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Branding at Trade Shows

-How subcontractors use trade shows to strengthen their brands

Bachelor Thesis in EMM

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Background: Branding is a way for companies to differentiate their products and services from its competitors in the fierce competition in business today. This phenomena has up until recently mostly been used in the B2C context, but the importance of branding in the B2B context has been more and more acknowledged. Trade shows are a good way to find customers, and to display and sell products, but can it also be used to strengthen the brand of the exhibiting company? According to Nordiska Undersökningsgruppen (2001) 79 % of the participating companies in B2B trade shows claims to have strengthened their brand through the trade show. As few companies take part in organized research about their trade show performance, we were curious about how such a vast majority of companies knew that their trade show participation actually strengthens their brands.

Purpose: The purpose of our thesis is to explore how trade shows are used by subcontractors to strengthen their brand names, and how these companies measure brand strength.

Method: A case study has been conducted, examining four subcontractors participating at the Elmia Subcontractor trade show. In order to collect our primary data, we used questionnaires both prior to and after the trade show as well as face-to-face interaction during the trade show. We also chose to use the TSI model (Jansson, 2003) to examine what could be done in the different stages of the trade show process in order to maximize the companies' results from it.

Conclusions: The conclusion of this thesis is that the brand image and thereby the strength of the brand of the trade show participating company is mainly a result of the face-to-face meeting. Since we have established that the view on branding in the investigated companies differ from the theoretical view in large, we believe that the relevance of the investigation mentioned in the background can be questioned. The companies lack procedures for measuring their brand strength.

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1 Background

In the first chapter an introduction to our chosen subject is presented. The problem of the thesis is discussed and is narrowed down to our purpose.

The vast amount of companies and products available today forces companies to work hard to stay competitive. It is an ongoing process of finding new customers and strengthen the relationship with existing ones. It is of great importance that the company is recognized on the market as being solid and trustworthy. The usage of the Internet has increased the possibility for buyers to investigate and compare different products easier. Having a strong brand name can create a pre-assumption for the customers that the organization and its products are good for them to use, which will give the company a head start towards its competitors. How strong the relationship is between the company and the customer depends on what kind of product and market you are in.

The importance of a strong brand name is vital in surviving today's tough competition. A strong brand name is a combination of how a company performs and what the customer considers to be important to them (LePla & Parker, 2002). If the brand name is well established and highly integrated in customer relationships, there is the possibility of developing better and more functional products. In the long run this will contribute to sustained competitiveness in the market (LePla & Parker 2002). A large international company must be well recognized if the goal is to be able to reach a wide variety of people. Good examples of well-known companies that have succeeded in building strong brands are Coca Cola, Ford and Siemens, just to mention a few.

Trade shows have had an important role in Europe since the 12th century. The goal of trade shows have always been the same, to find customers, and to display and sell products (Popli, 1990). A trade show provides the opportunity for a producing company to display its products to many potential customers during a short period of time. With so many potential buyers at the same place, the trade show becomes a time-saving communication tool. This could be compared to a situation where the companies would have to meet each customer individually, which takes a lot more time and costs more. According to Åsa Dahlqvist (personal communication, 23-10-2006), general secretary for Fairlink, which is a trade show organization located in Jönköping, the trade show has moved from being a pure exhibition to becoming a place where companies and customers meet. During the latter years the Internet has become a huge communication tool and experts has thought that it would make trade shows abundant. However their predictions have failed to materialize and this points to the importance of the face-to-face meeting that the trade show provides (Stevens, 2005).

Trade shows can have a great impact in building the brand, knowing the demand and create a benchmark toward the competitors. Key people within the industry are present at the trade show and these have big influence on the industry's opinion. Reaching them can strengthen the company's brand (Dahlqvist, personal communication, 23-10-2006). On the other hand, the trade show in itself is not a guarantee for success. It is difficult to attract attention from potential customers in the tough competition where everyone wants to stand out.

1.1 Problem

Branding in the Business-to-business market (B2B) is not as an developed as in Business-to-consumer (B2C) market. De Chernatony (1998) argues however, that brands are to be considered as important in B2B marketing as in B2C marketing. The B2B market has some general distinctions. Business buying decisions are more rational than consumer buyer decision and more complex in the sense that more expertise is needed in both companies for making an informed purchase (Randall, 2000). We believe that this is especially true in the subcontractor context. There is likely to be a stronger bond between companies as the businesses are linked together tightly in a co-operative way. We believe that the creation and maintenance of a strong brand is important to attract companies and develop lasting relationships.

We realized that a lot of effort has been put in the topic of branding and the importance of trade shows but not as much on the combination of the two. The necessity for more interaction between customer and producer is needed for subcontractors that are producing parts that are to be assembled in different end products. For this kind of companies the trade show is of significant importance as they have a chance to meet, interact and have a mutual discussion about their products. The face-to-face meeting can contribute to a better business relation that strengthens the future relationship between the two. According to Nordiska Undersökningsgruppen (2002), who performs trade show investigations, 79% of trade show participants claim that they have strengthen their brand as an effect of the trade show participation. This is the most common effect experienced when not including sales. It can therefore be argued that trade shows can have a great impact on the ability of strengthening the company brand but not so much is known about what it is about the trade show that provides this effect. The research conducted covered B2B trade shows and we found this result quite remarkable. According to Å. Dahlqvist (personal communication, 23-10-2006) not many companies at these kinds of trade shows take part in evaluating their participation, so how is the brand strengthening achieved and measured?

1.2 Purpose

To explore how trade shows are used by subcontractors to strengthen their brand names, and how these companies measure brand strength.

1.3 Delimitations

The thesis will look at the actions taken by subcontractors to strengthen their brands. To fulfil our purpose we will focus on how they use trade shows for this purpose. This means that we will focus on the effects that the trade show as a marketing tool has on the brand. This is done in order to get as little biased result as possible. The study will be done during a short amount of time and will look at actions taken by a selection of subcontractors before, during and after the Elmia Subcontractor trade show. The study only examines branding in a B2B context.

The empirical data will be gathered from the companies that participate as exhibitors at the trade show. The companies' customers will not be asked to fill out a survey. This is because of the extensive work that would have to be done and as time is limited we choose to focus on the subcontractors own views on their performances when it comes to strengthen their brand.

2 Methodology

In this chapter we will describe how the investigation was conducted. There will be a discussion why the qualitative approach was chosen. The chapter will also introduce the reader to how the companies were chosen and how the interviews were conducted to find the information for the study. Finally there will be a discussion about the validity and trustworthiness of the information gathered.

2.1 Qualitative approach

There are two major schools of thought or paradigms that dominate the academic research of today. In order to decide which philosophical paradigm to choose, one must be aware of the underlying differences between them. The different schools of thought will be presented briefly with its pros and cons and then we will motivate our choice of paradigm.

The traditional philosophical school of thought is the quantitative school, also called the positivistic view. It originates from natural sciences such as biology and physics but was also used in the early days of social science. Its focus is to remain objective and neutral in a pre-existing reality and seeking facts without taking peoples' individual differences into consideration. This school was dominating for many years but eventually it became criticized for its flaws. Scholars within social science argued that it was not suited for dealing with individual's actions and behaviors and what was going on in the human mind, for instance, how do you quantify emotions? Therefore, the qualitative approach or phenomenological view gained ground. The qualitative approach has its roots in social sciences like psychology and deals with understanding human behavior with respect to the observer's frame of reference. Qualitative research focuses on the individual and tries to discover the reasons behind certain actions, rather than just the outcome (Collis, 2003).

A paradigm can, according to Morgan (1979) be defined at three different levels: on a philosophical level, how one perceives the world. The second level is called the social level. Here, the main focus is to provide direction on how the researcher should go about conducting the research. The technical level is about what techniques to be used in the research (cited in Collis, 2003). When deciding upon which paradigm to choose, one must be aware of the philosophical differences between the two. The quantitative or positivistic view claims that reality is singular and can be observed objectively. In contrast, the qualitative view or hermeneutic view says that reality is multiple and subjective. Whether to choose the qualitative or quantitative approach depends on the situation, both are good but for different purposes. The qualitative and quantitative philosophies should be seen as two extremes along a continuum (Collis, 2003). Holme & Solvang (1991) points out that it is also possible and sometimes preferable to combine the two when conducting research in order to get a better picture of the question at hand. This view is also supported by Patel and Davidsson (1994) who says that most research is conducted somewhere in between these two extremes. Research that is mainly quantitative usually also contains verbal elements and vice versa.

