

# CTS M

## CANDIDATE PORTFOLIO

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**Deckel & Money Penny Exhibits**

Trade Show Marketing Specialists

Design • Production • Logistics

CTSMM

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# Section 1: Vital Statistics

## Candidate Profile

My training for trade show management began at an early age. Although I was an only child, I came from a large extended family. My mother was one of nine siblings, and my father one of five, so holidays and family get-togethers were always elaborate productions. I learned at the feet of my mother and aunts as they whipped up feasts, organized games to keep a melee of children entertained, and orchestrated the events that formed my most cherished memories. This was the foundation for my skills in project management, communication and effective organizational leadership.

I began to develop and use these skills, starting with my own childhood birthday parties, which were usually themed and elaborate. As fun as the parties were, I think my favorite part was always the planning process, and watching it all come together into a successful event. Little did I know at the time, there was a career waiting for me where I could utilize my organizational skills and creativity planning and executing events.

My college experience began at the University of Alabama, studying Communications with a minor in Studio Art. In search of a more personal educational experience, I transferred to Centre College, a small, private, liberal arts college where

I graduated with a BA in Liberal Arts with a concentration in Studio Art. During college I had the opportunity to indulge my passion for travel, spending a semester studying in Aberystwyth Wales as well as a short winter term trip to South Africa.

While I had an innate interest in event planning from an early age, it wasn't on my list of career opportunities until I stumbled into my first position at a trade show management company. My roommate had been working with the company and decided to leave and to go to culinary school. I'd known her since I was three, so she was aware of my organizing abilities. She recommended me to her boss and suddenly in 2004, I found myself thrust into the exciting world of trade shows.

The position did allow me to exercise my left brain, but it lacked the opportunities for creativity I craved. From there I moved on to Deckel & Moneyppenny Exhibits as a Marketing Assistant in 2005. I supported the Sales Team producing project proposals, conducting new product trainings, and producing the company newsletter.

As is common with small companies, everyone wears many hats. As I grew into my position, I also took on additional duties including IT, web



design, graphic design, sales, and designing custom databases for our internal processes as well as online ordering/exhibit management sites for our clients. Basically, if it wasn't specifically someone else's job, it was mine.

In the fall of 2009, we received an RFP for Chevron Lubricants, a manufacturer of heavy-duty oils, coolants, greases etc. for various industries including on-road trucking, agriculture, construction, mining, marine, and consumer automotive. I worked on the response proposal with our Design Director, and when we won the account, I began working on the account with him.

Quickly the account took over the majority of my job. Chevron requires complete turn-key services, and I perform a wider variety of tasks than your average Account Executive. I help Chevron manage every aspect of show participation for 10-15 major trade shows per year beginning with selecting shows, contracting for booth space,

helping establish objectives, determining tactics, exhibit and graphic development and execution, planning on-site customer events, booth staff scheduling and training. I even work the booth as a Chevron rep; I never thought I would know so much about oil and engines.

I work on the Chevron account, one of our company's largest, with our Design Director and a Marketing Assistant who was brought on board to help with portions of the national trade shows as well as manage their Mobile Marketing program. We manage Chevron's program along with the rest of the D&M team including our Designers, Logistics Coordinators, Production and Accounting.

## Company Profile

Deckel & Money Penny Exhibits (D&M) is a full-service exhibit house, offering program planning and support, exhibit design and production, as well as logistics management. Our focus is always on helping our clients achieve optimum results on time, on target and on budget.

Many of our clients have been with us for years, some for more than 40 years, attesting to our reliability, professionalism and attention to detail. We have built a reputation for creativity and quality based on our mission, driven by three core tenets: We only win when our clients win. Be eager to learn. Do great work.

In 2014, D&M celebrates 50-years of designing and producing exceptional trade show exhibits. The business has grown since its beginnings in 1964 as a sign company, into a source for experiential marketing solutions. We have developed a portfolio

of clients in disparate industries including consumer appliances, lighting, medical devices, specialty food ingredients and colorings, heavy-duty and automotive lubricants, air filtration, payment processing and many more.

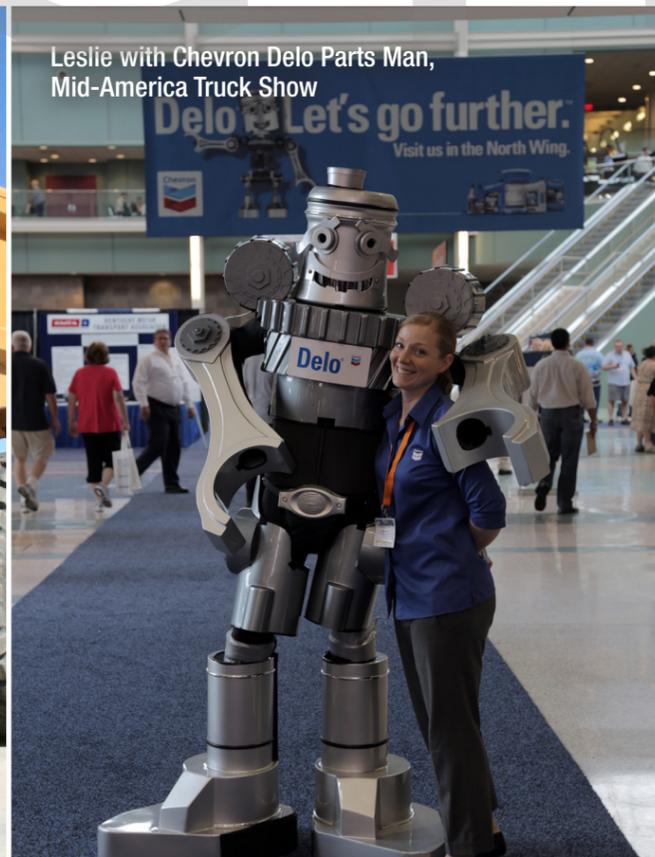
Located in Louisville, KY our primary location consists of 26,000 square feet and houses our offices, shops, shipping department and limited storage facilities. Our 70,000 square foot warehouse is located just a few blocks from our primary facility.

D&M is able to offer our clients a wide variety of portable, modular or custom exhibit solutions, or a hybrid of all three depending on their needs and budget. We are the Nomadic Distributor for Kentucky, but we also use a variety of other exhibit manufacturers' products including Expand, Exponents, Duo, Moss, Octanorm, and many others, as well as our own custom fabricated components.

Leslie with D&M co-workers and Chevron contacts, Caterpillar Heavy Equipment Proving Grounds



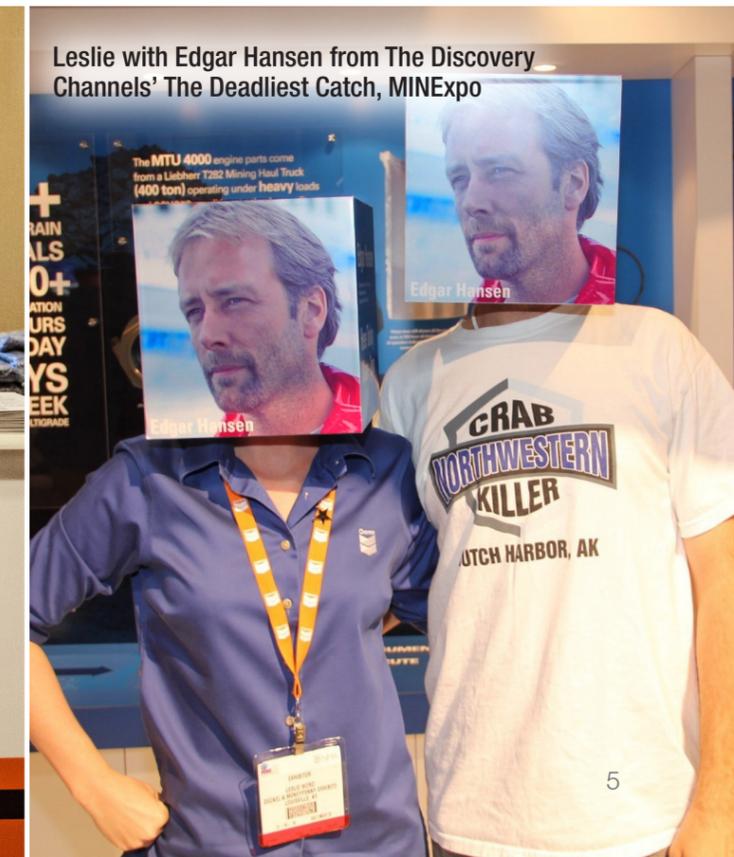
Leslie with Chevron Delo Parts Man, Mid-America Truck Show

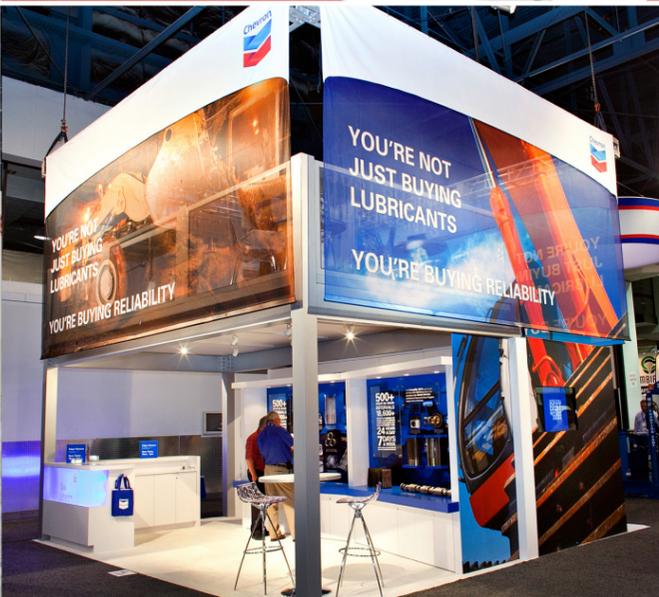


Leslie with Chevron Marketing Specialist Angi Schoolcraft staffing registration for a private VIP event



Leslie with Edgar Hansen from The Discovery Channels' The Deadliest Catch, MINExpo





## Competition

Our industry has changed over the years. With increased competition online, the market for portable and modular portable exhibits has become largely commoditized. But, the ease of electronic communication has allowed us to expand our client base beyond our immediate region. We have also expanded the services offered to our clients. In the past, the position of trade show coordinator was a full-time position at most companies, and in some cases entire in-house teams were dedicated to the execution of events. More recently we've seen our clients' roles take on additional responsibilities to the point where trade shows and events are a small percentage of their daily tasks. This means they rely more and more on us, not just as a source for structure and graphics, but as a partner to help develop and manage their program.

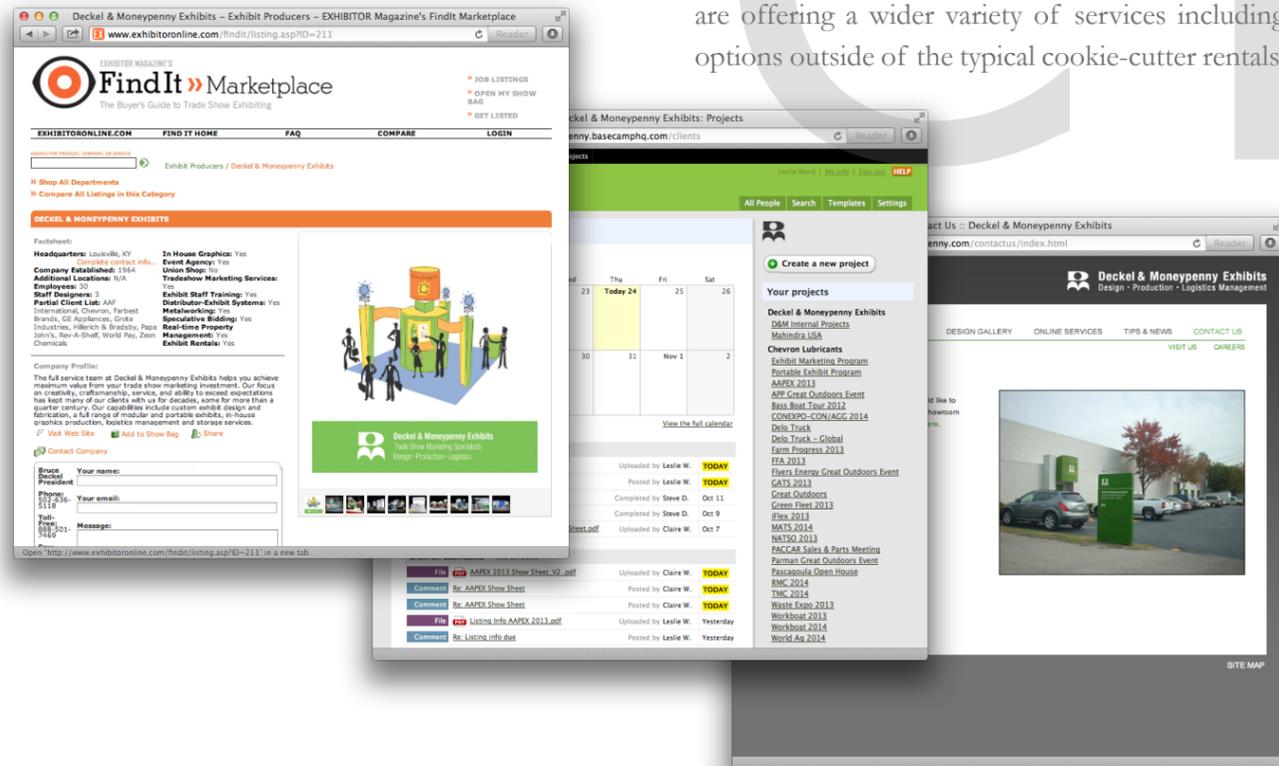
**Online:** In recent years, competition online for portable and modular portable exhibits has largely commoditized the market.

**Local:** Both Skyline and Nimlok, have Manufacturer Rep offices in Louisville providing single-line offerings for portable, modular and in-system custom exhibits.

**Regional:** Several custom exhibit houses in surrounding cities offer similar capabilities and services including:

- Hamilton Exhibits - Indianapolis, Indiana
- Exhibit Concepts - Dayton, Ohio
- Downing Displays - Cincinnati, Ohio
- 1220 Exhibits - Nashville, Tennessee
- 2020 Exhibits - Cincinnati, Ohio

**At-Show:** Show contractors like GES and Freeman are offering a wider variety of services including options outside of the typical cookie-cutter rentals.



D&M listing on Exhibitor Find It Marketplace, online project management site, and D&M website

## Section 2: Overview

### Unique Situation

This portfolio focuses on Deckel & Money Penny Exhibits' participation in TS<sup>2</sup> 2009 and HCEA 2010. These are two of my favorite projects, and afforded me an opportunity for direct control over the planning and execution of this program.

I have actively working toward my CTSM certification since 2006, but my progress slowed for a while after 2008 due to cutbacks in our company's training budget. After our successes at TS<sup>2</sup> in 2009, my role and responsibilities drastically changed. We acquired Chevron Lubricants as a new account, one of our largest, and my focus shifting from our internal marketing to bringing this large client on board and managing their demanding program.

### Program Overview

Although we are in the business of trade shows, we don't typically exhibit ourselves, apart from the occasional local business association show. However, when the economy began going down the tubes in 2008, we knew we had to be proactive to find new business, lest we find ourselves circling the drain as so many other exhibit houses were at the time.

**Session 20107 Selecting the Right Shows: The Critical Decision, ELC #1 (Background Analysis)** helped guide us to our decision to participate in a national trade show. It didn't take extensive market research to understand the trade show

marketing industry was in contraction during the Great Recession. For most of our 45-year company's history, we had been fortunate enough to acquire more than enough business to keep us working at capacity, through recommendations from our existing clients and our reputation for creativity and quality. However, with the economic downturn, most companies, including our clients, were scaling back their marketing budgets. To cut costs, companies were sending fewer employees to trade shows, so many exhibitors began pulling out of shows, and those that were still going, weren't buying new exhibits.

The anecdotal feedback was unanimous from our clients, show organizers we regularly work with, and our own sales team; things were looking bleak and probably wouldn't be getting better any time soon. These feelings were confirmed by the April 2009 article in Exhibitor Magazine "Trade Show Trends" (\*see appendix pages 33-36 for the full article) which stated:

*"Trade shows in every sector saw fewer attendees per square foot in 2008 than in 2007, with the all-show average dipping ever so slightly from last year's industry-wide traffic density of 2.3. To put this figure into perspective, the last time the industry saw an overall traffic density of 2.2 was back in 2004. And if the first quarter of 2009 is any indication, we can expect to see an even smaller figure when the 2009 attendance figures are tallied."*

One could interpret the data to mean participating in a trade show would not be an effective use of

our own meager marketing budget. However, many exhibit companies were going out of business at this time, which meant their clients were in need of new vendors, and we believed there was business out there to be had, it would just take more effort than usual to find it.

**Session 20107 - Selecting the Right Shows: The Critical Decision, ELC #3** (Search Trade Show Industry Sources - Develop a Universe of Shows) was a fairly short step as our industry is small, but still valuable in keeping our focus narrow to fit our limited budget. We were able to identify the shows where our prospects would be: TS<sup>2</sup>, Exhibitor Show, and HCEA.

We determined TS<sup>2</sup> best fit our needs for our first show. As the show was in Chicago that year, it would attract a greater percentage of attendees from our region, and historically the majority of our clients, and all of our largest clients have been located within a 200 mile radius of our office in Louisville. It would be less expensive for us to participate due to lower transportation costs for both the exhibit properties and booth staff.

Per the 2008 TS<sup>2</sup> Show Audit (\*see appendix pages 37-41 for the full report), the majority of attendees have budgets under \$100,000 (\*see chart 7) and participate in 1-5 shows per year (\*see chart 9). This audience would be most receptive to our message of “Smaller Can Be Better.” The 2009 TS<sup>2</sup> Show Audit (\*see appendix pages 42-46 for the full report) proved the prediction of

lower attendance was correct, and although the attendance was down by over 21% (\*see chart 3), the majority of attendees still fit into the same smaller exhibitor category as 2008 (\*see chart 7).

We eliminated Exhibitor Show as an option primarily due to timing. March is an insanely busy month for us even in a down economy, and it would have compressed our execution timeline, or extended it until 2010. Additionally, it would have been more expensive to participate since it was the farthest from our location, increasing freight costs and travel expenses and days out of the office for booth staff.



We eliminated HCEA as an option for our first show because we wanted a wider audience than just health care exhibitors. We did decide to participate in 2010 because business had picked up by then. We wanted to build on the success we had at TS<sup>2</sup>, focus on diversifying of our client base, and we identified healthcare as an area for growth in our current portfolio. However,

the industry is notorious for being difficult to break into, even during a booming economy. We defined participation in this show as a long-term goal to help us learn about the special needs of healthcare exhibitors and develop connections rather than make immediate sales.

### TS<sup>2</sup> Overview

TS<sup>2</sup>, once billed as the Trade Show for Trade Shows, was sponsored by the Trade Show Exhibitors Association (TSEA), was a conference and exposition for exhibit and event marketing

best practices. The show began in 1973 and ran through 2010. We exhibited in 2009 in Chicago, IL.

### HCEA Overview

The HCEA (Healthcare Convention & Exhibitors Association) Annual Meeting caters to healthcare exhibition and convention professionals with industry-specific education, panel discussions and networking. It also features an exhibition hall with over 150 exhibitors and dedicated show hall hours for attendees. We participated in 2010, the 80th anniversary of the show, in New Orleans, LA.



