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**How can the FIBO develop their current products in order to increase the retention rate of visitors?**

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*An empirical study for the FIBO trade show*



Saxion University of Applied Sciences, Deventer  
Hospitality Business School

Bachelor Thesis in Arts within the study  
'Tourism Management International Programme'

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**How can the FIBO develop their current products in order to increase the retention rate of visitors?**

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**First examiner:** Peter Steenhuis  
**Submission date:** 29th March 2021

## Declaration of own work

I hereby declare that:

- I am fully informed about the Professional Product PF criteria;
- all the work I have conducted to fulfill these criteria is entirely my own;
- I have not been assisted by any other person, except the coaching offered within HBS guidelines.

Name: Kim Stockhecke  
Date: 29.03.2021

Signature:



## Preface

The following Young Professional Portfolio is written for the client Reed Exhibitions / FIBO and the final project for Saxion University of Applied Sciences, Hospitality Business School (HBS), in Deventer. This final paper has been conducted as a Thesis for the Bachelor of Arts (BA) in Tourism Management. All of the work was set up according to the APA referencing and the HBS guidelines.

The project aimed to solve the management problem of the decreasing retention rate of FIBO visitors with the best possible development.

This assignment with the chosen topic is suitable for an HBS student. It considers several aspects of the Tourism Management course, such as marketing, communication, and event organisation.

This assignment is about increasing the retention rate of visitors of FIBO through a product concept.

In order to achieve the best possible result, the young professional must take the following factors into account:

- Position of the FIBO
- Marketing activities
- Competitors
- Visitor's feedback
- Trends & Developments
- Stakeholders
- Finance

I would like to thank Mr. Michael Freter, Managing Director of Reed Exhibitions Deutschland GmbH, for giving me the opportunity to write my Bachelor thesis at FIBO. He supported me throughout the entire process of my Bachelor thesis. Furthermore, I would like to thank Silke Frank, Event Director FIBO, for the opportunity to distribute my survey via the FIBO Instagram channel. I would also like to thank Simon Bens, Marketing Communications Manager FIBO, who supported me with all questions regarding FIBO. I would also like to thank and acknowledge my Saxion Supervisor Peter Steenhuis. He was always available, supportive and helpful. I would also like to thank my peer students. They were not only supportive during our weekly meetings through their feedback but were also present for any other questions and concerns. Finally, thanks go to me to have the courage and will to write a Bachelor thesis.

Hürth, 29<sup>th</sup> March 2021  
Kim Stockhecke

## Summary

This young professional project is about providing a suitable solution to the following management problem:

- **How can the FIBO develop their current products in order to increase the retention rate of visitors?**

The first part is the professional product presentation, which is the solution to the management problem.

The second part is the substantiation describing how the young professional came to the professional product.

First, the management issue and the relevant trends & developments, including the current position of FIBO, are presented. Afterwards, the ISO standard criteria' evaluation of the professional product shows why the professional product is suitable for solving the management problem.

Furthermore, desk and field research methods are described to acquire the knowledge needed to develop a professional product. By formulating the following research questions and their sub-questions, the young professional could create a survey for the visitors of FIBO, and the results brought the desired answers to these questions:

- **CRQ1: To what extent are visitor motives and satisfaction level to attend a trade fair assigned by the FIBO?**
- **CRQ2: What factors influence the visitors' experience around a trade fair visit?**

By analysing the survey's answers and the trends & developments, it became clear which professional product is suitable to solve the management problem.

The young professional assessed the quality of the research results in terms of reliability, internal and external validity and objectivity. Besides, it is explained which knowledge was less relevant and which could have been acquired more readily.

Next, the young professional explained the relevant stakeholders' roles and their interests and responsibilities and how she can avoid possible resistance.

Finally, the young professional presented a cost breakdown of the professional product in order to give the client an idea of the costs involved.

## Table of contents

<b>Preface</b> .....	<b>4</b>
<b>Summary</b> .....	<b>5</b>
<b>1. Professional Product</b> .....	<b>8</b>
1.1 Introduction.....	8
1.2 Objective: .....	8
1.3 Target group: .....	8
1.4 Description of the digital paperpurchase: .....	8
<b>1. Substantiation</b> .....	<b>19</b>
1.1 Introduction.....	19
<b>2. Management question of the client &amp; trends &amp; developments</b> .....	<b>19</b>
2.1 Management question.....	19
2.2 Trends & Developments .....	20
2.2.1 Level of analysis.....	20
2.2.2 Swot Analysis.....	21
2.2.3 Competitor Analysis: .....	22
<b>3. Solution Strategies</b> .....	<b>23</b>
<b>4. Use of knowledge</b> .....	<b>25</b>
4.1 Required knowledge .....	25
4.2 Knowledge collection.....	28
4.3 Findings.....	29
4.4 Use of results.....	31
4.5 Discussion .....	32
4.5.1 Quality of criteria .....	32
<b>5. Stakeholders</b> .....	<b>33</b>
<b>6. Finance</b> .....	<b>34</b>
<b>Afterword</b> .....	<b>36</b>
<b>Bibliography</b> .....	<b>37</b>
<b>Appendix 1 Operationalisation Retention</b> .....	<b>44</b>
<b>Appendix 2 Operationalisation Motives</b> .....	<b>45</b>
<b>Appendix 3 Operationalisation Experience</b> .....	<b>46</b>
<b>Appendix 4 Operationalisation Communication</b> .....	<b>47</b>
<b>Appendix 5 First time visitors</b> .....	<b>48</b>
<b>Appendix 6 SWOT Analysis</b> .....	<b>48</b>
<b>Appendix 7 Competitor Analysis</b> .....	<b>49</b>
<b>Appendix 8 Quality criteria of digital paperpurchase</b> .....	<b>51</b>
<b>Appendix 9: FIBO Halls &amp; Themes</b> .....	<b>53</b>
<b>Appendix 10 Join-in programme</b> .....	<b>53</b>
<b>Appendix 11 Motives to visit a trade fair</b> .....	<b>54</b>
<b>Appendix 12: Motives assigned by the FIBO</b> .....	<b>55</b>
<b>Appendix 13 Factors that influence a trade fair visit</b> .....	<b>56</b>

<b>Appendix 14 Factors that influence a trade fair visit assigned by the FIBO.....</b>	<b>57</b>
<b>Appendix 15 Using senses .....</b>	<b>58</b>
<b>Appendix 16 Using more senses .....</b>	<b>59</b>
<b>Appendix 17 Customer care .....</b>	<b>60</b>
<b>Appendix 18 Communication .....</b>	<b>61</b>
<b>Appendix 19 AAOOCC criteria .....</b>	<b>62</b>
<b>Appendix 20: Explanation Stakeholder Analysis .....</b>	<b>63</b>
<b>Appendix 21 Retention rate visitors 2016-2018 .....</b>	<b>64</b>

## 1. Professional Product

### 1.1 Introduction

The following shows the product concept for the FIBO created by the young professional. Although the FIBO show is the Leading International Trade Show for Fitness, Wellness and Health with a wide range of offers, there is still a decrease in visitor retention. Therefore, the young professional conducted a survey with private visitors and combined the results with the information from the field research, especially the trends & developments, and concluded that a digital paperchase is the best possible solution for solving the management problem.

### 1.2 Objective:

The digital paperchase's objective is to make the visitors curious and motivate them to participate in the game, where they can meet exhibitors, use all of their senses, and win attractive prizes, which are an incentive to visit again.

### 1.3 Target group:

<b>The defined target group:</b> <ul style="list-style-type: none"><li>➤ female and male</li><li>➤ between 25 and 31</li><li>➤ from Germany</li><li>➤ visits Saturday and Sunday</li></ul>	<b>Primary interests:</b> <ul style="list-style-type: none"><li>➤ Sports Nutrition</li><li>➤ Fashion</li><li>➤ Power</li><li>➤ Wellness &amp; Beauty</li><li>➤ Cardio &amp; Strength</li><li>➤ Functional Training</li><li>➤ Physio</li></ul>
<b>Wishes for more offers in:</b> <ul style="list-style-type: none"><li>➤ Wellness &amp; Beauty</li><li>➤ Fashion</li><li>➤ Cardio &amp; Strength</li><li>➤ Power</li><li>➤ Sports Nutrition</li></ul>	<b>Targets:</b> <ul style="list-style-type: none"><li>➤ find new products</li><li>➤ extend their knowledge</li><li>➤ be up to date</li><li>➤ buy products</li><li>➤ experience leisure activities</li><li>➤ use more of their senses</li><li>➤ meet exhibitors and influencers</li><li>➤ more comfort</li><li>➤ better routing</li></ul>

### 1.4 Description of the digital paperchase:

Usually, a paperchase takes place offline, where groups or individuals have to follow clues to get a reward at the finish (Böhm, 2019). In order to be sustainable and go with the trend of digitisation, the paperchase for the FIBO will take place digitally. The digital paperchase will combine all of the wishes mentioned above, primary interests, and target group targets.

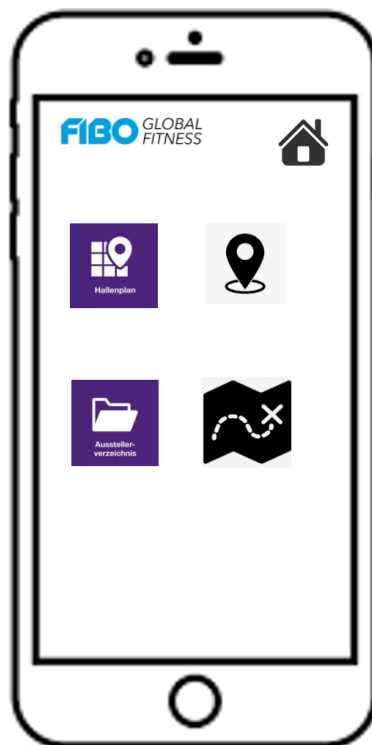


The digital paperchase elements were determined by the young professional herself, as there is no uniform regulation, and it will be adapted to the FIBO. For this case, the digital paperchase includes:

- App
- Instruction
- Hall plans
- Routes and rest areas
- Questions/tasks
- QR codes
- Exhibitor booths
- Usage of senses
- Prizes

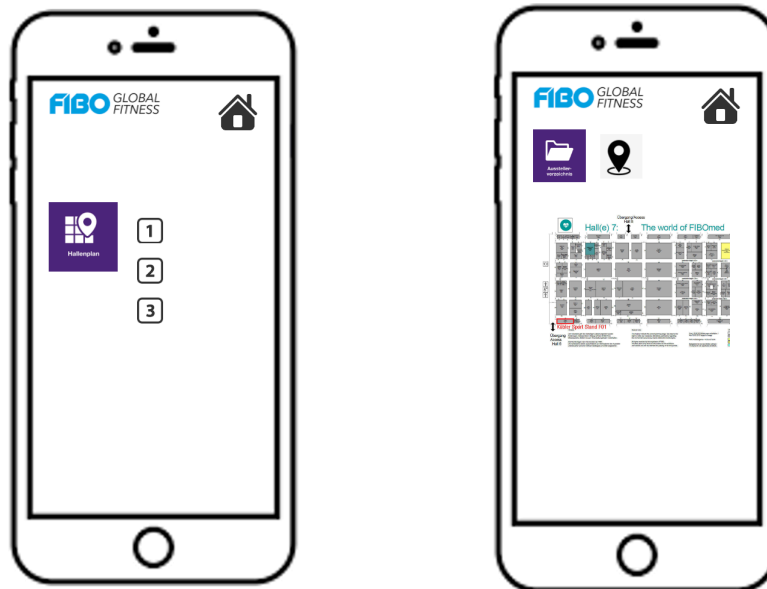
The digital paperchase will be available via an app, which can be downloaded on the visitors' mobile phones.

Since the FIBO does not have an app, the first step is to create that app in order to use it for the digital paperchase. This is done by an app developer, who will get the information on what needs to be included. The App-developer must create a homepage with the following elements: Exhibitor list, hall plan, GPS route, and the digital paperchase.



The homepage must also offer a direct possibility to get a GPS route from hall to hall, including rest areas. The app can be used by all visitors and not only by the participants of the digital paperchase. Nevertheless, only participants of the digital paperchase can collect points.

If visitors click on the hall plan, a drop-down menu appears to select the different halls and then the individual hall plan opens. The advantage of the hall plans' visualisation is that fewer hall plans have to be printed and disposed of later. Also, a digital hall plan in the app is more precise than a printed hall plan. Also, there is no need to keep the hall plan apart and fold it up all the time.



Furthermore, it should be possible to display the respective hall exhibitor list with the stand number while the hall plan is open. Moreover, visitors can be guided directly to this hall via a GPS route, so there must be the option to be directed straight to this hall with one click.

Back on the homepage, there will be an option to select the exhibitor list. Visitors can always reach the homepage by clicking on the icon at the top of the app. The exhibitor list will initially appear from A-Z with the respective halls and stand numbers but can be sorted by hall or changed using a search field with the individual exhibitor's entry. It is also possible to be guided directly to the exhibitor's respective hall via a GPS route.

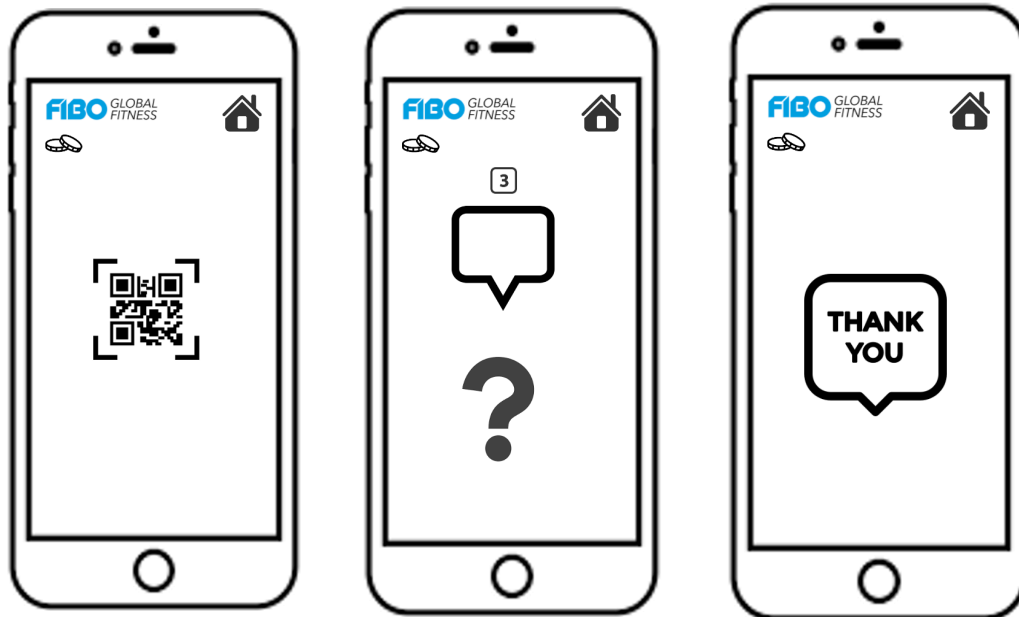


Last but most important is the option to participate in the digital paperchase. This first includes the data collection statement and a visitor consent form, without which participation is impossible. The data will not be passed on to third parties and will be deleted after the end of the digital paperchase and the winners' drawing. After that, a contact form in case of a win and instructions on how the digital paperchase works. The instructions also list all the prizes that participants can win if the FIBO will draw them. The information that points collected can be redeemed for discounts on the next FIBO ticket, exhibitor products or a goodie bag after at least five completed tasks is also shown. Furthermore, the visitors will get informed that the collected points can be redeemed by clicking on the points account.



For the digital paperchase, the app developer must integrate a QR code scanner. The QR code scanner is not available on the homepage but only during the digital paperchase. The QR code scanner must scan the previously created codes, which contain the tasks of the respective exhibitors, and display them on the screen, including a text field for answering the question. As visitors only have five opportunities to give the correct answer for each task, an information message must appear with the remaining attempts.

If the visitors have not entered a correct solution after five attempts, the digital paperchase will be closed, and thanks will be given for participating. Since visitors can collect points for each task they solve, a points account must appear in the top corner.



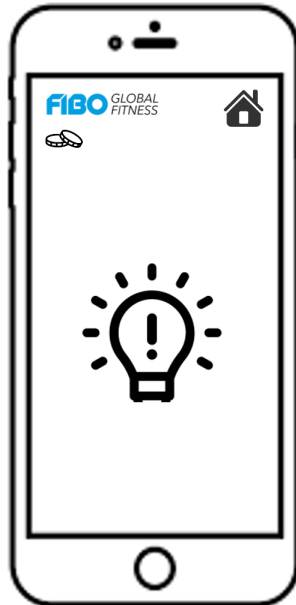
For each solved task, visitors will receive points. The number of points collected at each station depends on whether the participants solved the tasks correctly the first time or several attempts were necessary. 30 points are awarded if the task is solved directly, five points less for each additional attempt.

Participants must scan the first code to start the digital paperchase from the entrance ticket. This information will, of course, be communicated beforehand via the social media channels, the FIBO website, the newsletter and the ticket shop.

The app developer must ensure that this code can only be used once per digital paperchase and not more than once. The digital paperchase starts with the first question that has to be answered to find out which exhibitor they have to go to in order to continue.



After each task solved, a hint to the next station must appear. Visitors should solve the tasks without stress and not rush through the trade fair as there is no time limit in which the digital paperchase has to be completed.



In the Wellness & Beauty area, participants will use the senses of hearing and feeling.



Whereas the feeling and seeing senses are used in the Fashion area as well as in the Cardio & Strength area.



The senses of smell and taste are used in the Sports Nutrition area.



The Power area includes the hearing and seeing sense.



All participating exhibitors integrate their products by using the senses during the digital paperchase. In order to find exhibitors, the Sales Manager will contact the exhibitors by phone or email and tell them about the idea and its implementation. FIBO will enter into cooperation with exhibitors who wish to participate in the digital paper chase. The digital paperchase will include ten exhibitors.

After completing the digital paperchase, the message of congratulations and the information that the visitor has entered the lottery pot to win one of the main prizes appears.



The **main prize** will be a VIP Pass for two persons. With the VIP Pass, the winners can use all fast lanes at the FIBO in order to save time, standing in the first row at shows, get exclusive discounts on products, and are allowed to enter the FIBO half an hour earlier.