We lean to some extent towards the hermeneutic view and believe that the world is subjective and open for multiple interpretations. However, we do not go as far as saying that there is no truth, we do not question taken-for-granted assumptions which are generally agreed upon. Since we are more hermeneutics than positivistic, it was natural for us to choose the qualitative approach, rather than the more objective quantitative view. Another reason for choosing a qualitative approach is the intention of the thesis, to really understand how the companies think and their reasons for participating in the Elmia Subcontractor show. The best ways to do this is talking to the people involved and listen to their reasons for displaying their products at the trade show. According to Mason (2002), qualitative research has numerous advantages in a social setting, including multi-dimensionality, depth, richness and nuance. Mason (2002) elaborates by arguing that these qualities should be seen as contributions to the analysis and explanations rather than elements to be sorted out in order to find the objective reality, which would have been the case with a quantitative approach. Holme & Solvang (1991) points out another important advantage with the qualitative method, which is the holistic view. The holistic view contributes to a better understanding of the phenomena at hand as well as making the our conclusions more accurate.

The trade show organization Fairlink has through Nordiska Undersökningsgruppen made several quantitative studies on the effects of trade show participation. It is our intention to try to complement the quantitative studies with our qualitative approach in order to reach a deeper understanding and answer the purpose of this thesis i.e. to explore how trade shows are used by subcontractors to strengthen their brand names, and how these companies measure brand strength.

2.2 Data Collection

Data was collected in several ways including books, journals, thesis, Internet sources and by making interviews. The websites for the chosen companies were also visited. The university library with its different search engines proved to be a valuable support. Interviews will be made not only with specific subcontractors participating at the Elmia Subcontractor 14-17 of November, 2006 but also with Fairlink, which is an association that focuses on trade shows in Sweden. Interviews with the chosen companies will be made in a line study manner i.e. before during and after the trade show. Our intention with this approach is to get a richer and more holistic view on how the exhibitors perceive their participation in the show and if their attitudes towards the trade show changes.

According to Curwin & Slater (2002), data can either be primary or secondary. Primary data is the collection of new information. We believe that it is a major advantage with primary data since it is collected exclusively for the purpose of the research. The disadvantages are that it is cost and time consuming. Some examples of primary data are surveys, observations and group discussions. Existing data are for example articles, books and internet sources and are referred to as secondary data. This information comes at a lower cost but it has been collected for some other reason and its relevance is therefore often limited.

We will be using both primary and secondary data in our thesis. Primary data plays a key role in this thesis, since the question to answer is how the subcontractors use the trade show to strengthen their brand name. We will do this is by talking to the companies involved and listen to their motives and also observe the companies in action at the trade show. Primary data is essential in order to shed light on our purpose and to bring academic value to the thesis. The existing literature treating this question is deficient, which makes the work much more interesting and meaningful.

2.3 Case Study Approach

"A case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used." (Yin, 1989, p. 23)

According to Backman (1998), case studies are often used in situations where the researcher wants to understand a certain phenomena and where the questions "how" and "why" are commonly asked. This is in line with what we are studying since we pose the question "how" in our purpose. Lekvall & Wahlbin (1993) adds to the description of a case study by saying that case studies are often used in detailed descriptions and analysis or explaining purposes. Lekvall &

Wahlbin (1993) continues their description by saying that case studies usually do not try to do in-depth conclusions about how the cases studied correspond to the whole population. Further Backman (1998) says that a case study does not need to be limited to one single case; it is possible to have several cases in one study. Case studies are suitable when the researcher wants to study processes and changes (Patel & Davidsson, 1994). We agree with Patel and Davidsson to use more than one case study to discover differences and similarities between the companies. However, we do not attempt to draw general conclusions for the whole industry of how companies use trade shows as a branding tool. We will limit our investigation to these four companies and create an understanding of how they perceive this important question.

We decided to do a case study since it corresponds very well to the different criteria stated above. Our study is empirical due to the fact that we collect information from the respondents, both by making a questionnaire and interviewing the companies during the trade show. By interviewing the respondents during the trade show, the real-life context is captured as well. Further the case study approach was appealing to us since our purpose was to answer the question "how".

2.3.1 Selection of Companies

We began by selecting Elmia Subcontractor as the starting point for the investigation. It was decided that we were going to visit this show as a part of our empirical study; therefore it was necessary to get hold of companies that were about to exhibit there during the show. Elmia Subcontractor is an annual trade show at Elmia in Jönköping. The trade show is seen as the leading subcontractor show in Europe, consisting of 1200 exhibitors from 30 different countries. Every year about 16000 people visit Elmia Subcontractor and companies engage in business transactions worth approximately two billion Euros annually. The reason why it is so successful is that the engineering industry can reach the ones that are important for the specific subject at hand (Elmia AB, 2006).

We contacted Jonas Ekeroth who is in charge of Elmia Subcontractor, but unfortunately he did not have the time to help us even though he thought that our purpose was very interesting to investigate. Elmia Subcontractor was only a few weeks away and the pressure of finding suitable companies was high. We then made a choice of contacting a relative to one author in the group that works with purchases for a company situated in Halmstad. With the help from Alf Andersson at Waco, we were able to find four companies that had the interest of participating in the investigation.

In order to find different perspectives on how companies consider the possibility of participating at trade shows, we decided to choose organizations that all produce different products and components. This is to see if there is a difference in strategy when exhibiting depending on what the company produces. The decision was to choose companies that were small or medium sized, this was done because we thought that the personal connection would be easier compared to a situation where only large organizations were chosen. Further, it would be much easier to find the people in charge of certain areas that were of interest and could be of help for a good end result. The chosen companies are:

- Ljungby CNC
- Svend Høyer AB
- Holsbyverken AB
- Swedrive AB

Finding the four companies with the help from one external source could influence the end result. The four companies in this study all have a business connection with our contact person, Alf Andersson. This can create pressure to participate for the companies which might not otherwise be the case if we had made the first contact. The investigated companies might feel that they are forced into this study which can damage the end result as the interest of participating is not very high. Knowing that our contact person is related to one of the authors, the companies might have been temped to give a brighter picture of their businesses. On the other hand the end result could be improved as the project is taken more seriously if the investigated companies first were contacted by Alf Andersson at Waco.

In order to get the most out of the interviews we chose sending e-mails to the four companies. Patel & Davidsson (1994) discuss the end result of an interview, is dependent on the willingness of the individual to answer the specific questions. It is of importance to create questions that are impossible to answer just, yes and no to. They should be constructed so that the person who is answering is required to give a longer and more thorough answer. The questions are linked to each other and concentrated around the topic without being too obvious and direct. This reduces the chance of asking leading questions and thereby increase the quality of the answers received from the interviews.

We believe that an advantage with an e-mail interview is that the respondents have time to think before they answer and in that way improve the quality of the answers. Another advantage with this approach is that the respondent has the ability of answering the questions when it suits him or her. Meeting face-to-face might put the respondent in a stressful situation. There are many situations that can contribute to a stressful situation, for example body language, the way in which the questions are asked, the tone of the discussion and the presence of a tape recorder. However, the disadvantages with conducting an e-mail interview are that the possibility of asking follow-up questions is heavily reduced. Furthermore the person interviewed will have time to formulate answers in a way that suits the company profile, the spontaneous answers and reactions are lost. The standardized questionnaire might suit some of the respondents better than others. Misinterpretations of questions could lead to a decrease in the quality of the answers. Finally we decided to go with e-mail interviews due to reasons stated above and also in order to be time efficient, the geographical distances between us and the different companies would otherwise be a problem. If the questions answered by e-mail were not at a satisfactory level the companies were contacted by phone to get additional information out of those questions asked in the e-mail.
The interview with Holsbyverken was conducted via phone. It turned out that this was the only way to get the company to answer the questions that we had sent by e-mail before and after the show. Holsbyverken was asked the same questions as the other three companies so that it would be similar to the e-mail interviews. The phone interview provided the similar amount of information that we had got from the e-mail questionnaires which imply that the e-mail questionnaires was as efficient as phone interviews in our study.

