of the executive decisions will come down

to the coordinator's discretion. An exhibition coordinator should have good organizational skills, is a good communicator of ideas, has a great eye for detail and can function well under stressful situations (How to Plan an Exhibition 2013).

Exhibition work tied up a lot of time for planning and implementation of exhibition (Fill 2009, 690). Participating to exhibition will be communicated internal that everyone in the company will know where the plan is to participate, when and why. The support of own personnel is important (Isohookana 2007, 167). The exhibitor should detail the roles and responsibilities of all staff involved in the event, and their respective positions in the organization. There should always be a single individual who has the final say when there is a dispute or uncertainty (Hughes 2010, 30).

Exhibition participation as on triangle can be seen on figure 11 below.



FIGURE 11: Exhibition participation (Jansson 2007, 17)

A strategy and exhibition goals are defined, together with budget, back-timing and briefing for the development of stands, animations etc. The promotion stage is one of the more important exhibition supporting activities of the planning process (Pelsmacker, Geuens & Van Den Bergh 2010, 514). The five main promotion vehicles available to generate booth traffic are personal invitations, telemar-

keting, direct mail, advertising and public relations (Friedmann 1992, 24). A direct mailing to invite clients and prospects (with free entrance tickets) is often employed.

Moventas has been active in the past years in sending the invitations only by its sales personnel. There has not been a specific targeting from marketing in order to get the key customers or new potential customers to come to the events. Advertisements in the exhibition catalogue will help visitors find your stand and have an important after-fair promotion effect (Pelsmacker, Geuens & Van Den Bergh 2010, 514).

Companies who successfully develop integrated marketing communications programs emphasizing exhibitions do so because these exhibitions create sales for the. These companies create a competitive advantage through their use of events in two ways: they are twice as likely to close sales from their exhibition exposure and they are able to gain these sales more efficiently, at a lower cost per sale. They also obtain up to three times more exposure because they can exhibit in more events at the same cost. The companies have additional expertise, enabling them to make better use of exhibitions. In addition, responsibility and authority for the show operations and success lie with someone who has and can develop expertise (Pelsmacker, Geuens & Van Den Bergh 2010, 514 – 515).

#### **4.4 Assessing effectiveness**

After participating in an exhibition, a company should evaluate the effectiveness of its efforts. There are four major reasons for measuring the results of every exhibition:

- To justify investments (by calculating return on investment)
- To help choose the right exhibition
- To improve exhibition activities (before, during and after the show)
- To encourage goal-driven activities



This means that results should be compared with the objectives. Sales figures from current clients as well as new customers, and market and competitive information gathered at the fair are criteria to evaluate whether the exhibition brought value for money (Pelsmacker, Geuens & Van Den Bergh 2010, 515).

Sometime exhibiting companies evaluate an event by asking their sales reps about the contacts they have had during the fair. Often this leads to stories about jealous competitors or first contacts with important new customer “in the near future”. This is not the most objective or appropriate tool for analyzing exhibition success. Other look at increases in sales returns after a fair, but this would only be a good evaluation if direct selling is the main goal of participating. Future sales returns cannot be predicted as many contracts have not yet been signed (Pelsmacker, Geuens & Van Den Bergh 2010, 515).

The costs associated with exhibitions, if controlled properly, can mean that this is an effective and efficient means of communicating with customers. The cost per inquiry needs to be calculated, but care needs to be taken over who is classified as an inquirer, as the quality of the audience varies considerably. Costs per order received are usually the prime means of evaluating the success of an exhibition. This can paint a false picture, as the true success can never really be determined in terms of orders because of the variety of other factors that impinge upon the placement and timing of orders (Fill 2009, 688).

The expected visitor profile must be analyzed in order that the number of quality buyers visiting an exhibition can be determined. The variety of visitors attending an exhibition can be misleading, as the vast majority may not be serious buyers or, indeed may not be directly related to the industry or the market in question (Fill 2009, 690). The coverage or reach of exhibitions and trade fairs differs from that of traditional print or other media. Gross reach has to do with the number of exhibition visitors, net reach could be the number of stand visitors. But effectiveness does not depend on the number of visitors only, but also the quality of visits (Pelsmacker, Geuens & Van Den Bergh 2010, 515).

The RenewableUK 2012 show for example has an open public day, which means that all the students and other groups which are interested for example on the event giveaways offering, will come to a visit. Number of visits will be higher on this day but the quality of the visits may not be as high. Of course it is good that students get to know the business as they are the futures asset to the business but they will not bring more sales to the company.

#### **4.5 Reasons to use exhibitions**

There are many reasons to use exhibitions, but the primary reason appears not to be 'to make sales' or 'because the competition is there' but because these events provide opportunities to meet potential and established customers and to create and sustain a series of relational exchanges. The main aim, therefore, is to develop long-term partnership with customers, to build upon or develop the corporate identity and gather up-to-date market intelligence (Fill 2009, 688)..

This implies that exhibitions should not be used as isolated events, but that they should be integrated into a series of activities, which serve to develop and sustain buyer relationship (Fill 2009, 688). Fairs are increasingly becoming a opportunities for exchanging experiences and for coagulating various initiatives and forms of activity (Trade fairs: everything you need to know 2008, 22).

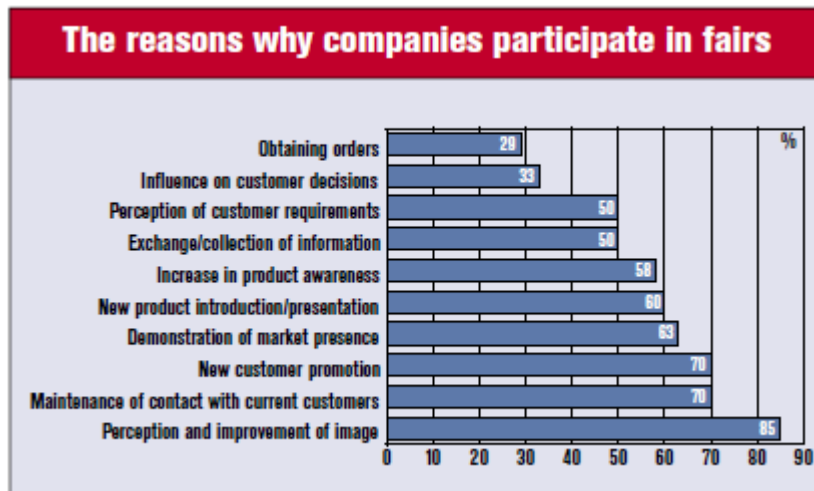


FIGURE 12: The reasons to participate exhibitions (Trade fairs: everything you need to know 2008, 25)

There are many benefits to be derived from exhibiting at a show. Typically held on an annual or bi-annual basis, it is an exciting, looked-forward-to event: everyone is wondering what it will be like, who shall be there, what will be different and new, what may happen and so on. Just by being there, you can help to establish, change or maintain your reputation and status in the field. Your absence could be viewed – correctly or incorrectly – as a bad sign, possibly even of impending business failure (Maitland 1997, 2).