# Section 3: Show Schedule/Measurable Objectives

## Show Schedule

TS<sup>2</sup> - July 21-22, 2009, Chicago, IL

HCEA - June 27-28, 2010, New Orleans, LA

## Objectives

Since we were working with limited resources, defining our strategies, as outlined in **Session 30806 - Marketing Strategies & Trade Shows ELC #3** (Strategies are often characterized by asking who, what, where, when and how), was a crucial step in developing our plan on how to approach our first trade show in decades from a strategic perspective.

**Who** are we? D&M would likely have low brand recognition at this show, so we knew we wouldn't automatically be on everyone's "must-see" list.

**Where** is the show? As both the TS<sup>2</sup> and HCEA shows move to different cities around the country, the shows in Chicago and New Orleans were likely to draw more heavily from our surrounding regions in the Mid-West and South-East respectively.

**When** does the show take place? Recognizing we were in the midst of troubling times meant attendees were going to be looking for solutions to tight budgets and high expectations to deliver results.

**How** might we be perceived? We might have to fight a pre-conception that good design and

innovation aren't associated with a small company in Kentucky, and a small company can't properly service large accounts.

**Session 10806 - How to Measure the Value of Trade Show Participation, ELC #3** (Measurement and ROI Depend Upon Good Objectives), helped us analyze and categorize our objectives into Business Development and Marketing Communications goals. Rather than focus solely on generating new business, we could use the shows to develop our brand and expand our positioning beyond our immediate region.

Since we do not usually participate in trade shows, I knew from **Session 10806 - How to Measure the Value of Trade Show Participation, ELC #2** (Measurement is Important for Justification, Continuous Improvement and Growth), justifying the additional expenditure, especially in tight times, would be critical to being able to continue the campaign beyond a single show. As such, we developed the goals defined below for the first show, TS<sup>2</sup>, and expanded on them for HCEA both to better suit the audience of that show and our changing business needs.

## TS<sup>2</sup> Strategies

1. Grow brand awareness outside of our region
2. Position D&M as a source of innovation and creativity, a partner in every facet of planning
3. Show D&M is a stable company, actively planning for the future to both current clients and prospects

## TS<sup>2</sup> Goals

1. Have 50 attendees participate in the booth activity
2. Engage attendees for at least five minutes each
3. Identify five qualified B-level prospects with either a single large exhibit, or a multi-show schedule of smaller exhibits (combined annual average of 600-1499 sq. ft.)
4. Identify one qualified A-level prospect with a multiple large exhibit schedule and/or a schedule of 15+ smaller shows (combined annual average of 1500+ sq. ft.)
5. Be invited to participate in two RFPs

## TS<sup>2</sup> Tactics

1. Drive traffic to the booth through pre-show promotions including e-blasts, promotion on our website and in outbound email communications
2. In-booth activity that is fun, appeals to nostalgia and engages attendees on an emotional level
3. Provide a comfortable setting with seating, and a chance for attendees to take a break from the show floor
4. Utilize face-to-face time with attendees to learn about their programs and current needs
5. Reinforce in-booth experience with multiple points of post-show follow-up, and show how D&M can offer personal service
6. Earn awards by exhibiting at TS<sup>2</sup>

## HCEA Strategies

1. Grow brand awareness outside of our region (same as TS<sup>2</sup>)
2. Position D&M as a source of innovation and creativity, a partner in every facet of planning (same as TS<sup>2</sup>)
3. Show D&M is a stable company, actively planning for the future to both current clients and prospects (same as TS<sup>2</sup>)
4. Develop an understanding of the special circumstances and requirements of healthcare exhibitors
5. Expand client diversity into the healthcare industry

## HCEA Goals

1. Have 25 attendees participate in the booth activity
2. Engage attendees for at least seven minutes each
3. Have two D&M employees complete courses at HCEA
4. Have two D&M employees attend all networking opportunities during the conference

## HCEA Tactics

1. Drive traffic to the booth through pre-show promotions including e-blasts, promotion on our website and in outbound email communications (same as TS<sup>2</sup>)
2. In-booth activity that is fun, appeals to nostalgia and engages attendees on an emotional level (same as TS<sup>2</sup>)
3. Provide a comfortable setting with seating, and a chance for attendees to take a break from the show floor (same as TS<sup>2</sup>)
4. Utilize face-to-face time with attendees to learn about their programs and current needs (same as TS<sup>2</sup>)
5. Pre-show mailer to select list from pre-registrants
6. Room drop to select list
7. Attend HCEA courses
8. Attend HCEA networking events

## Target Audience

With the shows taking place in the midst of a recession, we designed the exhibit and messaging to specifically address the problem facing most of the trade show managers attending the show: do more with less. We created a demographic and psychographic profile of the typical trade show manager based on our years of experience in the industry. We drew from what we knew of most of our clients, as well as the type of attendees we normally see at industry shows we've attended (IS<sup>2</sup> and Exhibitor Show). Trade Show and Event Managers are predominantly women, around 75%, between the ages of 28 and 45. They tend to be creative but also organized and task oriented. To appeal to this target, we created an activity (described in section 4) that was engaging, original, and with a nostalgic charm.

# Section 4: Management of Exhibit Design/Production

## Exhibit Concept Development

### Inspiration

Before addressing the visuals and functionality of a booth, we began with our message. It had to be clear and speak directly to our targets. **Session 31506 - Integrated Marketing Communications, ELC #3** (Recognize Your Target Audience) helped us to define who we were trying to reach. We defined our target audience as Trade Show and Marketing Managers who are either the primary decision-makers or recommenders. Our target prospects are divided into A and B based on budget and show participation, as defined in Section 3. Due to the state of the economy, and the nature of the job, they are likely to be overburdened, looking for creative solutions and a partner who can help them execute effectively and efficiently.

To appeal to our target, our Design Director came up with a concept which stemmed from an experience he had with one of our largest clients, GE Appliances. The Great Recession was brought on by the collapse of the housing market, and the 2008 Homebuilders show was a dismal affair. For the 2009 show, GE's budget was slashed from \$1,100,000 to \$300,000. However, they chose to treat it like an opportunity rather than an obstacle. For all previous shows, every brand manager wanted to show every possible product, but due to space and budget restrictions that wasn't

going to be possible. Their limitations forced them to evaluate what was most important, and edit their messaging only to what would appeal to their target audience. The results were a 33% increase in leads per staff member and their leads per hour went from 2.1 in 2008 to 2.8 in 2009.

GE was an excellent example of how focus and editing, along with a little creativity could achieve results. We felt this was a valuable lesson all of our clients and prospects could benefit from, as well as a metaphor for our own company. Smaller really could be better.

Using that as our theme, he came up with the idea of using Shrinky Dinks as an in-booth activity. Not only was it likely to appeal to our targets' nostalgia, who likely used Shrinky Dinks as children, it would also engage their creativity, and act as a tangible example of the metaphor. As the plastic shrinks, the colors become more vivid, the details finer, and the plastic hardens and becomes more durable.

### Functional and Aesthetic Requirements

Since we were in uncharted territory for our company and were facing an uphill battle against the economy with low brand recognition, it was



clear it would take something extraordinary to get results. We were lucky enough to be given free reign by our upper management in terms of developing the concept, but unlucky to be allotted a meager production budget of \$10,000 to accomplish a Herculean feat.

Given our small budget, and big ambitions, we knew it would take some creativity to create a design that would stand out. As I learned in **Session 20307 - The Nuts and Bolts of Budgeting for Results, ELC #3** (Hard Costs, Soft Costs, and “Free” Stuff), I could stretch my budget further with “Free” items that would hit another budget. Business was slow, and even though we had implemented one day a week furloughs, the lack of new exhibit builds on the schedule left our shop full of talented carpenters and craftsmen with little to keep them occupied other than pushing brooms. Since working on producing an outstanding exhibit for the show would be a better use of time which would otherwise be put toward housekeeping orders, I got agreement from management that internal labor would not be charged against our meager production budget.

We also planned to refurbish existing exhibit assets to stretch the budget as far as possible. With a clear vision of what could realistically be accomplished within our budget, we developed a list of functional requirements:

- Graphic backwall
- Work space for attendees to draw on their Shrinky Dinks
- Space for a toaster oven
- Accessible storage for colored pencils, scissors and sharpeners
- Storage for supplies
- A way to present digital content including portfolio photos and company capabilities
- Badge scanning

To help us differentiate ourselves from other booths, we developed a list of design guidelines for the look and feel of the booth:

- Bold
- Simple
- Crisp, clean lines

## Exhibit Design

The resulting design included all of the functional requirements, and we employed learnings from CTSM classes to guide the aesthetic development of the design to achieve maximum impact and craft a memorable experience.

As outlined in **Session 61706 - Graphics Boot Camp: What Every Event Manager Should Know, ELC #4** (Graphics for Environments), we let the principle of K.I.S.S. be a guiding force in the design of our exhibit. The graphics could not have been simpler, a single line of bold, black copy. With only 3-5 seconds to capture our attendees attention, we felt the clean, simple design would stand out from other booths on the show floor where exhibit designers were all vying against each other to show off how much flash and visual firepower they could bring to the table.

However, we made an intentional choice that goes against a tenet outlined in **Session 61706 - Graphics Boot Camp: What Every Event Manager Should Know, ELC #6** (Messaging Hierarchy) which states the Corporate ID/Brand should always be the highest level. It was unlikely most attendees would know our company’s name, and with low brand recognition, we felt it was more important to have a message that would grab attendees’ attention, and appeal primarily to their pain points. With the state of the economy, it was a safe bet just about every one is being tasked with stretching their budgets,

## Final exhibit design



Exhibit at TS<sup>2</sup> with D&M staffers Steve Deckel & Lynda Merz



Light table work space

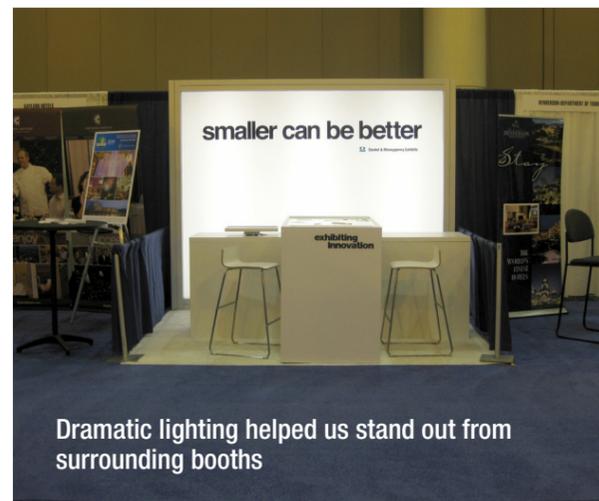


Small LED screens display rotating images including portfolio images and messaging

so we were confident the message of “Smaller Can Be Better” would garner more attention than the Deckel & Money Penny logo.

The message “Smaller can be better” is topical enough to entice attendees, but vague enough not to explain exactly who we were and what we were about. We felt this approach would help us fully take advantage of the face-to-face medium of the trade show, so we could explain the concept, rather than have attendees give our booth the once-over, then walk on.

I whole-heartedly agree with Session 61906 - Exhibit Design - from Concept to Completion, ELC #7 (Nineteen Things You Need to Know About Lighting) which states “proper illumination may be the single most important aspect of exhibit design.” As important as lighting is, it seems to be the last thing most exhibitors think about, or the first thing they cut when trying to pare down a budget. For our exhibit, creating a soft, ambient, white glow from the backlit graphic wall and light table, were key elements to helping us stand out on the show floor. The lighting also helped our visibility from a distance which was especially important since we were limited to an 8’ height as an inline booth.



Dramatic lighting helped us stand out from surrounding booths

As outlined in Session 32107 - Demystifying Experiential Marketing, ELC #6 (Incorporate the Senses) we designed the experience to be as interactive as possible and touch on multiple senses. The sense of touch was engaged beginning with a sense of relief from stepping onto plush, padded carpeting, taking a comfortable seat to rest show-weary feet, and also while participating in the activity feeling the colored pencil scratch across the textured surface of the Shrinky Dink medium. To further enhance the experience, we installed a scent delivery machine using a calming lemongrass and green tea scent.

Although we did not intentionally incorporate the use of sound into the experience design, the attendees had strong reactions to the ding of the toaster oven. Almost without fail, the sound elicited an excited smile, and most actively leaned forward in anticipation of seeing the finished product.

Once a Shrinky Dink was finished, it was pulled out of the oven so attendees could see their transformed creation. By slipping a keyring through the pre-cut hole, it became a durable and functional reminder of their experience. It was then packaged in a silver box hinged with a custom label reading “a small package” on the front. Inside the box, a custom business card reads “a good thing.” On the flip side is D&M contact information along with tiny images of some of our work.

During the initial construction, we referenced Session 20708 - Exhibiting and the Law: What You Need to Know, ELC #4 (Torts), which promoted us to analyze the activity in our booth to identify any possible risks for injury. As someone who once started a small fire in my college dorm with a toaster oven, I was well aware of the danger even a small appliance could pose. Not only is there a chance of fire, but since toaster ovens are not well

1. Attendees work on their Shrinky Dinks while chatting with booth staff



2. The Shrinky Dink goes into the toaster oven to bake



3. It contorts as it shrinks to a 1/3 of its original size



4. It flattens as it finishes shrinking, hardens as it cools, and a keyring is attached to the finished product



5. Each Shrinky Dink is packaged into a box, hinged with a sticker with the company name on the back



6. The front of the box reads “a small package”



7. Inside is a card that reads “a good thing”



8. The back of the card reveals a custom business card and their finished Shrinky Dink keyring underneath



insulated, there is a risk of burn from touching the sides as well as when taking the Shrinky Dink in and out.

To help mitigate this risk, the toaster oven was placed behind the counter so no one but booth staff could interact directly with the appliance. We also created a special cubby behind the exhibit to house a fire extinguisher, and made sure booth staff were equipped with oven mitts and long-handled spatulas.

The problem with isolating the toaster oven is that a large part of the enjoyment of the Shrinky Dink Experience is watching your Dink shrink. They tend to contort and curl dramatically during the process, and there is a risk of it folding over on itself, turning one's carefully crafted work of art into knurled plastic mess. We felt the ability to watch this process would improve the attendee experience, so for our second use of the exhibit at HCEA, we installed a camera aimed at the window of the toaster oven and hooked it up to a monitor. This not only enabled visitors to enjoy the full process, but it also subtly demonstrated our ability to problem-solve creatively and utilize technology.



Always remember, safety first!

## Section 5: Management of Integrated Marketing Communications

### Pre-Show

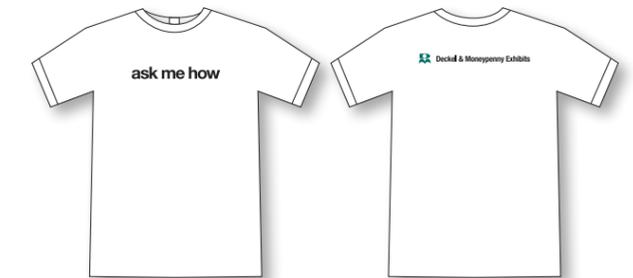
Session 31208 - Targeted, Tailored and Timely-Innovations in Direct Mail, ELC #4 (Direct Marketing Exhibitor Strategies) details the effectiveness of maintaining a consistent look through every piece of the campaign. We maintained a strict aesthetic of the exhibit through every piece of the campaign from the electronic communications (\*see appendix pages 47-48 for full-size examples) to the printed

postcards, custom-made business cards and even in our booth staff apparel.

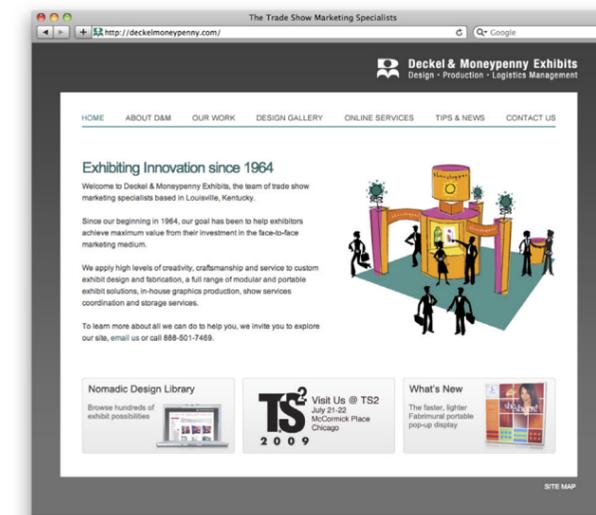
For pre-show promotion for TS<sup>2</sup>, we focused on electronic methods of communication using our existing lists of current customers and prospects. We had a little more budget for HCEA so we purchased the registrant list and identified key targets to receive postcards through the mail before



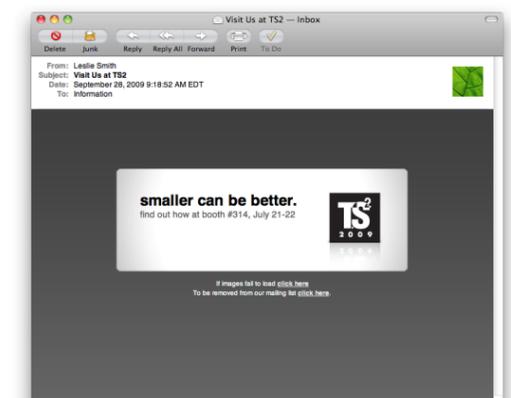
Custom business cards



Booth staff apparel



D&M website homepage before TS<sup>2</sup>



Email blast sent for TS<sup>2</sup>

the show, and one delivered to their hotel room in New Orleans. We expanded on the theme, but we integrated two somewhat cryptic messages. The first included a QR code which would lead them to a microsite (\*see appendix page 49) explaining the statement, and a link to a Malcolm Gladwell article (\*see appendix pages 50-58 for the full article)



HCEA pre-show mailer and room drop

that helped shape our theme. The room drop referenced our theme, but included only our booth number in the hopes they would seek us out for an explanation. We felt these would pique attendees' curiosity enough to find out what we were talking about.

QR codes were pretty new at the time, and we debated their effectiveness, but we decided to use them because even if the attendees weren't familiar with them, it would show we were familiar with emerging technologies and could be a partner to help them integrate new communication tools into their programs. We used Google's URL shortener and QR code generator to create a unique URL



HCEA microsite

so we could track the hits. Other than our own tests, we did not register a single hit to the site. So we were correct in our hypothesis that QR codes might be a bit ahead of the curve, but it did spark conversations with those who brought the pre-show mailer cards to the booth, and we had the opportunity to explain their use, and discuss with attendees what they were doing to promote their booths. We did have a lower than predicted percentage of the recipients come to the booth, they did make up 62% of our total attendees, so they had a clear impact on driving attendees to our booth.