The first questionnaire was sent to the companies before Elmia Subcontractor and it contained 13 questions (appendix 7.1). We decided to limit the questionnaire to only 13 questions. The reasoning was that it was better to have fewer questions that were more demanding for the respondent to answer than many questions, which would have resulted in shorter and more fragmented answers. By having few and interesting questions the respondents interest will remain high throughout the questionnaire. If the interest and motivation is high from the person interviewed, the end result will be better and everyone involved will benefit more from the investigation. Patel & Davidsson (1994) argue that the person interviewed needs to feel secure, receive attention and is given the chance of explaining the different answers.

In order to create a more trustworthy connection with the people that was interviewed, we visited Elmia to meet the contacted companies. It was also a confirmation for us that the persons that we interviewed by e-mail also existed in reality. It was a good test talking to them in order to see that they actually had read and answered our questions themselves, which they had done. The goal of the visit was also to see the exhibition stands and listen to thoughts regarding the show and their respective companies. During the interviews we took notes and after each interview we sat down and wrote down our observations and thoughts.

The second questionnaire was composed by 10 additional questions (appendix 7.2) that were sent a week after Elmia Subcontractor. This gave us the opportunity to do a follow-up interview in order to gather their opinions of the show. It was also a possibility to ask additional questions to complement our investigation. The questions sent were constructed in a similar fashion to the first questionnaire. We also asked for a copy of their customer invitations in order to find out how it was designed and how well it corresponded to the companies' exhibitions stands.

The respondents were given the chance of being anonymous because of the risk of having the information spread to people who could use the information to their advantage against the interviewed company. The respondents were also given the information of what we were going to use the result from the interviews for. One thing that potentially could change the quality of the interviews is that we stated that it was students who sent the questionnaires to the companies. The interviewed companies might feel that being interviewed by students is less serious than if the investigation would be conducted by a real investigation company. It could also be the other way around that they are more open to students with the information. All the questions were formulated in Swedish because we thought it would eliminate language barriers.

The four persons that answered our questions are likely to have the relevant insight in the companies in order to ensure quality in the answers. Two of these persons have the title marketing manager, one is a sales manager and the forth is a salesman. Considering that all of these companies are small or medium-seized, the sales and marketing managers are most likely to be involved in some way in the strategy processes of their company. All of them have been working in the companies for several years and thus are likely to be well familiarized with their respective company's identity.

To conclude on the interview method it can be said that the thesis makes use of three different interview techniques depending on the stage of the investigation. Prior to Elmia Subcontractor e-mail was used to interview the companies, at the show face-to-face interaction took place and after the show e-mail and phone interviews were conducted.

2.4 Validity and Trustworthiness

2.4.1 Validity

Validity can be divided into three different aspects, internal, generalizability and relevance. The internal validity determines whether the empirical data are true and if they offer a true picture of the environment from which they are gathered. It is also about whether they are accurately reflecting the aim of the study (Daymon, 2002). The quality of the answers that we receive from the respondents and whether these answers reflect the respondent's real view of the company is hard for us to check. It is a weakness of this thesis that we have relied almost solely on the information provided by the companies. To strengthen our empirical findings we visited the trade show ourselves. By doing this we feel that we got a somewhat more nuanced view of the companies' activities. When it comes to whether the questions reflect the aim of the thesis we strongly believe that they do. All the questions have been written with our purpose in mind in order to avoid sending out and receiving useless information.

Generalizability has to do with whether or not findings can be applied to other similar settings and thereby trying to establish a better connection. This is easier to do when doing a quantitative study with larger samples. In a qualitative study the use of generalization is likely to be irrelevant when studying a single case or phenomena. A small sample test is unlikely to contribute to strengthening a theory but new aspects of theories can be produced from the findings and tested in other settings Daymon (2002). Our case study does not try to generalize from our four samples but instead we focus on developing a better understanding and to shed light on our purpose.

Relevance is the third of the three aspects mentioned by Daymon (2002). Relevance means that studies should be meaningful to those who produce it and those who read it. That means that a study in marketing should provide marketers with a solution to a problem within the marketing field, researchers argue that this is not always the goal of studies and that studies also can be made on how things work by mystery solving instead of problem solving (Daymon, 2002). We believe that our study is relevant and has an academic value. This is due to the fact that we have discovered that there is limited research done in the field of branding at trade shows.

2.4.2 Trustworthiness

There are several problems associated with the qualitative method according to Eneroth (1984). The first problem has to do with maximising the differences between the cases in the study. Secondly there is a precision problem when it comes to determining what level the data can be categorized as, how much understanding the researcher has regarding the data. Thirdly two variables can be interrelated, which can be hard to detect for the researcher, who only looks at the variables separately (Eneroth, 1984). However, Eneroth (1984) argues that common sense can neutralize some of these problems and that you have to accept that reality is not as simple as the models and theories that you wish to describe. Eneroth (1984) concludes by saying that it is good to have these things in mind when conducting the research even though you cannot take everything into consideration when conducting qualitative research.

We deliberately choose small and medium-sized companies that are operating in different markets in order to discover more aspects of how the companies work with their brand names during the trade show. Our understanding of the data collected before the trade show is supported by talking to the companies both during and after the show.

3 Frame of reference

In this chapter the theoretical framework is presented. Brands and trade shows and their features are discussed individually before explaining how the two concepts can be combined.

3.1 Brands

3.1.1 The concept of branding

The concept of branding is very abstract. No brands can be claimed to be alike, but generally it is the uniqueness of the offer for which a brand stands for that is the essence of branding. Brands can be on different levels from product to company brands.

The creation of a strong brand can be crucial for companies in crowded markets. Jansson (2003) argues that branding is more than just a logotype, branding is in everything you do as a company. This means that the brand has to be consistent in its interaction with stakeholders and customers. Branding is about creating long-lasting relationships with these groups.

According to Randall (2000) brands have five main functions. It needs to have a strong *identity*. The identity is the messages the company sends to the environment, customers and stakeholders. It aims to create a *shorthand summary* of the brand and trigger associations about it. We believe that it can be done by the use of symbols and that the personal meeting also contribute to creating such a shorthand summary, depending on the customers' feelings towards the salesman's behaviour and presentation of the company. The brand should further create *security* for the customer so that they know the benefits they get from the brand. We believe that security means that the customer feels safe with the company's promises and can rely on it to provide them with products they need in time. The brand should *differentiate* the product or company from competitors and contribute to making the offer unique and create *added value*. All these functions combined compose the brand image. Brand image is described by Randall (2000) as the customer's perception of what the brand is based on the information that the individual has obtained. The information is mixed with the customer's own beliefs, norms and values. The brand image cannot be controlled by the company and may be very hard to change. We believe that a strong brand image is easier to loose than a bad image; it is easier to destroy than to create brand reputation. Kotler, Armstrong, Saunders and Wang (2001) supports this view by emphasizing that a strong brand today may not be a strong brand tomorrow. To maintain a strong brand it is important to keep a good relationship with customers. They further stress that brands are the most enduring asset of a company, outlasting the company's specific products and facilities and that behind every powerful brand there is a set of loyal customers. Branding is a strategic process that involves the whole company, in an ever changing business environment the brand must continuously adapt to meet the customers' expectations and needs and keep providing them with superior customer value (Randall, 2000).

3.1.2 Benefits of a brand

Even though the exact value of the brand is hard to calculate there are benefits of a strong brand. LePla & Parker (2002) argues that the benefits of a brand is a *clear companywide focus*, *higher margins*, *deep customer loyalty* and *a higher success rate with new products*. A clear companywide focus has strong strategic benefits for the company that makes it easier for management to ensure that the company is working in the same direction. A strong brand reminds the employees of the company values and believes. Brands have also proven to be an important tool to use to produce higher margins. On average, a 15-20% price premium can be charged for a branded good, compared to a generic one. Customer loyalty is a very important factor when building a brand. The offer that a company provides to the market should revolve around the wants and needs of the customer. Brands aim at building strong relationship between the company and the customer. This relationship and a strong brand will ease the introduction of new products to the market. The brand is a reassuring mark of trust for buyers that make buying rational and easier (LePla & Parker, 2002).