From an exhibitor's point of view, visitor outcomes are measurable. When people leave the exhibition they are asked what they learn from it. However, as many exhibition managers are keen to point out, it is important to be cautious about the achievement of any show. The visitor outcome is produced by combination of elements, including information in catalogues and on websites, and information packs that help visitors to form an overall picture of the exhibition topics. Learning may happen when the exhibition is reflected upon long after the visit (Hughes 2010, 29).

Cost can be reduced by using private exhibitions. The increased flexibility allows organizations to produce mini or private exhibitions for their clients at local venues (e.g. hotels). This can mean lower costs for the exhibitor and reduced time away from their business for those attending. The communication 'noise' and dis-

traction associated with the larger public events can also be avoided by these private showings (Fill 2009, 688).

Lower costs for exhibitors, to achieve this, stands will become less demanding and in some cases the event will be shorter in order to reduce stand and staff costs (Trade fairs: everything you need to know 2008, 17).

#### **4.5.1 Joint or own exhibition stand**

A company has a possibility to participate in an exhibition as an individual exhibitor or on a joint stand. A joint stand's advantage is that the cost of the stand is distributed between the participating companies (Keinonen, Koponen 2001, 52). Moventas Gears (WG and Service) participated in Husum Wind Power 2012 exhibition on a joint stand with Moventas generator partner The Switch. This was a first time when Moventas Gears has split a stand on international exhibition and being present with a partner.

A joint booth does not offer the same opportunity to promote the firm's image. Joint booths very often promote a generic image based on regional, geographic or product advantages (Skallerud 2010, 264). It is difficult to separate on the joint booth from the other companies involved. Also the design of the stand needs to be united and this might cost problems (Keinonen, Kaponen 2001, 52).

It is also sometimes difficult to separate your own customers from the visitors. Service of the customers may be weaker than on an individual stand. In a good stand design this problem can be also solved (Keinone, Kaponen 2001, 52).

#### **4.5.2 Limitations of exhibitions**

There are number of reasons why companies could have a negative attitude towards participating in exhibitions. Visitors are overwhelmed with lots of infor-

mation during a short period of time, and it is likely that communicating a message in this clutter will be ineffective. Competitors are easy to contact and comparisons are possible. It is likely that a customer will find a better offer for his or her preferences at the event; on the other hand, it is also possible to gain new customers ex – customers of your competitors (Pelsmacker, Geuens & Van Den Bergh 2010, 519).

Exhibitions are often hectic and with a high visitor number will only lead to very superficial contacts. Exhibitions are exhausting. Weary visitors are difficult to contact and will not be very willing to buy. Half of visitors spend a maximum of 3 – 4 hours on an exhibition. The most frequently mentioned reason why exhibitions are not chosen as a communications tool is the high costs. Low sales responses and satisfaction about the current communications mix are also high-scoring reasons (Pelsmacker, Geuens & Van Den Bergh 2010, 519).

#### **4.6 After the exhibitions**

Good management of exhibitions represents some key aspects of marketing communications in general. After the exhibition, it is a vital to follow up on contacts made and discussions or negotiations that haven been held. In other words, the exhibition itself is planned marketing communication activity, one where activities need to be planned prior to, during and after the event. What is a key is that these activities are coordinated, themed and supported by brand-orientated staff (Fill 2009, 692).

Above all else, exhibitions are an important way of building relationship and signaling corporate identity. Exhibitions are an important means of providing corporate hospitality and showing gratitude to all an organization's customer, but in particular to its key account customers and others of strategic interest. Positive relationship with customers, competitors and suppliers are often reinforced through face-to-face dialogue that happens both formally in the exhibition hall and informally through the variety of social activities that surround and support this events (Fill 2009, 692).

## 5 Exhibition stand

All exhibitors have a key message they wish to emphasize (Hughes 2010, 29) Deposition from others is the basic. (Harmoinen 2012, 13). Exhibition stand is at its best a company's business card (Messuille 2012, 15). Successful exhibition stand is impressive, individual and workable (Kinturi 2013, 4) If you don't differentiate, you will drown to the mass of other exhibitor and goals for the exhibition will be only a dream. Exhibition stand should be one clear main message which is easily and quickly noticed (Harmoinen 2012, 13 – 15).

As a company builds and takes a good care of its brand, this should carry on at exhibition as well. A good stand looks like the company and its products; colors, shapes, materials, and lightening – all support the wanted image. Exhibition stand don't need to be boring, relevant yes so that the message which you want to give, is understandable. Being creative and fun is allowed (Harmoinen 2012, 13 – 15).

To promote too many competing messages in counterproductive. Experience shows that visitors to an exhibition can be expected to take in only a limited number of key messages – by incorporating too many, customers risk alienating and confusing. The phrasing of an exhibition is also important in the commercial world. How does the exhibitor want to speak their customers? If their market is young consumers, the tone of voice will be quite different from the adopted for middle-aged business customers – although there may be subtle shift in emphasis to change brand perceptions when necessary (Hughes 2010, 30)

Visual expression of the stand is not the only way to communicate, the personnel of the stand communicates as well. Do the personnel look enthusiastic and active? Will you get professional service and can the personnel give information which is needed? The attractive settings of the stand gives a start for the exhibition but the personnel will make the result of the event. Similar clothing makes it easier to identify the stands personnel in the crowd and also helps to create a team spirit; same kind of format, same kind of concept (Harmoinen 2012, 15).

On a well-planned stand, also the exhibitor can do their work efficiently and negotiations with the customers and socializing with service goes smoothly. A functional stand expresses for the whole company's professionalism and effectiveness and results will be made (Harmoinen 2012, 15).

Many exhibitors at exhibitions divide their stand into public, semi-public and private areas. While the semi-public areas can be compressed – visitors who are invited in them are happy to sit close to each other – the public one at the front need to be widely spaces and inviting, with an easy means of escape. Good exhibition stands are similar to well-designed shops: they provide opportunities for customers to browse before they are approached by sales staff (Hughes 2010, 96).

Organizer of the exhibitions normally rent the stands on rectangle shape and measures are on m<sup>2</sup>. When you are speaking about the shape of the stand, the amount of open sides is used. There is five different kind of type.

1. One open side
2. Two open sides
3. Three open sides
4. Two opposing sides open (passing through) (Keinonen, Kaponen 2001, 51).