### At-Show

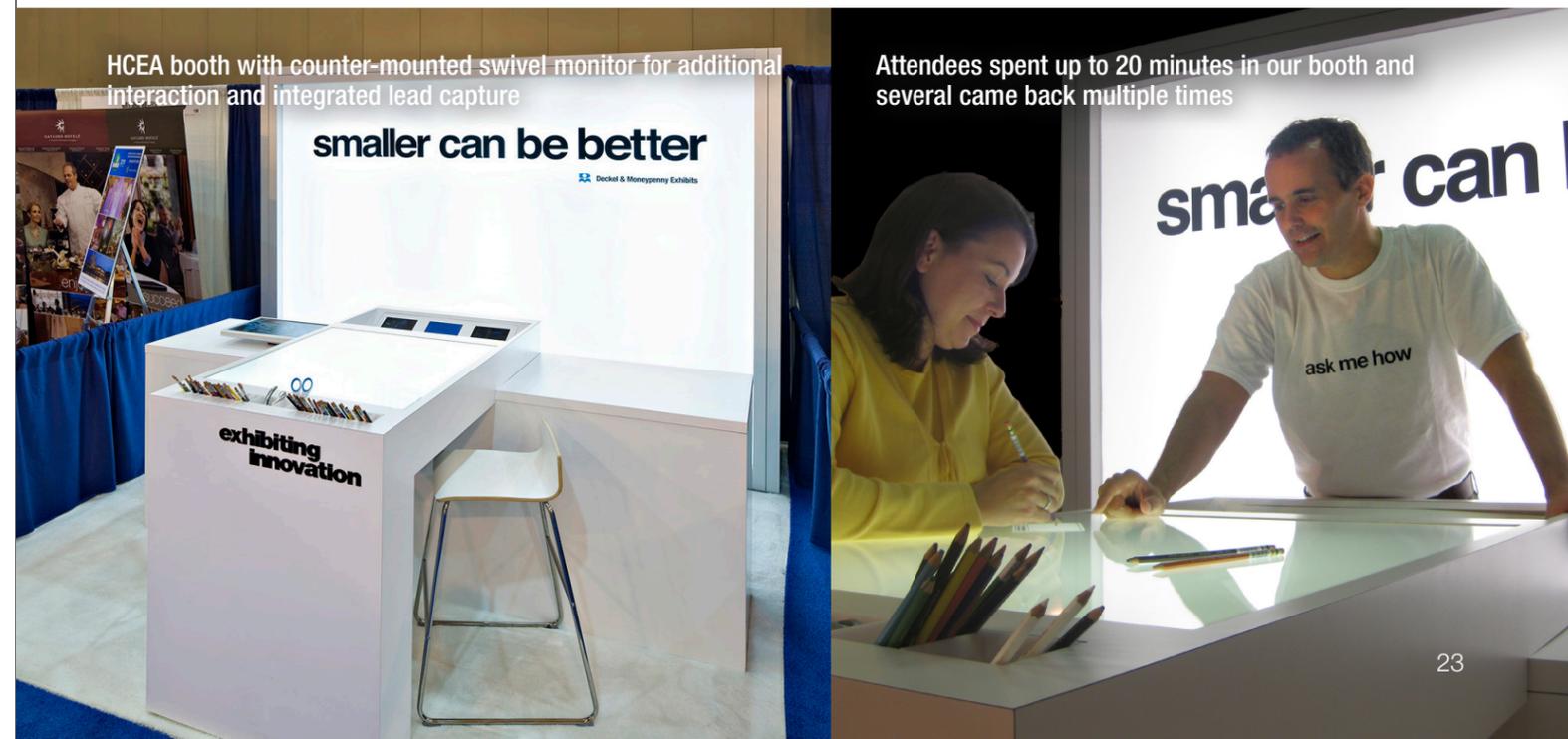
Our HCEA room drop card registered a flat 0% return rate, and not a single person who we spoke to remembered receiving our room drop card. Even those who brought their card all the way from their office to our booth, said they did not remember receiving their room drop, so we doubt they were ever actually delivered. We learned a valuable lesson: always include your own room

on the delivery list so you can be sure the hotel actually completes the room drop.

The in-booth activity was designed to be engaging and place people in a comfortable setting so they would not only be willing to spend more time in our booth, they would be willing to be open about their program and their needs. We anticipated that some people might not be artistically inclined, so we made some pre-printed Shrinky Dinks along with the blank ones people could draw on.

Between those using the pre-printed ones and those creating their own works of art, we anticipated we would get an average of five minutes per attendee, but the response was so enthusiastic, we averaged around ten minutes per engagement. We found people not only stayed longer than we expected, but often returned later to do an additional Shrinky Dink, usually with an additional attendee in tow, boosting our total interaction numbers.

Industry contacts had told us the niche industry of the HCEA is notoriously difficult to break into, and that it would likely take several years of participation



HCEA booth with counter-mounted swivel monitor for additional interaction and integrated lead capture

Attendees spent up to 20 minutes in our booth and several came back multiple times

before we would start to see a return. Therefore we focused on the show as a branding opportunity, with an emphasis on quality interactions, and not on gathering hot leads. We had also been told that most attendees have long-standing, entrenched relationships with their existing vendors, and are reticent to engage on the show floor. So we set our goals for number of interactions and duration of engagement lower than what we experienced at TS<sup>2</sup>.

## Post-Show

Since we knew we would not be dealing with a mountain of leads, we decided to make the follow-up as personal as possible. Each attendee who had their badge scan received a handwritten Thank You note on special cards printed with the “smaller can be better” tagline.

We assigned the qualified leads to the Account Executives and they were tasked with developing the leads first through phone calls to further

qualify them, then via regular email and phone communications.

When we decided to exhibit at TS<sup>2</sup>, we did not initially have a vision of the program including more than that single show, nor did we initially anticipate the promotional value of our participation. However, once we were awarded Best in Show, for our booth and Shrinky Dink activity, our goals expanded. The press release (\*see appendix page 59) issued by the EDPA on our win included the following:



*Commenting on the selection of Deckel & Money Penny, Jane Lorimer, the head booth judge of the competition said of their entry: “They were selected because it all fit together — the booth design, the activity, and the messaging; and the staff made it all come together. They had great energy, passion and a love of what they were ‘selling.’”*

This endorsement made us realize how powerful press coverage could be to help grow awareness and develop our brand beyond our region’s borders, and winning additional awards to bolster our

credibility and reputation for creative approaches to experiential marketing.

We proceeded to enter and win multiple awards including the Exhibitor Magazine Sizzle Award (traffic builder), EDPA Eddie Award (marketing excellence), Silver Addy American Advertising Federation (trade show exhibit), Gold Louie Louisville Advertising Federation (trade show exhibit), and a Gold Louie Louisville Advertising Federation (self-promotion campaign).

These awards garnered mentions in trade and regional publications including Exhibitor Magazine,

Exhibit Design Magazine, Louisville Magazine, Communiqué (Louisville Advertising Federation) and the websites of the TSEA and EDPA.

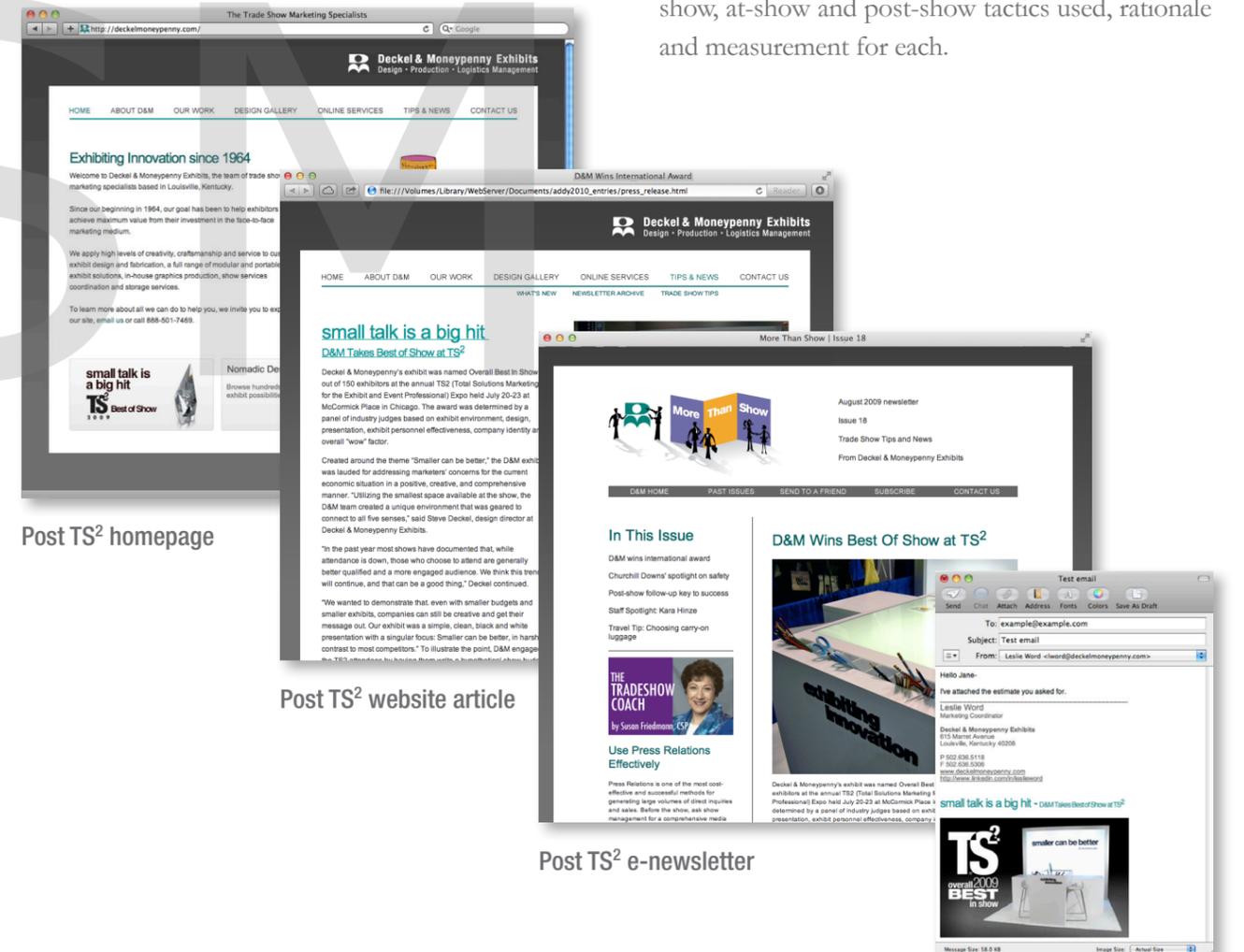
To further promote our recent win, we issued a press release (\*see appendix page 60), added a newsbar on our homepage with a link to an article about the exhibit, and included the article in our quarterly company e-newsletter (\*see appendix pages 60-62 for full-size images). We also updated the email signature with an image of the exhibit, the award title and a link to the website article (see appendix page 64 for a full-size image).

The charts on the following pages detail the pre-show, at-show and post-show tactics used, rationale and measurement for each.



Awards won by the smaller can be better exhibit

Thank you note pictured top center



Post TS<sup>2</sup> homepage

Post TS<sup>2</sup> website article

Post TS<sup>2</sup> e-newsletter

Post TS<sup>2</sup> email signature

PRE-SHOW						
Show	Communication Method	Rationale For Each	Measurement	Goal	Results	Ties to Section III
TS <sup>2</sup>	Email blast <b>Tactic: 1</b>	Drive traffic to booth, cost-effective, utilized existing database of likely attendees  Not feasible for HCEA as existing internal databases did not include likely attendees, and email list was not available for purchase from the show.	Open rate	40%	560 emails sent, 128 bounce-back (22%), 207 opens (37%)	<b>Strategy: 3</b> <b>Goal: 1, 6</b>
TS <sup>2</sup>	Email signature <b>Tactic: 1</b>	Drive traffic to booth, cost-effective, reaches likely attendees, shows existing clients that D&M is actively planning for the future  Not feasible for HCEA as existing contacts not likely attendees.	Brand Impressions based on outbound mail delivered	Use by all D&M employees with direct communication to customers and prospects	Use by all AEs and Account Coordinators	<b>Strategy: 2, 3</b> <b>Goal: 1, 6</b>
TS <sup>2</sup> HCEA	D&M website promo <b>Tactic: 1</b>	Drive traffic to booth, cost-effective, reaches likely attendees, shows existing clients that D&M is actively planning for the future	Click-through to detail on show participation page	10%	4%	<b>Strategy: 2, 3</b> <b>Goal: 1, 6</b>
HCEA	Pre-show mailer (select attendees) <b>Tactic: 7</b>	Drive traffic to the booth and to the website, use of QR code shows D&M as an early adopter of new technology  Cost prohibitive for TS <sup>2</sup>	QR code hit rate and booth visits	15% hit rate to website from QR code, 30% mention during in-booth visit	150 sent, 0 hits to QR link (0%), 12 visitors brought their mailer to the booth, and an additional 6 remembered receiving the card (12%)	<b>Strategy: 1, 2, 3</b> <b>Goal: 1, 6</b>

AT-SHOW						
Show	Communication Method	Rationale For Each	Measurement	Goal	Results	Ties to Section III
HCEA	Room drop (select attendees) <b>Tactic: 8</b>	Drive traffic to the booth  Cost prohibitive for TS <sup>2</sup>	Booth visits	40% of recipients stop by the booth	No visitors to the booth remembered receiving the room drop, we suspect the hotel did not deliver them	<b>Strategy: 1, 2, 3</b> <b>Goal: 1, 6</b>
HCEA	Networking events and classes <b>Tactic: 9, 10</b>	Develop connections and an understanding of the unique needs of the niche industry	Count of events and classes taken	Two D&M employees to take a full class load during days in attendance and attend all networking opportunities	Classes completed by Leslie Word and Steve Deckel who also attended all networking events except for breakfast on the last day due to illness	<b>Strategy: 4</b> <b>Goal: 8, 9</b>
TS <sup>2</sup> HCEA	Shrinky Dink Activity <b>Tactic: 2-4</b>	Fun activity, ties in messaging, appeals to target audience, functional giveaway serves as a reminder of the experience	Booth visits	<b>TS<sup>2</sup>: 50</b> booth activity participants, average engagement of 5 minutes  <b>HCEA: 50</b> booth activity participants, average engagement of 7 minutes	<b>TS<sup>2</sup>: 81</b> participated in booth activity, average engagement of 10 minutes  <b>HCEA: 29</b> participated in booth activity, average engagement of 8 minutes	<b>Strategy: 1, 2</b> <b>Goal: 1-7</b>

POST-SHOW						
Show	Communication Method	Rationale For Each	Measurement	Goal	Results	Ties to Section III
TS <sup>2</sup> HCEA	Thank you notes <b>Tactic: 5</b>	Reinforce the experience, show D&M offers a personal touch	Number completed	Handwritten notes to each lead	All were completed and mailed within one week of the end of each show	<b>Strategy: 2, 5</b> <b>Goal: 5</b>
TS <sup>2</sup> HCEA	Account Executives to contact directly <b>Tactic: 5</b>	Small quantity of leads allows for personal contact, further qualification and development in the sales cycle	Weekly reports from AEs on development	<b>TS<sup>2</sup>:</b> Qualify five B-level prospects and one A-level, continue process to be included on two RFPs	<b>TS<sup>2</sup>:</b> Identified three B-level prospects with upcoming needs, invited to participate in one RFP	<b>Strategy: 2,5</b> <b>Goal: 3-5</b>
TS <sup>2</sup>	Press release (Best of Show award) <b>Tactic: 6</b>	Deliver news to credentialed journalists, bloggers and key influencers, increase in mentions in their media raising D&M URL PageRank in organic search	Press coverage	Two articles in local publications and two articles in national trade publications	<b>Local:</b> Communique (Advertising Federation), Business First, Louisville Magazine <b>National:</b> Exhibit Design Magazine, websites of the TSEA and EDPA	<b>Strategy: 1, 2, 3</b> <b>Goal: 5</b>
TS <sup>2</sup>	Website promo (Best of Show award) <b>Tactic: 6</b>	Raises awareness of award to current customers and prospects who visit our site	Click-through to page on Best of Show Award	20%	33%	<b>Strategy: 1, 2, 3</b> <b>Goal: 5</b>
TS <sup>2</sup>	Award entries <b>Tactic: 6</b>	Additional awards will garner more press coverage, and grows D&M reputation for excellence	Awards won	Two national-level awards	Exhibitor Magazine Sizzle Award (traffic builder), EDPA Eddie Award (marketing excellence), Silver Addy American Advertising Federation (trade show exhibit), Gold Louie Louisville Advertising Federation (trade show exhibit), Gold Louie Louisville Advertising Federation (self-promotion campaign)	<b>Strategy: 1, 2, 3</b> <b>Goal: 5</b>

## Section 6: Management of Results Reporting

By clearly defining, in quantitative terms, what success looked like, we were able to objectively analyze how we did at each show. Since we had no previous data to start with, our goals were really just guesses, educated guesses, but guesses all the same. In some areas we did better than expected, and others the returns were lower. Please see the chart in Section 5 (pages 26-28) for a detailed breakdown by tactic.

**TS<sup>2</sup>**  
The most successful element by far was the Shrinky Dink activity. It is rare to see looks of sheer delight on the faces of attendees at a B2B trade show, but they engaged with surprising enthusiasm, fueled by memories of childhood. Many people made multiples to bring back for their kids or co-workers, and while they worked, they told us about their families, their jobs, challenges they were facing in their own programs, and we discussed how they might be able to harness that kind of energy to achieve their own goals. These kinds of quality interactions were exactly what we were after.

After the TS<sup>2</sup> show I put together an Executive Summary for upper management with highlights of our participation including a matrix of each of our measurable goals with our prediction and actual results (\*see appendix pages 65-66). Once all of the final charges had been compiled, I completed the budget spreadsheet also detailing our predicted costs, actuals and the variances (\*see appendix page 67). Even though we had a minuscule budget compared to our grand aspirations, we still managed to come in \$829 under budget.

The TS<sup>2</sup> report also included detail on the Best of Show win, and next steps to capitalize on the opportunity to extend our exposure by entering the exhibit for various awards. The Account Executives presented the status on each of the qualified leads at weekly meetings with our CEO and Design Director, and eventually one led to an invitation to be included in an RFP.

While the amount of business closed as a direct result of participation in TS<sup>2</sup> was low, it had a much greater impact on building our brand than we originally anticipated. The shower of awards that followed over the next year not only bolstered everyone's spirits, but increased the confidence of the sales team to go after business we wouldn't have normally pursued.

**TS<sup>2</sup>**  
McCormick Place  
July 21-22, 2009

Attendees: Steve D., Tom (day 1) and Lynda (day 2)

The TS<sup>2</sup> show was an overall success. As predicted, traffic was slower than usual, and the show seems to be in decline, especially when compared to Exhibitor Show. However, our message was well received, and we exceeded our goal for in-booth interactions. We identified several leads that could be good prospects, but only a few have immediate needs, as many are under budget constraints.

The chart below details each of our promotion activities, the goals we set before the show, and the actual results. Current P&Os show that we are on track to come in under budget.

Promotion Activities	Goal	Actual Results	TS <sup>2</sup> 2009 Exhibit	Budgeted	Cost	Variance
Booth staff - drive traffic to booth, send to list of likely attendees from current databases	40% open rate	100%	Laminates, wood, hardware, etc.	\$2,500.00	\$2,135.08	\$364.92
Event signature - designed to raise awareness among current customers and prospects that D&M will be participating at TS <sup>2</sup>	Use by all D&M employees with direct communication to customers and prospects	100%	Acrylic pencil holder		\$25.00	
Newspaper promo - center link at the bottom of the homepage/promote participation in TS <sup>2</sup>	10% click-through rate	33%	SEG Graphic		\$670.36	
In-booth Shrinky Dink Activity	50 booth activity participants, average management of 5 minutes	100%	Padding & carpet bagger		\$380.00	
Thank you notes - handwritten notes to each lead post show	Booth staff who scanned in the lead to complete the note	100%	Dimensional letters		\$104.27	
All phone call follow ups	Qualify five B-level prospects and one A-level, continue process to be included on two RFPs	100%	Miscellaneous	\$500.00	\$454.35	\$45.65
			IKEA stools		\$199.96	
			Digital frames & toaster oven		\$127.19	
			Staff Apparel		\$127.20	
			Activity Supplies	\$500.00	\$523.42	-\$23.42
			Shrinky Dinks		\$139.82	
			Art Supplies		\$60.65	
			Bowes & split rings		\$150.36	
			Stickers		\$99.10	
			Business cards		\$73.49	
			Show Services	\$6,500.00	\$6,057.73	\$442.27
			Vacuuming		\$93.00	
			Drayage		\$1,832.15	
			Electrical		\$723.00	
			Freight		\$1,807.58	
			ISO		\$2,102.00	
			<b>TOTALS</b>	<b>\$10,000.00</b>	<b>\$9,170.58</b>	<b>\$829.42</b>

TS<sup>2</sup> Executive Summary and budget spreadsheet

## HCEA

Following the same procedures we had established from TS<sup>2</sup>, I produced an Executive Summary for HCEA as well as a budget breakdown (\*see appendix pages 68-69 for full-size examples), showing that again, we managed to squeak in just under budget.