Randall (2000) points out that there is a set of internal and external benefits. The internal benefits that the brand provides are: *a clear strategic direction, consistent messaging, employee loyalty* and *initiative*. The external benefits are: *price premium ability, a short customer repurchase decision cycle, customer loyalty, capabilities to capture and retain market share, new product success* and *less share price fluctuations* through improved company financial valuations.

A beneficial brand is one that is built on the company's strengths and its customer's values. The brand needs to be integrated throughout the company and not only exhibit itself in the communication of the company. Consumers perceive a brand to embrace a set of values which makes them reject other brands (Randall, 2000).

3.1.3 B2B Branding

Branding in B2B is not as developed as in B2C. De Chernatony (1998) argues however, that brands are as important in B2B marketing. He further states that it is more common that a brand name in the B2B setting is the company name.

The B2B market has some general distinctions. Business buying decisions are more rational than consumer buyer decision and more complex in the sense that more expertise is needed in both companies for making an informed purchase. This is especially true in the subcontractor context. There is likely to be a stronger bound between companies as their businesses are linked together tightly in a co-operative way. In a company setting the purchase will have a large impact; more people from different departments of the company will be involved in the buying process in a company than in a consumer buying process. Each person will have their different aspect on what they want out of the purchase. This will contribute to a much longer time to make the buying decision (Randall, 2000).

The main reasons for developing a brand in a company selling B2B is that it is easier to support new products, build demand for components and supporting spare parts. It is also done in order to stay competitive in a market where competitors are branding their businesses. However companies should really consider whether they have what it takes to create a strong brand. Developing a strong business brand takes time, commitment and money, and may not be suitable for all companies (Randall, 2000).

As mentioned above, branding can be performed at various levels in a company. Corporate identity is about branding of the whole company and communicating the corporate ingredients to the customer (Diefenbach, 1992). A corporate brand is important when maintaining business relationships and trying to find new customers, but it is also essential when looking for prospective employees, financers and other corporations (Randall, 2000).

When communicating the corporate identity, emphasize should be on the uniqueness and the company's position it has on the market. According to Diefenbach (1992), corporate identity is a system of all the visual elements which serve as points of public contact. Visual elements are all things about the company that are visible to the environment and it can be buildings, vehicles etc. The public contact points form a network of permanent media. To create a strong message these contact points need to be symmetric. In a trade show context the visual elements can therefore be said to be everything from the invitations that are sent to the customer before the show, the exhibition stand design and the behaviour and appearance of the trade show personnel.

3.1.4 Measuring the brand

We believe that brand strength is determined by the sustainability of the company's offer, especially in the B2B market. When branding the company and its products evaluating the brand is crucial to the success of the building of it. The brand's strengths and weaknesses must be assessed to be able to make the most out of the brand. This can be done by looking at the different parts of the brand equity. The concept of brand equity has been developed to try to establish the value of a brand. According to Aaker (1991) brand equity can be calculated from the following assets and liabilities: *brand loyalty, brand awareness, perceived quality, brand associations* and other brand assets such as patents, trademarks etc.

Brand loyalty has to do with strengthening and intensifying customer relationships in each loyalty segment. If customers do not care about brands and buy on rational factors like features, price and convenience the brand equity is low. If the customer chooses the brand before a competing brand with similar or even superior features, the brand loyalty is high and the value of the brand is strong. Aaker (1991) provides four loyalty levels to be considered and measured. *Behaviour* can be measured through looking at purchase patterns such as repurchase rate, percent of purchases and number of brands purchased. *Switching costs* can be looked upon to see how these costs impact brand loyalty. In an industry with high switching costs, such as industries with high product involvement from the customers, costs might prevent customers from switching brands due to costs when they would rather change suppliers. *Satisfaction* is another important aspect in brand loyalty. The company should examine what causes dissatisfaction among their customers. The fourth loyalty level is *Liking of the brand* and has to do with the extent of the relationship between the company and its brands, and the customer.

Brand awareness is a measure of how well-known the brand is to the target group, which means the ability that potential customers have to recognize and being able to place the brand in a certain product category. The awareness can be divided into four different levels: *unaware of brand, brand recognition, brand recall* and *top of mind*. The levels are defined by the amount of aid that the respondent in the test needs to remember the brand. Aaker (1991) further points out the benefits of brand awareness as being a signal of substance and commitment and that the brand is a brand to be considered. He further argues that the awareness in itself leads to the customer's liking of the brand since people tend to like what they are familiar to. Another benefit is that the brand is "*an anchor to which other associations can be attached*" (Aaker, 1991, p. 63)

Perceived quality tries to pinpoint how the customer perceives the overall quality of the brand, when its purpose and alternatives are taken into account. The perceived quality is hard to measure as it is very individual from person to person. A company can benefit from the perception by differentiating, by extending their brand, by charging a price-premium and create an incentive to buy the brand (Aaker, 1991).

Brand association is the way in which people attach different set of meanings to the brand and connects the customer and the brand. These associations can be created through the use of symbols and imagery. Special product attributes, organizational associations and use situations are other things that can trigger associations about the brand (Aaker & Joachimsthaler, 2000). A successful brand is one were associations are created by the company and connects with the values and offers that the company provides.

The four paragraphs above describe the parts which need to be taken into account when calculating the brand value. Randall (2000) opposes the thought of valuing brands. He argues that there are difficulties in making calculations on brand value since the brand is an intangible asset. Brands can indeed be said to be intangible and therefore hard to measure. SDR Consulting (2006) argues that there are two main challenges when measuring the brand equity. First, it is to examine how much affect the brand has in the customer's product selection process and second, to see which parts of the brand measurement that are the most important and relevant to the company.

We believe that parts of the brand equity are possible to measure in connection with a company's trade show participation. Brand loyalty can be measured through the amount of customers which remain customers at the company after being exposed to the competitors offers, name awareness and brand associations could be measured by expanding on the kind of survey that Flodhammar, Gröndal, Jansson, Lundqvist and Molnar (1989) uses to measure how memorable a trade show exhibition stand has been. They propose that the exhibiting company sends out a survey to companies who have visited the stand and ask them to fill out which stands they remember visiting. An average of 70-75 % should remember the company's presence from the trade show. A lower remembrance rate points to an inefficient reception at the stand, a bad layout of the stand or a weak way of following up the results. The same measurement could be applied to measuring the brand, by looking at how visiting companies perceive the benefits of the company's offer (brand associations) or how many who remembers the brand name (name awareness). As there are many factors determining the strength of the brand besides trade show participation, we believe that the result of measuring it will be biased as other factors of a company's activities also affect the brand strength.

Nordiska Undersökningsgruppen performs surveys where visitors are asked if and what they remember from a company's stand. Companies can come together and jointly make use of the same investigation. However, companies are reluctant to hire Nordiska Undersökningsgruppen since it is considered expensive (Å. Dahlqvist, personal communication, 23-10-2006).

3.2 Trade shows

3.2.1 Introduction to trade shows

Trade shows are known to be one of the oldest marketing tools for distributing products. Even though that the phenomena has existed for so long, it is still one of the most influential tools for marketing to organizations today according to Miller (1999). The history of trade shows has for a long time effected the development of different industrial markets and the growth of them. Trade shows has made it possible for markets to grow beyond the domestic market reaching the foreign markets as well. Business contacts have been developed between different countries as trade has become much easier in society today (Popli, 1990).

A trade show provides a medium where the entrepreneur can explain and show the product in action to the potential buyers at one specific place (Lawson, 2000). The trade show has changed its function from being just a place where buying and selling takes place to a situation where information and communication flow is increasing (Kim, 2003). Exhibiting in trade shows provides a very powerful business opportunity for interacting with the market that you are in (Dudley, 1990). Furthermore, trade shows are an important instrument for increasing the awareness of the company to the market. During the few days that the exhibition takes place; the company will be introduced to a mass customer base. Popli (1990) therefore stresses the importance of grasping every opportunity for a potential sale or creating new business connections. The marketing cost of a trade show compared to a situation where the firms would have to contact each client individually is low. The opportunity of information exchange is very large. Not only does a customer get the chance of examining products, it can also be a chance for the organization to show the customer that their products are better and provides more benefit to the customer, than the products of their competitors (Popli, 1990).