## **5.1 Exhibition design**

Exhibition design is highly costly to the exhibitor. Taking marketers and sales personnel from behind their desks to man a stand cost money and time, over and above the actual cost of the stand itself. Exhibition design is both open and closed: within the fair as a whole the stand needs to be visible, literally remarkable, and once inside the stand the visitor must come away with clear experience of the visit (Conway 1997, 7-8).

Exhibition design is both temporary and permanent: the stand is up for a few days, but the memory of it says in customer's mind much longer. Exhibition de-

sign is continuous, not unique: the statements made by a stand need to be reinforced by the rest of the client company's behavior, and so linked to other graphic promotions and advertising. Exhibition design is part of marketing: so the better the designer understands the marketing strategy of the company, the better the stand design will serve those needs (Conway 1997, 8-9). It is also reasonable to design stand parts so that it could be used in several shows instead of just one (Messuille 2012, 14).

## **5.2 The role of graphics in an exhibition stand**

The graphics for an exhibition are an interpretation of its theme or storyline. They are an integral part of any show and are conceived in tandem with its three-dimensional design. The role as part of the overall concept depends on a number of factors. Where budget is low, or if there is an existing infrastructure of walls and partitions in exhibition space, graphics tend to be the main element. For displays where all partitions and walls have to be built from scratch, their role tends to be smaller, though still significant. Graphics are a key part of the visual theatre of exhibitions and customer communication (Hughes 2010, 102).

It is agreed that to be effective exhibition graphics, however imaginative or creative, should communicate a clear and consistent message through all media including banners, brochure design, websites and catalogues. This has many benefits, but at a basic level consistent use of imagery and text avoids confusion. Graphic consistency helps to establish an exhibition in the mind of the customers. Tricks, inventive layouts and vivid colors all have their place, as long as they are subordinate to a guiding idea (Hughes 2010, 104).

Exhibition graphics, by contrast, are designed on scale drawings or elevations, typically of 1/10, 1/20 and 1/50. A line of type that looks tiny on a 1/50 scale drawing may look ridiculously large on a wall. It is also crucial to understand how far back viewers will be standing when they see the type. If they are trying to see it from a distance of, say, 20m, type that seems large when someone is close to it will be absurdly small (Hughes 2010, 106).



In many instances, the design of exhibition graphics is constrained by the exhibitors “house style”. Corporate exhibitors tend to be wary of deviations from the strict brand interpretations outlined in their identity manual and many marketing experts are steeped in the same culture. Where a house style is imposed, all exhibition text must use the corporate font and layouts needs to standardized and even predetermined corporate photography (Hughes 2010, 106 – 107).

### **5.3 Text on the exhibition stand**

The appropriate treatment of text is essential to good exhibition design and, if mishandled, the most likely cause of difficulties for customers. Text for exhibitions is written and presented to connect with a diverse audience on an emotional as well as intellectual level, addressing different reading abilities, aptitudes and learning style. The style is layered, allowing customers to skim a top level of information when required, or to delve deeper if they are seeking for more knowledge. Typically, the text should work alongside other information cues and may be supported by sound clips, video projectors and the scenography treatment of the display. (Hughes 2010, 102 & 104)

Readability refers to the ease with which a piece of text can be comprehended and is influenced by the word use and the complexity of the sentence structure. Long, complex and specialized words make a text less easily to understood by the visiting public, though they may be justified in the right context. Some exhibiting institutions recommend in their guidelines that all text should be readable by an average twelve-year-old (Hughes 2010, 117).

The most useful guidelines relate to line lengths and paragraphing. Very long lines are difficult to read and understand. Visitors are better able to pick out the shapes of individual words when they are written in small sentences, and are less likely to lose their place in the text. Small paragraphs allow visitors to navigate through a text panel at a glance, picking up key words easily and quickly. Text should be

1. Use simple language to express complex ideas
2. Use normal spoken word order
3. One main idea per line, the end of the line coinciding with the natural end of the phrase
4. Lines of about 45 letters; text broken into short paragraphs of four to five lines
5. Use the active form of verbs and state the subject early in the sentence
6. Avoid: subordinate clauses, complicated constructions, unnecessary adverbs, hyphenating words at the end of lines
7. Read text aloud and note natural pauses
8. Adjust wording and punctuation to reflect the rhythm of speech
9. Discuss text with colleagues and consider the comments
10. Pin draft text in their final positions to assess effect
11. Continually revise and refine the words
12. Concentrate the meaning to an “almost poetic level” (Hughes 2010, 117 - 118).

#### **5.4 Lighting of the exhibition stand**

Lighting is adjusted to emphasize changes in mood and tone, and important dramatic elements are highlighted or banished in the shadows when necessary. Exhibition lighting creates hierarchies, concentrating the richest pools of light on the strongest exhibits or suggesting equivalence through equal lighting. Interpretative lighting design relies on understanding human perception and some physiological considerations. Going into an exhibition is often like entering a cinema. At first everything seems dark, but after a period of adjustment it is possible to make out subtle differences in luminance so that individual people, seats, clothing, etc., can be picked out (Hughes 2010, 130).

Lighting design is an art and discipline used to great effect on exhibitions. Light can be used to ‘paint’ an environment by adding color, modeling and accent to the space and its objects, transforming its mood and atmosphere. Light can add a personality that differentiates connecting spaces, helping to lead visitors a route through the exhibition (Locker 2011, 92) The exhibition experience should be

comfortable to the eye, and the exhibitor should carefully consider transitions from light to dark space and vice versa (Hughes 2010, 130).

Exhibitions are particularly dogged by day lighting problems. New exhibition halls are often clad with glass with occasional roof lights. The nature of temporary shows dictates that, at least where small ones are concerned. This makes the lighting unpredictable for exhibitor (Hughes 2010, 134). For simple lighting set-ups at exhibitions, the exhibition organizer usually offers exhibitors basic clip-on light, which can easily be ordered by filling out a form. Anything more complicated usually has to be specially designed and constructed, and connected to the power supply on the stand (Hughes 2010, 150).

### **5.5 Modular exhibition stands**

There are modular, lightweight and portable exhibition systems that are easily transportable, simple to erect and environmentally friendly if they are used frequently. They also saves exhibitor's money as you only have to pay the price of the stand once. Some of these are excellent examples of industrial design, and provide flexibility as well as having multiple uses. High-quality system are usually designed with the need of trade customers in mind and therefore provide walls, storage, graphic display and lighting with a single integrated unit. The systems pack down into small cases for easy transport and storage; many can be transported as airplane baggage and taken directly to an exhibition venue to be erected on site (Hughes 2010, 178 – 179).