Although we did have some engagements at HCEA, we did not meet many leads who had a current need and were a good fit for our company. But, as we identified before the show, it is more difficult to reach attendees at this show, and exhibiting was only a portion of our strategy to learn more about the specific needs of the healthcare exhibiting industry.

HCEA 2010 Exhibit			Budgeted	Cost	Variance
Production/Prep Materials			\$300.00	\$117.29	\$182.71
Carpet cleaning				\$59.00	
Webcam				\$58.29	
Monitor (used existing)				\$0.00	
Miscellaneous			\$100.00	\$97.94	\$2.06
Oven Mitt				\$16.94	
Staff Apparel				\$81.00	
Activity Supplies			\$100.00	\$162.58	-\$62.58
Shrinky Disks & Supplies				\$69.09	
Business Cards				\$73.49	
Promotion			\$1,000.00	\$1,123.65	-\$123.65
HCEA pre-reg list				\$175.00	
Postcards & Room Drop Cards				\$234.00	
Stamps				\$70.40	
Room Drop Authorization				\$300.00	
Room Drop Fees				\$276.00	
Thank You Cards				\$68.25	
Show Services			\$6,500.00	\$6,057.73	\$442.27
Vacuuming				\$93.00	
Drayage				\$1,832.15	
Electrical				\$723.00	
Freight				\$1,507.58	
ISO				\$2,102.00	
			\$8,000.00	\$7,996.61	\$40.81

HCEA Executive Summary and budget spreadsheet

## Section 7: Conclusion

D&M successfully grew our brand recognition, garnered significant press coverage, and established our credibility by winning multiple awards for our exhibit concept. Shortly after the TS<sup>2</sup> show, we were invited to participate in an RFP for Chevron Lubricants. We used our TS<sup>2</sup> message of “smaller can be better” to demonstrate to Chevron how D&M could help them achieve more value for their trade show dollars.

We were faced with significant competition to win the RFP. The incumbents had a deeply entrenched relationship, with an extensive network of internal contacts at Chevron. In addition, the sales person from one of the other companies bidding against us had a personal connection to one of Chevron’s key influencers. In the end, we were awarded the business, and the decision maker at Chevron cited our recent Best of Show win at TS<sup>2</sup> was a key component in pushing her favor in our direction.

Chevron wasn’t tracking any metrics for their program, other than whether they were over or under budget. We introduced them to many of the concepts learned through CTSM including the use of promotion and customer meetings as sources of value. The position of Trade Show and Event Marketing Specialist at Chevron tends to be a stepping stone to other opportunities, so we’ve had four different contacts over the course of the last four years, each relying on us as knowledgeable partners who can help build their program and implement best practices along the guidelines taught in the CTSM program.

Although the timeline for participation in HCEA was designed as a multi-year project from the outset, lack of immediate returns led to diminished support from upper management. Combined with an increasingly heavy workload from our new annuity client, Chevron Lubricants, we chose to end the program and not participate in subsequent years.

As I explained in Section 1, my position changed radically after acquiring the Chevron account. They had a busy program of national shows as well as a portable program utilized by their field sales team and network of distributors for smaller, regional shows. Overall, Chevron accounted for over 50% of the increase in D&M billings from 2009 to 2010.

We have grown the program over the last several years to include a new mobile marketing tour, a semi-annual private event for 150 VIPs, and we have become increasingly involved in their sales channel and marketing meetings. The scope of our work with Chevron has grown so they are now one of our largest clients.

The demands of the account are such that the majority of my time is spent working on Chevron projects, and while I miss working on our own marketing, it is a fortunate problem to have to be too busy to chase new business.

# Seminar References

## Required Courses

20107	Selecting the Right Shows: The Critical Decision .....	9
30806	Marketing Strategies & Trade Shows .....	12
10806	How to Measure the Value of Trade Show Participation .....	12
31506	Integrated Marketing Communications .....	15
20307	The Nuts and Bolts of Budgeting for Results .....	16
61706	Graphics Boot Camp: What Every Event Manager Should Know .....	16
61906	Exhibit Design - from Concept to Completion .....	18
20708	Exhibiting and the Law: What You Need to Know .....	18

## Elective Courses

32107	Demystifying Experiential Marketing .....	18
31208	Targeted, Tailored and Timely- Innovations in Direct Mail .....	21

# Appendix



SEARCH

EXHIBITOR Magazine • Find It - Marketplace • Tips • Awards Programs • Advertise • Home  
 Subscribe • Renew • Change Address • Classifieds • Jobs • News • Go Shopping • About Us

RESEARCH

## TRADE SHOW TRENDS

The results of Exhibit Surveys Inc.'s annual Trade Show Trends report are in. And while trade shows continue to attract qualified buyers and influence their purchasing decisions, the cost to attract those buyers just keeps on rising skyward. *By Travis Stanton and Ian K. Sequeira*



**A**re trade shows really worth the investment? According to Exhibit Surveys Inc., the answer is still "yes." Each year, the market-research firm polls attendees from more than 60 U.S. trade shows to determine the effectiveness of exhibit marketing and identify industry trends.

The company's 2008 Trade Show Trends report includes valuable information about exhibit performance, show-floor traffic, and trade show attendees — their buying power, purchase plans, and attendance habits — all broken down into four industry sectors: high tech, retail, medical, and manufacturing/industrial. While last year's metrics may seem irrelevant given the shrinking show attendance and tumultuous economic uncertainty that has marked the first quarter of 2009, a casual look back at 2008 provides some necessary context.

From a statistical standpoint, 2008 was similar to 2007. In fact, many of the metrics have held steady for the past few years with only slight, almost statistically insignificant fluctuations. For example, total buying plans and net buying influence have remained relatively unchanged over the past decade, indicating that trade shows consistently deliver qualified buyers who directly influence their organizations' purchase of goods and services. In other words, 2008 was not a year of significant growth, but it wasn't a year of significant decline either.

The only noteworthy red flags came in the traffic density and cost-per-visitor-reached (CVR) metrics. While traffic density (a measure of the total number of attendees per 100 square feet of show-floor space) was down in every industry sector, the average CVR increased by 4 percent over 2007. Those results underscore a reality of rising costs and reduced attendance.

On a positive note, the survey determined that 35 percent of attendees, on average, are first timers to any given trade show. That translates into a vital show-floor marketplace with new buyers continually in the mix, preventing shows from becoming stale opportunities with the same buyers from the same companies at the same shows year after year.

Furthermore, 34 percent of attendees reported that their purchase intentions were more favorable after visiting companies' exhibits on the trade show floor. Considering that most exhibitors are, ultimately, looking to inch attendees toward an actual purchase, this metric proves that trade shows have the potential to deliver the kind of measurable bottom-line results they're after.

The following information represents some of the highlights from this year's report. For a complete list of the shows surveyed, visit [www.ExhibitorWebLinks.com](http://www.ExhibitorWebLinks.com).

### Net Buying Influence

While some attendees simply come for the swag, the vast majority — about 81 percent on average — have the power to recommend or make final purchasing decisions. Statistics regarding net buying influence (NBI) have held steady for the past decade or so, averaging roughly 83 percent since 1998.

### Total Buying Plans

Unfortunately for exhibitors, decision-making power and the intent to purchase do not always go hand in hand. Total buying plans — the percentage of attendees who plan to buy within 12 months of a show — remained consistent with results from the past seven years, fluctuating slightly from a low of 52 percent in 2006 and 2008 to a high of 55 percent in 2004 and 2007.

All Shows	81%
High Tech	79%
Retail	82%
Medical	77%
Manufacturing/Industrial	79%

All Shows	52%
High Tech	46%
Retail	67%
Medical	51%
Manufacturing/Industrial	40%

81%



CTSM

**How Much for a Good Impression?**

**Q.** How much did exhibitors spend, on average, per attendee who entered their exhibits in 2008?

- A. \$173
- B. \$165
- C. \$157
- D. \$134

**Answer:** They spent \$165, up nearly 4 percent from 2007, when they spent an average of \$159.

**Q.** How much did exhibitors spend, on average, per attendee with whom a face-to-face conversation took place in their exhibits?

- A. \$253
- B. \$271
- C. \$282
- D. \$245

**Answer:** Exhibitors spent \$271, up \$10 from 2006, when they spent an average of \$261.



Traffic Density

Hours Spent Visiting Exhibits

Trade shows in every sector saw fewer attendees per square foot in 2008 than in 2007, with the all-show average dipping ever so slightly from last year's industry-wide traffic density of 2.3. To put this figure into perspective, the last time the industry saw an overall traffic density of 2.2 was back in 2004. And if the first quarter of 2009 is any indication, we can expect to see an even smaller figure when the 2009 attendance figures are tallied.

All Shows	2.2
High Tech	2.9
Retail	1.7
Medical	1.6
Manufacturing/Industrial	1.9

Attendees spent an average of 8.1 hours (per show) visiting exhibits in 2008. That result marks a slight decrease of roughly 2 percent from last year's levels. The decrease is mainly attributable to a relatively significant drop in the retail sector from an average of 10.5 hours per show in 2007 to just nine hours per show in 2008. The manufacturing/industrial sector is the only one to see an increase in the total number of hours spent visiting exhibits in 2008, with a slight uptick of approximately 6 percent.

	Hours	Days
All Shows	8.1	2.3
High Tech	9.0	2.4
Retail	9.0	2.2
Medical	5.6	2.6
Manufacturing/Industrial	8.9	2.1



**Top Trade Shows of 2008**

**HIGHEST NET BUYING INFLUENCE**

National Automobile Dealers Association	98%
The Rental Show	96%
International Association of Assembly Managers	95%
InfoComm	95%
Sapphire Orlando	94%
PhotoPlus Expo	94%
National Association of Convenience Store Retailers	94%
EXHIBITOR2008	92%
North American Veterinary Conference	91%
Special Libraries Association	90%
National Safety Council	90%

**HIGHEST TOTAL BUYING PLANS**

PhotoPlus Expo	89%
The Rental Show	86%
National Automobile Dealers Association	78%
International Builders' Show	70%
International Consumer Electronics Show	68%

InfoComm	67%
Photo Marketing Association	66%
Mine Expo	65%
MacWorld	63%
EXHIBITOR2008	61%

**HIGHEST TRAFFIC DENSITY**

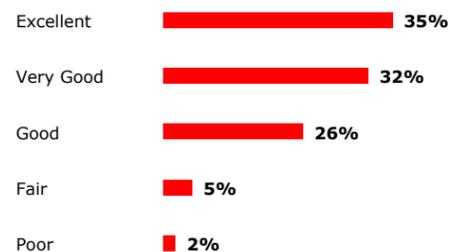
MacWorld	8.0
LinuxWorld	4.5
Photo Marketing Association	4.0
Cellular Telecommunications and Internet Association	3.9
InfoComm	3.8
International Consumer Electronics Show	3.2
RSA Conference	3.1
National Association of Broadcasters	2.9
National Restaurant Association	2.7
International Builders' Show	2.6
American College of Cardiology	2.6
International Society of Automation Expo	2.6

**MOST HOURS ATTENDEES SPENT VISITING EXHIBITS**

International Consumer Electronics Show	15.7
National Association of Broadcasters	15.7
Con Expo-Con/Agg	13.8
InfoComm	13.7
The Rental Show	12.2
Mine Expo	12.2
International Builders' Show	11.3
Photo Marketing Association	11.3
National Restaurant Association	10.7
National Automobile Dealers Association	10.6
National Business Aviation Association	10.5

**Exhibit-Staff Performance**

When asked to rate the performance of exhibit staff, 93 percent of attendees described staffers as good, very good, or excellent — a figure that has remained almost identical for the past four years.



**ABOUT THE RESEARCH**

Ian K. Sequeira is the executive vice president at Red Bank, NJ-based Exhibit Surveys Inc., where he produces the company's annual Trade Show Trends report. The 2008 results are based on audience surveys conducted at 61 shows. Each survey was administered by mail or online shortly after the show. In most cases, exhibit personnel were excluded from the sample. Response rates typically ranged from 10 to 39 percent. Visit [www.ExhibitorWebLinks.com](http://www.ExhibitorWebLinks.com) for a complete list of the trade shows surveyed.

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**TS<sup>2</sup> 2008**



**EVENT AUDIT**



**DATES OF EVENT:**

Conference: July 28 – 31, 2008  
Exhibits: July 29 – 30, 2008

**LOCATION:**

Pennsylvania Convention Center, Philadelphia, PA

**EVENT PRODUCER/MANAGER:**

Company Name: National Trade Productions, Inc.  
Address: 313 South Patrick Street  
Alexandria, VA 22314  
Phone: (703) 683-8500  
Website (Show): <http://ts2show.com>

**REGISTRATION COMPANY:**

CDS

**YEAR EVENT ESTABLISHED:**

1973

**FREQUENCY:**

Annual

**DATES OF NEXT EVENT:**

Conference: July 20 – 23, 2009  
Exhibits: July 21 – 22, 2009

**LOCATION:**

Lakeside Center at McCormick Place, Chicago, IL

**1. STATEMENT OF MARKET SERVED**

Corporate exhibit, events & trade show managers and suppliers to the exhibition industry.

**Qualified attendees** are corporate exhibit managers from Fortune 500 companies, as well as small-medium sized businesses; also sales and marketing executives and event planners.

**2. STATEMENT OF VERIFICATION METHODOLOGY:**

Registrations were taken over the phone, by fax, or online. Once a registration was finalized a badge was sent (if the registration was received by the badge mailing cut-off date) along with a confirmation letter with instructions to pick up a badge holder and materials onsite. If the registration was received after the badge mailing cut-off date, a confirmation letter with instructions to pick up a badge, badge holder and materials onsite was sent. The registration company verified an attendee once he or she picked up a badge holder, badge or purchased a registration at the onsite registration desk.

**3. AUDITED ATTENDEE ANALYSIS**

Year which Event was Held	Event Location	Conference Attendees	Exhibit Only Attendees	Sub-Total: Conference & Exhibit Only Attendees	Speakers	Media	Verified Exhibitors, Non-Exhibiting Sponsors and their Support Staff*	Total
2008	Philadelphia, PA	434	1,254	1,688	84	13	666	2,451
2007	Washington, DC	467	953	1,420	99	43	800	2,362
2006	Chicago, IL	533	1,293	1,826	90	23	764	2,703
2005	Washington, DC	456	1,170	1,626	45	8	710	2,389

\* Not audited. Verified counts taken from registration database provided by the registration company.



4. TYPE OF INDUSTRY			
TYPE OF INDUSTRY	TOTAL ATTENDEES	PERCENT OF TOTAL	PERCENT IDENTIFIED BY TYPE OF INDUSTRY
Association Management	78	4.6	9.1
Construction/Facilities	55	3.3	6.4
Consumer Electronics	22	1.3	2.6
Consumer Household Goods	29	1.7	3.4
Fashion and Apparel	48	2.9	5.6
Food and Beverage	31	1.8	3.6
Government	42	2.5	4.9
Industrial Equipment and Machinery	82	4.9	9.5
Internet/Technology	127	7.5	14.8
Medical/Healthcare	153	9.1	17.8
Sporting Goods	9	0.5	1.0
Other	183	10.8	21.3
Total Conference and Exhibit Only Attendees Identified by Type of Industry	859	50.9	100.0
Total Conference and Exhibit Only Attendees Not Identified by Type of Industry	829	49.1	-
<b>TOTAL CONFERENCE AND EXHIBIT ONLY ATTENDEES</b>	<b>1,688</b>	<b>100.0</b>	<b>100.0</b>

5. YOU ARE			
YOU ARE	TOTAL ATTENDEES	PERCENT OF TOTAL	PERCENT IDENTIFIED BY YOU ARE
Advertising Representative	102	6.0	6.4
PR Representative	61	3.6	3.8
Event Agency Representative	133	7.9	8.4
Buyer of Exhibit Industry Goods and Services	498	29.5	31.4
Buyer of Marketing Industry Goods and Services	271	16.1	17.1
Dealer/Distributor of Exhibit Industry Goods and Services	160	9.5	10.1
Supplier of Exhibit Industry Goods and Services	362	21.4	22.8
Total Conference and Exhibit Only Attendees Identified by You Are	1,587	94.0	100.0
Total Conference and Exhibit Only Attendees Not Identified by You Are	101	6.0	-
<b>TOTAL CONFERENCE AND EXHIBIT ONLY ATTENDEES</b>	<b>1,688</b>	<b>100.0</b>	<b>100.0</b>

6. PRIMARY JOB FUNCTION			
PRIMARY JOB FUNCTION	TOTAL ATTENDEES	PERCENT OF TOTAL	PERCENT IDENTIFIED BY PRIMARY JOB FUNCTION
Advertising and Promotions Management/Coordinator	72	4.3	4.8
Design	136	8.1	9.1
Exhibit & Event Marketing Management/Coordinator	269	15.9	17.9
Exhibit Management/Coordinator	125	7.4	8.3
Event Management/Coordinator	82	4.9	5.5
General Management	117	6.9	7.8
Marketing Management/Coordinator	178	10.5	11.9
Marketing Director/CMO	81	4.8	5.4
Meeting Planner	23	1.4	1.5
Owner/President/Partner	225	13.3	15.0
Sales Management	193	11.4	12.8
Total Conference and Exhibit Only Attendees Identified by Primary Job Function	1,501	88.9	100.0
Total Conference and Exhibit Only Attendees Not Identified by Primary Job Function	187	11.1	-
<b>TOTAL CONFERENCE AND EXHIBIT ONLY ATTENDEES</b>	<b>1,688</b>	<b>100.0</b>	<b>100.0</b>



7. ANNUAL TRADE SHOW BUDGET			
ANNUAL TRADE SHOW BUDGET	TOTAL ATTENDEES	PERCENT OF TOTAL	PERCENT IDENTIFIED BY ANNUAL TRADE SHOW BUDGET
Less than \$100,000	517	30.6	35.6
\$100,001 - \$250,000	193	11.4	13.3
\$250,001 - \$500,000	169	10.0	11.6
\$500,001 - \$1 Million	94	5.6	6.5
\$1 Million - \$5 Million	114	6.8	7.8
More than \$5 Million	38	2.3	2.6
I do not exhibit in tradeshows	328	19.4	22.6
Total Conference and Exhibit Only Attendees Identified by Annual Trade Show Budget	1,453	86.1	100.0
Total Conference and Exhibit Only Attendees Not Identified by Annual Trade Show Budget	235	13.9	-
<b>TOTAL CONFERENCE AND EXHIBIT ONLY ATTENDEES</b>	<b>1,688</b>	<b>100.0</b>	<b>100.0</b>

8. ROLE IN BUYING			
ROLE IN BUYING	TOTAL ATTENDEES	PERCENT OF TOTAL	PERCENT IDENTIFIED BY ROLE IN BUYING
<b>NET BUYING INFLUENCES*</b>	<b>1,293</b>	<b>76.6</b>	<b>87.0</b>
Final Say	457	27.1	30.8
Recommend	550	32.6	37.0
Influence	286	16.9	19.2
<b>No role</b>	<b>193</b>	<b>11.4</b>	<b>13.0</b>
Total Conference and Exhibit Only Attendees Identified by Role in Buying	1,486	88.0	100.0
Total Conference and Exhibit Only Attendees Not Identified by Role in Buying	202	12.0	-
<b>TOTAL CONFERENCE AND EXHIBIT ONLY ATTENDEES</b>	<b>1,688</b>	<b>100.0</b>	<b>100.0</b>

\* Net Buying Influences (NBI) is the net percentage of attendees who have final say, specify the supplier, and/or influence the purchase for the types of products exhibited.