3.2.2 Trade shows as a marketing tool

Kim (2003) discusses that marketing in the trade shows is a multifunctional event, where variables such as sales promotion, personal selling, public relations, direct marketing, event marketing, sponsoring and advertising is a combination of the effectiveness of the show as a marketing tool. Since so many different dimensions are accounted for, one could easily recognize the possible outcome of a trade show through a marketing perspective. All these variables are not used at the same time, there has to be a combination of those that are important to the company for the specific trade show. According to Miller (1999), trade shows are proven to be one of the most complicated forms of marketing. As many different variables need to be coordinated and heavily planned, there is always a risk of uncertainty. He further argues that every show is different and the company should not rely too much on last year's outcome as the business environment is ever changing.

3.2.3 Benefits of trade shows

The transaction of information has a great impact on companies today. A trade show is a good tool for strengthening the company's messages to the customers. It might also be the only way of meeting new clients for a smaller company. Kim (2003) says that there exist great promotional possibilities at the trade show, where the company can meet those that have a significant interest in the market. The vast amount of meetings that can be conducted during the trade show is efficient in terms of time and money. According to Lawson (2000) this leads to several cost cutting outcomes when it comes to launching a new product, entering new markets, sustaining existing customers and finding new strong business connection for the future. Dudley (1990) points out that the exhibition is an efficient tool for targeting the right interest group for the purpose of sales. Miller and Bowden (1997) say that the opportunities that the trade show offers with so many potential customers in one place at one time make it a golden opportunity.

3.2.4 Disadvantages with trade shows

Trade shows might produce disadvantages for the company if they are not treated in the right way. Danielson and Lindberg (1981) points to cases where companies fail to understand the true benefits of trade shows and participate for the wrong reasons. One example is that companies participate because they feel obliged to, since their major competitors are there. The company does not want to be left out and is afraid of losing potential customers by not attending the show. This might lead to routine participation which is not a sound reason for exhibiting at the show. Another disadvantage is the risk of focusing on the wrong potential customers. Some visitors might only be interested in talking but are not really interested in buying the company's product. When the staff is occupied with these people there is a risk of losing potential customers.

If quality is poor during the show it could have a negative effect and lead to damaging of the reputation of the company and its brand. It is vital to do follow-up enquiries of what was good and bad in order to prevent this (Dudley, 1990). Another problem with the trade show can be the size of them. If the show that the company is attending is too large, then there is a risk that the customer looses the big picture and will get tired and loose interest. Too many exhibitors create an overwhelming feeling that might be too big to comprehend for the audience. According to Robbe (2000) the company should therefore fit the size of the show to the company size and not the other way around. Rocke (2004) has similar ideas and argues that "the bigger the better" might not always be the case and that a trade show takes a lot of time to comprehend. Miller and

Bowden (1997) points to the fact that trade shows are expensive and emphasizes the importance of setting measurable goals such as the number of new leads, number of on-site sales or the number of post show meetings and demonstrations in order to see if participating is profitable for the company.

3.2.5 Preparations prior to the trade show

The reasons why the organization chooses to enter a show must be good and thought through. Some companies today only take part because its competitors do it. There has to be a solid and thorough plan to get the most out of the show. It is about creating a plan to see weather or not it will fit the company profile and future goals of the organization (Miller, 1999). The objective of taking part in a certain event is according to Dudley (1990, p. 36) to "*reinforce your corporate image and identity*" and the problem is that organizations today sometimes fail to see this. It is important to have certain targets, which allows the organization to make the best decision that suits it in order to be successful. Miller (1999) says that a company which is thinking about using a trade show must go through certain planning procedures to be able to choose the right one. It is important to look the company's product range and the size of the organization. But the company should not make the decision of attending the bigger shows just because the organization is large. It is about planning and coordinating company forces.

According to Miller (1999), it is important to visit and talk to the people in charge of the location, as part of the preparations before a trade show. He further argues that previous success, the number of companies participating and the number of visitors should be taking into account when choosing the trade show. However, there can be a trade-off when it comes to a marketing decision such as entering a trade show. Dudley (1990) says that the possibility of choosing some promotional tool for marketing has the ability to force the company to give up on something else. It is of great importance when choosing the show that it is for the right reasons. The organization has to make a good decision as to what they should do to reach their target group.

3.2.6 After the trade show

Dudley (1990) argues that in order for the company to profit from the exhibition it is important to coordinate the activities and objectives so that it best suites the organizations pre-set goals. If the leads that the company acquires from the trade show are not properly followed up, the opportunity that the trade show offers will be lost (Siskind 2005). Siskind (2005) recommends that all leads should be followed up within one week after the trade show because then the interest of the potential customer is at a high level. Cartwright (1995) agrees and points out that the follow-up process is not only limited to the near future after the show but should span over the entire period until the lead becomes a deal or that the lead dries up. Further Cartwright (1995) claims that success depends upon a good follow-up, including follow-up enquiries, pursuing sales leads quickly and evaluating the performance in terms of measurable results. She further points out some common reasons of why leads are not followed up properly. Reasons mentioned are lack of time and resources, lack of respect towards leads and the belief that the potential customer will make the first move. Her solution to avoid these shortcomings is to: make sufficient preparations before the trade show starts, to develop a system for how to prioritize and follow up the leads and to assign enough time and resources to the follow-up once the show is over.

3.2.7 Branding at trade shows

Trade shows is a prime tool in communicating in a B2B market (Randall, 2000). Company's messages at trade shows often used to be different from the rest of the company's communication. The staff responsible for trade shows was not highly rated and was considered the "poor cousin" in the marketing communications department (LePla & Parker, 2002). Trade shows have in latter days risen in respect among marketers because of the valuable face-to-face interaction with potential customers. Trade shows are recognized as a time-efficient way of meeting customers and the exhibitors also have the advantage that they can use more senses in attracting the customer's interest. The customer will be exposed to the object not only by looking at it but also by feeling, hearing and smelling the product (Jansson, 2003). Using many senses will enhance the impression the potential buyer gets from the product and the brand identity will in this way become stronger and more lasting. This creates great opportunities in terms of means for the exhibitor to reach potential customers. To create a strong message and thereby strong associations to the brand, all different parts of the exhibition needs to reflect on what the company wants to communicate (Jansson, 2003).

3.3 Trade Show Intelligence

To facilitate looking into the different aspects of trade show participation and what could be done in the different parts of them to aid branding we have chosen the Trade Show Intelligence model (TSI) developed by Jansson (2003). The positive feature with TSI is that this model is developed in line with the procedures of companies exhibiting at Elmia and similar Swedish trade shows. The local connection and development of the TSI has made the model more applicable to our study than any other model available. The TSI model describes how a company should act in the different stages of the trade show in order to get the most out of it. The model consists of seven different faces described below.

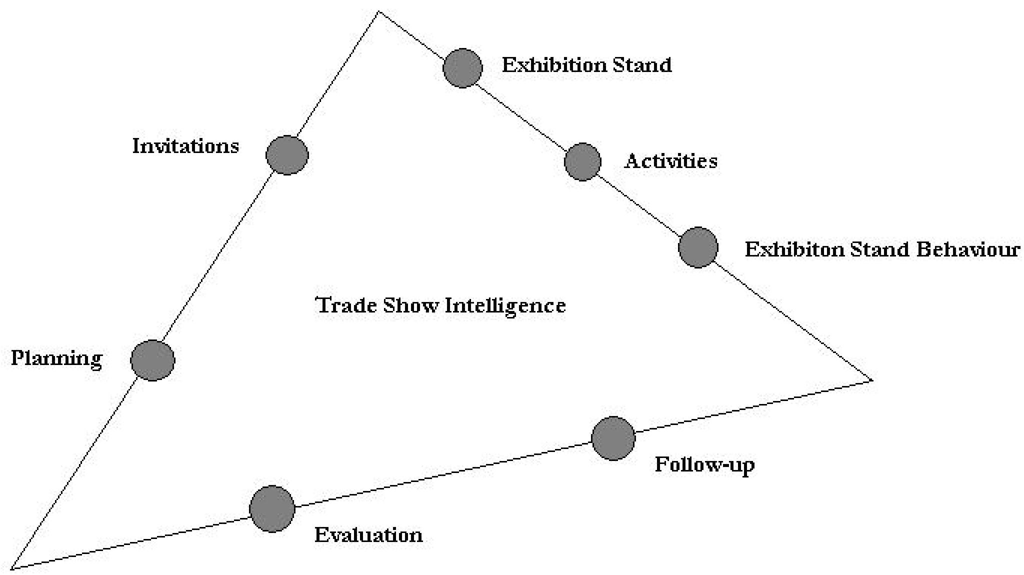

Figure 3-1 The 7 Different Faces of Trade Show Intelligence (Jansson, 2003)