The biggest barrier to using modular and portable displays is that they look too commonplace. Exhibitors who use them complain that too many their competitors have similar products, and that they are not different enough to give their company a competitive edge. For this reason, many organizations that use these displays attempt to disguise them with graphics and surface finishes. For many commercial exhibitors they are an easy and relatively cheap means of maintaining a presence at a particular trade show or conference (Hughes 2010, 179).

The initial outlay for a portable display is often greater than that for a bespoke exhibition stand, but the ongoing cost of repeat installation is usually lower as transport and labor cost are smaller. The decision to buy a modular system is therefore usually made only if several exhibitions are planned (Hughes 2010, 179).

## **5.6 Moventas pop – up stand**

The Moventas pop – up stand was bought from Handsie Display already on 2009 from UK as Moventas Sales Manager David Moss had been using a similar kind of stand on his previous workplace, where he was very much involved with exhibitions as he is in Moventas as well. Moventas used his knowledge of the modular stands when Moventas first started to use one on 2009.

Handsie Display offers a full range of equipment for all display requirements, from exhibition and outdoor event stand design, mobile bars, barrier systems for hire & sale, shop fitting, display panel hire & sale, shell schemes, seminars, promotional events and a full graphics service (Handsie Display 2013).

Handsie Display's experienced staff offers the highest standards in design, manufacture and installation. Enabling equipment to be built own unique specification. Handsie Display's range is designed to suit any requirement, from a private party to a major sporting event; including traditional, contemporary and modern designs (Handsie Display 2013).

Handsie Display offers a wide variety of modular and custom built exhibition stands for hire or sale. Handsie Display prides on creating unique environments for any business to exhibit their products and services (Handsie Display 2013).

Appendix 3 and 4 – photos of the Moventas stand from Italy and from UK

## 6 Results of the research

The consignor of the research is Moventas Gears Oy's WG Service division and to be exact European as a market area, as most European countries are the biggest ones on wind power business. The goal is to get information about Service visibility in exhibitions that Service participates in. This kind of work has not been done before for Moventas Gears Oy or for the WG Service division.

### 6.1 Interviews

If the interviews would have been done only in one event, it replies and comments would have concentrated too much on that one show. By doing interviews in two different events where Moventas Service had the same kind of exhibition concept, interviews gave interesting points of view. Moventas Service stand was precisely the same one in both events, including the same kind of show piece. The gearbox was not the same but it was the same model and it was placed on both events on a show pallet (made of metal).

Most of the interviews were recorded and lettered afterwards in order to get all the comments on the theme interviews on tape. As part of the questions got rather long replies this was a really good decision because notes would have not been enough. Some of the interviewees also spoke dialectical English (Scottish) and it would have been difficult afterwards or even at the interview moment to write down what kind of comments and remarks the interviewee made.

The persons interviewed outside the Moventas organization are presented on table 2 and table 3 below.

TABLE 2: Interviewees at Eolica Expo Mediterranean 2012 event

Alessandro Diotallevi / GDF Zues one of Moventas Services key customers in Italy
Sanna Heinonen / EWEA works one of the key organizations in wind business

TABLE 3: Interviewees at RenewableUK 2012 event

Richard Hogg / Precision Gear customer and long experience from wind business
James Clegg / David Brown competitor
David Morgan / Z.F competitor
Ian Maxwell / Weir Engineering competitor

The interviewees were selected from the market area's point of view. As the information, which was required to implement this research, was wanted from the Italian market and from UK market, interviewees needed to be involved with those market areas. Knowledge from other market areas was not seen as a limitation, more as a benefit. As in Italy Moventas has one of its key customer's in the Europe, the representative of that company, was selected as one of the interviewee.

In the UK, Moventas has more competitors on service side than Italian market and not that many big key customers, which is why the focus there was on different kind of points of view. The interviewees from the UK are also involved with the Italian market, as both Z.F and David Brown are present in Italy as well.

Also, a customer from the UK was invited in the interview in order to compare the results. Competitor's points of views are different than a customer's, so all of the interviewees could not be from the customer's side. Also the customer needed to have experience from the business in order to give essential comments to the research.

There was also a need for Moventas co-operation partner's points of views, because our customers and competitors will see Moventas differently than a partner does. As EWEA is the biggest wind association in Europe, they have a view of exhibitions in general.

### **6.1.1 International Power GDF SUEZ**

In Eolica Expo Mediterranean 2012, interviews were started with Moventas Services key customer in Italy; International Power GDF SUEZ. GDF SUEZ Energy International is responsible for GDF SUEZ energy activities in 30 countries across regions worldwide (GDF SUEZ Energy International 2013, 1).

Customers representative use to work for IP Maestrone which is now own by GDF SUEZ 100%. GDF SUEZ also owns partly another wind power company in Italy. The ownership from PEG Aka Prull – companies' shares is 75%. IP Maestrone and PEG Aka Prull produce capacity of 778 MW electricity for Italian market per year (GDF SUEZ Energy International 2013, 20).

Customer's representative has been involved with Moventas since Service started co-operation with IP Maestrone on year 2009. He is very familiar with the company as he has worked with Moventas several years. His position in International Power GDF SUEZ according to himself is a Procurement Specialist.

### **6.1.2 European Wind Energy Association (EWEA)**

Second interview was with a person who works for European Wind Energy Association (EWEA) in their headquarters in Belgium. In 2012, EWEA celebrated its 30th anniversary. After three decades at the helm of European wind energy policy, EWEA has grown alongside the wind industry, which is now a major player in the energy industry (EWEA – history 2013).

EWEAs personnel are familiar with Moventas as EWEA is participating with their own stand for most of the wind power industry events which is understandable because of their business. The same ones were Moventas is also being present. Interviewee is working at EWEA as Senior Business Development Manager.

### 6.1.3 David Brown Gear Systems

In RenewableUK 2012 event, the first interview was with a Sales Manager from David Brown Gear systems. David Brown Gear system is Moventas competitor in the UK market. His responsibility in David Brown is in the wind sector and he is very familiar with that field.

David Brown also offers a comprehensive range of gearing solutions and services to the mining industry (Gears & Transmissions for the Mining Industry, 2014). David Brown is involved with other gear solutions which cover a range of applications from conveyor drives for coal handling; mill drives for coal crushing; and high speed drives for steam turbine conversion (Power Generation 2014).

David Brown works at the very heart of renewable energy, providing engineered gear systems and extensive service support to leading hydroelectricity and tidal energy providers and equipment manufacturers across the globe (Renewables 2014)

David Brown offers also an extensive range of gears and transmissions for all stages of the oil, gas and petrochemical processes from top drives, pressure pump drives and high speed gearboxes to jack-up rig gearing for onshore and offshore applications. All gearboxes are designed and manufactured to major international standards including API, DNV and ABS to ensure a safe, reliable and durable product in service for our customers in the oil and gas industry (Gears & Transmissions for Oil & Gas Industry 2014).