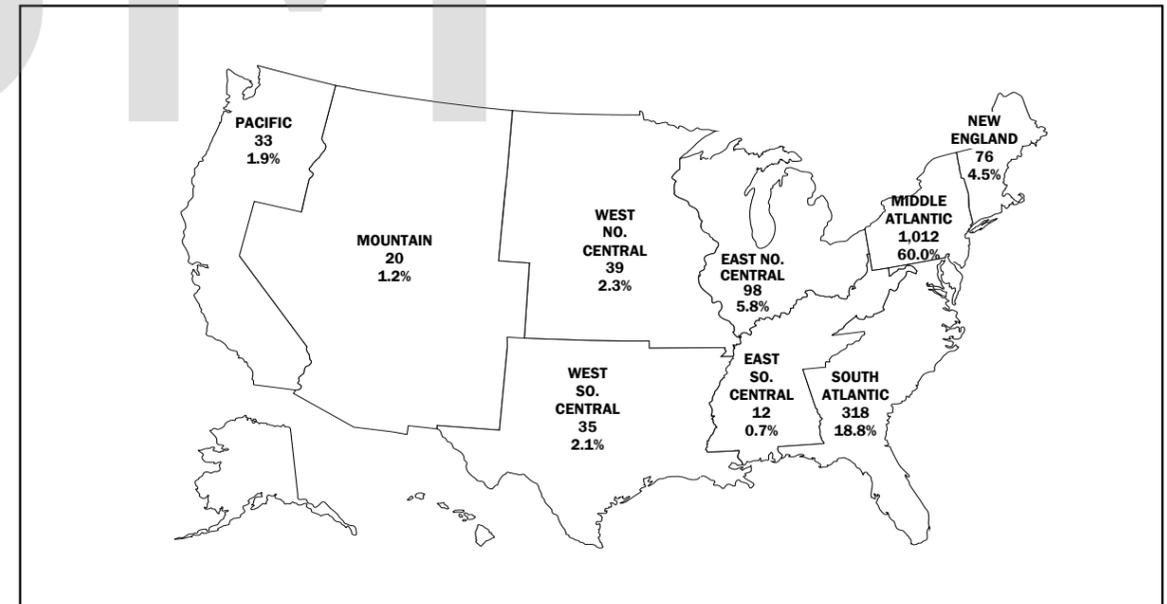
9. NUMBER OF SHOWS IN WHICH THEY EXHIBIT			
NUMBER OF SHOWS IN WHICH THEY EXHIBIT	TOTAL ATTENDEES	PERCENT OF TOTAL	PERCENT IDENTIFIED BY NUMBER OF SHOWS IN WHICH THEY EXHIBIT
1 - 5	576	34.1	38.6
6 - 15	265	15.7	17.7
16 - 25	81	4.8	5.4
More than 25	256	15.2	17.1
I do not exhibit in trade shows	316	18.7	21.2
Total Conference and Exhibit Only Attendees Identified by Number of Shows	1,494	88.5	100.0
Total Conference and Exhibit Only Attendees Not Identified by Number of Shows	194	11.5	-
<b>TOTAL CONFERENCE AND EXHIBIT ONLY ATTENDEES</b>	<b>1,688</b>	<b>100.0</b>	<b>100.0</b>



10. YEARS OF INDUSTRY EXPERIENCE			
YEARS OF INDUSTRY EXPERIENCE	TOTAL ATTENDEES	PERCENT OF TOTAL	PERCENT IDENTIFIED BY YEARS OF INDUSTRY EXPERIENCE
0 - 3 years	471	27.9	31.8
3 - 5 years	196	11.6	13.3
5 - 10 years	304	18.0	20.6
More than 10 years	508	30.1	34.3
Total Conference and Exhibit Only Attendees Identified by Years of Industry Experience	1479	87.6	100.0
Total Conference and Exhibit Only Attendees Not Identified by Years of Industry Experience	209	12.4	-
<b>TOTAL CONFERENCE AND EXHIBIT ONLY ATTENDEES</b>	<b>1,688</b>	<b>100.0</b>	<b>100.0</b>

11. FIRST TIME AT TS²			
FIRST TIME AT TS²	TOTAL ATTENDEES	PERCENT OF TOTAL	PERCENT IDENTIFIED BY FIRST TIME AT TS²
Yes	973	57.6	64.0
No	547	32.4	36.0
Total Conference and Exhibit Only Attendees Identified by First Time at TS²	1,520	90.0	100.0
Total Conference and Exhibit Only Attendees Not Identified by First Time at TS²	168	10.0	-
<b>TOTAL CONFERENCE AND EXHIBIT ONLY ATTENDEES</b>	<b>1,688</b>	<b>100.0</b>	<b>100.0</b>

12. AUDITED GEOGRAPHIC BREAKOUT OF CONFERENCE AND EXHIBIT ONLY ATTENDEES		
STATE	TOTAL	PERCENT
<b>NEW ENGLAND</b>	<b>76</b>	<b>4.5</b>
Maine	-	
New Hampshire	3	
Vermont	3	
Massachusetts	43	
Rhode Island	3	
Connecticut	24	
<b>MIDDLE ATLANTIC</b>	<b>1,012</b>	<b>60.0</b>
New York	117	
New Jersey	322	
Pennsylvania	573	
<b>EAST NO. CENTRAL</b>	<b>98</b>	<b>5.8</b>
Ohio	30	
Indiana	9	
Illinois	36	
Michigan	14	
Wisconsin	9	
<b>WEST NO. CENTRAL</b>	<b>39</b>	<b>2.3</b>
Minnesota	21	
Iowa	4	
Missouri	6	
North Dakota	-	
South Dakota	-	
Nebraska	3	
Kansas	5	
<b>SOUTH ATLANTIC</b>	<b>318</b>	<b>18.8</b>
Delaware	25	
Maryland	111	
Washington, DC	14	
Virginia	88	
West Virginia	1	
North Carolina	13	
South Carolina	10	
Georgia	37	
Florida	19	
<b>EAST SO. CENTRAL</b>	<b>12</b>	<b>0.7</b>
Kentucky	3	
Tennessee	6	
Alabama	2	
Mississippi	1	
<b>WEST SO. CENTRAL</b>	<b>35</b>	<b>2.1</b>
Arkansas	-	
Louisiana	2	
Oklahoma	2	
Texas	31	
<b>MOUNTAIN</b>	<b>20</b>	<b>1.2</b>
Montana	-	
Idaho	-	
Wyoming	-	
Colorado	7	
New Mexico	2	
Arizona	7	
Utah	-	
Nevada	4	
<b>PACIFIC</b>	<b>33</b>	<b>1.9</b>
Alaska	-	
Washington	2	
Oregon	-	
California	30	
Hawaii	1	
<b>UNITED STATES</b>	<b>1,643</b>	<b>97.3</b>
<b>INTERNATIONAL</b>	<b>29</b>	<b>1.7</b>
Canada	13	
Mexico	-	
Other International	16	
<b>Not Identified</b>	<b>16</b>	<b>1.0</b>
<b>Total Conference &amp; Exhibit Attendees</b>	<b>1,688</b>	<b>100.0</b>



EVENT AUDIT



**DATES OF EVENT:**

Conference: July 20 – 23, 2009  
Exhibits: July 21 – 22, 2009

**LOCATION:**

Lakeside Center at McCormick Place, Chicago, IL

**EVENT PRODUCER/MANAGER:**

Company Name: National Trade Productions, Inc.  
Address: 313 South Patrick Street  
Alexandria, VA 22314  
Phone: (703) 683-8500  
Website (Show): <http://ts2show.com>

**REGISTRATION COMPANY:**

CDS

**YEAR EVENT ESTABLISHED:**

1973

**FREQUENCY:**

Annual

**DATES OF NEXT EVENT:**

Conference: July 12 – 15, 2010  
Exhibits: July 13 – 14, 2010

**LOCATION:**

Boston Convention & Exhibition Center, Boston, MA

**1. STATEMENT OF MARKET SERVED**

Corporate exhibit, events & trade show managers, exhibition organizers, and suppliers to the exhibition industry.

**Qualified attendees** are corporate exhibit managers from Fortune 500 companies, as well as small-medium sized businesses; also sales and marketing executives and event planners.

**2. STATEMENT OF VERIFICATION METHODOLOGY:**

Registrations were taken over the phone, by fax, or online. Once a registration was finalized a badge was sent (if the registration was received by the badge mailing cut-off date) along with a confirmation letter with instructions to pick up a badge holder and materials onsite. If the registration was received after the badge mailing cut-off date, a confirmation letter with instructions to pick up a badge, badge holder and materials onsite was sent. The registration company verified an attendee once he or she picked up a badge holder, badge or purchased a registration at the onsite registration desk.

**3. AUDITED ATTENDEE ANALYSIS**

Year which Event was Held	Event Location	Conference Attendees	Exhibit Only Attendees	Sub-Total: Conference & Exhibit Only Attendees	Speakers	Media	Verified Exhibitors, Non-Exhibiting Sponsors and their Support Staff*	Total
2009	Chicago, IL	239	1,090	1,329	84	13	467	1,893
2008	Philadelphia, PA	434	1,254	1,688	84	13	666	2,451
2007	Washington, DC	467	953	1,420	99	43	800	2,362
2006	Chicago, IL	533	1,293	1,826	90	23	764	2,703
2005	Washington, DC	456	1,170	1,626	45	8	710	2,389

\* Not audited. Verified counts taken from registration database provided by the registration company.



**4. TYPE OF INDUSTRY**

TYPE OF INDUSTRY	TOTAL ATTENDEES	PERCENT OF TOTAL	PERCENT IDENTIFIED BY TYPE OF INDUSTRY
Association Management	137	10.3	13.3
Construction/Facilities	74	5.6	7.2
Consumer Electronics	14	1.0	1.4
Consumer Household Goods	22	1.7	2.1
Fashion and Apparel	19	1.4	1.8
Food and Beverage	38	2.9	3.7
Government	23	1.7	2.2
Industrial Equipment and Machinery	48	3.6	4.7
Internet/Technology	90	6.8	8.7
Medical/Healthcare	86	6.5	8.4
Sporting Goods	6	0.4	0.6
Other	472	35.5	45.9
Total Conference and Exhibit Only Attendees Identified by Type of Industry	1,029	77.4	100.0
Total Conference and Exhibit Only Attendees Not Identified by Type of Industry	300	22.6	-
<b>TOTAL CONFERENCE AND EXHIBIT ONLY ATTENDEES</b>	<b>1,329</b>	<b>100.0</b>	<b>100.0</b>

**5. YOU ARE**

YOU ARE	TOTAL ATTENDEES	PERCENT OF TOTAL	PERCENT IDENTIFIED BY YOU ARE
Buyer of Industry Goods and Services	355	26.7	27.5
Dealer/Distributor of Industry Goods and Services	176	13.2	13.6
Supplier of Industry Goods and Services	462	34.8	35.8
Show Organizer	294	22.1	22.7
Press*	5	0.4	0.4
Total Conference and Exhibit Only Attendees Identified by You Are	1,292	97.2	100.0
Total Conference and Exhibit Only Attendees Not Identified by You Are	37	2.8	-
<b>TOTAL CONFERENCE AND EXHIBIT ONLY ATTENDEES</b>	<b>1,329</b>	<b>100.0</b>	<b>100.0</b>

\* These 5 registrants registered as "Exhibit Only".

**6. PRIMARY JOB FUNCTION**

PRIMARY JOB FUNCTION	TOTAL ATTENDEES	PERCENT OF TOTAL	PERCENT IDENTIFIED BY PRIMARY JOB FUNCTION
Advertising Management	32	2.4	2.7
Designer	70	5.2	5.9
Exhibit & Event Marketing Management	150	11.3	12.7
Exhibit Management	142	10.7	12.0
Event Management	60	4.5	5.1
Marketing Management	135	10.1	11.4
Marketing Director/CMO	62	4.7	5.2
Meeting Planner	45	3.4	3.8
Owner/President/Partner	233	17.5	19.7
Sales Management	227	17.1	19.2
Show Manager	5	0.4	0.4
Press	5	0.4	0.4
PR Management	17	1.3	1.5
Total Conference and Exhibit Only Attendees Identified by Primary Job Function	1,183	89.0	100.0
Total Conference and Exhibit Only Attendees Not Identified by Primary Job Function	146	11.0	-
<b>TOTAL CONFERENCE AND EXHIBIT ONLY ATTENDEES</b>	<b>1,329</b>	<b>100.0</b>	<b>100.0</b>



7. ANNUAL TRADE SHOW BUDGET			
ANNUAL TRADE SHOW BUDGET	TOTAL ATTENDEES	PERCENT OF TOTAL	PERCENT IDENTIFIED BY ANNUAL TRADE SHOW BUDGET
Less than \$100,000	384	28.9	32.4
\$100,001 - \$250,000	150	11.3	12.7
\$250,001 - \$500,000	113	8.5	9.5
\$500,001 - \$999,999	74	5.6	6.2
\$1 Million - \$5 Million	67	5.0	5.7
More than \$5 Million	47	3.5	4.0
I do not exhibit in tradeshow	349	26.3	29.5
Total Conference and Exhibit Only Attendees Identified by Annual Trade Show Budget	1,184	89.1	100.0
Total Conference and Exhibit Only Attendees Not Identified by Annual Trade Show Budget	145	10.9	-
<b>TOTAL CONFERENCE AND EXHIBIT ONLY ATTENDEES</b>	<b>1,329</b>	<b>100.0</b>	<b>100.0</b>

8. ROLE IN PURCHASING OF MARKETING GOODS/SERVICES			
PURCHASING ROLE	TOTAL ATTENDEES	PERCENT OF TOTAL	PERCENT IDENTIFIED BY PURCHASING ROLE
<b>TOTAL BUYING INFLUENCES</b>	<b>1,083</b>	<b>81.5</b>	<b>88.5</b>
Final Say	415	31.2	33.9
Recommend	477	35.9	39.0
Influence	191	14.4	15.6
<b>No Role</b>	<b>141</b>	<b>10.6</b>	<b>11.5</b>
Total Conference and Exhibit Only Attendees Identified by Purchasing Role	1,224	92.1	100.0
Total Conference and Exhibit Only Attendees Not Identified by Purchasing Role	105	7.9	-
<b>TOTAL CONFERENCE AND EXHIBIT ONLY ATTENDEES</b>	<b>1,329</b>	<b>100.0</b>	<b>100.0</b>

9. NUMBER OF SHOWS IN WHICH THEY EXHIBIT			
NUMBER OF SHOWS IN WHICH THEY EXHIBIT	TOTAL ATTENDEES	PERCENT OF TOTAL	PERCENT IDENTIFIED BY NUMBER OF SHOWS IN WHICH THEY EXHIBIT
1 - 5	508	38.2	41.7
6 - 15	159	12.0	13.1
16 - 25	53	4.0	4.3
More than 25	148	11.1	12.2
I do not exhibit in trade shows	349	26.3	28.7
Total Conference and Exhibit Only Attendees Identified by Number of Shows	1,217	91.6	100.0
Total Conference and Exhibit Only Attendees Not Identified by Number of Shows	112	8.4	-
<b>TOTAL CONFERENCE AND EXHIBIT ONLY ATTENDEES</b>	<b>1,329</b>	<b>100.0</b>	<b>100.0</b>



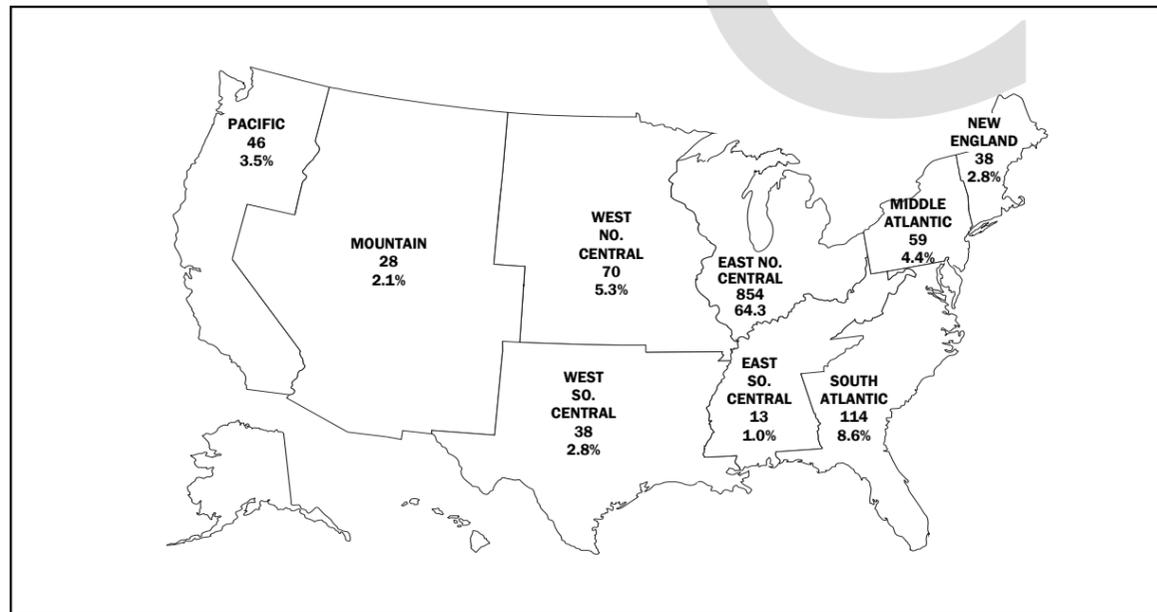
10. YEARS OF EXHIBIT/EVENT MANAGEMENT EXPERIENCE			
YEARS OF EXHIBIT/EVENT MANAGEMENT EXPERIENCE	TOTAL ATTENDEES	PERCENT OF TOTAL	PERCENT IDENTIFIED BY YEARS OF EXPERIENCE
0 - 3 years	309	23.2	25.4
4 - 5 years	143	10.8	11.8
6 - 10 years	225	16.9	18.5
More than 10 years	539	40.6	44.3
Total Conference and Exhibit Only Attendees Identified by Years of Experience	1,216	91.5	100.0
Total Conference and Exhibit Only Attendees Not Identified by Years of Experience	113	8.5	-
<b>TOTAL CONFERENCE AND EXHIBIT ONLY ATTENDEES</b>	<b>1,329</b>	<b>100.0</b>	<b>100.0</b>