3.3.1 Planning

Planning is a crucial part of participating in a trade show. Since trade shows are an expensive way of marketing it is important that the company does all that it can to maximize its returns from it. This is done by looking at the key elements of what the company is and try to transform this into proper strategies and goals for the trade show. The goals should be fairly precise to be able to be evaluated. Sales are one goal with trade show participation, other goals can be to educate, get publicity, meeting new customers and customer care. All these things contribute to strengthening the brand if they are planned and executed in the right way. Meeting with customers and awareness evoked should be quantified in terms of goals (Jansson, 2003). Further each meeting and new contacts could be valued in order to be able to calculate the Return on Investment (ROI) of the marketing effort

3.3.2 Invitation

The preparation before the trade show offers the company the advantage of increasing the customer outcome. Invitations should be sent to potential customers some time before to assure that the meeting is actually going to take place. This also gives the organization the ability of choosing the people that they want to visit their company showcase. Most of the competitors will also do the same thing, so companies should not be late with the invitations. The trade show visitors today creates schedules of who they are going to meet at the show in beforehand. It is crucial that the company gets a spot in that schedule otherwise the only visitors that the exhibitors are going to get are visitors with empty schedules. The invitations should be sent to the most important customers as well as potential customers in the targeted segment. Sending invitations can attract the customers' attention and remind them what the company stands for and that it will be displaying your products. By inviting your customers before the trade show, you get a competitive advantage compared to those competitors who only address customer at the show (Jansson, 2003).

3.3.3 The exhibition stand

The perfect stand according to Jansson (2003) is a stand that facilitates reaching the company's goals. It should also possible to communicate the identity and values of the exhibitor and be a functioning place to work. The message that the company wants to communicate at the trade show should be shown by the exhibition stand. If your brand is supposed to be strengthened to the audience, then the main message that should be displayed is the uniqueness of the brand and its benefits to the customer. If the products are the main focus then it should be possible for the customers to have the ability of feeling, examining and experiencing the products. It is crucial that the company goal determines the design of the stand. If many new customers are anticipated then the stand should be open and welcoming, but if the exhibitor uses the trade show to meet with its existing customers the stand should be more closed. To have a certain theme for the show can therefore be an aspect to consider. As a lot of potential customers go in and out of hundreds of different stands during a trade show. It is important to be clear on what the organization wants to use the show for and that it does that in the best possible way (Jansson, 2003).

3.3.4 Activities

To have activities in connection to the trade show can be a way of getting more out of it. This will draw a lot of attention to your company. There are many different tools that can be used to gather a crowd. People love to get free things; it is in the nature of most humans. In the early hours of the show it is possible to invite potential customers to a breakfast. This gives you a few minutes to talk and present the company and if the audience is satisfied they will have a positive feeling towards the company, which can be valuable for future relations. There are many different activities that are available. Some activities can be located outside the trade show after it is finished. This leads to more than just one meeting opportunity. To combine business with pleasure is often appreciated, this means that you have to find out what the customer likes and invite him or her to your tailor made activity for the specific event (Jansson, 2003).

3.3.5 Exhibition Stand Behaviour

This point relates to the behaviour of the sales force present in the companies exhibition stand. The way that they interact with customers and potential customers determines the outcome of the trade show. The company should have people with knowledge of the offers that the company provides and at the same time are good sales people. They should be good listeners to find out what the needs of the customer are. Other factors that determine how effective the behaviour of the staff is, is its motivation, conversation skills and their availability (Jansson, 2003).

3.3.6 Follow-Up

To be able to create a strong business relationship the company needs to keep the promises that it has made during the trade show. The pace of the follow-up should correlate with how many visitors that are going to be contacted. Customers should know when they are going to be contacted after the show. To ensure that the follow-up is motivating for the staff that is going to carry it out, the leads that the company receives at the show should be of quality not quantity. It eventually gets tiring calling potential customers to learn that they are not interested in what the company has to offer. A customer relationship is not a phenomenon that takes place at the trade show exclusively. A strong relationship can shape the future of a company's business. After the trade show the company should therefore contact the companies that they have engaged with during the event and thank them for visiting their stand, to remind the potential customers of their offers. This is hopefully the start of a close collaboration between the companies (Jansson, 2003).

3.3.7 Evaluation

To know whether or not trade show participation is suitable for the company and if the goals have been reached, it should be evaluated. Evaluation should be performed after some time has passed as the effects of the trade show are not instantly experienced. Here, the results of the trade show should be compared to the goals that were set up during the planning face. After evaluating the goals and the outcome of the trade show, the company needs to reflect on their strategy and what they did right or wrong in implementing it, or if it simply did not work. By doing this the company can evolve and make more of their next trade show (Jansson, 2003).

3.4 Expectations

From the theory that we have included the expectation should be that the companies in the study make use of the stages in the TSI model and finds them all important for succeeding at a trade show. All these parts should be imbued by the goal with the trade show. If the company has the objective of strengthening their brand through its participation then it should be visible in all the stages. To strengthen the brand image of the company this means that the identity of the company must be emphasized throughout the stages. The brand identity should emphasize what the company does best and how they wish to be viewed by their environment.

4 Empirical Findings

In the empirical findings, we have chosen to present the data gathered in the form of Jansson's (2003) Trade Show Intelligence Model. By doing this it will be possible to see how much emphasize there is on the different steps described in the model. The findings are based on material retrieved from interviews through e-mail, telephone and face-to-face. The questions that were asked can be found in the appendix.

Company	Name	Occupancy
Swedrive AB	Gert Thoren	Sales Manager
Svend Høyer A/S	Rune Svendsen	Sales Manager
Holsbyverken AB	Rikard Lindbom	Salesman
Ljungby CNC Teknik AB	Leif Olsson	Marketing Manager

Table 1 Company contacts

4.1 Ljungby CNC Teknik

Ljungby CNC Teknik (Ljungby CNC) was established in 1998 and has since it was founded grown from 7 to 15 employees. The company today has an annual turnover of 14 MSEK. It offers CNC operations in turned and milled products. Ljungby CNC's goal is to have a close relationship with its customers in focus, high quality in their operations and to deliver on time. Their motto is "*Cooperation that creates added value.*" (Ljungby CNC, 2006) When asked what a brand is to the company L. Olsson (personal communication, 2006-11-06) said that it was hard to determine but that main idea was to offer the customers something they could not do without.

4.1.1 Planning

The reason why Ljungby CNC exhibits during Elmia Subcontractor is to show their brand logo and increase the presence of their company to the market. It also gives them a chance to investigate how their competitors act. There is furthermore a possibility of using the show to do an analysis of the market in order to see new trends and fluctuations in the marketplace. Even though there are competitors exhibiting at Elmia, Ljungby CNC sees this opportunity as a chance of creating business relationships with other companies and working together with them to create new and better solutions for their specific customers (L. Olsson, personal communication, 2006-11-06).

Another reason for participating at Elmia Subcontractor is to find new customers and to show them their ability to find solutions to their problems. It is also important to be remembered by the people visiting Elmia, who are in charge of the purchasing decisions for future cooperation. When a potential client has a problem he or she should remember Ljungby CNC who can offer the final solution. To remain in the minds of the potential customers, Ljungby CNC uses a challenging sign in their exhibition stand with a clear message (L. Olsson, personal communication, 2006-11-06).

The planning focus before the trade show is customer attention. As their customers are visiting the show it is important to make a good impression and to stand out with the company exhibition stand. The company hopes for a good result in customer and supplier connection that contributes to a better future for the company (L. Olsson, personal communication, 2006-11-06).