It can be said that David Brown is a bit deeper than Moventas is with gear production but it has been rather new on wind gear business and more precisely on service business. David Brown does not have their own gearbox but they are familiar with Moventas gearboxes as they have been servicing those in their facilities.



#### **6.1.4 ZF Services UK**

Second interview was with a business manager from one of Moventas competitor in the UK market, ZF Services UK. ZF Services UK has a wide experience of satisfying specialist market requirements and works closely with its customers to achieve first class results, an approach that has been rewarded with key supplier status by major blue-chip users of ZF-products (ZF 2013).

ZF Services' dedicated UK wind turbine gearbox service facility aims to maximize turbine uptime by offering overhauls carried out in the UK. The wind turbine gearbox services program was designed after consulting with the UK's major wind energy providers to understand the challenges they face; the result is a flexible, market-driven approach structured to evolve with industry needs (ZF 2013).

Interviewee works as a Business Manager for Wind Energy in UK. He knows the business in the UK and Ireland market. He knows the Moventas brand as ZF have been repairing gearboxes which have been manufactured by Moventas. Also the wind sector is a rather competed business in UK, so almost everybody is familiar with each other's services.

#### **6.1.5 Precision Gear Company**

Third interview was with one of Moventas Service's customers in the UK. Precision Gear Company (PGC) is based in North – Ireland, Dublin. PGC is active in the refurbishment of gear units ranging from 20Kw up to 3Mw. The gear units come from a range of equipment across most industries with the bulk of PGC's contracts in the Wind sector. PGC is situated on a 45 acre site with lifting capacity of up to 90 tones (PGC 2013).

PGC is working on a number of contracts refurbishing different makes and sizes of wind gearboxes for clients ranging from large blue chip companies to private

owners. Understanding the needs of our customers no matter what size has been crucial to our success (PGC 2013).

PGC also offer on-site inspections and they are able to be on site within 24 hours in the UK and Ireland. PGC have a machine shop, which has been set up primarily for the remanufacture of components in gear units. A Faro Arm (Quantum) is used to measure all journals before and after repair (PGC 2013).

PGC also have our own transport division, which operates throughout the UK and Ireland giving PGC full flexibility when it comes to collection and delivery of gear-boxes. Sub contract haulage is fine in many industries but there are very few haulage companies that understand the wind industry and the challenges it brings. For this reason PGC tends to use its own transport where possible (PGC 2013).

Interviewee is a Director of the PGC. He has been involved with wind power before PGC and has a good knowledge about the business in United Kingdom as in Ireland. He has been doing co-operation with Moventas for a while.

#### **6.1.6 Weir Engineering Service Ltd**

Fourth interview was with Contract Engineer from Weir Engineering Service Ltd. Weir Engineering offers wider range of services than Moventas does. It is a competitor of Moventas, but it also has a wide range of products that are involved with the wind industry but not with the same business as Moventas.

Weir Engineering also does generator services. It has OIL VAC system which is designed for wind generators. Weir is specialists in installation of Obstruction/Navigational Light Systems for any kind of wind generators. And it also offers with collaboration with its partner efficient elevation systems for the operation and maintenance of wind farms (WEIR Engineering, Wind Products 2013).

For wind turbine and gearbox service Weir Power & Industrial's service offering embraces the operation, maintenance and modification of the wind assets during their operational life. Provision of life cycle asset management role involves Weir in assuming overall responsibility for the equipment, including control of condition and performance monitoring; inventory; planned maintenance routines; all scheduling; servicing, upgrades and improvements (WEIR Engineering, Asset Management 2013).

As said before, interviewee works as a Contract Engineer on Weir Engineering wind service. He also knows the business in the UK and Ireland markets. He knows Moventas brand as Weir Engineering have been also repairing gearboxes which have been manufactured by Moventas and they have their own gearbox expertise from years back. .

#### **6.1.7 Moventas' own personnel**

Moventas' own personnel were interviewed during the show and later after the show. It was not possible to interview all of Moventas' personnel during the show because of limited time. This would have been the best place to do it, but as I wanted the comments of our key personnel, some of the interviews had to be done afterwards.

Moventas personnel, who were interviewed, were the Sales Director of Mediterranean, Middle East and African Territories, whose responsibility is for example the Italian market area, a Service Sales Manager who is responsible for the UK, Ireland and Benelux countries market areas and a Service Sales Manager who is responsible for Italian and Turkey market areas.

TABLE 4: Interviewees Moventas own personnel

Jose Arevalo Sales Director of Mediterranean Middle East and African Territories
David Moss Service Sales Manager
Lorenzo Monaco Service Sales Manager

The empirical part of this thesis is based on interview of Moventas customers, competitors, partner in co-operation and Moventas Service's own personnel. Moventas personnel were interviewed to get other opinions as the writer is inside the company. Personnel were selected from the exhibition attendees as they have been talking with the customers and other contacts during the events; not just these two events but also other events where Moventas Gears has participated in 2012.

### **6.5 Moventas Services exhibition appearance – pop up stand**

According to interviewees, first impression of the Moventas Service pop – up stand was the following:

“Very bright, bright colors, the gearbox I notice at first things (Clegg 2012).”

“The impression is good because it has a lot of color, with this color I would say elegant. It is attractive (Diotallevi 2012).”

“It is very bright. It is good. It would appear to be the same standard as last year. It is same as before, little bit of change would be good. Would not do any harm (Hogg 2012).”

“I liked it and I have said before to you and your colleague that I like the new design that you have, with the colors and the kind of gearbox theme. That is something I really like in general, I have notice that at previous events as well. I like that you are using white, I think it is always creates more space. Makes the stand looks good (Heinonen 2012).”

I think it is a welcoming stand. You have the counter in the middle. I think it is easy to approach. You can talk at the counter if you want to talk with somebody. And as we were discussing, it is a good idea that you have the gearbox but also the card board for the other one. General impression for me is that it is a good, professional looking stand (Heinonen 2012).”

“Stand appearance from Moventas has always been very good and it is very professional. It looks very nice (Morgan 2012)”.

All the interviewees had similar kinds of ideas about the Moventas pop – up stand as their first impression. Moventas’ use of bright colors makes people notice the stand. This is of course a good thing because Moventas does not blend in the mass.

According to the interviewees, Moventas could do better with the stand for example by having bigger screens. Because the gear is the main part of the stand, it attracts attention from other elements. Heinonen (2012) thinks that stand in general looks really good. Only thing she said earlier was that the location could be better. Not necessary in this event but if you want to have more visibility like you were visible at the AWEA show in Atlanta Moventas had a trailer or something at the catering area. Here she can’t think of anything else at the moment (Heinonen 2012).