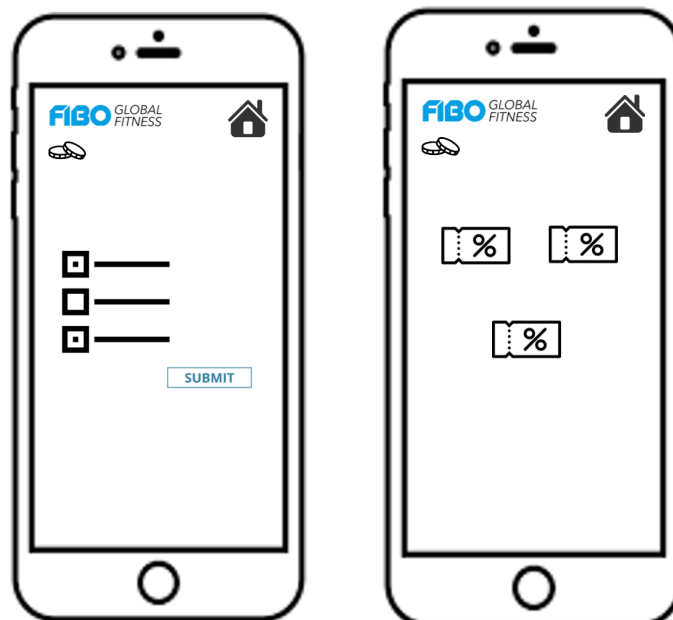
The **second prize** will be a “meet&greet with your favourite influencer”, which includes a free ticket for the FIBO and, as the name already says, a meet&greet with the influencer of the visitor’s choice.

The **third prize** will be a “win a personal training with your favourite influencer”. The training with the influencer is accompanied by a camera and published on the FIBO website. This shows the target group what they could win if they revisit the FIBO and participate in the digital paperchase.

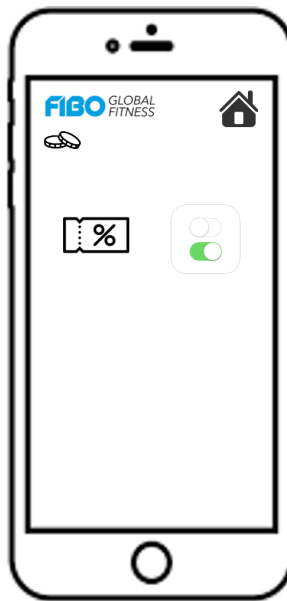
The **last prize** will be free tickets for the next FIBO on Saturday or Sunday. The FIBO team decides how many free tickets are raffled off.

All prizes will be a huge motivation to participate. Furthermore, each participant who finishes the digital paperpurchase will receive a 10% discount on their next FIBO ticket which participants can redeem within two weeks after the ticket shop opens.

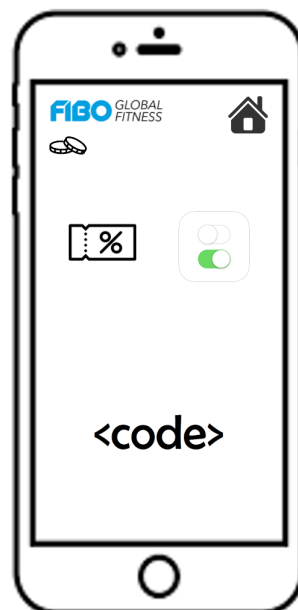
In order to redeem the points collected, participants must have completed at least five tasks. Visitors can choose what the points are redeemed for by clicking on the points account. A new page appears with the points collected and what participants can redeem the points for. A multiple-choice selection must appear with the points to be "paid" in each case. For each choice, the points are already deducted from the collected points. So that the visitor can see how many he still has left. By clicking on submit, the points are redeemed, and the coupons appear in the app. The unredeemed points expire.



Participants can redeem the collected points for either a 5% discount on the next FIBO tickets, a goodie bag, or a 5-10% discount on the exhibitors' products. The amount of the discount and the number of exhibitors at which the discount can be redeemed depends on the number of points collected. Participants can only redeem the coupons for the goodie bag at the trade fair itself. The exhibitor discounts can be redeemed either on-site or later via the online shop. The exhibitor must invalidate the coupon after it has been redeemed on site. To do this, the app developer must insert the function to deactivate the coupon by swiping it from left to right. The same applies to the goodie bag coupon.



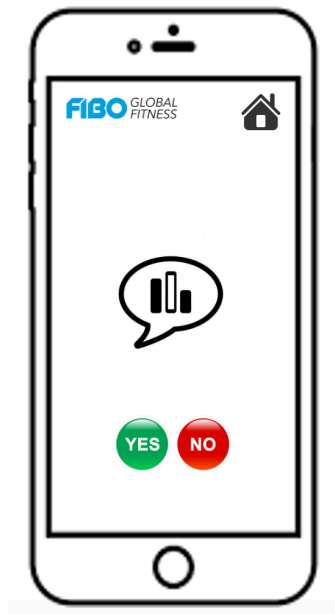
Participants can only redeem the discount code on the FIBO tickets after the trade fair and only two weeks after the ticket shop opening. Here, the discount code will only appear in the app once the coupon has been deactivated in order to prevent the discount code from being passed on.



The product is made available to visitors via an app, which will be free of charge. Visitors can download the App Store and Google Play Store app and only start the digital paperchase at the trade fair itself after scanning the first QR code from their entrance ticket. Since the FIBO is international, the app will be available in German and English.



Also, visitors can participate in a quick survey about the digital paperchase at the end of the digital paperchase, give their feedback on what was good and what could be improved to help the FIBO Team to enhance the product.



The FIBO will distribute the information about the app via its social media channels, its website, and the newsletter to make visitors aware, leading to visitors' interest.



Distribution via social media will be done by the Social Media Manager of the FIBO. As soon as the digital paper chase is complete and the app is available in the App Store and Google Play Store, the Social Media Manager will create a post via Facebook, Instagram, Linked In, and Twitter every week. This post will draw attention to the app and its benefits.

With each post, the Social Media Manager should also use hashtags to increase the reach.



These posts will also include links to the App Store and the Google Play Store, where visitors can already download the app.



The Marketing Manager's task will be to communicate the information and the benefits of the app across the FIBO website.



An eye-catcher will be a post directly on the homepage with a link to an extra page explaining everything about the app, including the App Store and Google Play Store links.

Each newsletter will include information about the app and links to the App Store and Google Play Store.



At the FIBO itself, visitors will be made aware of the digital paper chase via advertising banners and digital steles before entering the trade fair and at the trade fair itself.

The FIBO will decide whether they will use the app as a new communication tool or only for the digital paperchase at the FIBO. Digital paperchases are not entirely new but not widely spread. There are digital paperchases apps, e.g., "playmit.com" (Auer, 2020) or "BIPACOURS" (Krupop, 2017), which will be used at career fairs. Since neither the FIBO nor its competitors offer an app for digital paperchases, it would be an innovative development and competitive advantage.

## 1. Substantiation

### 1.1 Introduction

<b>Assessment criterion</b>	<b>Relevant information within professional product</b>	<b>Relevant information within substantiation</b>
The professional answers the client's question with an appropriate and substantiated professional product.	<b>1. Professional Product</b>	<b>3. Solution Strategies</b> <b>4.4 Use of results</b>
The professional identifies the most important (internal and external) trends and developments and clarifies their influence on the issue.		<b>2.1 Management question</b> <b>2.2 Trends &amp; Developments</b>
The professional collects knowledge in a responsible way to support a decision and evaluates this knowledge.		<b>4. Knowledge collection</b>
The professional justifies how the wishes of the stakeholders have been taken into account in the final product.	<b>1. Professional Product</b>	<b>5. Stakeholders</b> <b>4.4 Use of results</b>
The professional substantiates the extent to which the made choices are socially responsible (e.g. with regard to ethical, intercultural and sustainability aspects).		<b>3. Solution strategies</b> <b>5. Stakeholders</b>
The professional demonstrates the financial feasibility of the professional product.		<b>6. Finance</b>

## 2. Management question of the client & trends & developments

### 2.1 Management question

The FIBO show is the Leading International Trade Show for Fitness, Wellness and Health and is accessible for trade visitors and private visitors (FIBO, 2021). In 2019, 145,000 visitors from 133 nations worldwide visited the FIBO show, of which 84,000 were trade visitors, to meet new and existing clients and make investments. The FIBO show is "the world's largest and most important meeting place for the industry, where trends are presented, and investments of more than two billion euros are made" (FIBO, 2019). Nevertheless, the retention rate of private visitors decreased during the last years and therefore, the young professional needs to solve this problem by advising with a product concept (Cambridge University Press, 2014). An overview of the retention of 2019 can be seen in **Appendix 21**.

The objective of this project is to provide a suitable advice to the following management question:

**How can the FIBO develop their current products in order to increase the retention rate of visitors?**

## 2.2 Trends & Developments

In order to analyse what internal and external environments affect the FIBO, two models will be applied.

The first model will be the “level of analysis”, including the macro-, meso-, and micro-level (Serpa & Ferreira, 2019), which elaborates the trends & developments affecting the event industry worldwide, in Germany, and the FIBO itself (external environment). The second will be the SWOT analysis which includes an internal analysis that defines the strengths and weaknesses of the FIBO, followed by an external analysis that focuses on the environmental threats and opportunities the FIBO is facing (Gürel & Tat, 2017).

### 2.2.1 Level of analysis

#### **Macro level (Trends & Developments worldwide):**

Covid-19 is the most affecting development in the event industry and people's lives in general. Events were postponed or cancelled, and the event companies had to cope with huge losses “Eighty-seven percent of respondents said they have canceled - and 66 percent have postponed - events as a result of COVID-19” (Russell, 2020). In order to still be present and offer their audience their services, event companies offered digital events “7 out of 10 businesses have switched their events to a virtual platform, and 25% of surveyed have a sense of digital events cannibalizing face-to-face events” (Choi, 2020). As the world grows in using technology and its advantages, a trend in 2020 is virtual trade shows (Heo, 2020). Those are for the ones who are not able to attend a trade fair in person. Therefore, it is essential to reach those persons like those in person. Attending a trade show virtually is different from being on-site. Attending virtually does not give the feeling of excitement of learning and sharing experiences. Meeting companies, colleagues, customers or partner in person is more exciting than sitting at home and watching alone. Face-to-face interaction is very valuable (Heo, 2020). As mentioned before, the world is growing using technology. “Technology development in fitness is growing and consumers are driving that growth” (Kestenbaum, 2019). “Trade shows are effective in introducing your audience to new products and services” (Heo, 2020). At the FIBO and other fairs, new exhibitors are always presenting recent trends and developments to attract existing and new customers. An increase in digitisation is a coming trend in the future. Gyms will offer courses with virtual reality glasses (FIBO Show Guide, 2019). This trend can be an opportunity for the FIBO to take advantage of. With the professional product presented by the young professional, the FIBO shows that they stay up to date with trends going worldwide.

**Meso level (Trends & Developments Germany):** Here, the Covid-19 pandemic is also affecting the event industry in Germany. In 2020 a large number of events had to be cancelled (AUMA, 2021). As already explained at the macro and micro level, a trend in 2020 is digital trade shows “in many cases the trade fair organisers have developed substitute formats, in particular digital events with company presentations incl. interaction possibilities and a digital congress programme” (AUMA, 2021). Visitors were still able to get informed about new products and innovations. The US and UK are the pioneers of Fitness Trends 2019, and Germany follows (FIBO Show Guide, 2019).

**Micro level (Trends & Developments FIBO):** Since technology is the main factor influencing the target groups' experience during a trade show visit and a trend simultaneously, the FIBO can use this trend by including it to attract the target group of visiting again. The FIBO took up the trend of virtual shows in 2020. Due to the Covid-19 Crisis, the FIBO had to execute its show virtually in 2020, and 25,000 persons attended the fibo@home (FIBO, 2020). “Experiential marketing is now new” (Heo, 2020). Companies make potential and existing customers aware of their products online and offline. By giving samples of a product, companies contact their customers and sell their products. During the FIBO, it is possible to taste and try out the exhibitors' products for free and talk about the products and the service of the exhibitors. Another trend is multi-sensory experiences (Gould, 2018), which is also a huge factor at the FIBO show, with its different halls and themes. In order to make visitors aware of their products, companies should use all of the human senses, especially the scent sense, since “the human nose has hundreds more receptors than the eye and ear” (Gould, 2018). According to the target group, the target group likes to use their eyes and ears, which the FIBO fulfils. However, they

would like to use their eyes and ears more but use their feeling sense the most. "Conventions and trade shows can often provide one of the first opportunities to connect with a potential new client" (Heo, 2020). The FIBO has many different halls with different themes and exhibitors and therefore allows the visitor to meet new companies and see products and services that they probably would not have noticed, staying at home. At a trade show, visitors and exhibitors rather get in contact than not attending it. If the products or services are compelling, visitors will remember them (Heo, 2020).

### 2.2.2 Swot Analysis

The young professional will evaluate the position of the FIBO in the market with a SWOT analysis (Rozmi et al., 2018; Wu, 2020). The SWOT table can be found in Appendix 6.

#### 2.2.2.1 Strengths:

The biggest strengths of the FIBO are the status of being the Leading International Trade Show for Fitness, Wellness and Health for 36 years now (Heinze, 2021).

**Wide range of communication channels/GDPR:** In order to keep their visitors, they are contacted via various channels and made aware of the FIBO and its offers, such as e-mail, telephone or the FIBO website in German and English. According to the GDPR, Reed Exhibitions decided that only visitors of the last three years may be contacted again via e-mail or telephone, except for the visitors who disagree with using their data. Potential visitors can only be contacted when they sign up for the newsletters or buy a ticket for the FIBO and enter the trade fair. Besides, FIBO has tried to attract visitors' attention via multi-channel campaigns, the ticket shop, social media, advertising banners and partner sites, and to attract new visitors to its website. Furthermore, Google Ads have been and will be placed. Print ads are not circulated because they achieved no success, and the costs are too high. With these actions, the FIBO has concentrated on its private visitors and not on its trade visitors (Bens, 2020).

**Competition/reduced tickets:** Furthermore, potential visitors can participate in competitions and with the declaration of consent to be contacted, FIBO may contact these potential visitors. There is always the offer of reduced tickets for a certain period (Bens, 2020).

**Innovations:** In addition, with its different halls, themes and exhibitors, the FIBO offers many innovations to their visitors (FIBO, 2021).

**Expert employees:** FIBO employs staff, some of whom have been working for FIBO for several years and have developed specific expertise. New employees are also sufficiently trained to shine with their expertise (Own experience).

**FIBO in five different countries:** FIBO is expanding and held in five countries: Germany, the U.S., China, Africa, and Mexico (FIBO Show Guide, 2019).

#### 2.2.2.2 Weaknesses:

**Hybrid Trade Show:** Contrary to its strengths, the FIBO has some weaknesses, which could turn into strengths if they will be changed. Up to now, the FIBO only offered offline shows, except for 2020, when FIBO first offered an exclusive online trade show due to the Corona crisis. 25,000 persons attended the fibo@home (FIBO, 2020). Since virtual trade shows were a trend in 2020 (Heo, 2020), the FIBO could offer hybrid shows. Not only because of the Covid-19 crisis, as it will hopefully stop at a particular time, or to expand the portfolio, but also for people who do not have the opportunity to visit FIBO in person, be it for cost reasons or because no more tickets are available for sale.

**Bigger team before the show -> fewer extra hours of work:** In my own experience, 1-2 months before the fair, it is highly stressful in terms of workload, as there are many questions from visitors, such as problems with tickets and questions from exhibitors. The questions are asked via email or phone. For this purpose, the FIBO, like all other Reed Exhibitions trade fairs, has a customer service centre that receives enquiries. As it is simply too much work for the existing team, and in order to avoid overtime, the FIBO could hire temporary staff for the stressful phase before the fair.

**Customer Service:** Due to the high demand, the employees, whether from the FIBO or the customer service centre, often have to work overtime and visitors are sometimes annoyed by the long waiting

time on the phone. This problem could be solved by employing either internally or externally additional staff.

**No App:** According to research, the FIBO once developed an app (FIBO.Show, 2014) but is not using it anymore. Neither the App Store nor the Google Play Store showed the FIBO App. If the FIBO wants to compete with its competitors, using an app would be of use since some are already using it.

#### 2.2.2.3 Opportunities:

The opportunities of digitisation and multi-sensory experiences, FIBO could take advantages of are elaborated in [2.2.1 Level of Analysis](#).

#### 2.2.2.4 Threats:

**Covid-19:** The Covid-19 situation is a threat to all trade shows at the moment. As already mentioned above, events were cancelled, postponed, or executed in a digital version. According to Freter (2020), "events will be different" post corona.

#### **Competitors:**

The following is a competitor analysis designed through the inspiration of Roques (2016) created template and describes the three main competitors of the FIBO: FitnessConnected, Rimini Wellness, and ISPO Munich, whom the Marketing Manager of the FIBO gave. The table can be found in **Appendix 7**.

#### 2.2.3 Competitor Analysis:

**Target group:** The ISPO (ISPO Munich, 2019) and FitnessConnected are trade fairs for trade visitors only (FitnessConnected, 2021). The FIBO, on the other hand, offers a trade fair for B2B and B2C (FIBO, 2021), just like Rimini Wellness (Italian Exhibition Group S.p.A., 2021). The segments from which the competitors' target groups are can be found in the competitor analysis table.

**Pricing of Products & Services:** The ticket prices for the ISPO are as follows: ISPO Munich Online Expo Ticket 29€, ISPO Munich Online On-Demand Conference Ticket 59€ (ISPO Munich, 2020). Besides, there is an ISPO Card available. Owners of this card can have access to all trade shows of the ISPO (including FitnessConnected), use the local public transport network during the trade fair, have access to the VIP lounge with drinks & snacks, use the shuttle bus from the airport and other services (ISPO, 2018). Not all the ticket prices of the competitors are available at the moment. The FIBO offers trade visitor tickets for one day for 38€ or two days for 64€ (FIBO, 2021). Private visitor tickets are only available for 33€ on Sunday at the moment (FIBO, 2021). Students receive a 3€ discount on Sunday (FIBO, 2021). With a voucher code, visitors receive a ticket for free (FIBO, 2021). Rimini Wellness also offers free & paid tickets (Tentimes Online Private Limited, 2021).