The usage of the trade show is the first step in the company's marketing strategy. During Elmia there are a lot of potential business relations that need to be analysed to see which best fits the organization for future collaboration. Those that are of interest will lead to a meeting, discussing the company relations. The marketing budget for the company during Elmia Subcontractor and everything around the event is 80% of the total marketing budget for Ljungby CNC. A lot of effort is put into the trade show and it is therefore crucial for the organization. This was the fourth year that Ljungby CNC participated at Elmia Subcontractor. There were no changes made from last year in the strategy compared to this year (L. Olsson, personal communication, 2006-11-06).

4.1.2 Invitation

Invitations are sent to their existing customers and potential customers in those areas where Ljungby CNC sees a business connection to its organization. As invitations are sent to their customers before the show, there is a chance of creating business meetings at Elmia. The invitations are sent two weeks before the show by mail (L. Olsson, personal communication, 2006-11-06).

4.1.3 Exhibition Stand

Where the exhibition stand is located has a major impact on the end result from the show. The companies that are located far from the entrance have a smaller chance of attracting interested customer to their stand (L. Olsson, personal communication, 2006-11-06). At Elmia Subcontractor, Ljungby CNC was located in an area where several companies shared a bloc called "Småland". The companies shared the same theme in terms of color and backdrop. In the exhibition stand the company logo and a short-hand description with information on what the company produces was displayed. The visitors were also given the chance of looking more closely at the products that were located in the stand. The exhibition stand did not provide any chance for the audience to sit down and talk business due to the small area of the stand and the company did not have any refreshments to offer. Leif Olsson represented the company alone at the stand the first day of the show when we visited Elmia. During the following days of the show, more visitors were expected and the company therefore had one more person present at the show to handle the visitors.

L. Olsson (personal communication, 2006-11-27) said that is was quite hard to stand out from the competitors as most of them could be found at Elmia and also could provide the same kinds of offers to the customer. He sees the need of giving the customer something unique to be able to build business relationships, which was what the company tried to show during the trade show. He believed that the position and the size of the exhibition stand at the trade show was good and fit the company. The company was located at a crossing in connection to the Småland area. Being placed in a crossing like this creates a lot of attention and the ones that want to visit the company can easily do so according to L. Olsson (personal communication, 2006-11-27).

The company will be located at the same location for next year as the spot fits Ljungby CNC. There will be changes in the design of the exhibition stand and this will be done in a continuing process during the year to have the optimal recognition for next trade show (L. Olsson, personal communication, 2006-11-27).

4.1.4 Activities

Ljungby CNC did not provide any activities for their customers during the show. Due to a shortage of staff the company could not handle these kinds of activities; there was no time to plan any customer events. Instead of show activities, the company focuses on visiting the potential customers after the show (L. Olsson, personal communication, 2006-11-14).

4.1.5 Exhibition Stand Behaviour

The company used Elmia Subcontractor to show the resources and the advantages that the customer would experience when choosing Ljungby CNC as their business partner. The customer should experience added value by using Ljungby CNC as the primary tool for the solution to the specific problem. L. Olsson (personal communication, 2006-11-06) says that many competitors do the same thing as they do but the goal is to offer something out of the ordinary to the customer so that they get the customer to the organization and not their competitors. The personal connection is very important to Ljungby CNC as it gives them a chance to explain what they offer to the customer.

The strategy of Ljungby CNC was not to go out and invite people to their stand but to wait for the ones that were actually interested in the company profile. However, during the three remaining days the company used the extra staff to go and talk to potential subcontractors. It is important to showcase the company, not only towards the customers but also towards the first line in the production phase, where the organization searches for better material and supply for the own production and talking to different suppliers and see what they are offering (L. Olsson, personal communication, 2006-11-06).

The lesson learned from Elmia 2006 is that the number of personnel for upcoming trade shows needs to be changed. There has to be more people from the company located at the exhibition stand, representing Ljungby CNC (L. Olsson, personal communication, 2006-11-14). The problem this year was that the marketing manager was alone most of the time. This made it impossible to talk to every potential customer that visited the company's stand. So there is a need of being two people at the same time in the exhibition stand to handle all the attention.

4.1.6 Follow-up

The main priority after Elmia is to go through the different customer contacts that were created during the show. The ones that are not beneficial for the company will not be selected for future business. Ljungby CNC has found five potential customers that are of interest and the company will as soon as possible try to make an appointment with the parties involved (L. Olsson, personal communication, 2006-11-27).

Personal communication is, as mentioned above, important for Ljungby CNC. The company uses something called quality meetings with the company customers. This takes place two times a year where a pre-set agenda is discussed with the client (L. Olsson, personal communication, 2006-11-06). As the meeting takes place, representatives from different areas of the company should be present at this meeting if the customer has any questions. If for example quality or production questions arises there have to be people with knowledge in these areas to answer the questions. The outcome of the trade show participation varies from year to year. One Elmia Subcontractor show might not lead anywhere, whereas another can generate several new business relations.

The end results from Elmia Subcontractor will also be dependent on how much effort the company will put on those business connections that were of interest. What needs to be considered is how much the company can produce so that the business promises meet the client's production needs. Too many promises that are not fulfilled can damage the company profile. It is a careful balance that needs a lot of attention and calculation (L. Olsson, personal communication, 2006-11-27).

4.1.7 Evaluation

To see if the company brand has been strengthened through earlier trade shows is hard but L. Olsson (personal communication, 2006-11-06) says that a better business relationship in the future can arise if the customer perceives Ljungby CNC through a positive perspective through the personal connection at the trade show.

The efficiency of participating at Elmia Subcontractor is shown by how many business connections that the company gets during the four days that the subcontractor show lasts. Further the quality of the meetings and the level of interest from the customers involved are taken into consideration on how effective the show is for Ljungby CNC (L. Olsson, personal communication, 2006-11-27).

The outcome of the show is hard to evaluate a short period following the show. It can take up to a year before the results of the show are transformed into economic value. The best way of building up and retaining the relationship between the customer and the company after the show is to have personal meetings during the year. This is done even though there is daily contact and interaction. However L. Olsson (personal communication, 2006-11-27) states that the outcome of Elmia Subcontractor 2006 has been very good for Ljungby CNC. The company had much more visits from potential customer compared to other shows they have participated in. The clients were curious about how the production was done and what they have made so far for Ljungby CNC´s existing customers. The customers that the company had contacted before Elmia visited the company during the show to meet and discuss future business. Ljungby CNC did not experience any negative effects during the show that was harmful for the organization (L. Olsson, personal communication, 2006-11-27).

4.2 Swedrive

Swedrive is one of the leading worm gear and screw jack manufacturers in Scandinavia aiming to provide the industrial market with high quality products. The company offers both standardized and customized products to its customers. Swedrive was founded in Lagan in 1973. The company's business idea is to: *"...develop, manufacture and market high quality transmissions products. The product range will be supplemented by purchased products so that the customer is offered system solutions. The products will be delivered with the right quality, in the right amount, and on time."* (Swedrive AB, 2006) According to Swedrive a strong brand means the capability of offering their customers solutions that their competitors are incapable of (G. Thorén, personal communication, 2006-11-08).

4.2.1 Planning

Swedrive's motives for being present at Elmia Subcontractor are to meet old clients and to find new customers that will contribute to a stronger customer base for their company. The trade show gives Swedrive the chance of exhibiting their company and what they have to offer, such as products and the production capacity of the organization. Swedrive's goal with the show is to increase their sales both to old and new customers. The company wants to profile themselves as an organization that provides a wide range of custom-made solutions. The competitors' presence is also an important factor, as it gives Swedrive a chance to study their activities. This serves the company as they get an update on what is going on in the market in which they operate. The subcontractor show also provides the ability to look closely at the supply chain. The show is a good opportunity to meet with suppliers because of the large range of companies exhibiting at Elmia (G. Thorén, personal communication, 2006-11-08).

Elmia Subcontractor fits well with Swedrive's marketing strategy for expanding the company. Even though the show does not address their customers in the transmission segment directly, the trade show provides them with the possibility to meet with subcontractors across industry borders. In fact all of their clients have a need for visiting Elmia as there are so many companies involved. This gives Swedrive the chance of talking and building deeper customer relationships at the site. The interesting thing is that the company reaches more potential customers at this show than any other, even though the show is not specifically addressing their customer base in the transmissions industry. Swedrive uses other similar shows in their marketing strategy but Elmia Subcontractor is the one that gets the most attention and resources (G. Thorén, personal communication, 2006-11-08).