### 6.5.1 Moventas' stand size

Stand size is also a critical part of exhibitions success. Stand can't be too small or too big. Stand size was considered by most interviewees the right size for that precise event. According to Hogg (2012) Moventas should compare the stand size with competitors stand and it is probably little bit small. Eolica Expo Mediterranean stand was 32m<sup>2</sup> and RenewableUK stand was 24m<sup>2</sup>.

One of the interviewees pointed out that for this event a bigger stand is not really needed and it is always good to compare with other stands of similar companies. She means that only wind turbine manufacturers have huge stands here. I think this one is fine for this event. She does not think a bigger stand is needed (Heinonen 2012).

### 6.5.2 Moventas' stand location

Stand location at the Eolica Expo Mediterranean event was not the best one. According to Diotallevi (2012) stand location was actually not good, because he found the stand just going around at the event. It was not the first one you meet when entering the hall. And according to Heinonen (2012) it is okay. It is along quite a busy aisle. It could be little bit more in the middle, there would be an even better location, but it is not bad. Stand location should have been closer to the entrance or it could have been more in the middle according to the interviewee.

Moventas personnel's own comments from Eolica Expo Mediterranean were "it was not the best one because I think if we would have been other side of the aisle. Facing Vestas would have been better. But it was not the worst so let say it was 6 out of 10".

At the RenewableUK event Moventas location was better from Moventas own personnel's point of view as well. But according to interviewee it could have been little bit closer to Vestas (one of the biggest OEM - original equipment manufacturer in the business) stand. Also one of the interviewees was little bit worried that

it is probably a bit too close to the catering facilities. You get people passing but at lunch time and break times there tend to be crowded. But you get a lot of people passing by and the stand was easy to find.

According to one of the interviewees, Moventas' stand location should have been similarly situated as their own stand. "We have a stand there ourselves that may change a bit how I see the location. I personally always try to go main or third aisle. People are passing through and if possible more to the center where mainly big exhibitors are. It is always good to be close to Vestas or Repower".

### **6.5.3 Attraction at the stand**

The first thing that you pay attention to when you visit the Moventas stand was, according to all of the interviewees, the Moventas show piece – gearbox. It is a small gearbox, which measures 190x160x140cm and weighs around 4500kg. According to Heinonen (2012) it is really the colors and the pattern at the middle which is kind of the gearbox. It has always attracted her attention. Her point is that colors make a difference, she does not think it is too much, it is nice that there's a lot of white. But still a little bit of color there – she likes that (Heinonen 2012).

Of course Clegg (2012) is always after a coffee machine and also other customers would have wanted coffee as well. Clegg knows Moventas does not have one. Also, according to him Moventas brochures draw attention. Moventas' own personnel agree that the gearbox draws customers to the stand. Its size makes a difference as it is not a small show piece.

### **6.5.4 Moventas' stand message**

Moventas' stand message is clear according to Diotallevi (2013) only because the gearbox is on the stand, also according to Heinonen (2012) it is a very clear message to have the gearbox in this space. That makes it really clear what you

do. According to Hogg (2012) it tells you that you manufacture gearboxes but the stand does not tell that you refurbish gearboxes.

Morgan (2012) thinks that the Moventas stand is similar to their stand and the message is not clear, because people know the Moventas name as a name for gearboxes. He thinks they know Moventas from that rather than what you actually do. Z.F has been in a slightly different position; when we started nobody knew Z.F. So in the early years of the shows visualization for people to repairing gearboxes so that people knew what we actually do (Morgan 2012).

It seems like Moventas does not need to show people what you do because people know Moventas. He thinks it is fair to say that you have an interest in turbines. Moventas has to be involved with turbines as they need services. He means if you are involved you would know the name Moventas anyway (Morgan 2012).

Moventas' own personnel think that the stand message is not clear. It still has to be improved and the stand message should be related to cycle of the gearbox. People know that Moventas manufacture gearboxes but the rest what we do is still unclear.

### **6.5.5 Moventas' show piece**

According to Moventas' own personnel, the show piece is a positive attraction. It even attracts many people who are not familiar with gearboxes. This can also be not a good matter. They may start asking questions and it interrupts you from a good customer contacts.

According to Heinonen (2012) she think, for those like herself not a technical person it is interesting. She thinks definitely for those people who are interested they see immediately what is it about and they can come and have a closer look.



To Morgan (2012) it is difficult to say. Most manufacturers have a gearbox on the stand. He does not think it's necessary to have one at least in a smaller size. To make a good visual impact is to have a very big gearbox on the stand that's also new technology. The Moventas has does not show him anything new (Morgan 2012).

Gearbox is also considered a very physical element and most of the interviewees see the gearbox as a good show piece.

### **6.5.6 Does Moventas stand out?**

As a gearbox manufacturer, yes Moventas stand out according to Clegg (2012). With all the bright colors, gears images at the back of the stand. Your competitor's stands are a bit lame compare to you. This stand stands out.

According to Arevalo (2012) Moventas should improve in order to stand out. But from a service point of view he thinks we do stand out because Winergy or Z.F are not any better than Moventas on this level at the fairs. The thing is that customers know their name better but as Moventas is combination of manufacturer and a service company, Arevalo don't think that Moventas have direct competitor that can do exactly what Moventas do.

Moventas is going at same direction on its business like IESP that tries to service gearboxes but is not as gearbox manufacture. That is a plus. Arevalo thinks that Moventas is above in that sense from direct competitors of gearbox manufactures. And let say with same level as gearbox repairers because if you look at Sincromechanica or some other companies which are direct competitors in that level, they also have a gearbox at the stand and they tell all things they do. It is about the same (Arevalo 2013).

According to Hogg (2012) Moventas does not stand out and actually, there is much same as the other stands have. According to Heinonen (2012) it is difficult to answer, because she knows Moventas rather well and she always look for Moventas stand and come to visit you. But she thinks in general, because there

are lots of different kinds of stands like EWEA's own stand which is basic stand, from this Moventas stands out. She thinks definitely Moventas are among those exhibitors who have more professional looking stand and she think it gives good image (Heinonen 2012).

According to Morgan (2012) that is difficult to answer. As far it goes for gearboxes not as a manufacture Moventas stand is probably the same level. Bosch Rexroth got a gearbox as well in their stand. So it is very similar.

Clegg (2012) thinks that the stand is fine with the show piece and TV – screens. According to Diotallevi (2012) the screens, front desk nearby the aisle and the customers – Moventas is on the right direction. There is no need for so many big changes; it is working from his point of few (Diotallevi 2012).

Hogg (2012) and Morgan (2012) do not know what could be done better. Perhaps more creative, little bit more color. Heinonen (2012) thinks it is location, if Moventas want to promote yourself other ways that you have visibly, you need to consider sponsorship or some advertisement somewhere as well. She thinks always when you have something like a display or something different from the other exhibitor, it makes different (Heinonen 2012).