**Marketing Strategy:** The competitors have different marketing strategies on how to distribute their products and services. FitnessConnected offers an interactive sales tool, which should bring innovations to the market as quickly as possible, and that can be used all year (FitnessConnected, 2021). Furthermore, they can use the ISPO and Outdoor by ISPO communication channels to reach their visitors (FitnessConnected, 2021). FitnessConnected calls itself a sales-and marketing-oriented eco-system that develops new target markets, positions the fitness industry as socially and health-relevant and helps innovations be on the market faster (FitnessConnected, 2021). Moreover, they use social media, newsletters and its website to make visitors aware (FitnessConnected, 2021), as well as the ISPO (ISPO, 2021), Rimini Wellness (Italian Exhibition Group S.p.A., 2021), and the FIBO (FIBO, 2021). In addition, Rimini Wellness and the ISPO use partner websites (ISPO Munich, 2021) and an app (Italian Exhibition Group S.p.A., 2021). The FIBO also uses partner websites to draw attention to themselves (FIBO, 2021). There is always the offer of reduced tickets for a certain period. Additionally, FIBO tries to attract visitors' attention via multi-channel campaigns, ticket shop, and advertising banners. Lastly, Google Ads have been and will be placed (Bens, 2020).

**Competitive Advantages:** There are different competitive advantages FitnessConnected has to offer, such as being part of the ISPO network, offering free drinks and snacks to exhibitors and visitors. They only have two halls which is clearer when walking through the halls and looking for specific exhibitors and products or its forward-looking pandemic concept (FitnessConnected, 2021). Looking at the location advantage, Messe München is one of the world's largest trade fair companies

(FitnessConnected, 2021). This is also the case for ISPO. At the Messe München, two international trade fairs are organised: the ISPO Munich and the Outdoor by ISPO (FitnessConnected, 2021). Also, the ISPO organises fundraising runs to preserve mountains, with what they are showing their sustainability. (ISPO, Munich, 2021). Also, Rimini Wellness has a competitive advantage; it is the world's biggest gathering devoted to fitness, well-being, business, sport, physical culture and healthy eating (Italian Exhibition Group S.p.A., 2021). The competitive advantage of the FIBO is that the FIBO is the Leading International Trade Show for Fitness, Wellness and Health and well-known (FIBO, 2021). With its different halls and themes, the FIBO has many different products and services to offer (FIBO Show Guide, 2019). Furthermore, FIBO is expanding and held in five countries: Germany, the U.S., China, Africa, and Mexico (FIBO Show Guide, 2019).

**Strengths:** FitnessConnected is a new international trade fair that takes a holistic approach. All topics that will move the fitness, health and sports market in the future are already presented and discussed today (FitnessConnected, 2021). Furthermore, the hall construction is in the form of a U-system, which means all exhibitors are seen (FitnessConnected, 2021). Besides, FitnessConnected has particular areas with lecture stages and networking areas, focuses on innovations and future markets, and offers concentrated technical discussions (FitnessConnected, 2021). Rimini Wellness offers six special sections, either only for trade visitors or private visitors or both with workshops, trainings and shows (Italian Exhibition Group S.p.A., 2021). The strength of the ISPO is to be the world's largest platform for trends and innovations in the sports business, with over 100 workshops and 60 panels and keynotes (ISPO Munich, 2020). Whereas FIBO's strengths are the wide range of offers at the fair with workshops, a live cooking area, group workouts, or testing products (FIBO Show Guide, 2019). At the FIBO, visitors can explore the latest trends and customised solutions (FIBO, 2021).

**Weaknesses:** The weaknesses of FitnessConnected is that they do not offer shows since it is a B2B trade fair only (FitnessConnected, 2021), and the trend of virtual reality is also not provided the same as at the Rimini Wellness and the ISPO. Also, the FIBO itself does not offer a virtual reality section, which could be changed after implementing the professional product. At the moment, the Covid-19 pandemic is a weakness of all trade fairs. Since the FIBO is the Leading International Trade Show for Fitness, Wellness and Health, there are many competitive trade shows in the fitness branch that have synergies to the FIBO. However, only the three most significant competitors are listed.

### 3. Solution Strategies

To determine the digital paperchase's quality, the Young Professional has decided to use the ISO/IEC 25010 quality model. ISO/IEC 25010 focuses on the quality assessment of a software product (iso25000.com, 2021), and this is the case with digital paperchase.

The following quality characteristics are taken into account to evaluate the properties of the digital paperchase:

- Functional Stability
- Performance Efficiency
- Compatibility
- Usability
- Reliability
- Security
- Maintainability
- Portability

Each of these eight criteria is equally important in making a final decision about the digital paperchase and need to be described. An operationalisation, including the description of the sub-categories, can be found in **Appendix 8**.

The **first criterion** '*Functional Stability*' describes the extent to which the product provides functions that fulfil the stated needs when used under specified conditions.

The digital paperchase serves to consider the visitors' wishes for more contact with exhibitors and influencers, use of the senses, better guidance and comfort, and arouse their interest to revisit the FIBO by offering discounts and prizes. As it is a new product and there are no comparison possibilities



for FIBO yet, it is only possible to determine the trade fair results. Through the voluntary survey, FIBO can determine how many visitors indicate that they will revisit FIBO next year. Only when the voucher code is purchased and redeemed by all participants who have completed the digital paperchase, FIBO can determine whether the digital paperchase has brought the desired success. By combining the hall plan, the GPS route guidance, the exhibitor list and the rest areas in one app, visitors have everything at a glance. It is handier and more environmentally friendly than having everything on paper.

The **second criterion** '*Performance Efficiency*' shows a comparison of the performance to the resources used under specified conditions.

Using the app requires a working internet connection. Depending on the speed, the content will be displayed to the visitor either faster or slower. Since almost every visitor in the target group has a mobile phone and an internet connection, it can be downloaded easily.

All other functions that visitors can use, such as GPS route guidance, the digital hall plan or the exhibitor list, are already integrated into the app and are self-explanatory. The digital paperchase includes instructions in both German and English. Only a qualified measurement can bring clarity about the values of the product parameter.

The **third criterion** '*Compatibility*' indicates whether a product can perform its functions independently or whether it needs to exchange information with other products using the same hardware or software. As the app is created specifically for the digital paperchase, and no other product is used for the app, there are no disadvantages to the product's functionality. By participating in the digital paperchase, the participant's data will be determined to FIBO to draw the winners. FIBO will not pass on data to third parties.

The **fourth criterion** '*Usability*' describes whether specific users can use a product to achieve the objectives effectively, efficiently and satisfactorily.

In digitisation times, the target group is able to use the digital paperchase with all the functions. The needs of the visitors will be fulfilled and can be recognised while using the app. Visitors have to solve tasks during the digital paperchase and learn something about the exhibitors and their products. Participation in the digital paperchase is voluntary and can be terminated without giving reasons. The app is free of charge and can be deleted at any time, so visitors have no disadvantage. The app is straightforward, with few functions and therefore easy to use. The digital paperchase is described initially, and the steps that need to be completed require no further explanation, which makes it virtually impossible to make mistakes. However, if mistakes do occur, there is no disadvantage for the clients, as visitors cannot delete or break anything. The functions and symbols of the app are kept minimalistic. The background colour and font colour are chosen to be pleasing to the user's eyes. different visitor target groups can use the app.

The **fifth criterion** '*Reliability*' describes whether the functions of a product can be fulfilled under certain conditions within a certain time.

The app is designed for several users to use at the same time. The digital paper chase is programmed with sufficient time by an app developer to be ready for use at the fair. Once the associated app has been created and placed in the App Store and Google Play Store, visitors can download it. The app developer will fix any software and hardware bugs with updates before the start of the fair. Nevertheless, as with other products, errors can occur despite all the measures taken, but these must then be rectified as quickly as possible by the app developer. With the help of automatic backups of the data, they can also restore it after system failure or interruption.

The **sixth criterion** '*Security*' describes the data security of users.

FIBO will also comply with the GDPR and ensure that no data concerning visitors is passed on to third parties. With the appropriate hardware and software, the app developer will protect the data in the best possible way. Data will only be stored for the digital paperchase and the winners' drawing and will be deleted afterwards without exception. Therefore, there will also be no discrepancies between the visitors and FIBO. FIBO will inform its visitors about everything necessary in the digital paper chase instructions so that there are no ambiguities. Concerning the product, the Apple Store and Google Play Store list the developer and FIBO, respectively, so that visitors download the correct app. In terms of personal identity, visitors are trusted to provide accurate information, as they can also enter the competition.



The **seventh criterion** '*Maintainability*' describes how efficiently and effectively a product can be improved, corrected or adapted to changes in the environment and requirements.

Since some app components are interconnected, the app developer must ensure that the others are also taken into account if one part is changed. The structure of the app can also be used for other measures of Reed Exhibitions. The hall plans, route planning or the exhibitor list, are standardised and only need to be adapted to the respective trade fair. The idea of the digital paper chase can also be applied to other fairs. The app developer makes desired changes, tests them, and has the FIBO try them. If product defects or errors occur, the app developer will identify and correct them as quickly as possible. All product changes are well thought out beforehand and worked out in collaboration with the app developer. Before the app's update is available to users, this update is tested by FIBO and only published after approval. To test the digital paper chase, FIBO staff will try it in advance on the exhibition grounds. If everything works as it should, FIBO will give the app a release.

The **eighth criterion** '*Portability*' describes the product's transfer from one hardware, software or other operating or usage environment to another.

Initially, digital paperchase will only be available for mobile phones with the iOS and Android operating systems. Depending on how positively or negatively visitors react to it, FIBO will decide whether they will offer the product on other end devices. As the app is free of charge, it can be installed and uninstalled at any time without any indication. The user only needs to have enough memory available on the mobile phone to install it. As the digital paperchase is still new, there will initially be no more specific products to replace it. Indeed, there is no complete certainty as to the development after introducing the product and whether the product cannot be replaced.

After evaluating the digital paperchase on the criteria mentioned above, the young professional concluded that the digital paperchase is a good choice for the FIBO to solve the management problem. The digital paperchase is related to digitisation and combines all the target group's wishes and needs, which the young professional analysed from the survey. It is easy to use, and with the prizes and discounts that await visitors after successful completion of the digital paperchase, they make coming back more attractive. Communication via the various channels is done by the FIBO Social Media Manager, which has the advantage that she is an expert in the field, and there is no need to hire external staff. The app has to be created once and can be used repeatedly. Besides, one can always add new functions and adapt to the wishes of the visitors. The disadvantage of the digital paperchase is that it is not yet on the market, and there are no statistics on whether such a product is successful or not. This can only be determined after it has been introduced and completed.

#### 4. Use of knowledge

##### 4.1 Required knowledge

This chapter contains a literature review, which defines the four core concepts of "***retention***", "***motives***", "***experience***", and "***communication***", which are built from the management question and research. Furthermore, convenient sources for each concept can be found in the **Bibliography**. First, the search methods, including the search terms to create the core concepts and the search engines used, are stated, followed by the search criteria and literature review with all four core concepts. All concepts include a comparison with the FIBO. The core concepts form the operationalisation and the sub-questions for the central research questions. An operationalisation of the four core concepts can be found in **Appendix 1, 2, 3, and 4**.

The Professional Product contains two central research questions (**CRQ**) divided into sub-questions (**SQ**). The central and sub-questions are essential and need to be answered for this Professional Product in order to formulate a suitable advice for the FIBO. The research questions and answers can be found in 4.3 Findings.

In order to obtain reliable and appropriate results from sources, it is significant to have a structured search method. The following listing provides an overview of the search method used. Furthermore, the search terms and engines, including the search criteria, are shown to analyse the literature research.

#### Search terms:

- Retention
- Motives
- Experience
- Communication

#### Search engines:

- Google Scholar: <https://scholar.google.de/>
- Google: <https://www.google.de/>
- Saxion Bibliotheek: <https://saxionbibliotheek.nl/>
- Google Books: <https://books.google.de/>

#### Search criteria:

A successful theoretical framework, as well as the literature review, includes reliable literature and sources. Therefore, the use of the AAOCC criteria is chosen to evaluate the sources, which includes five different criteria (Verma et al., 2017):

- **Authority:** Who is the author or editor and what are the qualifications?
- **Accuracy:** What is the quality and reliability of the information published?
- **Objectivity:** Does the author publishes information with more than one point of view?
- **Currency:** Is the content up to date?
- **Coverage:** Does the publication answer all questions, or does it need a follow-up?

#### **Retention**

"visitor retention is the phrase given when you are able to keep visitors coming back to your site" (Reed, 2007). To go on with the client's definition of visitor retention, he states that there are different types of visitors with varying show expectations. There are visitors, who have bad experiences during their visit and do not come back, but there is also the type of visitors with high loyalty to the brand, who will still come back year after year, even with a bad experience during the show (Freter, 2020). According to Kaura et al. (2015); Su et al. (2016); Kumar and Dash (2017b), loyalty is also an essential part of retention, "To be successful in today's competitive world, companies are striving to provide excellent service to customers so that they are retained and become loyal ". "Customers will become loyal only when they feel satisfied with the experience of the company's products/services" (Chiu et al., 2016; Padilla et al., 2017). The client measures the satisfaction level or the extent to which visitors recommend a product or service to others with its Net Promoter Score. Kotler (1994) also states, "The key to customer retention is customer satisfaction". Ranaweera & Prabhu (2003) see it similar, "the more satisfied the customers are, the greater us their retention". In order to measure the satisfaction level of the visitors, there is more information needed, such as the motives of visiting a trade fair, different kind of experiences during a trade fair and communication. An operationalisation can be found in **Appendix 1**.

#### **Motives**

Visitors see the most important reason for attending a trade fair in looking for specific companies and products (Rosson & Seringhaus, 1995). "Visitors are always on the lookout for something interesting and worth remembering" (Ivkov et al., 2015). With its different halls and themes, the FIBO offers its visitors a wide range of experiences, products and exhibitors. All halls and themes can be found in **Appendix 9**.

The major motives listed were collecting information before the purchase and for future purchases, comparing products, buying, attending seminars, leisure activities" (Ivkov et al., 2015). In order to collect information before the purchase, visitors can go through the exhibitors' list, which is uploaded on the trade show's website. For visitors, a good motivation is to remain up-to-date. With the communication via different channels such as emails, FIBO website, Social Media, Google Ads, newsletters, multi-channel campaigns, or partner websites, the Marketing Communication Manager of the FIBO fulfils the aim of keeping the visitors up to date (Bens, 2020). Another motive of visitors to attend a trade fair is the leisure activity reason. The FIBO is not only a trade fair for trade visitors but

also private visitors. During the last two days, the FIBO focuses on private visitors and their satisfaction. This can be seen in the programme, which the FIBO offers in **Appendix 10**. There is almost everywhere a join-in programme and tastings at nearly every booth. These motives are also shown in the operationalisation in **Appendix 2**.

### **Experience**

According to Aho (2001), one can understand the word experience as a neutral, vague and highly ambiguous term. In general, it means all kind of actions that a person has ever done. During a trade fair, many insights and experiences can be collected, whether leisure or business experiences. Furthermore, the FIBO offers Guided Tours for different themes such as Cardio & Strength, Hotellerie, Nutrition or Start-Up. Next to that, there is a LIVE COOKING where visitors experience with their eyes and their other senses and extend their knowledge (FIBO Show Guide, 2019). This refers to Rinallo et al. (2010), who say that "visits to trade shows thus result in "new ideas" and "unexpected knowledge" that may be retained for future use". Nevertheless, the atmosphere also plays a part in the experience value. Ivkov et al. (2015) state that "organizers are aware of the fact that a friendly atmosphere can lead to higher effectiveness of the event", and in relation to that, many initiatives are undertaken. "The trade show environment is rich in sensorial stimuli –sounds, noises, odours, colours, signs, physical objects, the crowd – all of which carry information and compete to attract visitors' attention" (Rinallo, Borghini, & Golfetto, 2010). The FIBO offers different halls with different lights, sounds, colours etc., to attract different visitors. According to McAllan, Criscione and Rees (2008), "exhibitions offer a personal element", in particular face-to-face marketing, which means that customers can have a face-to-face conversation with the exhibitors at the trade fair itself. Furthermore, the other personal element is experiential marketing, which means that customers have the opportunity to use all of their senses "to touch, smell, and taste products, as well as to speak and listen to exhibitors to determine how a product might match their needs". FIBO also offers experiential marketing. Visitors can join in programmes of, e.g., ZUMBA, aqua fitness, or group fitness and experience the halls with their senses. In order to meet the statement of speaking and listening to exhibitors to ascertain whether the products meet their expectations and needs, customers have the opportunity to go to the exhibitor booths directly. According to Prebensen et al. (2018; cite Cohen 1979, p.180), "different kinds of people may desire different modes of touristic experiences". When analysing this statement, it is clear that visitors at a trade fair from different countries, cultures and businesses have other imaginations of what they would like to experience. According to Cohen (1979, p.183), there are five tourist experience modes: "recreational, diversionary, experiential, experimental, and existential". Regarding customer experience, Meyer and Schwager (2007) define that it "encompasses every aspect of a company's offering—the quality of customer care, of course, but also advertising, packaging, product and service features, ease of use, and reliability". At the FIBO, potential as well as existing customers expect good service and business relationship. They also expect them to fulfil their needs and wants of a product, which is easy to handle and use, and they want to rely on the quality of the product and the business partner's service. These experiences are shown in the operationalisation in **Appendix 3**.