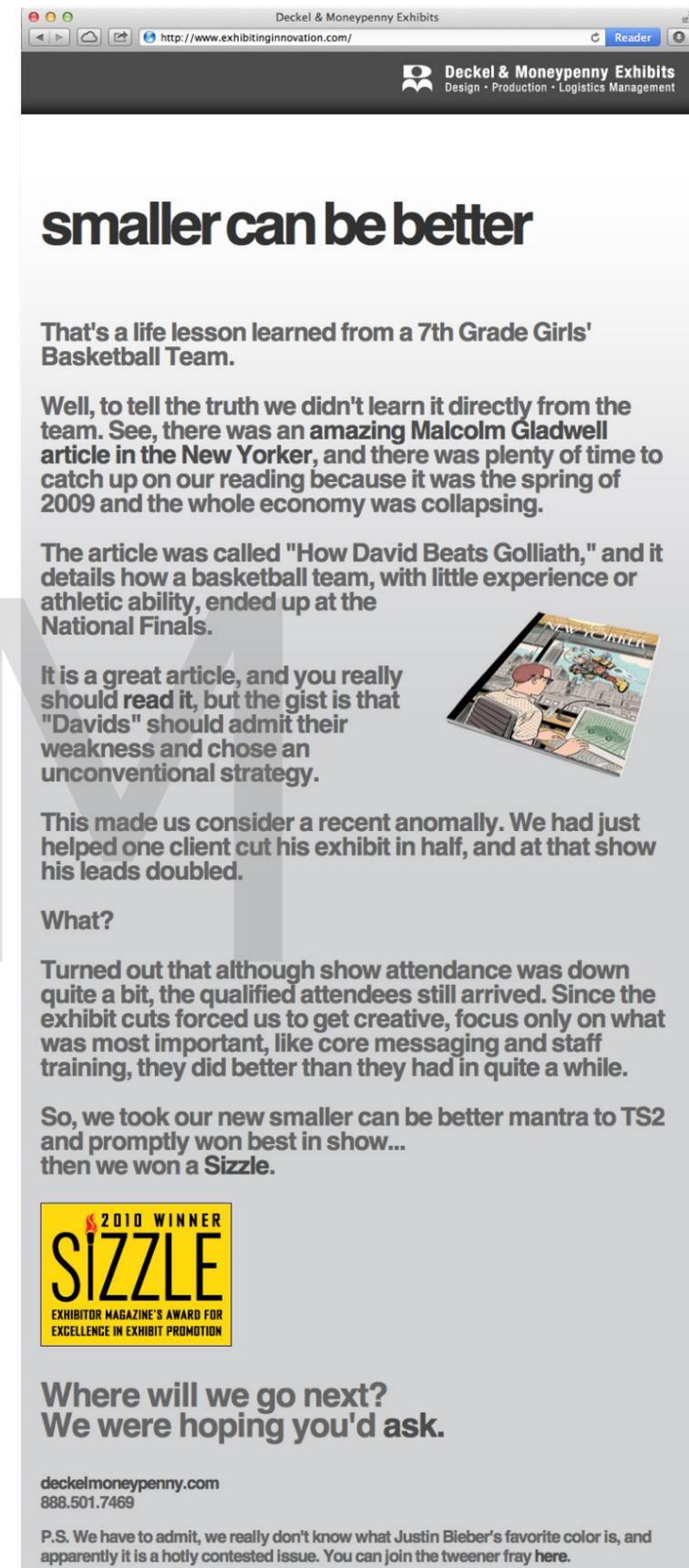
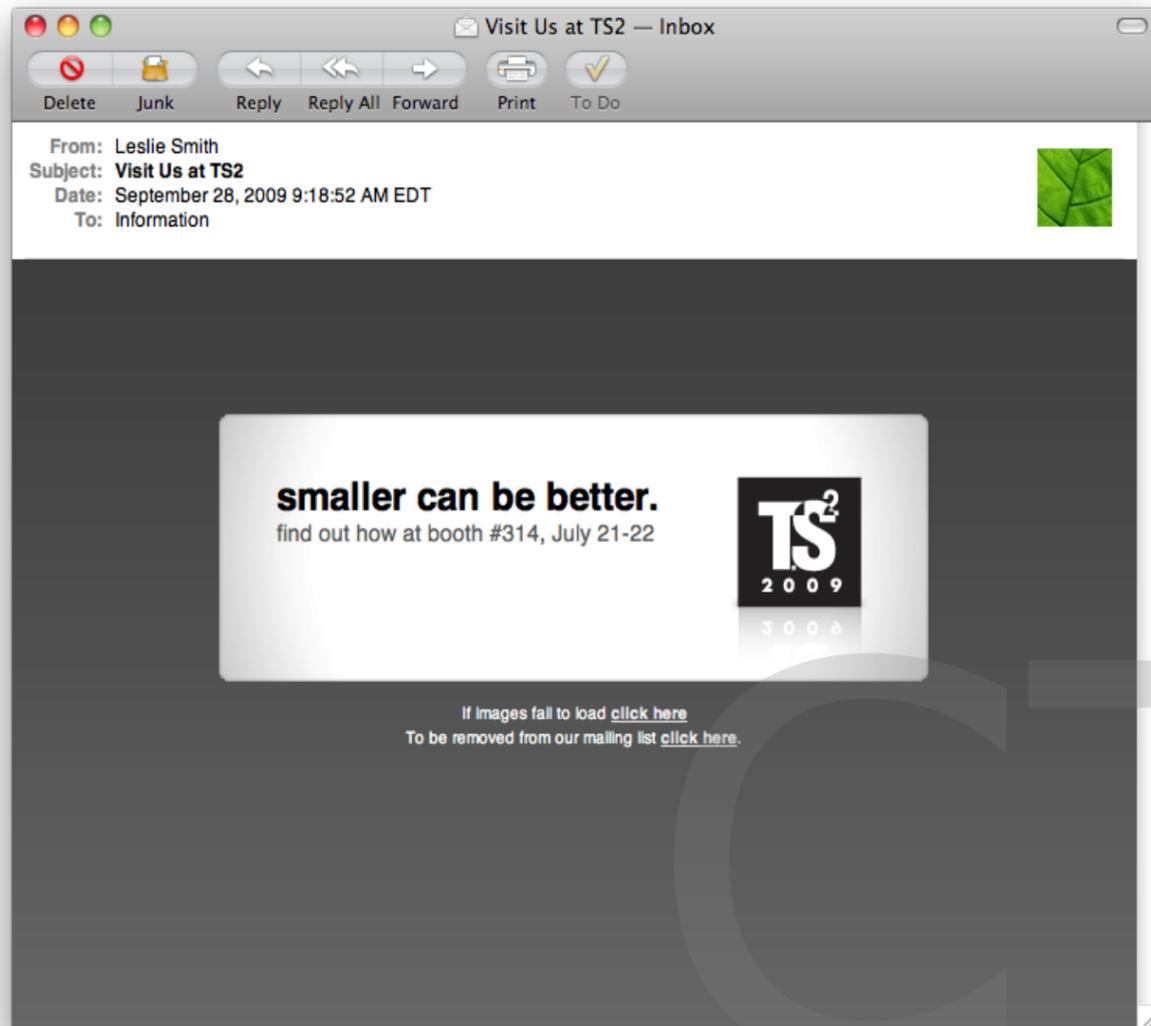
11. FIRST TIME AT TS²			
FIRST TIME AT TS²	TOTAL ATTENDEES	PERCENT OF TOTAL	PERCENT IDENTIFIED BY FIRST TIME AT TS²
Yes	715	53.8	58.1
No	515	38.8	41.9
Total Conference and Exhibit Only Attendees Identified by First Time at TS²	1,230	92.6	100.0
Total Conference and Exhibit Only Attendees Not Identified by First Time at TS²	99	7.4	-
<b>TOTAL CONFERENCE AND EXHIBIT ONLY ATTENDEES</b>	<b>1,329</b>	<b>100.0</b>	<b>100.0</b>



**12. AUDITED GEOGRAPHIC BREAKOUT OF CONFERENCE AND EXHIBIT ONLY ATTENDEES**

STATE	TOTAL	PERCENT	STATE	TOTAL	PERCENT
<b>NEW ENGLAND</b>	<b>38</b>	<b>2.8</b>	<b>EAST SO. CENTRAL</b>	<b>13</b>	<b>1.0</b>
Maine	1		Kentucky	3	
New Hampshire	5		Tennessee	4	
Vermont	-		Alabama	5	
Massachusetts	18		Mississippi	1	
Rhode Island	-		<b>WEST SO. CENTRAL</b>	<b>38</b>	<b>2.8</b>
Connecticut	14		Arkansas	2	
<b>MIDDLE ATLANTIC</b>	<b>59</b>	<b>4.4</b>	Louisiana	2	
New York	19		Oklahoma	3	
New Jersey	22		Texas	31	
Pennsylvania	18		<b>MOUNTAIN</b>	<b>28</b>	<b>2.1</b>
<b>EAST NO. CENTRAL</b>	<b>854</b>	<b>64.3</b>	Montana	-	
Ohio	34		Idaho	1	
Indiana	58		Wyoming	-	
Illinois	666		Colorado	7	
Michigan	31		New Mexico	-	
Wisconsin	65		Arizona	2	
<b>WEST NO. CENTRAL</b>	<b>70</b>	<b>5.3</b>	Utah	2	
Minnesota	37		Nevada	16	
Iowa	17		<b>PACIFIC</b>	<b>46</b>	<b>3.5</b>
Missouri	13		Alaska	-	
North Dakota	-		Washington	4	
South Dakota	-		Oregon	1	
Nebraska	2		California	41	
Kansas	1		Hawaii	-	
<b>SOUTH ATLANTIC</b>	<b>114</b>	<b>8.6</b>	<b>UNITED STATES</b>	<b>1,260</b>	<b>94.8</b>
Delaware	-		<b>INTERNATIONAL</b>	<b>47</b>	<b>3.5</b>
Maryland	18		Canada	17	
Washington, DC	8		Mexico	6	
Virginia	29		Other International	24	
West Virginia	2		<b>Not Identified</b>	<b>22</b>	<b>1.7</b>
North Carolina	8		<b>Total Conference &amp; Exhibit Attendees</b>	<b>1,329</b>	<b>100.0</b>
South Carolina	2				
Georgia	34				
Florida	13				







# How David Beats Goliath

*When underdogs break the rules.*

by Malcolm Gladwell

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When Vivek Ranadivé decided to coach his daughter Anjali's basketball team, he settled on two principles. The first was that he would never raise his voice. This was National Junior Basketball—the Little League of basketball. The team was made up mostly of twelve-year-olds, and twelve-year-olds, he knew from experience, did not respond well to shouting. He would conduct business on the basketball court, he decided, the same way he conducted business at his software firm. He would speak calmly and softly, and convince the girls of the wisdom of his approach with appeals to reason and common sense.



The second principle was more important. Ranadivé was puzzled by the way Americans played basketball. He is from Mumbai. He grew up with cricket and soccer. He would never forget the first time he saw a basketball game. He thought it was mindless. Team A would score and then immediately retreat to its own end of the court. Team B would inbound the ball and dribble it into Team A's end, where Team A was patiently waiting. Then the process would reverse itself. A basketball court was ninety-four feet long. But most of the time a team defended only about twenty-four feet of that, conceding the other seventy feet. Occasionally, teams would play a full-court press—that is, they would contest their opponent's attempt to advance the ball up the court. But they would do it for only a few minutes at a time. It was as if there were a kind of conspiracy in the basketball world about the way the game ought to be played, and Ranadivé thought that that conspiracy had the effect of widening the gap between good teams and weak teams. Good teams, after all, had players who were tall and could dribble and shoot well; they could crisply execute their carefully prepared plays in their opponent's end. Why, then, did weak teams play in a way that made it easy for good teams to do the very things that made them so good?

Ranadivé looked at his girls. Morgan and Julia were serious basketball players. But Nicky, Angela, Dani, Holly, Annika, and his own daughter, Anjali, had never played the game before. They weren't all that tall. They couldn't shoot. They weren't particularly adept at dribbling. They were not the sort who played pickup games at the playground every evening. Most of them were, as Ranadivé says, "little blond girls" from Menlo Park and Redwood City, the heart of Silicon Valley. These were the daughters of computer programmers and people with graduate degrees. They worked on science projects, and read books, and went on ski vacations with their parents, and dreamed about growing up to be marine biologists. Ranadivé knew that if they played the conventional way—if they let their opponents dribble the ball up the court without opposition—they would almost certainly lose to the girls for whom basketball was a passion. Ranadivé came to America as a seventeen-year-old, with fifty dollars in his pocket. He was not one to accept losing easily. His second principle, then, was that his team would play a real full-court press, every game, all the time. The

team ended up at the national championships. "It was really random," Anjali Ranadivé said. "I mean, my father had never played basketball before."

David's victory over Goliath, in the Biblical account, is held to be an anomaly. It was not. Davids win all the time. The political scientist Ivan Arreguín-Toft recently looked at every war fought in the past two hundred years between strong and weak combatants. The Goliaths, he found, won in 71.5 per cent of the cases. That is a remarkable fact. Arreguín-Toft was analyzing conflicts in which one side was at least ten times as powerful—in terms of armed might and population—as its opponent, and even in those lopsided contests the underdog won almost a third of the time.

In the Biblical story of David and Goliath, David initially put on a coat of mail and a brass helmet and girded himself with a sword: he prepared to wage a conventional battle of swords against Goliath. But then he stopped. "I cannot walk in these, for I am unused to it," he said (in Robert Alter's translation), and picked up those five smooth stones. What happened, Arreguín-Toft wondered, when the underdogs likewise acknowledged their weakness and chose an unconventional strategy? He went back and re-analyzed his data. In those cases, David's winning percentage went from 28.5 to 63.6. When underdogs choose not to play by Goliath's rules, they win, Arreguín-Toft concluded, "even when everything we think we know about power says they shouldn't."

Consider the way T. E. Lawrence (or, as he is better known, Lawrence of Arabia) led the revolt against the Ottoman Army occupying Arabia near the end of the First World War. The British were helping the Arabs in their uprising, and the initial focus was Medina, the city at the end of a long railroad that the Turks had built, running south from Damascus and down through the Hejaz desert. The Turks had amassed a large force in Medina, and the British leadership wanted Lawrence to gather the Arabs and destroy the Turkish garrison there, before the Turks could threaten the entire region.

But when Lawrence looked at his ragtag band of Bedouin fighters he realized that a direct attack on Medina would never succeed. And why did taking the city matter, anyway? The Turks sat in Medina "on the defensive, immobile." There were so many of them, consuming so much food and fuel and water, that they could hardly make a major move across the desert. Instead of attacking the Turks at their point of strength, Lawrence reasoned, he ought to attack them where they were weak—along the vast, largely unguarded length of railway line that was their connection to Damascus. Instead of focussing his attention on Medina, he should wage war over the broadest territory possible.

The Bedouins under Lawrence's command were not, in conventional terms, skilled troops. They were nomads. Sir Reginald Wingate, one of the British commanders in the region, called them "an untrained rabble, most of whom have never fired a rifle." But they were tough and they were mobile. The typical Bedouin soldier carried no more than a rifle, a hundred rounds of ammunition, forty-five pounds of flour, and a pint of drinking water, which meant that he could travel as much as a hundred and ten miles a day across the desert, even in summer. "Our cards were speed and time, not hitting power," Lawrence wrote. "Our largest available resources were the tribesmen, men quite unused to formal warfare, whose assets were movement, endurance, individual intelligence, knowledge of the country, courage." The eighteenth-century general Maurice de Saxe famously said that the art of war was about legs, not arms, and Lawrence's troops were all legs. In one typical stretch, in the spring of 1917, his men dynamited sixty rails and cut a telegraph line at Buair on March 24th, sabotaged a train and twenty-five rails at Abu al-Naam on March 25th, dynamited fifteen rails and cut a telegraph line at Istabl Antar on March 27th, raided a Turkish garrison and derailed a train on March 29th, returned to Buair and sabotaged the railway line again on March 31st, dynamited eleven rails at Hediah on April 3rd, raided the train line in the area of Wadi Dhajji on April 4th and 5th, and attacked twice on April 6th.

Lawrence's masterstroke was an assault on the port town of Aqaba. The Turks expected an attack from British ships patrolling the waters of the Gulf of Aqaba to the west. Lawrence decided to attack from the east instead, coming at the city from the unprotected desert, and to do that he led his men on an audacious, six-hundred-mile loop—up from the Hejaz, north into the Syrian desert, and then back down toward Aqaba. This was in summer, through some of the most inhospitable land in the Middle East, and Lawrence tacked on a side trip to the outskirts of Damascus, in order to mislead the Turks about his intentions. "This year the

valley seemed creeping with horned vipers and puff-adders, cobras and black snakes,” Lawrence writes in “The Seven Pillars of Wisdom” of one stage in the journey:

*We could not lightly draw water after dark, for there were snakes swimming in the pools or clustering in knots around their brinks. Twice puff-adders came twisting into the alert ring of our debating coffee-circle. Three of our men died of bites; four recovered after great fear and pain, and a swelling of the poisoned limb. Howbeit treatment was to bind up the part with snake-skin plaster and read chapters of the Koran to the sufferer until he died.*

When they finally arrived at Aqaba, Lawrence’s band of several hundred warriors killed or captured twelve hundred Turks, and lost only two men. The Turks simply did not think that their opponent would be mad enough to come at them from the desert. This was Lawrence’s great insight. David can beat Goliath by substituting effort for ability—and substituting effort for ability turns out to be a winning formula for underdogs in all walks of life, including little blond-haired girls on the basketball court.

Vivek Ranadivé is an elegant man, slender and fine-boned, with impeccable manners and a languorous walk. His father was a pilot who was jailed by Indira Gandhi, he says, because he wouldn’t stop challenging the safety of India’s planes. Ranadivé went to M.I.T., because he saw a documentary on the school and decided that it was perfect for him. This was in the nineteen-seventies, when going abroad for undergraduate study required the Indian government to authorize the release of foreign currency, and Ranadivé camped outside the office of the governor of the Reserve Bank of India until he got his way. The Ranadivés are relentless.

In 1985, Ranadivé founded a software company in Silicon Valley devoted to what in the computer world is known as “real time” processing. If a businessman waits until the end of the month to collect and count his receipts, he’s “batch processing.” There is a gap between the events in the company—sales—and his understanding of those events. Wall Street used to be the same way. The information on which a trader based his decisions was scattered across a number of databases. The trader would collect information from here and there, collate and analyze it, and then make a trade. What Ranadivé’s company, TIBCO, did was to consolidate those databases into one stream, so that the trader could collect all the data he wanted instantaneously. Batch processing was replaced by real-time processing. Today, TIBCO’s software powers most of the trading floors on Wall Street.

Ranadivé views this move from batch to real time as a sort of holy mission. The shift, to his mind, is one of kind, not just of degree. “We’ve been working with some airlines,” he said. “You know, when you get on a plane and your bag doesn’t, they actually know right away that it’s not there. But no one tells you, and a big part of that is that they don’t have all their information in one place. There are passenger systems that know where the passenger is. There are aircraft and maintenance systems that track where the plane is and what kind of shape it’s in. Then, there are baggage systems and ticketing systems—and they’re all separate. So you land, you wait at the baggage terminal, and it doesn’t show up.” Everything bad that happens in that scenario, Ranadivé maintains, happens because of the lag between the event (the luggage doesn’t make it onto the plane) and the response (the airline tells you that your luggage didn’t make the plane). The lag is why you’re angry. The lag is why you had to wait, fruitlessly, at baggage claim. The lag is why you vow never to fly that airline again. Put all the databases together, and there’s no lag. “What we can do is send you a text message the moment we know your bag didn’t make it,” Ranadivé said, “telling you we’ll ship it to your house.”

A few years ago, Ranadivé wrote a paper arguing that even the Federal Reserve ought to make its decisions in real time—not once every month or two. “Everything in the world is now real time,” he said. “So when a certain type of shoe isn’t selling at your corner shop, it’s not six months before the guy in China finds out. It’s almost instantaneous, thanks to my software. The world runs in real time, but government runs in batch. Every few months, it adjusts. Its mission is to keep the temperature comfortable in the economy, and, if you were to do things the government’s way in your house, then every few months you’d turn the heater either on or off, overheating or underheating your house.” Ranadivé argued that we ought to put the economic data that the Fed uses into a big stream, and write a computer program that sifts through those data, the moment they are collected, and make immediate, incremental adjustments to interest rates and the money supply. “It can all be automated,” he said. “Look, we’ve had only one soft landing since the Second World War. Basically, we’ve got it wrong every single time.”