Heinonen (2012) remembers for example in one exhibition, were promoting this kind of offshore platform. They had a glass box where they had put this kind of miniature of offshore platform. There were waves there as well, so it was kind of moving. She means it was something really different, that you will not normally see. It was almost like a real life situation but on a miniature form and she remembers them from that exhibition because of that. Because that was something different and it attracted lots of people. There are probably even more ways to attract people and create something different and show what you are doing. Have a like very unique concept (Heinonen 2012).

## 6.6 Personnel on the stand

Personnel at the Moventas stand were according to the interviewees very smart looking and made a good appearance. Personnel looked professional and gave positive impression (Diotallevi 2012). According to Heinonen (2012) all personnel are very friendly, easy to approach and come to your stand and talk to you. She thinks that is important. According all of the interviewees there were enough personnel on the stand. Four is enough for that size of stand which was on Eolica as on RenewableUK.

Moventas own personnel think that we are quite prepared. Because people who are there at the stand know about the gearbox business and we take care of our customers. According to Moventas competitors, personnel of the stand are very friendly even towards your competitors. Morgan (2012) says it is good to know you competitor.

Moventas personnel were according to interviewees smartly and professionally dressed. Heinonen (2012) pointed out that is important thing when she is visiting exhibitions that you are easy to approachable because you sometimes miss some stands. People are sitting on the desk with their laptop and concentrating to something else. She thinks it is always good that there are at least one person who is at the counter and easy to approach. You don't feel like you are disturbing them if they are working (Heinonen 2012).

Language skills were according to interviewees adequate for an international event. All of the personnel speak good English and on the Eolica event Moventas had two persons on the stand who speaks Italian. Also in the RenewableUK event one of the personnel was from UK pointed Clegg (2012) out. Glasgow's dialect can be sometimes difficult to understand.

### 6.6.1 Personnel's appearance

There were differences on the replies how the personnel should be dressed, the same or not. According to Clegg (2012) it could be little bit too confusing if everyone are in a same format. He personally thinks that as long as Moventas personnel all keep name badges visible that is enough. He does not think it makes a massive different if you dress the same. According to Diotallevi (2012) it is enough like it is. It is fine with the same kind of tie.

Hogg (2012) thinks that personnel should be dressed the same. It is easily to pick somebody up. It will be easier to see who are the stand personnel and how are not (Hogg 2012). Also Morgan (2012), as he is coming from Z.F which is a big corporate company, where they have a dress code for a stand, he think you should be dressed the same (Morgan 2012).

But according to Heinonen (2012) it is not necessarily. We had the same discussions at EWEA if we should have some kind of EWEA uniform or something similar. She means of course it shows that you are part of the same team. For example you know the Recharged guys (Recharge magazine – one of the wind industries magazines) she thinks everybody remembers them now because of their suits and of the way they look. So in a way it is also a matter of whom it fits and what fits on your corporate image (Heinonen 2012).

Heinonen (2012) think that for Recharge magazine that is fine that the people are kind of way they are. The suits which they are using fit their company image. We had the same discussion about our appearance as well. We have nameplates of course and they are showing that we are working for the same company. She personally is not sure if it is really that necessarily to be dressed the same (Heinonen 2012).

Moventas own personnel thinks that we should be dressed the same. First of all it is common practice in the market and secondly it gives the company an image which is quite good.

All interviewee thought that Moventas stand personnel was professionally dressed. All agreed also that personnel were polite and attentive and easy to approach.

### **6.6.2 Personnel at the stand**

When interviewees were asked should there be other than sales personnel on the stand replies were similar. Technical person was needed according all of the interviewees as the business is sometimes technical. A sales person might not be able to solve a customer's problem if it is not a normal service case. Heinonen (2012) points out that it is also good that you have a marketing person at the stand who can tell about the company little bit different perspective than the sales.

According to Diotallevi (2012) sales people of Moventas has technical skill so they are the right persons to be at the stand. They can approach technical people of the customer as well. So he would say no special technical person from Moventas is required. They can face anything. Moventas has good sales personnel (Diotallevi 2012).

According to Hogg (2012) some kind of technical person can be useful. But they can also get little bit too technical. Sometimes you lose the proper of selling. It needs to be specific kind of technical person. Good technical sales person. No purchasing people are required on the stand (Hogg 2012).

Morgan (2012) pointed out that it depends if you need technical people that could be covered by sales if they got good technical understanding. He means like David Moss for instance, he's got very good technical understanding. Same as myself from Z.F

You really don't need a technical person. But whoever is on the stand if it is sales personnel only they need to understand the product they are selling. That is the big thing. You lose potential business of sales if you don't know anything about the technical side. You need good knowledge of your products. You need to know what you are selling (Morgan 2012).

Moventas own personnel think that there might a need for a purchasing person as well. Sales goes first of course but exhibitions are also a good place to meet new suppliers and get to know to a products which your competitor might be using in their products.

### **6.7 Moventas' participation at the exhibitions**

According to Clegg (2012) Moventas should participate defiantly on RenewableUK event and the one in Ireland (IWEA – Ireland wind energy association). He does not think there are other shows which Moventas should participate. Morgan (2012) agrees with Clegg about the events. Hogg (2012) thinks that it is limited on exhibition in UK markets. You should be in this RenewableUK event, perhaps that one event in Scotland – Aberdeen as well. You have been to the Irish event – IWEA and also couple of smaller events. He would say he does not see what else you could do in this market area (Hogg 2012).

Heinonen (2012) thinks that of course the EWEA events, where you are participating already, but seriously thinking Moventas is always there and she think it is good for business. Moventas is at Husum, at AWEA, so you are normally participate the biggest wind energy events (Heinonen 2012).

Heinonen (2012) means, that Moventas is at the most of the events where EWEA goes too. As she is participating for EWEAs behalf and she has seen Moventas there as well. Also some more national events like Renewable UK, here at Eolica, any of the bigger events she knows She normally see Moventas there (Heinonen 2012).

Moventas own personnel think that Moventas should participate in Zaragoza Spain, Renex in Istanbul Turkey, Renewable UK and Eolica in Rome Italy. This list of events includes almost all the small events in wind energy business. You need to be present; the following elements are some of the reasons why companies participate to this event.

- Corporate image
- Customer relations
- Market relations
- Product launch and assessment
- Collection of market information
- Customer feed back
- Staff training and motivation (Trade fairs: everything you need to know 2008, 26)

## 6.8 Usefulness of exhibition

According all of the interviewees Moventas will meet the right kind of visitors in the Eolica Expo Mediterranean and also in RenewableUK. Morgan (2012) pointed out that here is the right kind of people in this kind of event. It is good for catch up meetings. You do see lot of customers in short period of time. He thinks the right kind of people is there. ZF attend partly for that and to re-enforce the brand so probably same for Moventas. It is good way to meet customers if you have not been spoken them for a while (Morgan 2012).