### **Communication**

"Communication is the act of sending information or ideas via speech, visuals, writing or any other such method" (Bhasin, 2018). The development of technology and communication has grown immensely and shows a high interest in getting information and communicate more effectively digitally for more than three decades now (Law et al., 2009). "New media technologies (from the World Wide Web to Facebook, Twitter, Instagram and YouTube and the others), which are fast developing in all structural components of a society" (Cukalevska, 2019). Since the FIBO follows globalisation, they also use the internet by using different social media channels such as Twitter, Facebook, YouTube or Instagram as a communication platform (FIBO, 2020). The FIBO keeps its customers up to date. According to Ramaswamy and Gouillart (2008), new forms of communication were created by expanding the internet. "The internet allows many people to access a world of knowledge" (Graham, M., & Dutton, W.H., 2019). Almost everyone can use the internet; mainly, businesspersons use the internet to present their business and products. Nearly all of the exhibitors of the FIBO own a website or a social media channel on Facebook or Instagram to introduce themselves and inform potential customers about their business and products. This helps the visitors to gain information and

impression beforehand and make buying decisions. Furthermore, they can decide whom to visit at the trade show. Appropriate to that information, Buhalis' (2003, p. 7) definition of ICTs is "the entire range of electronic tools, which facilitate the operational and strategic management of organizations by enabling them to manage their information, functions and processes as well as to communicate interactively with their stakeholders for achieving their mission and objectives". Betweenwhiles, the Marketing Communication Manager, sends out direct mailings to potential and existing visitors to inform them about the FIBO and their offers at the fair in order to attract them. The Trade Show Bureau (1989) sees it the same way "Direct mailings are an important way for TF organizers to publicize their events. Attendees in seven industry sectors rated these reasonably effective in describing schedules, sessions, and visitor benefits". Besides, Castells (2013) share this view, "Digital networking technologies allow individuals and organizations to generate their own messages and content and distribute it in cyberspace". Blakeman (2018) contributes that "Messages used in an IMC campaign must be tailor made to fit a specific target audience's needs, wants, and lifestyle" (Blakeman, 2018). "Face to face communication is changed with communication network" (Cukalevska, 2019). With the help of social media, it is easier and faster to communicate, and one can trace back any conversation that took place. This view shares Logan (2010), "New media refer to those digital media that are interactive, incorporate two-way communication and involve some form of computing as opposed to old media such as the telephone, radio and TV". This communication outcome is also shown in the operationalisation in **Appendix 4**.

#### 4.2 Knowledge collection

"Qualitative and quantitative-standardized research have developed in parallel as two independent spheres of empirical social research" (Flick, von Kardoff, & Steinke, 2004). For this project, the young professional will adapt the quantitative research since it would take too much time to interview that number of visitors to reach saturation. In order to have a structured overview, the Research Design, Data Collection Method, Sampling, and Data Analysis are described.

#### **Quantitative Research Design**

The data collection is highly standardised, which means, questions and answers in a questionnaire are defined in advance (Flick, von Kardoff, & Steinke, 2004), which leads to the consequence that there are no options for follow-up questions or further possible responses. After building the theoretical framework of retention, motives, experience, and communication, the young professional decided to apply this research method to CRQ1 and CRQ2, including its sub-questions. There is enough and a substantial input of theory on visitors' motives to attend a trade fair and factors that influence their visit in order to define questions and answers in advance to compile a questionnaire. These questionnaires will be distributed via social media and the own network. The potential returning visitors can click on a questionnaire button to answer all questions.

#### **Quantitative Data Collection Method**

Williams (2007) explains the quantitative data collection method as follows: "Quantitative research creates meaning through objectivity uncovered in the collected data". Different methods can be used to collect data, such as "correlational, developmental design, observational studies, and survey research" (Williams, 2007). For CRQ1 and CRQ2, survey research will be conducted. "A survey research is one of the ways to gather data in the social sciences" (Williams, 2007). Unfortunately, it is not possible to use the client's database due to the GDPR. However, like the one trend today is using technology, the young professional will use social media and its own network to distribute the questionnaire. The Social Media Manager of the FIBO will also distribute the questionnaire via the FIBO Instagram story. It is the fastest, cheapest and easiest way to send out information to a large number of possible respondents.

#### **Quantitative Sampling**

"Sampling is the process of selecting units (e.g., people, organizations) from a population of interest" (Trochim, 2002). According to Sandelowski (2000), the quantitative sampling method "ideally involves probability sampling to permit statistical inferences to be made". There are systematic sampling, stratified sampling, cluster sampling, multi-stage sampling, and area sampling for quantitative

probability sampling (Etikan, & Bala, 2017). For CRQ1 and CRQ2, the stratified sampling, which will be suitable for distributing the questionnaire via social media and the own network, will be applied. After choosing the ideal sampling method, the young professional must figure out the sample size. Therefore, using an online sample size calculator helps to figure out how many questionnaires need to be filled in, in order to get the results that reflect the target population. For this research, the young professional will use the average number of visitors who have participated at the FIBO at least once in the last three years, which is 93,097. The client's Database Manager provides this number of visitors. The following quotation explains the importance of the sample size: "The larger the sample size, the smaller the chance of a random sampling error {...}" (Marshall, 1996). That means the larger the sample size, the more reliable it is and the larger the sample size, the smaller the margin of error. "A margin of error tells you how many percentage points your results will differ from the real population value" (Moore & McCabe, 1999). The young professional chose a margin of error of 6%, which means the range that the population's responses may differ from the sample's. If the young professional asks a question and 50% of the sample size picks and answer, the young professional can be sure that between 44% and 56% of the whole population would have chosen the same answer. "The smaller the margin of error, the closer you are of having the exact answer at a given confidence level" (SurveyMonkey, 2021). The confidence level was chosen with 95%, which means the young professional can be 95% sure that the results are reliable. After calculating the sample size, the result is 266. The questionnaires will be given to persons who already visited the FIBO, are above 18 years old and are private visitors.

#### **Quantitative Data Analysis**

For CRQ1 and CRQ2 quantitative content analysis will be applied. After receiving the filled in questionnaires, the young professional will use Qualtrics for statistical analysis. "In quantitative content analysis, the process of data analysis involves statistical procedures, tools that summarize data so that patterns may be efficiently illuminated" (Riff et al., 2019). As there will be a large number of questionnaires, it would be impossible to apply qualitative analysis. "[...] quantification or measurement by coding teams permits reduction to numbers of large amounts of information or data that would be logistically impossible for close qualitative analysis" (Riff et al., 2019).

### **4.3 Findings**

#### **CRQ1: To what extent are visitor motives and satisfaction level to attend a trade fair assigned by the FIBO?**

After answering all sub-questions of CRQ1, the young professional can conclude that the FIBO mostly satisfies its visitors with its offers. All motives to visit a trade fair, taken from reading the literature and the operationalisation, are assigned on a satisfactory or very satisfactory level. However, there are also visitors without an opinion, probably because they are not interested in this motive. Still, only a few visitors are dissatisfied with the motive to attend a trade fair assigned by the FIBO. The highest dissatisfaction levels were at the motives "meeting influencers" and "meeting exhibitors". A visualisation of the motives for visiting a trade fair can be found in **Appendix 11**. A visualisation of the extent to which these motives are fulfilled by FIBO can be found in **Appendix 12**.

#### **SQ1: To what extent is the motive and satisfaction level of learning about new products assigned?**

That motive was the most chosen one by the visitors when asked of their motives to visit a trade fair with 16,42%. 54,38% of the visitors are very satisfied with the new products offered by the FIBO and its exhibitors, 32,12% are satisfied, whereas 10,58% have no opinion about that motive. Only 0,36% are very dissatisfied with that offer.

#### **SQ2: To what extent is the motive and satisfaction level of leisure activities assigned?**

The survey's evaluation shows that the majority, with 43,07%, chose to be satisfied, and 26,28% are very satisfied with the leisure activities found at the FIBO. Almost the same percentage as being very satisfied is the no opinion choice with 24,82%. The answer to being dissatisfied with 4,38% and very dissatisfied with 1,46% is in relation to the other answers, not very remarkable.

#### **SQ3: To what extent is the motive and satisfaction level of broadening knowledge assigned?**

The majority of the visitors think that they can extend their knowledge at the FIBO at a satisfactory and very satisfactory level with 41,24% and 36,13%. Only 0,73% believe that this motive is not assigned by the FIBO at all.

***SQ4: To what extent is the motive and satisfaction level of purchasing products assigned?***

Same as the answers before, the majority is very satisfied and satisfied with the buying opportunity at the FIBO. 37,59% are very satisfied, and 36,13% are satisfied, whereas 17,88% have no opinion, and 0,73% do not think they can or want to buy products at the FIBO.

***SQ5: To what extent is the motive and satisfaction level of being up-to-date assigned?***

Only 4% lie between the visitors' opinion of being satisfied and very satisfied about being up to date at the FIBO. The majority of the visitors feel that they are up to date with the newest developments. However, some visitors need more information, namely 2,55%.

***SQ6: To what extent is the motive and satisfaction level of looking for specific products assigned?***

44,16% of the visitors are satisfied when it comes to looking for specific products at the FIBO. 8,39% less are even very satisfied. Only 4,38% have the feeling of being dissatisfied when they would like to find a specific product. 14,23% do not have an opinion about that motive, and 1,46% are very dissatisfied.

***SQ7: To what extent is the motive and satisfaction level of comparing products assigned?***

Here, too, the majority show themselves to be satisfied with product comparisons. With 10,95% less, namely 32,48%, the visitors are very satisfied when comparing products, they are interested in. As already seen before, there is also a tiny percentage of visitors who are dissatisfied and very dissatisfied with 5,84% and 0,73%.

***SQ8. To what extent is the motive and satisfaction level of meeting influencers assigned?***

This motive mainly divides visitors' opinions. Only 27,01% are very satisfied with meeting influencers. 20,07% are still satisfied, whereas 12,04% are very dissatisfied. Either because they cannot meet the influencers or specific influencers are not participating at the FIBO. Not far from the complete dissatisfaction are the visitors, with the dissatisfaction attitude of 11,68%. The majority does not have an opinion about to what extend the FIBO assigns the motive of meeting influencers.

***SQ9: To what extent is the motive and satisfaction level of meeting exhibitors assigned?***

In contrast to meeting influencers' opinions, the visitors have a different opinion when it comes to meeting exhibitors. 38,32% are very satisfied and think that the FIBO ultimately assigns this motive. The same as the visitors of 29,93% who are satisfied. Only 9,12% are dissatisfied. This could have to do with the fact that the same exhibitors are not present every year and that the exhibitors that the visitors would have liked to go to might be missing.

***CRQ2: What factors influence the visitors' experience around a trade fair visit?***

After evaluating the survey, it can be said that all of the below-mentioned factors influence the visitors' experience around a trade fair visit. All in all, the satisfaction level of these factors is sufficient. Of course, some aspects, such as the communication channels, use of the human senses, routing, or comfort, need to be improved. A visualisation of the factors can be found in **Appendix 13-18**.

***SQ1: To what extent is the atmosphere considered?***

93,07% of visitors stated that the atmosphere plays a role when visiting a trade fair. Around half of the visitors are very satisfied with the atmosphere given by the FIBO, and 39,42% are satisfied. Only 3,65% are dissatisfied and 0,36% are very dissatisfied.

***SQ2: To what extent is the communication decisive?***

Almost 80% of visitors believe that communication is a huge factor when visiting a trade fair. This can be pre, during and after the trade fair, but 20,80% do not think that communication plays a significant role when visiting a trade fair. Almost the same percentage of 37% of the visitors are very satisfied and satisfied with the communication at the FIBO. According to the FIBO Marketing Manager, there are several communication channels used by the FIBO, such as Social Media, Newsletters, the FIBO website, Outdoor advertising, Partner Websites or Google Ads. Print Ads were chosen not to be distributed anymore, since it was not rentable. Around 40% are satisfied with the communication via Social Media and the FIBO website. The Newsletters and Outdoor advertising reached approximately



25% of satisfaction, whereas Partner websites, Print ads and Google ads lie below the 20% satisfaction mark. The visitors are more satisfied than very satisfied with the communication channels used by the FIBO. However, there are still some voices who are dissatisfied with communication via those channels. Outdoor advertising almost reached 20% of dissatisfaction, followed by Print ads with 14,96, Partner websites with 13,87, and Google ads with 13,14%. Also, the level of complete dissatisfaction is presented, in relation to the satisfaction, not very high, but still to be mentioned. Not surprisingly, most visitors are very dissatisfied with the Print ads, which are not distributed as already mentioned before with 5,47% followed by Outdoor advertising with 5,11%. Google ads, Partner websites, Newsletters, and Social Media got a mark between 2,55% and 0,73% of very dissatisfaction. Only the FIBO website did not receive a very dissatisfied vote.

***SQ3: To what extent is technology considered?***

71,53% are influenced by technology when they visit a trade fair. 40,15% of the visitors are satisfied with the technology offered by and at the FIBO. 29,20% are also very satisfied, whereas 24,09% do not have an opinion. Just 5,84% are dissatisfied with the offer.

***SQ4: To what extent is extending knowledge given?***

82,12% of the visitors would like to extend their knowledge when they visit a trade fair, and 41,24% are satisfied to extend their knowledge at the FIBO. With different practice-oriented lectures, workshops and workout, visitors have the opportunity to extend their knowledge. Only 1,09% are very dissatisfied when it comes to extending their knowledge.

***SQ5: To what extent is live experience considered?***

Almost the same number of visitors who would like to extend their knowledge when they visit a trade fair said that live experience plays a role when visiting a trade fair. More than half of visitors are very satisfied with the live experience they have at the FIBO. 32,12% are still satisfied, and 11,31% have no opinion. Only 5,10% think that FIBO does not offer enough live experience.

***SQ6: To what extent is leisure experience considered?***

80,29% of the visitors visit a trade fair for leisure activities reason, and 75,19% in total are satisfied or even very satisfied with the leisure activities the FIBO offers them. Only 5.10% have the feeling of not having enough leisure activities offered by the FIBO.

***SQ7: To what extent are senses involved?***

The importance of using human senses was confirmed by 78,47% of the visitors. Around 36% are very satisfied when using their senses at the FIBO, but approximately 10% would like to use their senses more. Especially the smelling sense. 17,52% of the visitors are dissatisfied when asked to what extent their smelling sense is engaged. Also, 14,96% would like to feel/touch more at the FIBO. Since the FIBO is the world's largest trade show for fitness, health and wellness with many halls, 68,98% of the visitors are very satisfied with what they see and what they hear (51,09%). When visitors were asked what senses they would like to use more at the FIBO, all senses were included. Touching was the most wanted sense with 36,13%, followed by the see and taste sense with 34,67%, the hearing and smelling sense with around 26%.

***SQ8: To what extent is customer care given?***

61,31% of the visitors are satisfied with the service the FIBO offers, and 44,89% are satisfied with the routing of the FIBO, whereas 20,80% are dissatisfied with it. Furthermore, comfort is also at a satisfactory level of 39,05%, but there are still 20,07% dissatisfied with the comfort and 4,38% very dissatisfied.

#### 4.4 Use of results

After evaluating the survey and answering the research questions, it became clear what is essential to the target group when visiting a trade fair. This also became clear in the literature review. With this knowledge and the vital trends & developments, the digital paperchase was developed. This combines all the interests and wishes of the visitors. Due to the fact that FIBO does not have an app yet, and the trend of digitisation is growing, the idea of the app and the digital paperchase was a good one. Since the competitors also have an app, the idea was to create the app with the digital paperchase and expand it with hall plans, exhibitor lists, and GPS routes, including rest areas. There was also a wish for more competitions and discounts. So, the young professional developed the idea of prizes to be

won at the end of the digital paperchase from what visitors would like to see more of at FIBO and the competitions. With these results and creating the digital paperchase, a good product is available to solve the management problem.

#### 4.5 Discussion

All the information collected through the survey were relevant to design the professional product. Thus, the visitors' wishes and interests could be determined, and a suitable product for solving the management problem could be found. The knowledge gathered from the literature review also helped formulate the research questions and design the survey. It would have been interesting to find out what visitors would think of such a digital paperchase in retrospect. However, this was not possible because the digital paperchase idea only came about after the results had been evaluated and analysed. All survey participants were informed at the beginning of the survey about the survey's reason and aim. They were also told that they must be over 18, that data will not be passed on to third parties and that the results will only be used to advise on the management problem of FIBO. They were also informed that they could end the survey at any time without giving a reason. Participation in the survey was only possible with the consent of all points.

##### 4.5.1 Quality of criteria

The evaluation of the conducted research will be elaborated on in this chapter. According to Bengtsson (2016), "The study process and the results should be discussed in relation to concepts linked to trustworthiness". This research will be evaluated by looking at reliability, validity and objectivity. The criteria' quality serves to verify research methods measured by validity and reliability in quantitative research (Mayer, 2013). Quantitative research focuses on internal/external validity, reliability and objectivity (Jackson, Drummonds, & Camara, 2007). In the following, the reliability, validity, and objectivity of this quantitative research will be elaborated on.

##### 4.5.1.1 Reliability

AOOCC criteria were chosen. All sources were assessed on Authority, Accuracy, Objectivity, Currency, and Coverage, which increased this research's reliability. An example will be given in Appendix 19. The survey was carried out and evaluated with Qualtrics, the world's most trusted research software (Qualtrics, 2021). It was easy to analyse the questionnaire through automated analytics, which helped to answer the research questions. The results were presented with charts and figures for each question. Qualtrics allowed creating an individual link which was used to distribute the questionnaire via social media. When opening the link and answering the questions, these results were transferred directly to Qualtrics, making the data reliable.

##### 4.5.1.2 Validity

Heale & Twycross (2015) define validity in quantitative studies as "the extent to which a concept is accurately measured in a quantitative study"(Heale & Twycross, 2015).

**External validity:** The target group for the conducted survey was chosen with the information of the client. The survey questions were created based on the literature results and the research questions created from it. All questions were multiple-choice questions, with either one or more answers allowed. Furthermore, the participants were informed at the beginning of the survey about the reasons for conducting it. In addition, it was pointed out that they can only participate if they are over 18 and have visited FIBO at least once. All participants were asked the same questions in the same order so that they were easy to understand. In order to avoid misinterpretations of the questions, the young professional validated its consistency by giving the questionnaire to friends to test before publishing it. (Saunders et al., 2009). Nevertheless, it could not be proven that there would not occur misinterpretations on the questions while filling in the questionnaire individually, online and anonymously.

**Internal validity:** The young professional focused on the core concepts of retention, motivation, experience, and communication during the questionnaire. The questionnaire was given to a stratified sample with a population of 93,097 and a sample size of 272, with a margin of error of 6%. Since the sample deviates only 6% of the total population's answers, the result can be described as representative and valid. At first, the young professional had selected a 5% margin of error and would



have had a sample size of 383. Despite all efforts to distribute the survey, it was impossible to reach a sample size of 383. The distribution channels were the FIBO Instagram story, various Facebook survey groups, the young professional's network and LinkedIn. In addition, the young professional tried to circulate the survey via influencers but received no feedback. Despite the great effort, the margin of errors had to be increased to 6%. This was also discussed with the client and still pronounced valid. According to the client, the survey is representative because, according to expert opinions, the response rate is generally not very high. The survey was also conducted during the corona pandemic. Nevertheless, the young professional was able to obtain at least 272 responses. The questionnaire's evaluation showed that the answers to the questions mainly resulted in satisfaction. Despite these results, there were still some voices that were dissatisfied or wished for an improvement. All participants were taken into account in the evaluation.