You can imagine what someone like Alan Greenspan or Ben Bernanke might say about that idea. Such people are powerfully invested in the notion of the Fed as a Solomonic body: that pause of five or eight weeks between economic adjustments seems central to the process of deliberation. To Ranadivé, though, “deliberation” just prettifies the difficulties created by lag. The Fed has to deliberate because it’s several weeks behind, the same way the airline has to bow and scrape and apologize because it waited forty-five minutes to tell you something that it could have told you the instant you stepped off the plane.

Is it any wonder that Ranadivé looked at the way basketball was played and found it mindless? A professional basketball game was forty-eight minutes long, divided up into alternating possessions of roughly twenty seconds: back and forth, back and forth. But a good half of each twenty-second increment was typically taken up with preliminaries and formalities. The point guard dribbled the ball up the court. He stood above the top of the key, about twenty-four feet from the opposing team’s basket. He called out a play that the team had choreographed a hundred times in practice. It was only then that the defending team sprang into action, actively contesting each pass and shot. Actual basketball took up only half of that twenty-second interval, so that a game’s real length was not forty-eight minutes but something closer to twenty-four minutes—and that twenty-four minutes of activity took place within a narrowly circumscribed area. It was as formal and as convention-bound as an eighteenth-century quadrille. The supporters of that dance said that the defensive players had to run back to their own end, in order to compose themselves for the arrival of the other team. But the reason they had to compose themselves, surely, was that by retreating they allowed the offense to execute a play that it had practiced to perfection. Basketball was batch!

Insurgents, though, operate in real time. Lawrence hit the Turks, in that stretch in the spring of 1917, nearly every day, because he knew that the more he accelerated the pace of combat the more the war became a battle of endurance—and endurance battles favor the insurgent. “And it happened as the Philistine arose and was drawing near David that David hastened and ran out from the lines toward the Philistine,” the Bible says. “And he reached his hand into the pouch and took from there a stone and slung it and struck the Philistine in his forehead.” The second sentence—the slingshot part—is what made David famous. But the first sentence matters just as much. David broke the rhythm of the encounter. He speeded it up. “The sudden astonishment when David sprints forward must have frozen Goliath, making him a better target,” the poet and critic Robert Pinsky writes in “The Life of David.” Pinsky calls David a “point guard ready to flick the basketball here or there.” David pressed. That’s what Davids do when they want to beat Goliaths.

Ranadivé’s basketball team played in the National Junior Basketball seventh-and-eighth-grade division, representing Redwood City. The girls practiced at Paye’s Place, a gym in nearby San Carlos. Because Ranadivé had never played basketball, he recruited a series of experts to help him. The first was Roger Craig, the former all-pro running back for the San Francisco 49ers, who is also TIBCO’s director of business development. As a football player, Craig was legendary for the off-season hill workouts he put himself through. Most of his N.F.L. teammates are now hobbling around golf courses. He has run seven marathons. After Craig signed on, he recruited his daughter Rometra, who played Division I basketball at Duke and U.S.C. Rometra was the kind of person you assigned to guard your opponent’s best player in order to shut her down. The girls loved Rometra. “She has always been like my big sister,” Anjali Ranadivé said. “It was so awesome to have her along.”

Redwood City’s strategy was built around the two deadlines that all basketball teams must meet in order to advance the ball. The first is the inbounds pass. When one team scores, a player from the other team takes the ball out of bounds and has five seconds to pass it to a teammate on the court. If that deadline is missed, the ball goes to the other team. Usually, that’s not an issue, because teams don’t contest the inbounds pass. They run back to their own end. Redwood City did not. Each girl on the team closely shadowed her counterpart. When some teams play the press, the defender plays behind the offensive player she’s guarding, to impede her once she catches the ball. The Redwood City girls, by contrast, played in front of their opponents, to prevent them from catching the inbounds pass in the first place. And they didn’t guard the player throwing the ball in. Why bother? Ranadivé used that extra player as a floater, who could serve as a second defender against the other team’s best player. “Think about football,” Ranadivé said. “The quarterback can run with the ball. He has the whole field to throw to, and it’s still damned difficult to complete a pass.” Basketball was harder. A smaller court. A five-second deadline. A heavier, bigger ball. As often as not, the teams Redwood City was playing against simply couldn’t make the inbounds pass within the five-second limit. Or the

inbounding player, panicked by the thought that her five seconds were about to be up, would throw the ball away. Or her pass would be intercepted by one of the Redwood City players. Ranadivé's girls were maniacal.

The second deadline requires a team to advance the ball across mid-court, into its opponent's end, within ten seconds, and if Redwood City's opponents met the first deadline the girls would turn their attention to the second. They would descend on the girl who caught the inbounds pass and "trap" her. Anjali was the designated trapper. She'd sprint over and double-team the dribbler, stretching her long arms high and wide. Maybe she'd steal the ball. Maybe the other player would throw it away in a panic—or get bottled up and stalled, so that the ref would end up blowing the whistle. "When we first started out, no one knew how to play defense or anything," Anjali said. "So my dad said the whole game long, 'Your job is to guard someone and make sure they never get the ball on inbounds plays.' It's the best feeling in the world to steal the ball from someone. We would press and steal, and do that over and over again. It made people so nervous. There were teams that were a lot better than us, that had been playing a long time, and we would beat them."

The Redwood City players would jump ahead 4–0, 6–0, 8–0, 12–0. One time, they led 25–0. Because they typically got the ball underneath their opponent's basket, they rarely had to take low-percentage, long-range shots that required skill and practice. They shot layups. In one of the few games that Redwood City lost that year, only four of the team's players showed up. They pressed anyway. Why not? They lost by three points.

"What that defense did for us is that we could hide our weaknesses," Rometra Craig said. She helped out once Redwood City advanced to the regional championships. "We could hide the fact that we didn't have good outside shooters. We could hide the fact that we didn't have the tallest lineup, because as long as we played hard on defense we were getting steals and getting easy layups. I was honest with the girls. I told them, 'We're not the best basketball team out there.' But they understood their roles." A twelve-year-old girl would go to war for Rometra. "They were awesome," she said.

Lawrence attacked the Turks where they were weak—the railroad—and not where they were strong, Medina. Redwood City attacked the inbounds pass, the point in a game where a great team is as vulnerable as a weak one. Lawrence extended the battlefield over as large an area as possible. So did the girls of Redwood City. They defended all ninety-four feet. The full-court press is legs, not arms. It supplants ability with effort. It is basketball for those "quite unused to formal warfare, whose assets were movement, endurance, individual intelligence . . . courage."

"It's an exhausting strategy," Roger Craig said. He and Ranadivé were in a TIBCO conference room, reminiscing about their dream season. Ranadivé was at the whiteboard, diagramming the intricacies of the Redwood City press. Craig was sitting at the table.

"My girls had to be more fit than the others," Ranadivé said.

"He used to make them run," Craig said, nodding approvingly.

"We followed soccer strategy in practice," Ranadivé said. "I would make them run and run and run. I couldn't teach them skills in that short period of time, and so all we did was make sure they were fit and had some basic understanding of the game. That's why attitude plays such a big role in this, because you're going to get tired." He turned to Craig. "What was our cheer again?"

The two men thought for a moment, then shouted out happily, in unison, "One, two, three, ATTITUDE!"

That was it! The whole Redwood City philosophy was based on a willingness to try harder than anyone else.

"One time, some new girls joined the team," Ranadivé said, "and so in the first practice I had I was telling them, 'Look, this is what we're going to do,' and I showed them. I said, 'It's all about attitude.' And there was this one new girl on the team, and I was worried that she wouldn't get the whole attitude thing. Then we did the cheer and she said, 'No, no, it's not One, two three, ATTITUDE. It's One, two, three, attitude HAH'—at which point Ranadivé and Craig burst out laughing.

In January of 1971, the Fordham University Rams played a basketball game against the University of Massachusetts Redmen. The game was in Amherst, at the legendary arena known as the Cage, where the Redmen hadn't lost since December of 1969. Their record was 11–1. The Redmen's star was none other than

Julius Erving—Dr. J. The UMass team was very, very good. Fordham, by contrast, was a team of scrappy kids from the Bronx and Brooklyn. Their center had torn up his knee the first week of the season, which meant that their tallest player was six feet five. Their starting forward—and forwards are typically almost as tall as centers—was Charlie Yelverton, who was six feet two. But from the opening buzzer the Rams launched a full-court press, and never let up. "We jumped out to a thirteen-to-six lead, and it was a war the rest of the way," Digger Phelps, the Fordham coach at the time, recalls. "These were tough city kids. We played you ninety-four feet. We knew that sooner or later we were going to make you crack." Phelps sent in one indefatigable Irish or Italian kid from the Bronx after another to guard Erving, and, one by one, the indefatigable Irish and Italian kids fouled out. None of them were as good as Erving. It didn't matter. Fordham won, 87–79.

In the world of basketball, there is one story after another like this about legendary games where David used the full-court press to beat Goliath. Yet the puzzle of the press is that it has never become popular. People look at upsets like Fordham over UMass and call them flukes. Basketball sages point out that the press can be beaten by a well-coached team with adept ball handlers and astute passers—and that is true. Ranadivé readily admitted that all an opposing team had to do to beat Redwood City was press back: the girls were not good enough to handle their own medicine. Playing insurgent basketball did not guarantee victory. It was simply the best chance an underdog had of beating Goliath. If Fordham had played UMass the conventional way, it would have lost by thirty points. And yet somehow that lesson has escaped the basketball establishment.

What did Digger Phelps do, the season after his stunning upset of UMass? He never used the full-court press the same way again. The UMass coach, Jack Leaman, was humbled in his own gym by a bunch of street kids. Did he learn from his defeat and use the press himself the next time he had a team of underdogs? He did not.

The only person who seemed to have absorbed the lessons of that game was a skinny little guard on the UMass freshman team named Rick Pitino. He didn't play that day. He watched, and his eyes grew wide. Even now, thirty-eight years later, he can name, from memory, nearly every player on the Fordham team: Yelverton, Sullivan, Mainor, Charles, Zambetti. "They came in with the most unbelievable pressing team I'd ever seen," Pitino said. "Five guys between six feet five and six feet. It was unbelievable how they covered ground. I studied it. There is no way they should have beaten us. Nobody beat us at the Cage."

Pitino became the head coach at Boston University in 1978, when he was twenty-five years old, and used the press to take the school to its first N.C.A.A. tournament appearance in twenty-four years. At his next head-coaching stop, Providence College, Pitino took over a team that had gone 11–20 the year before. The players were short and almost entirely devoid of talent—a carbon copy of the Fordham Rams. They pressed, and ended up one game away from playing for the national championship. At the University of Kentucky, in the mid-nineteen-nineties, Pitino took his team to the Final Four three times—and won a national championship—with full-court pressure, and then rode the full-court press back to the Final Four in 2005, as the coach at the University of Louisville. This year, his Louisville team entered the N.C.A.A. tournament ranked No. 1 in the land. College coaches of Pitino's calibre typically have had numerous players who have gone on to be bona-fide all-stars at the professional level. In his many years of coaching, Pitino has had one, Antoine Walker. It doesn't matter. Every year, he racks up more and more victories.

"The greatest example of the press I've ever coached was my Kentucky team in '96, when we played L.S.U.," Pitino said. He was at the athletic building at the University of Louisville, in a small room filled with television screens, where he watches tapes of opponents' games. "Do we have that tape?" Pitino called out to an assistant. He pulled a chair up close to one of the monitors. The game began with Kentucky stealing the ball from L.S.U., deep in L.S.U.'s end. Immediately, the ball was passed to Antoine Walker, who cut to the basket for a layup. L.S.U. got the ball back. Kentucky stole it again. Another easy basket by Walker. "Walker had almost thirty points at halftime," Pitino said. "He dunked it almost every time. When we steal, he just runs to the basket." The Kentucky players were lightning quick and long-armed, and swarmed around the L.S.U. players, arms flailing. It was mayhem. Five minutes in, it was clear that L.S.U. was panicking.

Pitino trains his players to look for what he calls the "rush state" in their opponents—that moment when the player with the ball is shaken out of his tempo—and L.S.U. could not find a way to get out of the rush state. "See if you find one play that L.S.U. managed to run," Pitino said. You couldn't. The L.S.U. players

struggled to get the ball inbounds, and, if they did that, they struggled to get the ball over mid-court, and on those occasions when they managed both those things they were too overwhelmed and exhausted to execute their offense the way they had been trained to. “We had eighty- six points at halftime,” Pitino went on—eighty-six points being, of course, what college basketball teams typically score in an entire game. “And I think we’d forced twenty-three turnovers at halftime,” twenty-three turnovers being what college basketball teams might force in two games. “I love watching this,” Pitino said. He had a faraway look in his eyes. “Every day, you dream about getting a team like this again.” So why are there no more than a handful of college teams who use the full-court press the way Pitino does?

Arreguín-Toft found the same puzzling pattern. When an underdog fought like David, he usually won. But most of the time underdogs didn’t fight like David. Of the two hundred and two lopsided conflicts in Arreguín-Toft’s database, the underdog chose to go toe to toe with Goliath the conventional way a hundred and fifty-two times—and lost a hundred and nineteen times. In 1809, the Peruvians fought the Spanish straight up and lost; in 1816, the Georgians fought the Russians straight up and lost; in 1817, the Pindaris fought the British straight up and lost; in the Kandyan rebellion of 1817, the Sri Lankans fought the British straight up and lost; in 1823, the Burmese chose to fight the British straight up and lost. The list of failures was endless. In the nineteen-forties, the Communist insurgency in Vietnam bedevilled the French until, in 1951, the Viet Minh strategist Vo Nguyen Giap switched to conventional warfare—and promptly suffered a series of defeats. George Washington did the same in the American Revolution, abandoning the guerrilla tactics that had served the colonists so well in the conflict’s early stages. “As quickly as he could,” William Polk writes in “Violent Politics,” a history of unconventional warfare, Washington “devoted his energies to creating a British-type army, the Continental Line. As a result, he was defeated time after time and almost lost the war.”

It makes no sense, unless you think back to that Kentucky-L.S.U. game and to Lawrence’s long march across the desert to Aqaba. It is easier to dress soldiers in bright uniforms and have them march to the sound of a fife-and-drum corps than it is to have them ride six hundred miles through the desert on the back of a camel. It is easier to retreat and compose yourself after every score than swarm about, arms flailing. We tell ourselves that skill is the precious resource and effort is the commodity. It’s the other way around. Effort can trump ability—legs, in Saxe’s formulation, can overpower arms— because relentless effort is in fact something rarer than the ability to engage in some finely tuned act of motor coordination.

“I have so many coaches come in every year to learn the press,” Pitino said. Louisville was the Mecca for all those Davids trying to learn how to beat Goliaths. “Then they e-mail me. They tell me they can’t do it. They don’t know if they have the bench. They don’t know if the players can last.” Pitino shook his head. “We practice every day for two hours straight,” he went on. “The players are moving almost ninety-eight per cent of the practice. We spend very little time talking. When we make our corrections”—that is, when Pitino and his coaches stop play to give instruction—“they are seven- second corrections, so that our heart rate never rests. We are always working.” Seven seconds! The coaches who came to Louisville sat in the stands and watched that ceaseless activity and despaired. The prospect of playing by David’s rules was too daunting. They would rather lose.

In 1981, a computer scientist from Stanford University named Doug Lenat entered the Traveller Trillion Credit Squadron tournament, in San Mateo, California. It was a war game. The contestants had been given several volumes of rules, well beforehand, and had been asked to design their own fleet of warships with a mythical budget of a trillion dollars. The fleets then squared off against one another in the course of a weekend. “Imagine this enormous auditorium area with tables, and at each table people are paired off,” Lenat said. “The winners go on and advance. The losers get eliminated, and the field gets smaller and smaller, and the audience gets larger and larger.”

Lenat had developed an artificial-intelligence program that he called Eurisko, and he decided to feed his program the rules of the tournament. Lenat did not give Eurisko any advice or steer the program in any particular strategic direction. He was not a war-gamer. He simply let Eurisko figure things out for itself. For about a month, for ten hours every night on a hundred computers at Xerox PARC, in Palo Alto, Eurisko ground away at the problem, until it came out with an answer. Most teams fielded some version of a traditional naval fleet—an array of ships of various sizes, each well defended against enemy attack. Eurisko thought differently. “The program came up with a strategy of spending the trillion on an astronomical

number of small ships like P.T. boats, with powerful weapons but absolutely no defense and no mobility,” Lenat said. “They just sat there. Basically, if they were hit once they would sink. And what happened is that the enemy would take its shots, and every one of those shots would sink our ships. But it didn’t matter, because we had so many.” Lenat won the tournament in a runaway.

The next year, Lenat entered once more, only this time the rules had changed. Fleets could no longer just sit there. Now one of the criteria of success in battle was fleet “agility.” Eurisko went back to work. “What Eurisko did was say that if any of our ships got damaged it would sink itself—and that would raise fleet agility back up again,” Lenat said. Eurisko won again.

Eurisko was an underdog. The other gamers were people steeped in military strategy and history. They were the sort who could tell you how Wellington had outfoxed Napoleon at Waterloo, or what exactly happened at Antietam. They had been raised on Dungeons and Dragons. They were insiders. Eurisko, on the other hand, knew nothing but the rule book. It had no common sense. As Lenat points out, a human being understands the meaning of the sentences “Johnny robbed a bank. He is now serving twenty years in prison,” but Eurisko could not, because as a computer it was perfectly literal; it could not fill in the missing step—“Johnny was caught, tried, and convicted.” Eurisko was an outsider. But it was precisely that outsidership that led to Eurisko’s victory: not knowing the conventions of the game turned out to be an advantage.

“Eurisko was exposing the fact that any finite set of rules is going to be a very incomplete approximation of reality,” Lenat explained. “What the other entrants were doing was filling in the holes in the rules with real-world, realistic answers. But Eurisko didn’t have that kind of preconception, partly because it didn’t know enough about the world.” So it found solutions that were, as Lenat freely admits, “socially horrifying”: send a thousand defenseless and immobile ships into battle; sink your own ships the moment they get damaged.

This is the second half of the insurgent’s creed. Insurgents work harder than Goliath. But their other advantage is that they will do what is “socially horrifying”—they will challenge the conventions about how battles are supposed to be fought. All the things that distinguish the ideal basketball player are acts of skill and coordination. When the game becomes about effort over ability, it becomes unrecognizable—a shocking mixture of broken plays and flailing limbs and usually competent players panicking and throwing the ball out of bounds. You have to be outside the establishment—a foreigner new to the game or a skinny kid from New York at the end of the bench—to have the audacity to play it that way. George Washington couldn’t do it. His dream, before the war, was to be a British Army officer, finely turned out in a red coat and brass buttons. He found the guerrillas who had served the American Revolution so well to be “an exceeding dirty and nasty people.” He couldn’t fight the establishment, because he was the establishment.

T. E. Lawrence, by contrast, was the farthest thing from a proper British Army officer. He did not graduate with honors from Sandhurst. He was an archeologist by trade, a dreamy poet. He wore sandals and full Bedouin dress when he went to see his military superiors. He spoke Arabic like a native, and handled a camel as if he had been riding one all his life. And David, let’s not forget, was a shepherd. He came at Goliath with a slingshot and staff because those were the tools of his trade. He didn’t know that duels with Philistines were supposed to proceed formally, with the crossing of swords. “When the lion or the bear would come and carry off a sheep from the herd, I would go out after him and strike him down and rescue it from his clutches,” David explained to Saul. He brought a shepherd’s rules to the battlefield.

The price that the outsider pays for being so heedless of custom is, of course, the disapproval of the insider. Why did the Ivy League schools of the nineteen-twenties limit the admission of Jewish immigrants? Because they were the establishment and the Jews were the insurgents, scrambling and pressing and playing by immigrant rules that must have seemed to the WASP elite of the time to be socially horrifying. “Their accomplishment is well over a hundred per cent of their ability on account of their tremendous energy and ambition,” the dean of Columbia College said of the insurgents from Brooklyn, the Bronx, and the Lower East Side. He wasn’t being complimentary. Goliath does not simply dwarf David. He brings the full force of social convention against him; he has contempt for David.