Heinonen (2012) was interested how Moventas measures usefulness of the exhibition. She made good comments about how it should be measured: “Do you have after the event a list of contacts, create, how many of them resolve sales. What kind of customers they are”.

According to Moventas own personnel like mentioned before that sometimes people who come to you are not the right kind of contacts. They will come and

ask you questions which do not bring more sales for example professors of the universities. You can't kick them out.

We really need to prioritize. That is really important, sometimes for example like at the last fair in Mexico we were talking to people from Acciona (OEM) and one customer from another important company which was state electricity company passed by. We could not talk to him because we were talking to these other people. It would have been very important to talk to him. We could not get away from Acciona and we were never able to talk to him. It is important to know how to get rid of not interesting visitors. (Arevalo 2012).

All of the interviewees thought that exhibitions like Eolica and RenewableUK are good forum for customers to meet Moventas. According to Morgan (2012) you see people you have not seen for a while. You can have a good conversations. People may have potential projects coming up. Exhibitions are good for that, face to face meetings.

Moventas own personnel thought also that exhibitions are good place to meet customers. According to Arevalo (2013) there are still many people who not know what Moventas does. Of course Moventas is approving because we are in touch with customer and people will know us more and more. But many people still not know who Moventas is.

Let say for example a gear which comes out of warranty. For the last five years Vestas or Gamesa has been taking care of the turbines and end customers haven't needed to buy anything for the turbine including the gearbox. They don't know who are the gearbox manufactures as they are familiar with the turbine manufacture. They don't know that Moventas also has a models for competitors turbines. Definitely Moventas needs to work on that (Arevalo 2013).

Figure 12; is showing the strength, weaknesses, threats and opportunities of the Moventas stand appearance according to the interviews. There is not specified is it Moventas own personnel opinion or customers/competitors opinions.



<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● personnel</li> <li>● colors</li> <li>● shape</li> <li>● show piece</li> <li>● size is good, enough for this kind of event</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● similar to other gearbox manufacture <ul style="list-style-type: none"> <li>● does not tell what Moventas do</li> <li>● lifecycle thinking does not show</li> </ul> </li> <li>● showpiece does not tell anything new <ul style="list-style-type: none"> <li>● lack of text and graphics</li> </ul> </li> </ul>
<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● new customers does not find Moventas <ul style="list-style-type: none"> <li>● competitors' are more recognizable</li> </ul> </li> <li>● loose of sale as Moventas is recognizable <ul style="list-style-type: none"> <li>●</li> <li>●</li> </ul> </li> </ul>	<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Moventas is participating the right events <ul style="list-style-type: none"> <li>● pop - up stand can be updated <ul style="list-style-type: none"> <li>● showpiece can be modified</li> </ul> </li> </ul> </li> <li>● personnel´s dressing (more similar) <ul style="list-style-type: none"> <li>● events at the stand</li> </ul> </li> </ul>

FIGURE 13: SWOT – analyze for Moventas pop – up stand

## 7 Conclusions

Moventas stand location was different on Eolica Expo Mediterranean 2012 event and on RenewableUK 2012 event. Moventas was booking the stands little bit late, so there were not too many right size and form stand anymore available. On both events stand was open to three sides. In Eolica event stand was little bit on the side from the biggest OEMs but on RenewableUK event it was better located. As the interviewees pointed out and also according to several theoretical sources the location is one of the key elements for the success of the exhibition. If customers' can't find you, then it is difficult to be noticed.

It is important that the people who are working at the stand know about the products which Moventas is selling and can take care of the new potential customers. Personnel at the Moventas stand were very smart looking and made good appearance. Personnel looked professional and gave positive impression.

Exhibitions like Eolica Expo Mediterranean and RenewableUK are good forum for customers to meet Moventas and for Moventas to meet the customers. New relationship is created and the old one is being strengthened. Even with this modern technology makes it easy to meet customer virtually, the face to face contacts is still very important. Personal touch can't be always made in virtually meetings or by e-mails. You need to see the person individual.

Moventas has as a showpiece a gearbox which only tells that Moventas manufacture gearboxes. Showpiece does not tell about other products which Moventas can provide related to the lifecycle of the gearbox. Moventas Services possibility to offer services the customer's needs, can't be seen at the show piece. Without the showpiece at the stand, it does do not tell what Moventas business is. And with the showpiece it only tells partly what Moventas does.

Showpiece should be updated and it should tell something that Moventas competitors do not tell. It should differ from the other manufactures showpieces and also show something what Moventas Service can offer. Moventas should try to

show its expertise like a part manufacturing. With the old showpiece only CMA S gets the attention after the gearbox.

Stand is the right size for this kind of event and there are enough personnel at the stand. There is no need to spend money on a bigger stand because Moventas get the same result from the events with less cost. And also if Moventas would increase the amount of personnel on the stand, that would also cost more. It is also not good for the image if there are more personnel on the stand than customer. Crowded is good if it means there are a lot of customers but not if the crowd is made by Moventas own personnel.

There is a need to update the Moventas Service's pop-up stand that the customers would know what Moventas does just by seeing it. There is not always time to come to ask what you do and some people don't even want to come to ask what we do if they don't know it beforehand. Message and graphics should be clear and easy to read. Shortly said what Moventas Service does. Graphics which are in the use with the pop-up stand does only tell about Moventas CAP not the Service division.

There should be also text somewhere and pictures which would give customer some idea what Moventas Service does. At the moment the only salvation for Moventas Services stand appearance has been the gearbox. It gives to the customer some kind of idea what Moventas does. But it only gives information party and is also old-fashioned.

The stand size and amount of personnel has been right during the exhibition and this should stay the same in the future as well if the aim from exhibition's stays the same. If there is a need for new product launch or some other marketing communication effort then might need to considerate a bigger stand. Then there would be a need to use exhibition stand builder service instead of pop-up stand. Moventas pop-up is dimensioned for stands which are max 32m<sup>2</sup>. It will look too small on a bigger stand.

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# 9. Appendices

## Appendix 1: Hall map of Eolica Expo Mediterranean 2012

10<sup>th</sup> ANNIVERSARY **Eolica** EXPO **zeroEmission**  
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### HALL 8

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# Appendix 2: Hall map of RenewableUK 2012



**Appendix 3: Moventas stand in Eolica Expo Mediterranean 2012**



Appendix 4: Moventas stand RenewableUK 2012



**Appendix 5: Picture of the showpiece - gearbox**