#### 4.5.1.3 Objectivity

The measurement results must be independent of the researcher (Mayer, 2013). Since the survey is standardised, and every participant has the same questions and answer options, the objectivity of interpretation is present. The fact that the survey is conducted online and individually, and the young professional or others cannot influence the participants through their presence means that the objectivity of implementation is given here. Due to the automated analytics in Qualtrics and the clear quantity of questions, all results could be evaluated under the same conditions. This means that the objectivity of the evaluation is given.

### 5. Stakeholders

In order to successfully realise the digital paperchase, different stakeholders with different levels of power and different levels of interests are involved. The best way of analysing this is by creating a stakeholder analysis. The first step is to determine all involved stakeholders. For this digital paperchase, the following are the stakeholders:

- Visitors
- Exhibitors
- Employees
- Client
- Marketing Manager
- Social Media Manager
- Influencers
- App-developer

The second step is to categorise them in terms of interest, influence, and participation levels in the digital paperchase. This will be done using the power/interest grid (Mind Tools Content Team, 2020). An explanation of the meaning of each section and the power/interest grid can be found in **Appendix 20**.

**Visitors** play the most crucial role in this project. The product was developed to increase the retention rate of visitors. The visitors' wishes to meet more exhibitors and influencers, have better routing and comfort, and use their senses more have had a significant influence on the content of the digital paperchase. They will decide whether the digital paperchase is a success or not. In case the digital paperchase does not have the desired effect, FIBO could start a survey again to find out what they can improve. Nevertheless, the survey can also be conducted in case of success, as every company can constantly improve. The **client** also has a great interest in the digital paperchase being a success and thus solving his management problem. He decides whether the product is suitable or not. If the client decides that the product is not appropriate, the young professional must offer another product. The client will also communicate with the FIBO staff about all decisions concerning the product and its introduction. The client must explain to the staff why the digital paperchase is being introduced and what the results will be. After the client announces the introduction of digital paperchase, there is a possibility of staff resistance, as they are creatures of habit and want to stick to what they have been doing. In order to counter resistance and offer proper support at the right time, the client will follow the steps of the Kubler-Ross Change Curve (Belyh, 2020). The most important thing now is communication. Here, the client must clarify why the product is being introduced, what the goal is, and

the benefits. Meetings for answering all questions must be held. Concerns of the employees must gradually be clarified so that they are all up to date. The client must be patient and give the staff time to become familiar and comfortable with the new product. Once all staff understand the benefits of the new product, they accept it. Now the client has to see to it that all FIBO employees are equally trained and involved in the project to understand that the product can be an essential milestone for FIBO to increase visitors' return rate and thus solve the problem. Once they understand and accept this, the change process is complete, and the project can be executed (Belyh, 2020). The **employees** have a great interest in the success of the product. They know about the management problem and also look for a solution. The client slowly introduces them to the project and shows them the benefits and goals. As described above, there may be resistance, but this is overcome through communication and trainings. The **Marketing Manager** and the **Social Media Manager** are responsible for disseminating the digital paperchase with the right marketing strategy and via the available communication channels. Without this, visitors will not become aware of it and curious. As **exhibitors and influencers** are part of the digital paperchase, their participation is crucial for success. The exhibitors must agree to make their products available so that the visitors can solve the tasks. Furthermore, the influencers must agree to be part of the competition, as two prizes have to do with them. If an exhibitor or influencer withdraws, FIBO must ensure that there is a replacement. Otherwise, the digital paperchase will not run smoothly and may not take place. The **app developer** is responsible for ensuring that the app is designed according to the conceptual plan. It is also crucial that no errors occur and that the app is completed on time. To avoid these problems, FIBO has to set up a schedule in which the app must be completed. There must be enough time between the completion and the start of the trade show so that any bugs can be fixed, and the app can still be marketed.

The project will also have an impact on other trade fairs of Reed Exhibitions. With the success of the digital paperchase, Reed Exhibitions may try to apply it to its other fairs for private visitors in order to increase the retention rate. Since the digital paper chase is developed by an app developer from Germany who works in a company, FIBO is acting socially responsible. This ensures that there is no exploitation of the employee and that an appropriate salary is paid. The product will also influence competitors. As soon as they learn about the digital paperchase's success, they will design a similar product to keep up. As the digital paper chase does not take place on paper but via the visitors' mobile phones, FIBO acts in an environmentally friendly and sustainable way. The app can be used and further developed repeatedly and can also be applied to other fairs.

## 6. Finance

For this project, the Young Professional has a budget of **€550,000**. The following costs are only an indication of the direction in which the costs will be. The price is always individual and depends on the requirements and the function of the app.

The development costs of an app are not standardised but can vary greatly. The decisive point is the time required, which is made up of the following main areas:

- Planning phase (current status and goal setting)
- App Design
- Programming

The price range for the individual project areas can cost between a few hundred euros and up to several tens of thousands of euros.

**Planning phase:** The first counselling interview is usually free of charge. As soon as FIBO has decided on an app developer, a workshop is held to develop a concept. The app developer knows exactly what to create, the current status, and the target functions. The average cost for that is **€ 2,200** (Hahn, 2021).

**App Design:** The more appealing the user interface is to users, the longer and more intensive they use it. A professional app graphic designer should develop the design. The average cost of an app design is **€5,000** (Hahn, 2021).

**Programming:** Programming is the most time-consuming and cost-intensive part and depends on the app's complexity, innovativeness, and scope (Hahn, 2021). An app developer costs between **€120**

**and €150** per hour, which will be an average of **€135** (Hoffendahl, 2021). The duration of the development is estimated at one month, with 40 hours a week.

The costs for the development of the app per operating system (iOS, Android) amount to an average of **€7,000** (Hahn, 2021). An app that can only be installed on mobile devices guarantees the highest data security during use (Hahn, 2021).

The costs for the publication in the App Store are **299 USD** annually, which is **€253.31** and in the Google Play Store one-time **25 USD**, which is **€21.18** (Hahn, 2021).

The cost of the digital paperpurchase may be similar to the Pokémon Go app's cost, as it has many similarities in terms of features. The costs are estimated to be between **€70.000-120.000** (Hoffendahl, 2021). The costs depend on the various functions and the complexity of the app. Below are two cost examples with the available costs of the website APPLAUNCH (Hoffendahl, 2021) and Portal24 (Portal 24 GmbH, 2021). The first calculation is based on the information about the average costs available on the Portal24 GmbH and Applaunch GmbH websites. The second calculation was determined using an app cost calculator on the Portal24 GmbH website. Here, various elements and functions that should be available in the app could be selected. The app developer's costs and the publication in the App Store and Google Play Store were taken from the first calculation.

Overheads	Average costs	Average costs total
Workshop concept planning	€2,200	€2,200
App design	€5,000	€5,000
App developer	€135 per hr x 160 hrs	€21,600
App operating systems	€7,000 x 2	€14,000
Publication App Store	€253.31 yearly	€253.31
Publication Google Play Store	€21.18	€21.18
Total		€43,074.49

(Applaunch GmbH & Portal24 GmbH, 2021)

Overheads	Average and highest costs	Average and highest costs
App operating system	€600 x 2	€1,200
GPS and maps	€2,400	€2,400
QR Codes	€1,200	€1,200
More than 5 screens	€1,200	€1,200
Drawer-menu	€1,200	€1,200
Landscape format	€6,000	€6,000
Data collection	€1,200	€1,200
Languages (2)	€2,400	€2,400
Hall plans, Exhibitor list, routing	€3,600	€3,600
App developer	€135 per hr x 160 hrs	€21,600
Publication App Store	€253.31 yearly	€253.31
Publication Google Play Store	€21.18	€21.18
Total		€42,274.49

(Portal24 GmbH, 2021)

The total costs are in the same range for both cost statements, which gives FIBO an initial overview of what costs they should expect. As mentioned before, there are additional costs that could not be determined without a personal consultation. The guideline value is **€70,000-€120,000**. Since the app is free of charge, there is no profit for FIBO. The profit from the tickets sold can only be determined after the successful launch and evaluation after the trade fair.

## Afterword

Looking back on the bachelor thesis process, one can say that it was a demanding, stressful, and valuable time. Demanding because the project had to be fair to an HBS student, stressful because I am a person who likes to put things off and can work best under stress. Valuable, as I was able to gain some knowledge.

The development of the management problem was done in cooperation with my boss at the time, but she left the company, which was not a problem in itself. But then Corona and jobs had to be cut, including mine. Nevertheless, the Managing Director of Reed Exhibitions allowed me to write my Bachelor thesis in the company. After that was settled, I registered my Bachelor thesis and got in touch with my supervisor Peter Steenhuis and my peer students. Through weekly meetings, we supported each other and got to the finish line.

Through my Plan of Approach, my supervisor and client were able to get a first impression of my research process and my approach to solving the management problem. As usual, I did not get the go-ahead from my supervisor to proceed and had to make minor adjustments, which led to a go-ahead.

As I had only conducted interviews before, creating the survey was new for me but not tricky. Distributing the surveys was easy, but getting the desired responses still proved difficult and nerve-racking. After completing the survey, it was possible to get closer to completing the bachelor thesis. At first, I only had a continuous text to present my professional product, but through my supervisor and my fellow students' advice, I visualised the product. This helps the client to get a better picture of the advice.

During the whole process, there were three interviews that I conducted together with my client. The plan interview was to discuss the plan of approach and make agreements about different skills I want to learn and communicate when submitting the final product. The second interview was the progress interview which I did only with my client. Here we caught up and saw if we were still pursuing the same goal. This was the case.

Furthermore, he had to evaluate my professional performance on various points. This process also took place in the third interview, the assessment interview. Here, he had to give me a final evaluation after presenting my product for solving the management problem.

Since this is my third attempt at writing the Bachelor thesis, I am motivated to pass it this time. Thanks to the feedback from my supervisor and fellow students, I am confident that I will succeed. After I have submitted my Bachelor thesis, the process of the final interview begins. First, I will write a reflection report and then present it orally and answer the examiners' questions. Since I suffer from terrible test anxiety and am super nervous about oral exams, the thought of this already worries me. Nevertheless, I think that with good preparation, I will also master this task.

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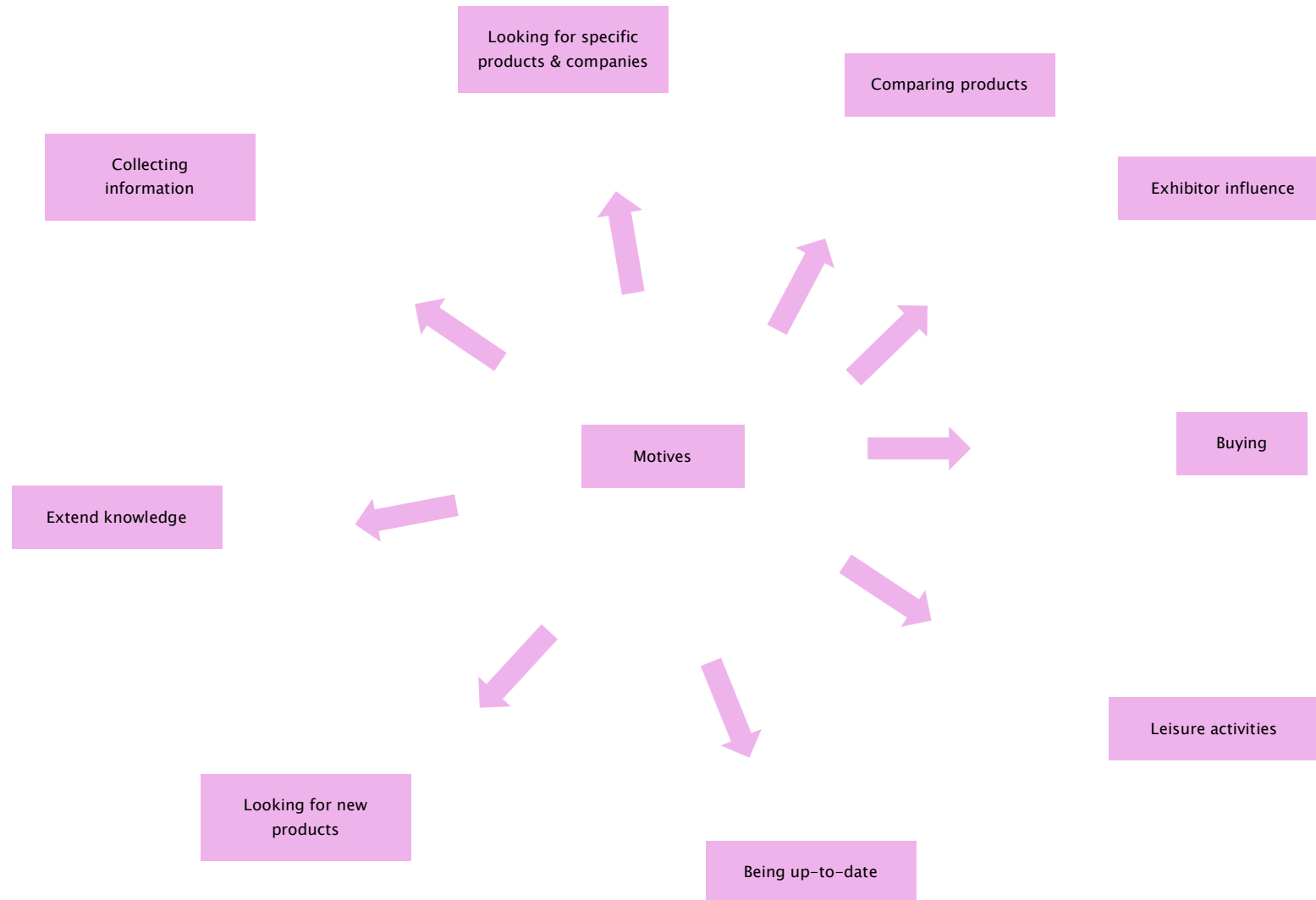
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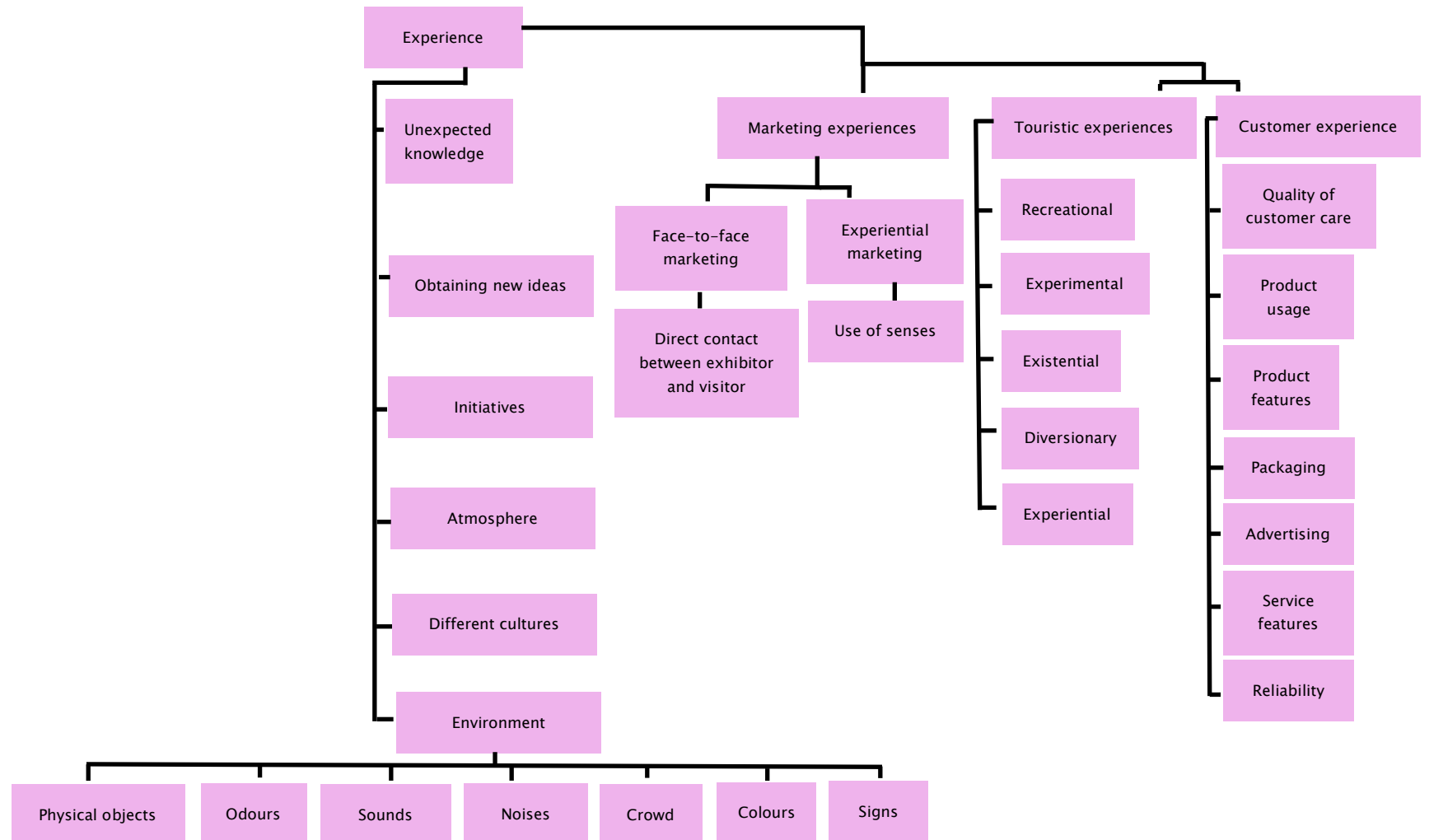
Appendix 1 Operationalisation Retention (Source: Own construction)