“In the beginning, everyone laughed at our fleet,” Lenat said. “It was really embarrassing. People felt sorry for us. But somewhere around the third round they stopped laughing, and some time around the fourth round they started complaining to the judges. When we won again, some people got very angry, and the tournament directors basically said that it was not really in the spirit of the tournament to have these weird computer-

designed fleets winning. They said that if we entered again they would stop having the tournament. I decided the best thing to do was to graciously bow out.”

It isn’t surprising that the tournament directors found Eurisko’s strategies beyond the pale. It’s wrong to sink your own ships, they believed. And they were right. But let’s remember who made that rule: Goliath. And let’s remember why Goliath made that rule: when the world has to play on Goliath’s terms, Goliath wins.

The trouble for Redwood City started early in the regular season. The opposing coaches began to get angry. There was a sense that Redwood City wasn’t playing fair—that it wasn’t right to use the full-court press against twelve-year-old girls, who were just beginning to grasp the rudiments of the game. The point of basketball, the dissenting chorus said, was to learn basketball skills. Of course, you could as easily argue that in playing the press a twelve-year-old girl learned something much more valuable—that effort can trump ability and that conventions are made to be challenged. But the coaches on the other side of Redwood City’s lopsided scores were disinclined to be so philosophical.

“There was one guy who wanted to have a fight with me in the parking lot,” Ranadivé said. “He was this big guy. He obviously played football and basketball himself, and he saw that skinny, foreign guy beating him at his own game. He wanted to beat me up.”

Roger Craig says that he was sometimes startled by what he saw. “The other coaches would be screaming at their girls, humiliating them, shouting at them. They would say to the refs—‘That’s a foul! That’s a foul!’ But we weren’t fouling. We were just playing aggressive defense.”

“My girls were all blond-haired white girls,” Ranadivé said. “My daughter is the closest we have to a black girl, because she’s half-Indian. One time, we were playing this all-black team from East San Jose. They had been playing for years. These were born-with-a-basketball girls. We were just crushing them. We were up something like twenty to zero. We wouldn’t even let them inbound the ball, and the coach got so mad that he took a chair and threw it. He started screaming at his girls, and of course the more you scream at girls that age the more nervous they get.” Ranadivé shook his head: never, ever raise your voice. “Finally, the ref physically threw him out of the building. I was afraid. I think he couldn’t stand it because here were all these blond-haired girls who were clearly inferior players, and we were killing them.”

At the nationals, the Redwood City girls won their first two games. In the third round, their opponents were from somewhere deep in Orange County. Redwood City had to play them on their own court, and the opponents supplied their own referee as well. The game was at eight o’clock in the morning. The Redwood City players left their hotel at six, to beat the traffic. It was downhill from there. The referee did not believe in “One, two, three, attitude HAH.” He didn’t think that playing to deny the inbounds pass was basketball. He began calling one foul after another.

“They were touch fouls,” Craig said. Ticky-tacky stuff. The memory was painful.

“My girls didn’t understand,” Ranadivé said. “The ref called something like four times as many fouls on us as on the other team.”

“People were booing,” Craig said. “It was bad.”

“A two-to-one ratio is understandable, but a ratio of four to one?” Ranadivé shook his head.

“One girl fouled out.”

“We didn’t get blown out. There was still a chance to win. But . . .”

Ranadivé called the press off. He had to. The Redwood City players retreated to their own end, and passively watched as their opponents advanced down the court. They did not run. They paused and deliberated between each possession. They played basketball the way basketball is supposed to be played, and they lost—but not before making Goliath wonder whether he was a giant, after all.

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## EDPA MEMBERS COMPANIES WINNERS AT TS2 SHOW

Chicago — August 2009 — The TS2 show staged in late July in Chicago saw two EDPA member companies walking away with high honors.

The four-day conference and two-day expo, featuring exhibiting companies and 70 conference sessions, held strong in spite of the sagging economy. National Trade Productions, Inc., owners and operators of TS2 since 2004, announced that the event experienced only a 15% decrease in attendance from the 2008 event, which boasted its best attendance since the 2004 purchase of the show.

Awards were given for Best in Show, determined by a panel of judges considering company identity, exhibit environment, design, presentation, exhibit personnel effectiveness, and overall “wow” factor. The 2009 winners were:

Overall Best in Show: Deckel & Money Penny Exhibits  
Runner Up, Inline Booths: 3D Exhibits

Commenting on the selection of Deckel & Money Penny, Jane Lorimer, the head booth judge of the competition said of their entry: “They were selected because it all fit together — the booth design, the activity, and the messaging; and the staff made it all come together. They had great energy, passion and a love of what they were ‘selling.’”

Congratulations to Deckel & Money Penny and 3D for a job well done.

## FOR IMMEDIATE RELEASE

Chicago, IL – Deckel & Moneyppenny Exhibits, a Louisville-based designer and producer of trade show exhibits, was named Overall Best In Show out of 150 exhibitors at the annual TS2 (Total Solutions Marketing for the Exhibit and Event Professional) Expo held July 20 through July 23 at McCormick Place West in Chicago, IL. The award was determined by a panel of industry judges considering company identity, exhibit environment, design, presentation, exhibit personnel effectiveness, and overall “wow” factor.

Created around the message “Smaller can be better,” the D&M exhibit was lauded for addressing marketers concerns for the current economic situation in a positive, creative, and comprehensive manner. “Utilizing the smallest space available at the show, the D&M team created a unique environment that was geared to connect to all five senses,” said Steve Deckel, design director at Deckel & Moneyppenny Exhibits.

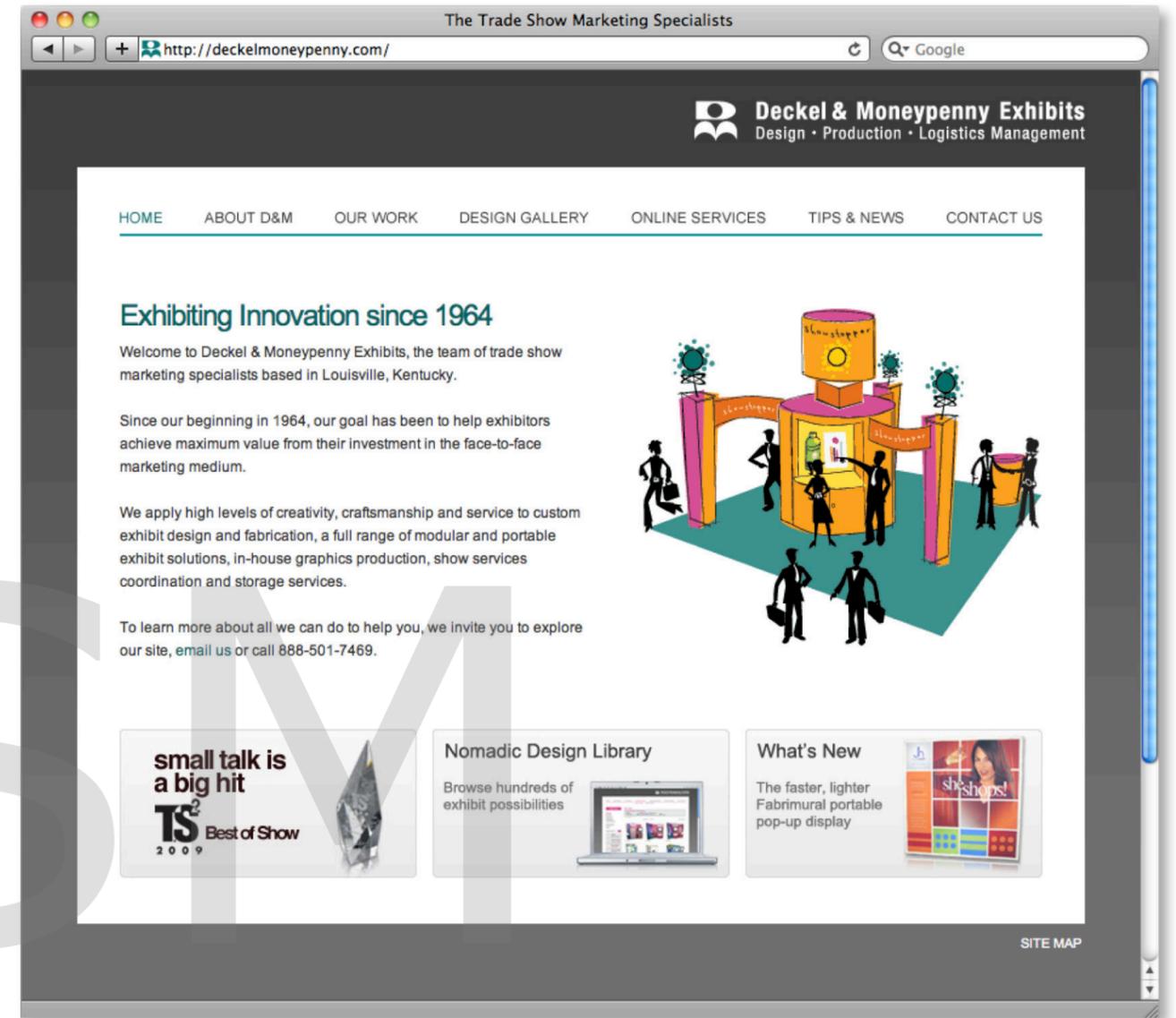
“In the past year we have documented, that while year-over-year attendance at most trade shows is down, those who choose to attend are generally better qualified, and a more engaged audience. We think this trend will continue, and that can be a good thing,” Deckel continued.

“We wanted to demonstrate that even with smaller exhibits and smaller budgets, companies can still be creative and get their message out.” To demonstrate the point, D&M asked TS2 attendees to compare their trade show marketing program to a piece of plastic. The plastic was a Shrinky Dink, the shrinkable plastic used in arts and crafts, which the visitor was then encouraged to draw on. “We told them that even though their artwork was going to get smaller, since we worked on it together, they would like the result,” Deckel said.

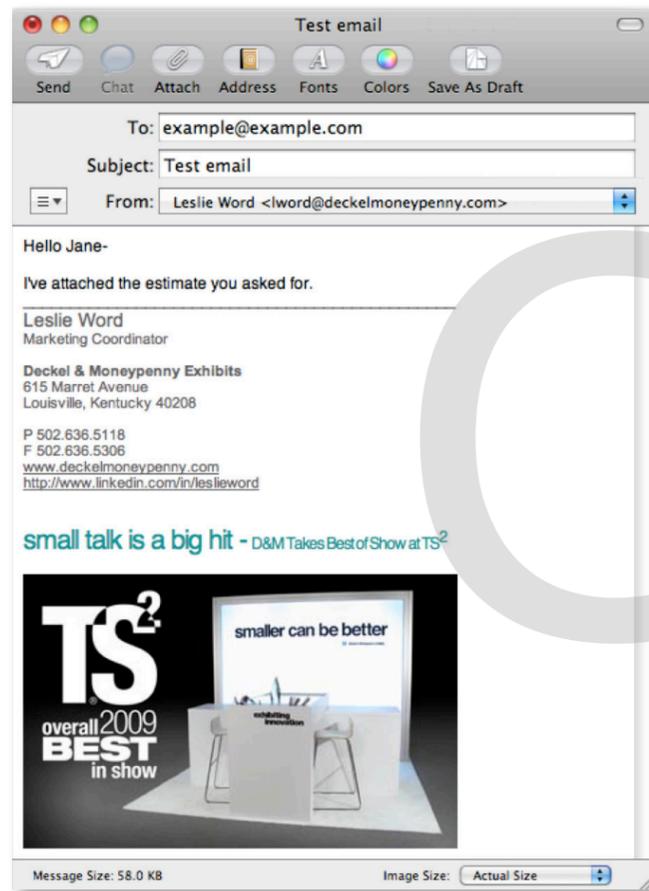
To further the point that “Smaller can be better” booth staff showed attendees how choosing D&M as their trade show marketing partner could help them stretch their beleaguered budgets. Compared with larger exhibit companies and those in cities like Chicago or New York, D&M offers substantial savings in labor and storage rates, and their central location in Kentucky can mean big savings when shipping to shows all over the country.

The synergy of the exhibit design, a timely message, the friendly presentation, and an engaging and relevant activity impressed the TS2 judges and positioned Deckel & Moneyppenny as an exhibit house that understands the needs of exhibitors and how to turn their challenges into opportunities.

Deckel & Moneyppenny Exhibits has over 45 years experience in trade show marketing. We advocate a team approach to program management that integrates the expertise of the account manager, customer service representative, exhibit designer and project manager to provide our clients with the greatest return on their trade show investment. We design and produce portable, modular and custom display solutions for purchase or rental. Many of our clients have been with us for years, some for more than a quarter century, attesting to our reliability, professionalism and attention to detail.







## TS²

McCormick Place  
July 21-22, 2009

Attendees: Steve D., Tom (day 1) and Lynda (day 2)

The TS2 show was an overall success. As predicted, traffic was slower than usual, and the show seems to be in decline, especially when compared to Exhibitor Show. However, our message was well received, and we exceeded our goal for in-booth interactions. We identified several leads that could be good prospects, but only a few have immediate needs, as many are under budget constraints.

The chart below details each of our promotion activities, the goals we set before the show, and the actual results. Current POs show that we are on track to come in under budget. A final budget report will be issued once all field service charges are received.

Promotion Activities	Goal	Results
Email blast - drive traffic to booth, sent to list of likely attendees from current databases	40% open rate	560 emails sent, 128 bounce-back (22%), 207 opens (37%)
Email signature - designed to raise awareness among current customers and prospects that D&M will be participating at TS²	Use by all D&M employees with direct communication to customers and prospects	Use by all AEs and Account Coordinators
Newsbar promo - center link at the bottom of the homepage promos participation in TS²	10% click-through rate	4%
In-booth Shrinky Dink Activity	50 booth activity participants, average engagement of 5 minutes	81 participated in booth activity, average engagement of 10 minutes
Thank you notes - handwritten notes to each lead post show	Booth staff who scanned in the lead to complete the note	All were completed and mailed within one week of the end of each show
AE phone call follow ups	Qualify five B-level prospects and one A-level, continue process to be included on two RFPs	Identified three B-level prospects with upcoming needs, one to issue RFP soon



The biggest success of the show was being named the Best of Show by the judges. They specifically cited our creative messaging, and the cohesiveness of the activity with the concept. The exhibit was so successful, it could have additional value beyond the show floor. By leveraging the Best of Show win for additional press coverage, we can extend our brand exposure as well as improve our website page rank and organic search placement. The chart below details next steps to capitalize on this opportunity.

Promotion Activities	Goal
Website promo (Best of Show award)	20% click-through rate to detail on Best of Show Award
Newsletter promo (Best of Show award)	30% open rate on e-newsletter and 5% click-through rate on site
Press release (Best of Show award)	Two articles in local publications and two articles in national trade publications
Award entries	Enter the TS <sup>2</sup> booth for the following awards: Louies, Eddie Award, Sizzle, Exhibit Design Award

TS2 2009 Exhibit	Budgeted	Cost	Variance
<b>Production Materials</b>	<b>\$2,500.00</b>	<b>\$2,135.08</b>	<b>\$364.92</b>
Laminate, wood, hardware, etc.		\$954.85	
Acrylic pencil holder		\$25.00	
SEG Graphic		\$670.96	
Padding & carpet bagger		\$380.00	
Dimensional letters		\$104.27	
<b>Miscellaneous</b>	<b>\$500.00</b>	<b>\$454.35</b>	<b>\$45.65</b>
IKEA stools		\$199.96	
Digital frames & toaster oven		\$127.19	
Staff Apparel		\$127.20	
<b>Activity Supplies</b>	<b>\$500.00</b>	<b>\$523.42</b>	<b>-\$23.42</b>
Shrinky Dinks		\$139.82	
Art Supplies		\$60.65	
Boxes & split rings		\$150.36	
Stickers		\$99.10	
Business cards		\$73.49	
<b>Show Services</b>	<b>\$6,500.00</b>	<b>\$6,057.73</b>	<b>\$442.27</b>
Vacuuming		\$93.00	
Drayage		\$1,632.15	
Electrical		\$723.00	
Freight		\$1,507.58	
I&D		\$2,102.00	
<b>TOTALS</b>	<b>\$10,000.00</b>	<b>\$9,170.58</b>	<b>\$829.42</b>

# HCEA

Morial Convention Center

June 26-29, 2010

Attendees: Steve D. & Leslie

As predicted, the traffic at the show was slow, but the networking events were well attended. The chart below shows the results from all promotion and engagement activities. We received far fewer visitors than the TS2 show, and those we did speak to were predominantly non-profits, government organizations, or those with either no budget or no immediate need.

Due to increasing demands of from the Chevron account, it may be advisable to have different Account Executives pursue a specialty in this area. Due to the complicated nature of unique regulations for this industry, and the emphasis on long-term relationships with vendors, it will take considerable effort to develop a full understanding of the needs of this industry and several years participation at this show to develop a network of contacts.

No further show participation for this exhibit is currently planned. A portable version of the exhibit should be produced to be used at local shows to promote the concept and the recent awards won by D&M. The custom exhibit should be set up in the showroom (replace current center tower) so visitors can make their own Shrinky Dinks and re-create the show experience. We could possibly host an open house to further leverage the new addition to the showroom.

Promotion Activities	Goal	Results
Newsbar - center link on homepage promos participation in HCEA	5%	3%
Pre-show mailer (select attendees)	15% hit rate to website from QR code, 30% mention during in-booth visit	150 sent, 0 hits to QR link (0%), 12 visitors brought their mailer to the booth, and an additional 6 remembered receiving the card (12%)
Room drop (select attendees)	40% of recipients stop by the booth	No visitors to the booth remembered receiving the room drop, we suspect the hotel did not deliver them
Networking events and classes	Leslie & Steve to attend all networking events and full class schedule	Classes completed by Leslie Word and Steve Deckel who also attended all networking events except for breakfast on the last day due to illness
In-booth Shrinky Dink Activity	50 booth activity participants, average engagement of 7 minutes	29 participated in booth activity, average engagement of 8 minutes
Thank you notes	Handwritten notes to each lead	All were completed and mailed within one week of the end of each show



HCEA 2010 Exhibit	Budgeted	Cost	Variance
<b>Production/Prep Materials</b>	\$300.00	\$117.29	\$182.71
Carpet cleaning		\$59.00	
Webcam		\$58.29	
Monitor (used existing)		\$0.00	
<b>Miscellaneous</b>	\$100.00	\$97.94	\$2.06
Oven Mitt		\$16.94	
Staff Apparel		\$81.00	
<b>Activity Supplies</b>	\$100.00	\$162.58	-\$62.58
Shrinky Dinks & Supplies		\$89.09	
Business Cards		\$73.49	
<b>Promotion</b>	\$1,000.00	\$1,123.65	-\$123.65
HCEA pre-reg list		\$175.00	
Postcards & Room Drop Cards		\$234.00	
Stamps		\$70.40	
Room Drop Authorization		\$300.00	
Room Drop Fees		\$276.00	
Thank You Cards		\$68.25	
<b>Show Services</b>	\$6,500.00	\$6,057.73	\$442.27
Vacuuming		\$93.00	
Drayage		\$1,632.15	
Electrical		\$723.00	
Freight		\$1,507.58	
I&D		\$2,102.00	
	<b>\$8,000.00</b>	<b>\$7,396.61</b>	<b>\$440.81</b>

LESLIE WORD • MARKETING COORDINATOR • DECKEL & MONEYPENNY EXHIBITS

# CTSM CANDIDATE PORTFOLIO

# CTSM