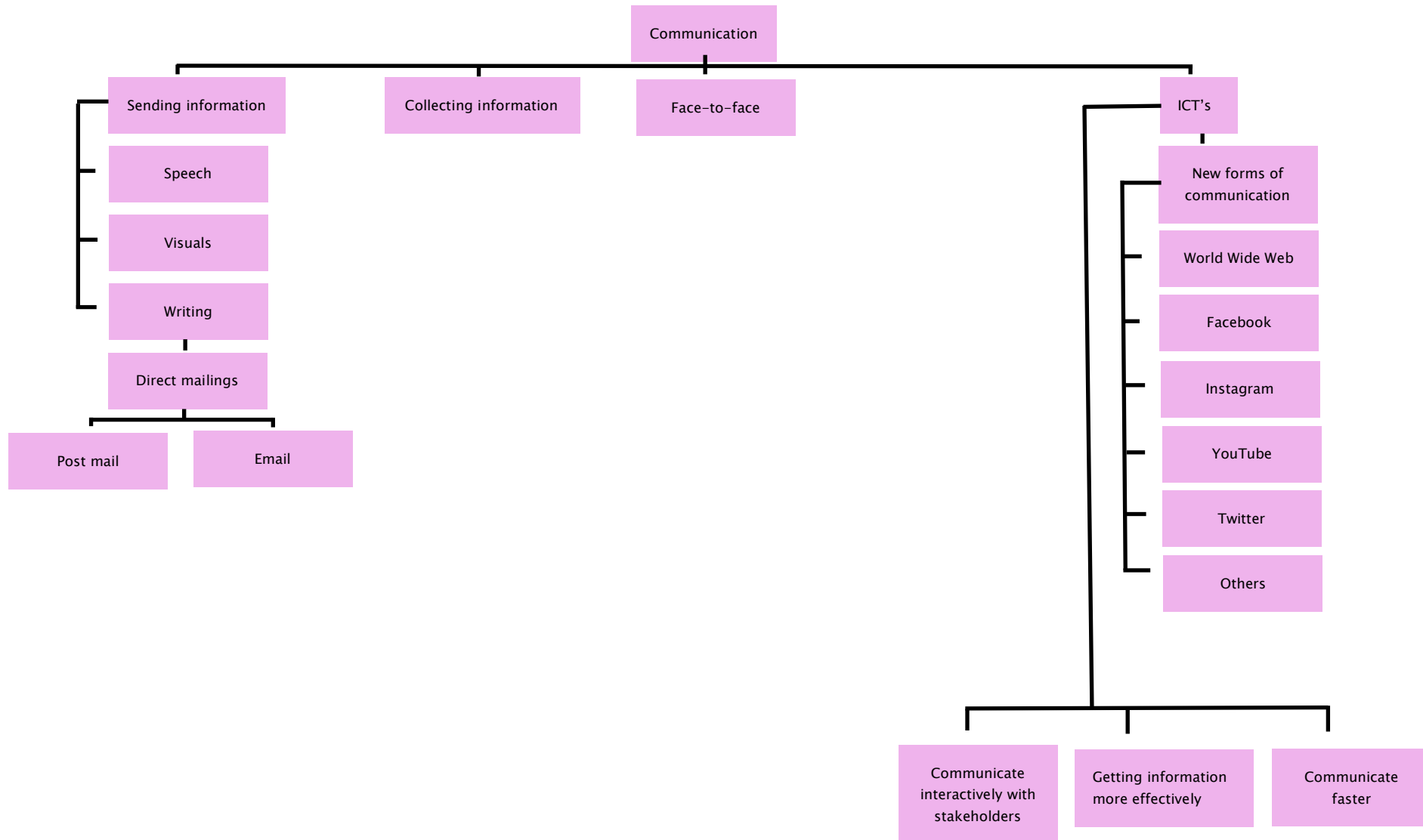
Appendix 2 Operationalisation Motives (Source: Own construction)



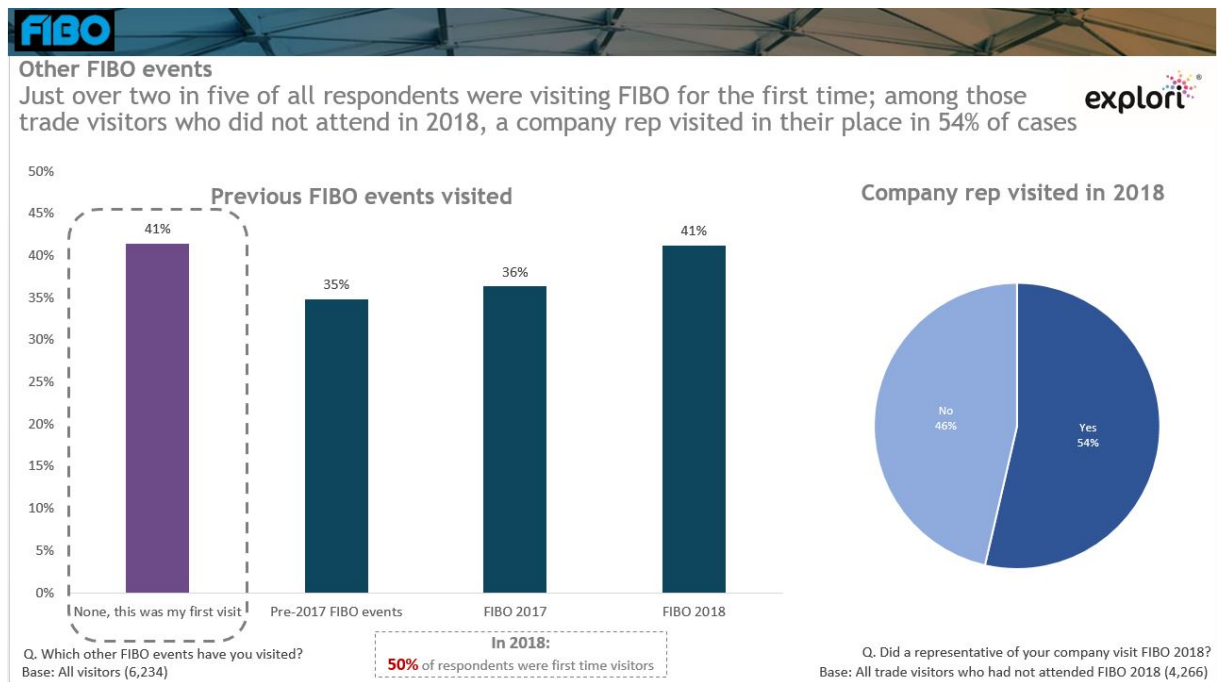
Appendix 3 Operationalisation Experience (Source: own construction)



Appendix 4 Operationalisation Communication (Source: own construction)



## Appendix 5 First time visitors



Source: Marketing Communication Manager FIBO

## Appendix 6 SWOT Analysis

Strengths (What does the FIBO do well?)	Weaknesses (What could the FIBO improve?)
<ul style="list-style-type: none"> <li>Leading International Trade Show for Fitness, Wellness and Health</li> <li>36 years</li> <li>Wide range of communication channels</li> <li>GDPR</li> <li>Competition for free tickets</li> <li>Reduced tickets for a certain period of time</li> <li>Expert employees</li> <li>Different halls</li> <li>Innovations</li> <li>FIBO in 5 different countries</li> </ul>	<ul style="list-style-type: none"> <li>Hybrid trade show</li> <li>Bigger team before the show -&gt; fewer extra hours of work</li> <li>Customer service (waiting line before the show)</li> <li>No App</li> </ul>
Opportunities (What trends could the FIBO take advantage of?)	Threats (What threats could harm die FIBO?)
<ul style="list-style-type: none"> <li>Multi-sensory experiences</li> <li>Digitisation</li> </ul>	<ul style="list-style-type: none"> <li>Covid-19</li> <li>Competitors with the same products</li> </ul>



## Appendix 7 Competitor Analysis

	Competitor 1	Competitor 2	Competitor 3
Overview	Fitness Connected	Rimini Wellness	ISPO Munich
Target group	<p>Trade visitors:</p> <ul style="list-style-type: none"> <li>• Studio operator, club sport</li> <li>• Retirement homes, rehab &amp; physio, health insurance companies</li> <li>• Hotel industry</li> <li>• Sports retail</li> <li>• Municipal facilities</li> <li>• Urban developers, infrastructure, facilities, malls</li> <li>• Recruiter (Young Talents)</li> </ul> <p>(Fitness Connected, 2021)</p>	<p>Trade and Private visitors:</p> <ul style="list-style-type: none"> <li>• makers of machines for physical activity to gyms</li> <li>• schools</li> <li>• trade associations, those who love the body</li> <li>• taking in spas for relaxation</li> <li>• rehabilitative sciences and dance</li> <li>• tourism and design</li> </ul> <p>(Italian Exhibition Group S.p.A., 2021)</p>	<p>Trade visitors:</p> <ul style="list-style-type: none"> <li>• Retailers and wholesalers</li> <li>• brand manufacturers with stand</li> <li>• distributors, sales representatives</li> <li>• brand, contract fabric and accessory manufacturers without stand</li> <li>• sports instructors</li> <li>• designers</li> <li>• agencies (event, PR, marketing, rights,...)</li> <li>• universities/training centres</li> <li>• travel providers</li> <li>• tourism</li> <li>• sports medicine</li> <li>• fitness</li> <li>• sports organisations</li> <li>• professional sports people</li> <li>• rights traders</li> <li>• intermediaries of sports rights and all sports lovers</li> </ul> <p>(ISPO Munich, 2021)</p>
Pricing of Products and Services	ISPO Card 79€/379€	Free & Paid Tickets	<p>ISPO Munich Online Expo Ticket 29€</p> <p>ISPO Munich Online On-Demand Conference Ticket 59€</p>

			ISPO Card 79€/379€
Marketing Strategy	<ul style="list-style-type: none"> <li>• interactive sales tool that can be used all year in order to bring innovations to the market as quickly as possible</li> <li>• Use of the ISPO and OutDoor by ISPO communication channels to disseminate fitness-related content</li> <li>• Sales- and marketing-oriented eco-system</li> <li>• Social media</li> <li>• Website</li> <li>• Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Social media</li> <li>• Website</li> <li>• Partner websites</li> <li>• Newsletter</li> <li>• App</li> </ul>	<ul style="list-style-type: none"> <li>• Social Media</li> <li>• Newsletter</li> <li>• Website</li> <li>• Partner websites (Media Partners)</li> </ul>
Competitive Advantage	<ul style="list-style-type: none"> <li>• 2 halls (clearer)</li> <li>• Part of the ISPO network</li> <li>• Free snacks and drinks for exhibitors and visitors</li> <li>• Forward-looking pandemic concept</li> <li>• location</li> </ul>	<ul style="list-style-type: none"> <li>• world's biggest gathering devoted to fitness, well-being, business, sport, physical culture and healthy eating</li> <li>• location</li> </ul>	<ul style="list-style-type: none"> <li>• 2 international trade fairs a year</li> <li>• fundraising run</li> <li>• location</li> </ul>
Strengths	<ul style="list-style-type: none"> <li>• new international trade fair that takes a holistic approach and at which all topics that will move the fitness, health and sports market in the future are already presented and discussed today.</li> <li>• Hall construction: U-system (All exhibitors are clearly seen)</li> <li>• FitnessConnected special areas with lecture stages and networking areas.</li> <li>• Focus on innovations and future markets</li> <li>• Concentrated technical discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Pro.Fit, an exclusive program reserved to the professionals and the main international brands in the industry</li> <li>• FUN, for the active public that enthusiastically takes part in the exhibition every year</li> <li>• FoodWell Expo, dedicated to healthy eating for those on the move</li> <li>• RiminiSteel, the most heavy-duty part of RIMINIWELLNESS, hosting combat sports, martial arts, bodybuilding and everything to do with "physical culture"</li> <li>• Riabilitec, the section that presents every technological innovation for motor</li> </ul>	<ul style="list-style-type: none"> <li>• world's largest platform for trends and innovations in the sports business</li> <li>• Over 100 workshops, 60 panels and keynotes</li> </ul>

		rehabilitation and re-education. <ul style="list-style-type: none"> <li>Pilates Junction, a space entirely dedicated to the most relevant Pilates brands.</li> </ul>	
Weaknesses	<ul style="list-style-type: none"> <li>No shows</li> <li>No virtual reality</li> <li>Covid-19</li> </ul>	<ul style="list-style-type: none"> <li>No virtual reality</li> <li>Covid-19</li> </ul>	<ul style="list-style-type: none"> <li>No virtual reality</li> <li>Covid-19</li> </ul>

## Appendix 8 Quality criteria of digital paperchase



Source: iso25000.com

### Functional Suitability:

- Functional completeness - To what extent do the functions cover the given tasks and goals?
- Functional correctness - To what extent does the product deliver precise results?
- Functional appropriateness - To what extent do the functions facilitate the achievement of the defined tasks and objectives?

### Performance Efficiency:

- Time behaviour - To what extent do the response and processing times and throughput rates meet the requirements in execution?
- Resource utilization - To what extent do the quantities and types of resources meet the requirements?
- Capacity - To what extent the maximum limit values of the product parameter have been reached?

### Compatibility:

- Co-existence - To what extent can the product perform its functions efficiently without being disadvantaged by another product?
- Interoperability - To what extent can the product use exchanged information?

### Usability:

- Appropriateness recognizability - To what extent is the product suitable for the user?
- Learnability - To what extent can the product be used by specific users to achieve effectiveness, efficiency, freedom from risk and satisfaction?
- Operability - To what extent is the product easy to use?
- User error protection - To what extent are users protected from errors?
- User interface aesthetics - To what extent is the user interface pleasant and satisfying?

- Accessibility - To what extent can the product be used by different user groups?

#### Reliability:

- Maturity - To what extent is the product reliable in normal operation?
- Availability - To what extent is the product operational and accessible?
- Fault tolerance - To what extent is the functionality given despite possible software or hardware errors?
- Recoverability - To what extent can data and the system be restored in the event of a failure or interruption?

#### Security:

- Confidentiality - To what extent is data protected?
- Integrity - To what extent does the product prevent unauthorised access to or modification of data?
- Non-repudiation - To what extent do actions and events demonstrably take place that can no longer be denied later?
- Accountability - To what extent can the actions of an entity be traced back to the entity?
- Authenticity - To what extent can the identity of a resource be proven?

#### Maintainability:

- Modularity - To what extent does the programme consist of discrete components?
- Reusability - To what extent can an asset be used more than once?
- Analysability - To what extent can the effects of an intended change be effectively and efficiently assessed, and defects diagnosed?
- Modifiability - To what extent can a product be improved without degrading product quality?
- Testability - To what extent are test criteria established and tests conducted accordingly?

#### Portability:

- Adaptability - To what extent can the product adapt to different hardware, software, or other operating or usage environments?
- Installability - To what extent can the product be successfully installed and/or uninstalled?

## Appendix 9: FIBO Halls & Themes

FLOOR PLAN | FIBO

**Messegelände Köln**  
**4 – 7 APRIL 2019**

**HALL/HALLE 4.1**  
CAMPUS  
GROUP & AQUA FITNESS  
FIGHTING FIT

**HALL/HALLE 4.2**  
FASHION  
SPORTS NUTRITION

**HALL/HALLE 5.1**  
CAMPUS

**HALL/HALLE 5.2**  
EMS & VIBRATION  
NEW BUSINESS  
CARDIO & STRENGTH

**EINGANG NORD, SÜD + WEST / ENTRANCE NORTH, SOUTH + WEST**  
Privat\* & Fachbesuchereingang / Entrance for private\* & trade visitors  
 \* Privatbesuchertickets sind nur online erhältlich. Anzahl begrenzt!  
 \* Private visitor tickets are only available online. Limited amount!

**EINGANG OST / ENTRANCE EAST**  
Nur Fachbesuchereingang / Entrance for trade visitors only

**LAUFWEGE / PATHS**

**HALL/HALLE 6**  
CARDIO & STRENGTH

**HALL/HALLE 7**  
CARDIO & STRENGTH  
PHYSIO

**HALL/HALLE 8**  
CONSULTING SERVICES  
INTERIOR  
BGM  
PHYSIO  
WELLNESS & BEAUTY

**HALL/HALLE 9**  
FUNCTIONAL TRAINING

**HALLS/HALLEN 10.1 & 10.2**  
POWER

**CONGRESS CENTER NORD/NORTH**  
CAMPUS

www.fibo.com / www.bodyfit.com  
 Stand: Februar 2019. Änderungen vorbehalten. / Last updated: February 2019. Subject to change.

Source: FIBO Show Guide 2019

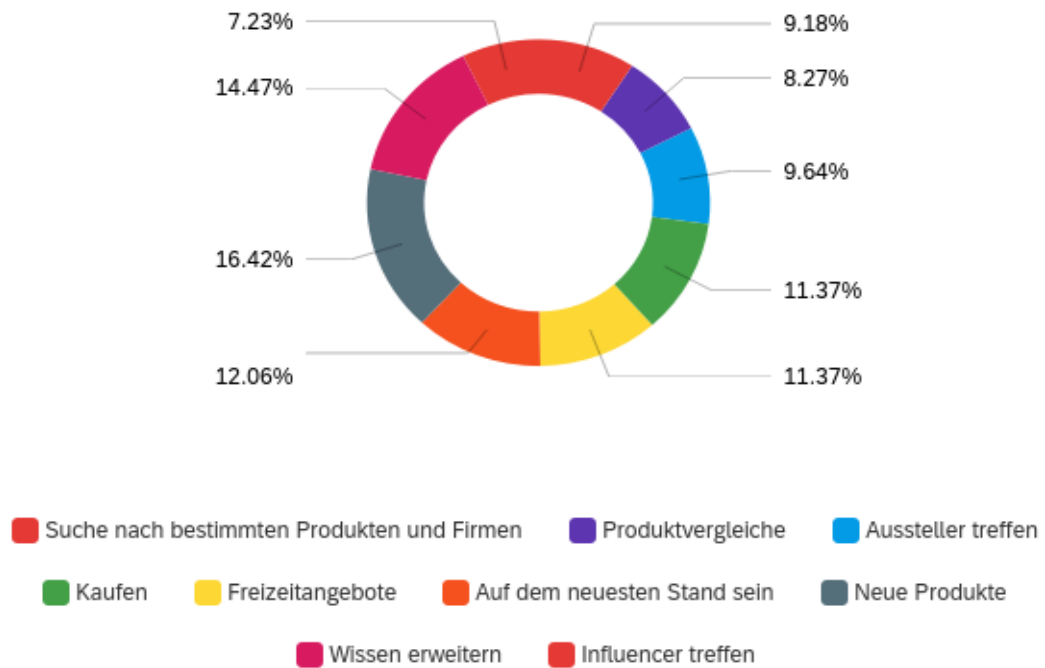
## Appendix 10 Join-in programme

### **ONSITE EVENTS – Programm / Programme**

Samstag / Saturday, 06.04.2019			
Uhrzeit / Time	Event	Beschreibung / Description	Ort / Location
09:00 - 16:30	<b>FIBO CAMPUS</b>	Mitmach-Programm und Vorträge, Ticket erforderlich, siehe separater FIBO CAMPUS Stundenplan Seite 56a / Join-in Programme and Speeches, CAMPUS Ticket needed, please see CAMPUS time table on Page 56a	Congress Centrum Nord / No
09:00 - 18:00	<b>Calisthenics</b>	Mitmach-Programm / Join-in Programme, Shows	Halle / Hall 4.1 Stand A71
09:00 - 18:00	<b>FIBO Business Weekend</b>	FIBO Business Weekend - u.a. DSSV Existenzgründer-Seminar, Guided Tours	verschiedene Orte / various L
09:00 - 18:00	<b>Group Fitness equipment-based</b>	Mitmach-Programm / Join-in Programme	Halle / Hall 4.1 Stand B62 Sta
09:00 - 18:00	<b>Group Fitness classic</b>	Mitmach-Programm / Join-in Programme	Halle / Hall 4.1 Stand A16 Sta
09:00 - 18:00	<b>Matchmaking</b>	Networking in entspannter Atmosphäre / Networking in a relaxing Atmosphere	Halle / Hall 5.2 Stand A10
09:00 - 18:00	<b>Meetingpoint Physio</b>	Sonderfläche und Vorträge / Special Area and Speeches	Halle / Hall 7 Stand A08
09:00 - 18:00	<b>New Business Area &amp; Forum</b>	Sonderfläche und Vorträge / Special Area and Speeches	Halle / Hall 5.2 Stand B78
09:00 - 18:00	<b>Pool Stage / Aqua Fitness</b>	Mitmach-Programm / Join-in Programme	Halle / Hall 4.1 Stand D30
09:00 - 18:00	<b>Wellness Competence Center</b>	Sonderfläche und Vorträge / Special Area and Speeches	Halle / Hall 8 Stand A66
09:00 - 18:00	<b>Wellness Forum</b>	Sonderfläche und Vorträge / Special Area and Speeches	Halle / Hall 8 Stand B66

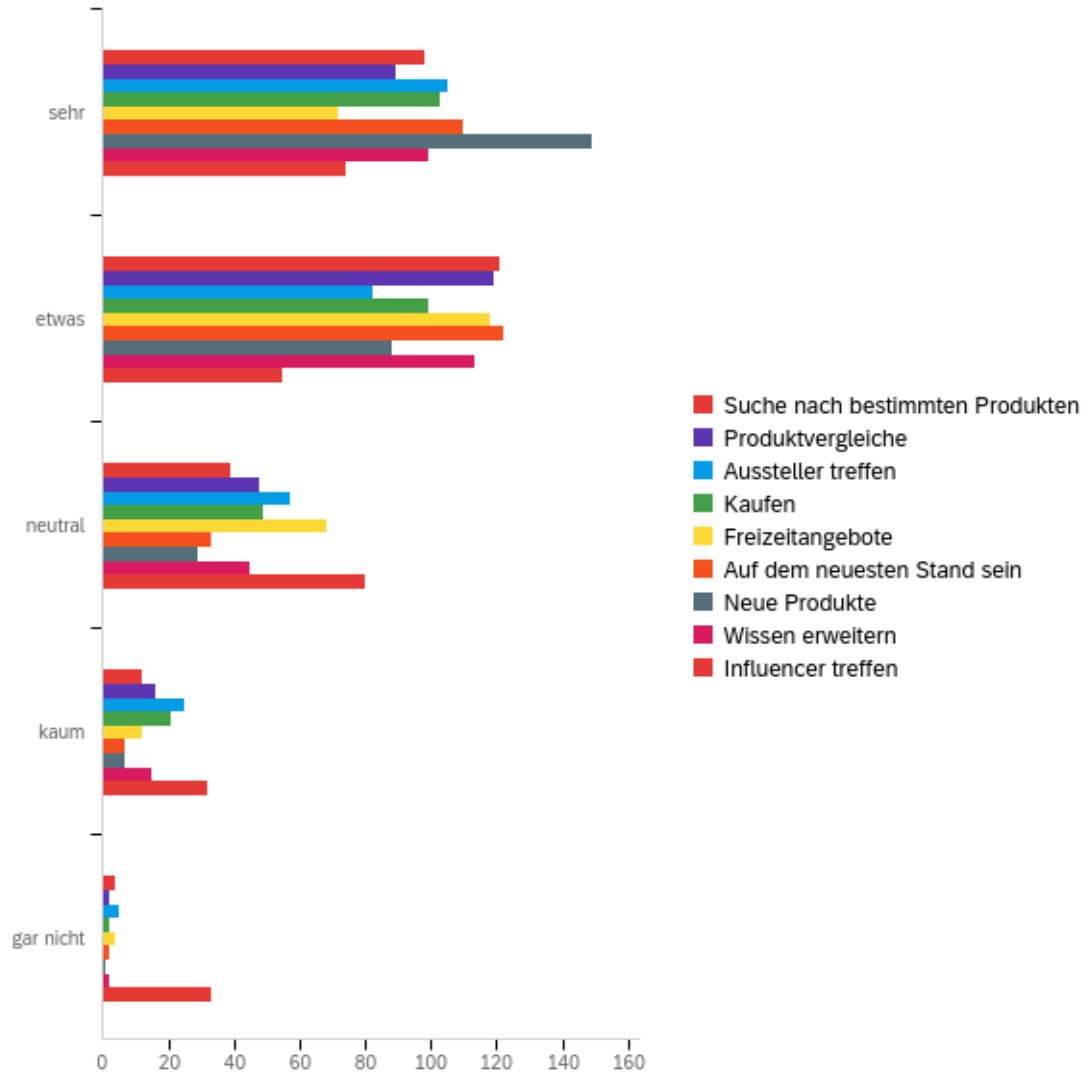
Source: FIBO Show Guide, 2019

## Appendix 11 Motives to visit a trade fair



Source: Qualtrics

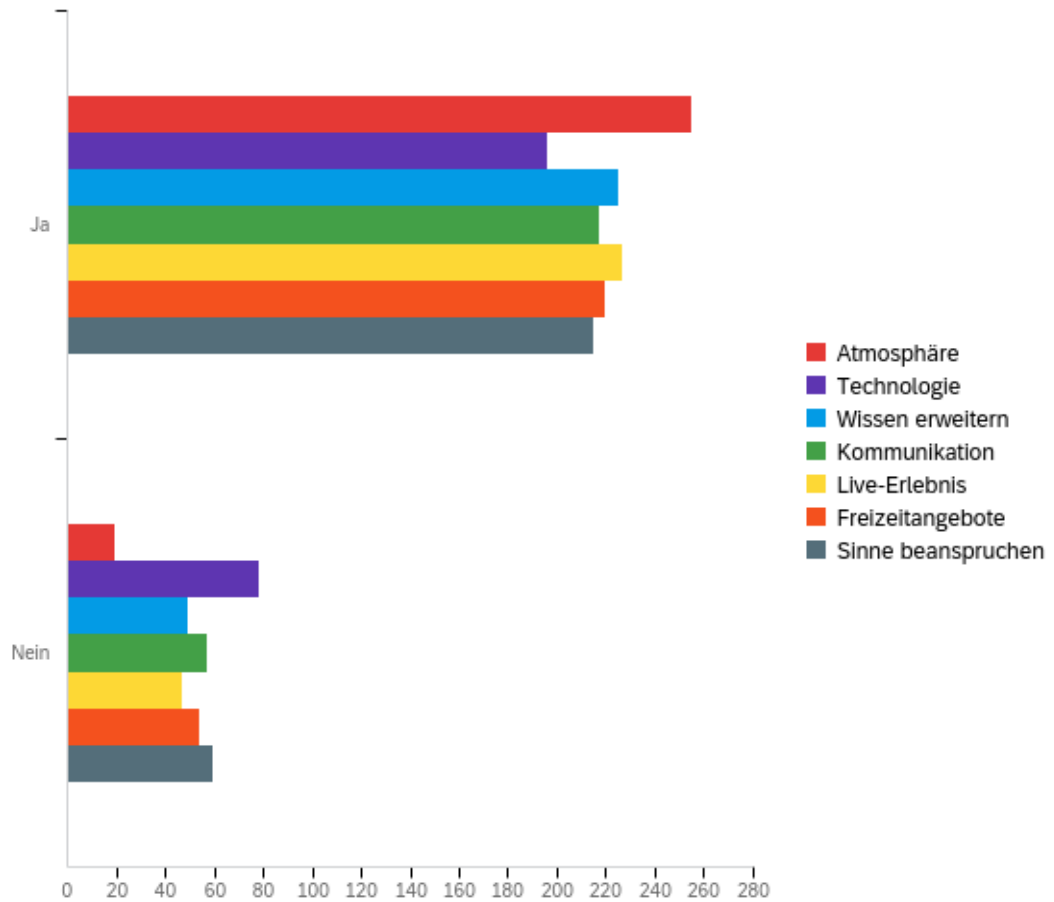
## Appendix 12: Motives assigned by the FIBO



#	Frage	sehr		etwas		neutra l		kaum		gar nicht		Summ e
1	Suche nach bestimmten Produkten	35.77 %	98	44.16 %	121	14.23 %	39	4.38 %	12	1.46 %	4	274
2	Produktvergleiche	32.48 %	89	43.43 %	119	17.52 %	48	5.84 %	16	0.73 %	2	274
3	Aussteller treffen	38.32 %	105	29.93 %	82	20.80 %	57	9.12 %	25	1.82 %	5	274
4	Kaufen	37.59 %	103	36.13 %	99	17.88 %	49	7.66 %	21	0.73 %	2	274
5	Freizeitangebote	26.28 %	72	43.07 %	118	24.82 %	68	4.38 %	12	1.46 %	4	274
6	Auf dem neuesten Stand sein	40.15 %	110	44.53 %	122	12.04 %	33	2.55 %	7	0.73 %	2	274
7	Neue Produkte	54.38 %	149	32.12 %	88	10.58 %	29	2.55 %	7	0.36 %	1	274
8	Wissen erweitern	36.13 %	99	41.24 %	113	16.42 %	45	5.47 %	15	0.73 %	2	274

9	Influencer treffen	27.01 %	74	20.07 %	55	29.20 %	8 0	11.68 %	3 2	12.04 %	3 3	274
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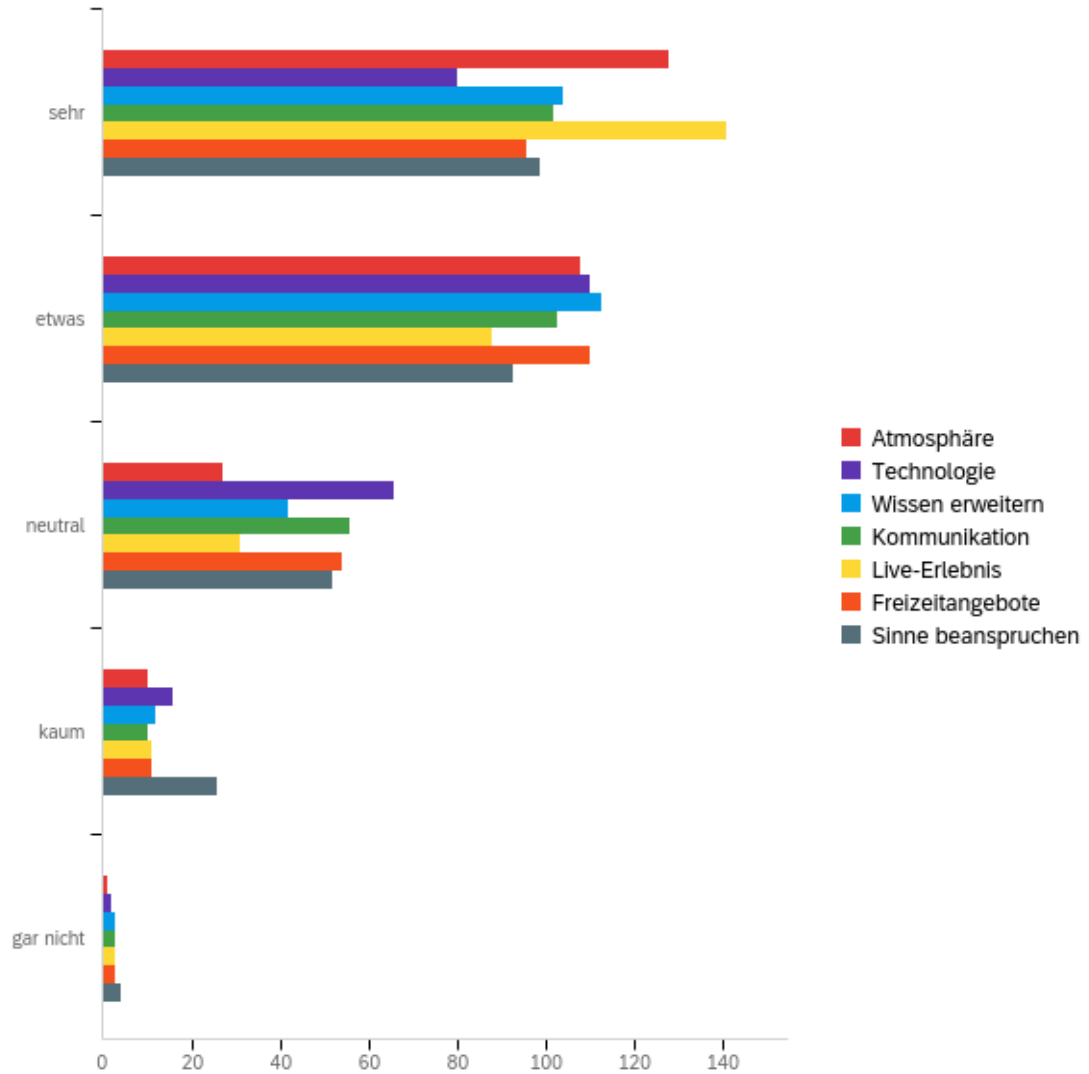
#### Appendix 13 Factors that influence a trade fair visit



#	Frage	Ja		Nein		Summe
1	Atmosphäre	93.07%	255	6.93%	19	274
2	Technologie	71.53%	196	28.47%	78	274
3	Wissen erweitern	82.12%	225	17.88%	49	274
4	Kommunikation	79.20%	217	20.80%	57	274
5	Live-Erlebnis	82.85%	227	17.15%	47	274
6	Freizeitangebote	80.29%	220	19.71%	54	274
7	Sinne beanspruchen	78.47%	215	21.53%	59	274

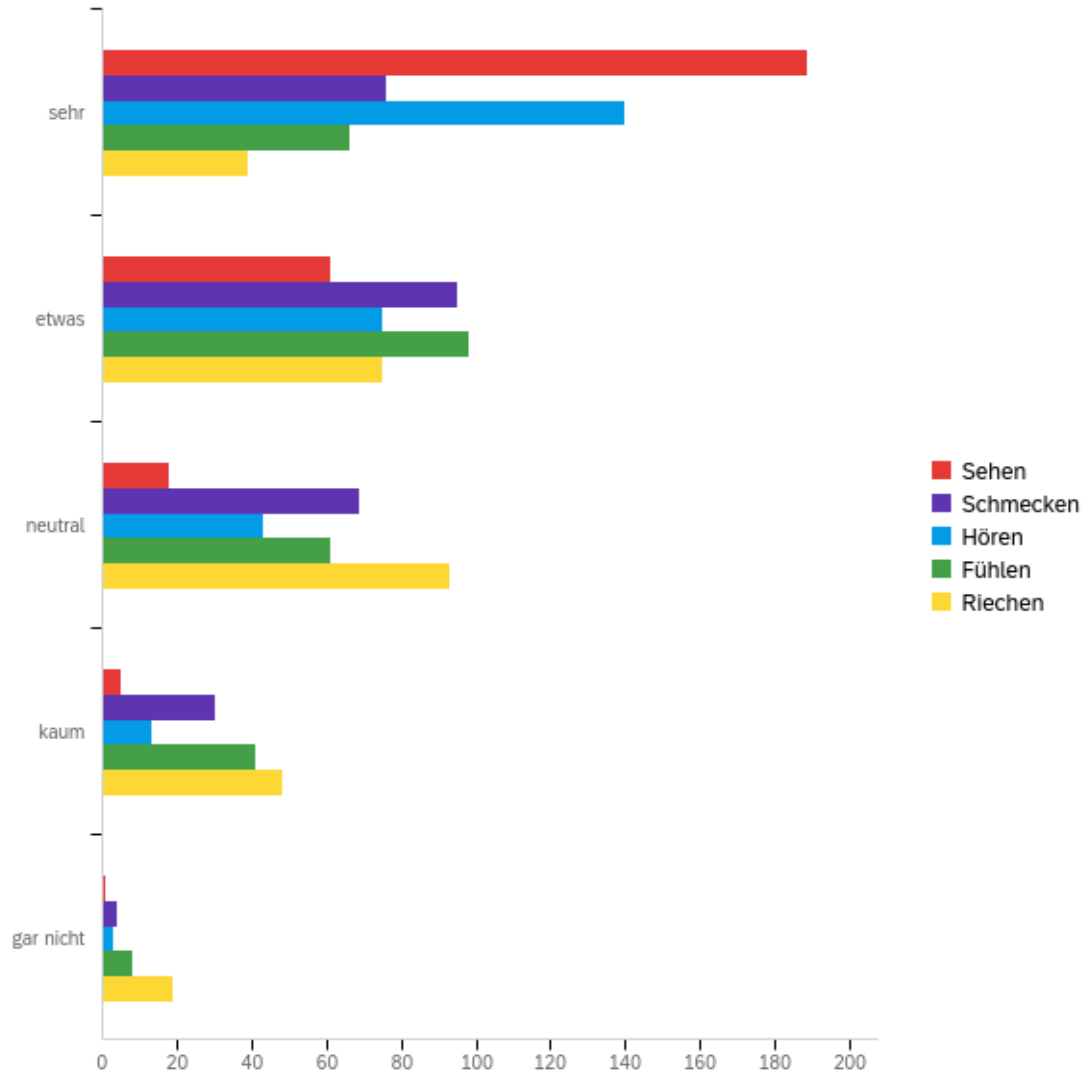


#### Appendix 14 Factors that influence a trade fair visit assigned by the FIBO



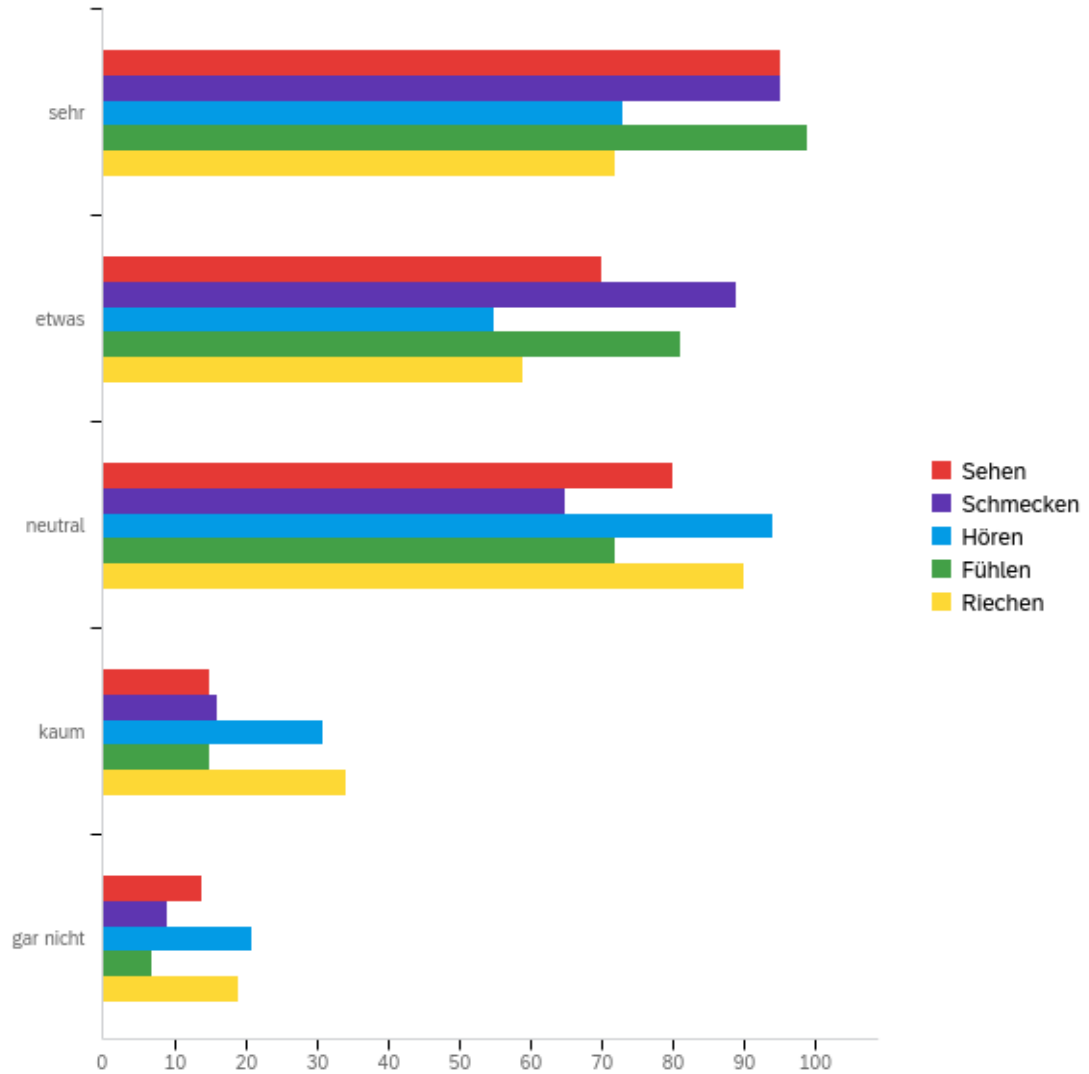
#	Frage	sehr		etwas		neutral		kaum		gar nicht		Summe
1	Atmosphäre	46.72 %	12 8	39.42 %	10 8	9.85%	2 7	3.65 %	1 0	0.36 %	1	274
2	Technologie	29.20 %	80	40.15 %	11 0	24.09 %	6 6	5.84 %	1 6	0.73 %	2	274
3	Wissen erweitern	37.96 %	10 4	41.24 %	11 3	15.33 %	4 2	4.38 %	1 2	1.09 %	3	274
4	Kommunikatio n	37.23 %	10 2	37.59 %	10 3	20.44 %	5 6	3.65 %	1 0	1.09 %	3	274
5	Live-Erlebnis	51.46 %	14 1	32.12 %	88	11.31 %	3 1	4.01 %	1 1	1.09 %	3	274
6	Freizeitangebot e	35.04 %	96	40.15 %	11 0	19.71 %	5 4	4.01 %	1 1	1.09 %	3	274
7	Sinne beanspruchen	36.13 %	99	33.94 %	93	18.98 %	5 2	9.49 %	2 6	1.46 %	4	274

## Appendix 15 Using senses



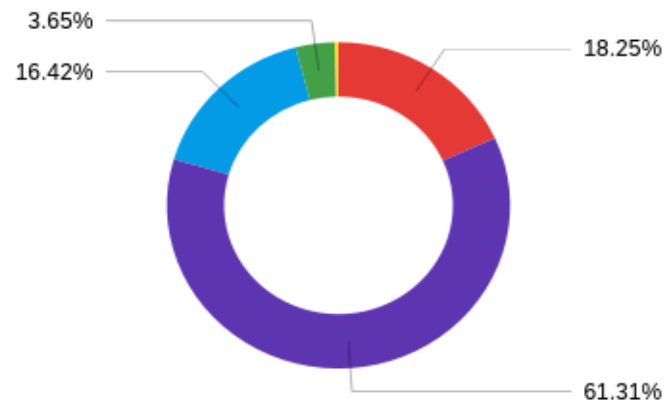
#	Frage	sehr		etwas		neutral		kaum		gar nicht		Summ e
1	Sehen	68.98 %	18 9	22.26 %	6 1	6.57%	1 8	1.82%	5	0.36 %	1	274
2	Schmecke n	27.74 %	76	34.67 %	9 5	25.18 %	6 9	10.95 %	3 0	1.46 %	4	274
3	Hören	51.09 %	14 0	27.37 %	7 5	15.69 %	4 3	4.74%	1 3	1.09 %	3	274
4	Fühlen	24.09 %	66	35.77 %	9 8	22.26 %	6 1	14.96 %	4 1	2.92 %	8	274
5	Riechen	14.23 %	39	27.37 %	7 5	33.94 %	9 3	17.52 %	4 8	6.93 %	1 9	274

## Appendix 16 Using more senses



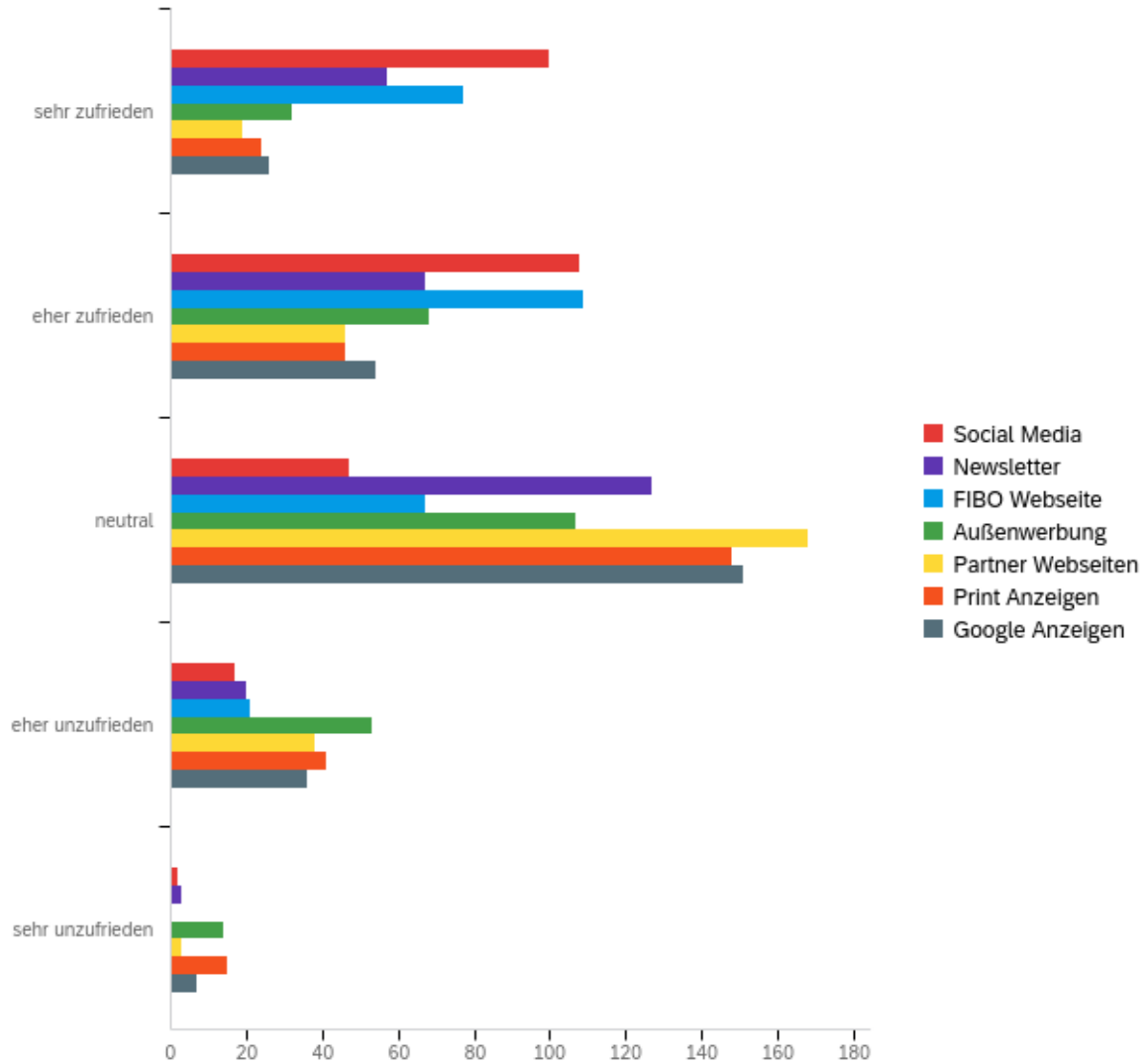
#	Frage	sehr		etwas		neutral		kaum		gar nicht		Summe
1	Sehen	34.67%	95	25.55%	70	29.20%	80	5.47%	15	5.11%	14	274
2	Schmecken	34.67%	95	32.48%	89	23.72%	65	5.84%	16	3.28%	9	274
3	Hören	26.64%	73	20.07%	55	34.31%	94	11.31%	31	7.66%	21	274
4	Fühlen	36.13%	99	29.56%	81	26.28%	72	5.47%	15	2.55%	7	274
5	Riechen	26.28%	72	21.53%	59	32.85%	90	12.41%	34	6.93%	19	274

## Appendix 17 Customer care



<div> <div></div> sehr zufrieden         <div></div> zufrieden         <div></div> neutral         <div></div> unzufrieden         <div></div> sehr unzufrieden       </div>				
#	Antwort	%	Zähler	
1	sehr zufrieden	18.25%	50	
2	zufrieden	61.31%	168	
3	neutral	16.42%	45	
4	unzufrieden	3.65%	10	
5	sehr unzufrieden	0.36%	1	
	Summe	100%	274	

## Appendix 18 Communication

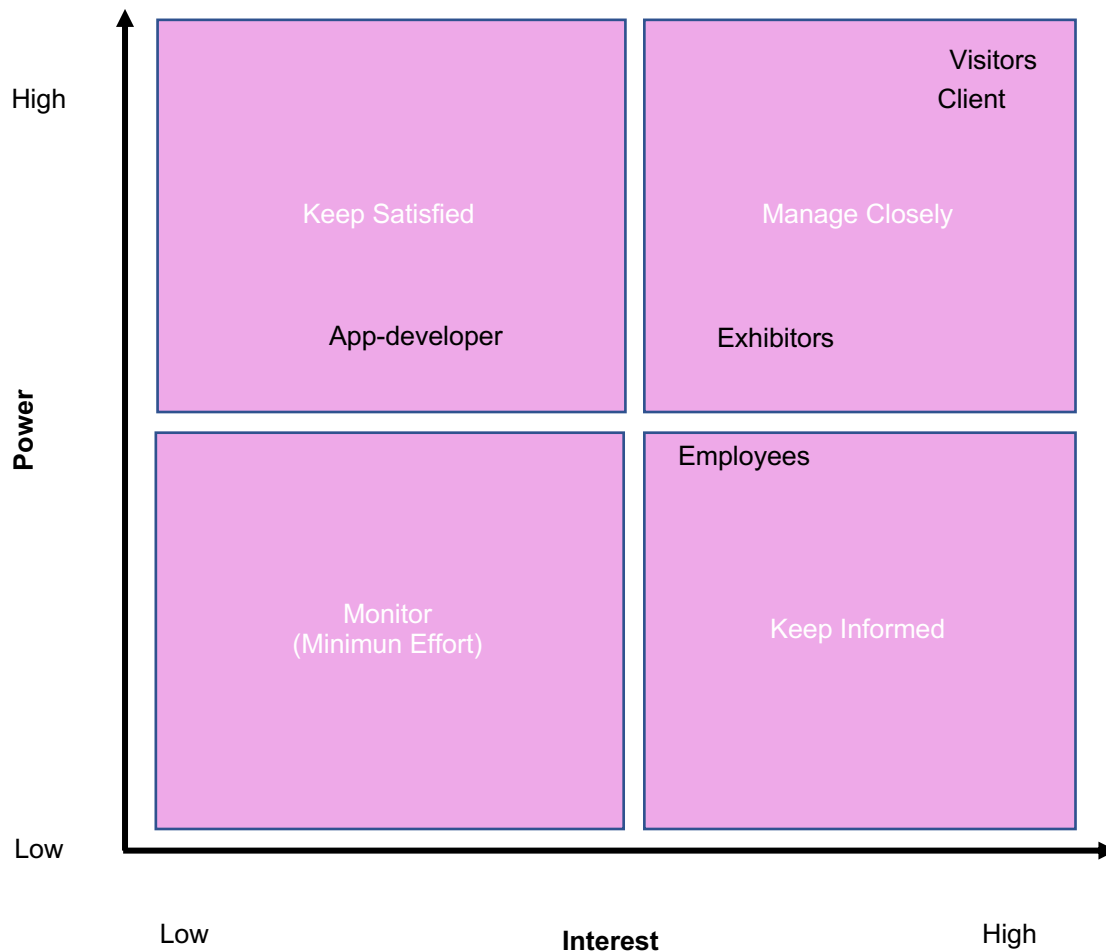


#	Frage	sehr zufrieden		eher zufrieden		neutral		eher unzufrieden		sehr unzufrieden		Summe
1	Social Media	36.50 %	100	39.42 %	108	17.15 %	47	6.20 %	17	0.73 %	2	274
2	Newsletter	20.80 %	57	24.45 %	67	46.35 %	127	7.30 %	20	1.09 %	3	274
3	FIBO Webseite	28.10 %	77	39.78 %	109	24.45 %	67	7.66 %	21	0.00 %	0	274
4	Außenwerbung	11.68 %	32	24.82 %	68	39.05 %	107	19.34 %	53	5.11 %	14	274
5	Partner Webseiten	6.93 %	19	16.79 %	46	61.31 %	168	13.87 %	38	1.09 %	3	274
6	Print Anzeigen	8.76 %	24	16.79 %	46	54.01 %	148	14.96 %	41	5.47 %	15	274
7	Google Anzeigen	9.49 %	26	19.71 %	54	55.11 %	151	13.14 %	36	2.55 %	7	274

## Appendix 19 AAOCC criteria

	<b>Authority:</b> Who is the author or editor and what are the qualifications?	<b>Accuracy:</b> What is the quality and reliability of the information published?	<b>Objectivity:</b> Does the author publishes information with more than one point of view?	<b>Currency:</b> Is the content up to date?	<b>Coverage:</b> Does the publication answer all questions, or does it need a follow-up?
Graham, M., & Dutton, W. H. (Eds.). (2019). <i>Society and the internet: How networks of information and communication are changing our lives.</i> Oxford University Press	Mark Graham, editor Director of Research and Senior Research Fellow, Oxford Internet Institute, University of Oxford William H. Dutton, editor Professor of Internet Studies, Oxford Internet Institute, University of Oxford	"A current and accessible overview of the key issues surrounding the Internet and its impact on society" (Oxford University Press, 2021).	"Presents the latest research from leading scholars across the social sciences", (Oxford University Press, 2021).	2019	Yes, it answers all questions.
Bengtsson, M. (2016). How to plan and perform a qualitative study using content analysis. <i>NursingPlus Open</i> , 2, 8-14.	Mariette Bengtsson, Faculty of Health and Society, Department of Care Science	Article history: <ul style="list-style-type: none"> <li>Received 15 September 2015</li> <li>Received in revised form 24 January 2016</li> <li>Accepted 29 January 2016</li> </ul>	Yes, Patton (2002), Elo et al., 2014 Krippendorff, 2004 etc.	2015	Yes it answers all questions

## Appendix 20: Explanation Stakeholder Analysis



The position that you allocate to a stakeholder on the grid shows you the actions you need to take with them:

- **High power, highly interested people (Manage Closely):** you must fully engage these people, and make the greatest efforts to satisfy them.
- **High power, less interested people (Keep Satisfied):** put enough work in with these people to keep them satisfied, but not so much that they become bored with your message.
- **Low power, highly interested people (Keep Informed):** adequately inform these people, and talk to them to ensure that no major issues are arising. People in this category can often be very helpful with the detail of your project.
- **Low power, less interested people (Monitor):** again, monitor these people, but don't bore them with excessive communication.

Source: Mind Tools Content Team

#### Appendix 21 Retention rate visitors 2016-2018

2018 und 2017 da	13.582	16,80%
2018 und 2017 und 2016:	4.675	5,78%
2017 und 2016 da:	13.255	16,40%
2017 und 2016 und 2015:	4.773	5,90%

Source: Database Manager Reed Exhibitions