Swedrive considers that they have established a strong brand in the Swedish market. The company was founded in the 1973 and it takes several years to build a strong brand name that is well recognized according to sales manager G. Thorén (personal communication, 2006-11-08). Swedrive considers the usage of trade shows as a good tool for creating a strong brand. It is important to show that you are out there displaying both the company and your products. If Swedrive did not exhibit at Elmia the industry would start to speculate and wonder what has happened to the company. This is why it is so important for the company to take part at Elmia Subcontractor; a company that wants to spread awareness of its existence within the industry needs to be active on the market. Deepening the customer relationship is also an important factor for success. The organization considers participation in trade shows as a key feature in their promotion activities (G. Thorén, personal communication, 2006-11-08).

4.2.2 Invitation

Before Elmia, Swedrive send invitations to old and new customers to better try to capture them with their message. These invitations are sent a month prior to the trade show by mail. Neither the company homepage nor e-mail is used as means to invite customers (G. Thorén, personal communication, 2006-11-08).

4.2.3 Exhibition Stand

Swedrive had a much larger exhibition stand than Ljungby CNC and the company logo was spotted from a long distance. The stand was built up at the beginning of a company area and they were the first company that the visitors saw when entering this area of the subcontractor show. Within Swedrive's stand area there was a closed booth where potential customers and representatives from the company could sit down and talk business. The client was given the chance of having some refreshments as they were discussing the different products. The products were visibly displayed as well as having pictures of different product solutions. They also had the different production possibilities that they can provide displayed with big texture in the exhibition stand (G. Thorén, personal communication, 2006-11-08).

The company believes that the position of the exhibition stand has a lot to do with the customer attention they get during Elmia. Swedrive has for several years had the same place of their stand and they are happy with the arrangement. They believe that having the same position every year makes it very easy for their existing customers to find them on Elmia subcontractor (G. Thorén, personal communication, 2006-11-08).

4.2.4 Activities

Swedrive does not have any extra activities with their clientele after Elmia has closed. The only activity that takes place during Elmia is to invite some of the customers to have lunch with them (G. Thorén, personal communication, 2006-11-21).

4.2.5 Exhibition Stand Behavior

The message that Swedrive wanted to exhibit during Elmia Subcontractor was that they offer optimal solutions for the customers that the competitors does not have the ability to offer. The company wanted to position themselves as a supplier with endless possibilities. The strategy for this years trade show was not changed significantly compared to previous years, except that Swedrive showed and displayed some new products to the customers that will hopefully lead to new business relations after Elmia Subcontractor. Swedrive does not really now how to best reach out with their message during a trade show. They are focusing on providing the visitors with the chance of visibly seeing and exploring some of their products at Elmia (G. Thorén, personal communication, 2006-11-08).

The personal connection with the customers is very important for Swedrive. As Swedrive is focusing so much on customer-based products the personal connection provides a better chance of finding new improvements and solutions. The company therefore argues that the necessity for heavy interaction with the customer at the trade show is vital. The usage of the latest technology available ensure that Swedrive provides high quality products for their customers. This combination will contribute to a good business relationship that will benefit both parties involved (G. Thorén, personal communication, 2006-11-08).

The personnel in the company stand are also an important factor for success. Swedrive's staff was focusing mostly on having a discussion with the customers about customer-based solutions and possibilities that eventually could lead to a business relationship, which was the primary goal in the company's exhibition stand (G. Thorén, personal communication, 2006-11-21). There was no problem of handling the flow of the audience as Swedrive had many representatives from the organization at the site. The activity in the stand was quite low when we visited them on Tuesday, as there were abundant company representatives. This was due to the fact that Swedrive was waiting for a larger audience during the rest of the days of Elmia Subcontractor.

4.2.6 Follow-Up

The main objective for Swedrive after Elmia Subcontractor is to go through and do a follow-up on the results from the show. Old customers and the new customers that might be of interest will be contacted for further business interaction. It is hard for Swedrive to see the final result of the show after just a short period of time. It is necessary to look at a longer period of time to see the final result (G. Thorén, personal communication, 2006-11-21).

4.2.7 Evaluation

The outcome of the the show will be examined by the marketing department after it is finished. It is hard to evaluate the show in a short perspective since the results from the trade show are not instantly visible due to the fact their products takes a while to implement. Looking back in history, Swedrive has met most of their biggest customers for the first time at a trade show (G. Thorén, personal communication, 2006-11-08).

According to G. Thorén (personal communication, 2006-11-21) Swedrive experienced a very positive outcome from the subcontractor show. The company had a lot of visitors to their exhibition stand which gave them the opportunity of increasing the knowledge of their offers. Swedrive had the possibility of meeting most of their existing customers as well as finding and talking to potential new ones. One thing that was negative but not controllable was the amount of people visiting the subcontractor show. Some days there was a heavy pressure due to a greater flow of visitors compared to other days.

For next year, Swedrive will improve the effectiveness by showing a broader picture of the company and its products. It will be done by having more exhibition material available where the focus is on presenting more customer-based solutions. The company will try to do this before next show that they are attending. More material will be provided along with previous customer-based solutions, which will give the customer a better understanding of what the organization is capable of (G. Thorén, personal communication, 2006-11-21).

4.3 Svend Høyer A/S

Svend Høyer A/S (Svend Høyer) is one of Scandinavia's leading suppliers of mechanical transmission components. The company currently has 65 employees and operates in Sweden, Denmark, Norway and Germany. The company was founded in 1974. Svend Høyer has northern Europe's biggest stock of roller chains, sprockets, electric motors, gears reducers, conveyor chains, belts and drive pulleys (Svend Høyer, 2006). Svend Høyer's goal is to: "*be the industry's leading supplier of complete transmission solutions with effective logistical solutions and technical support.*" Their sales philosophy is to: "*develop long-term customer relations by actively contributing to creating real value for our customers in the fields of logistics and technical support."* (Svend Høyer, 2006) Svend Høyer's brand definition is to be an independent company that can deliver their own produced components to their customers that stands out from their competitors (R. Svendsen, personal communication, 2006-11-08).

4.3.1 Planning

The reason for participating at the trade show is to establish the company on the Swedish market. Since they are relatively new on the market, the company still consider themselves as newcomers. Branding is therefore very important according to R. Svendsen (personal communication, 2006-11-08). Svend Høyer has since the start developed from a department store, offering others products to becoming a company offering their own brand. They want to make their brand as big as or bigger than brands such as Bevi, Lönne, VEM, ABB, and Siemens, who are already established on the Swedish market. They would like to position themselves as a new alternative to the more established Swedish transmission manufacturers. In the Danish market they are the biggest company and well-known (R. Svendsen, personal communication, 2006-11-08).

When planning for the trade show the company focuses on the exhibition stand, what products they want to exhibit and to the administrative work that has to be done. However, they do this in a "relaxed" way, without stress. The goal for the trade show is not to sell anything directly, but for the customers to meet their employees and provide the visitors with something special during the trade show. The aim is to make the customers remember them and create a willingness to start a business relationship with them (R. Svendsen, personal communication, 2006-11-08).

The trade show plays a central part in the marketing efforts of Svend Høyer. Their aim with these efforts is to build their brand. They spend approximately 75 % of their marketing budget at Elmia Subcontractor. The company does not use media such as papers, magazines etc. to any larger extent. Instead they focus on building a strong sales team that market their company through personal sales meetings (R. Svendsen, personal communication, 2006-11-08).

4.3.2 Invitation

Svend Høyer sends their invitation (appendix 6.5) out about one week before the trade show. They are sent by mail. Neither E-mail nor their website is used to promote their participation at Elmia Subcontractor. The invitations were sent to the all of their customers.

4.3.3 Exhibition Stand

Svend Høyer was the easiest company to locate of all the four companies in this study. They had the largest flags with their company logo and the company signs could be seen from a longer distance within the exhibition building. Some of their products were displayed in the stand and they had catalogues of other products that were not there. The stand was built up so that the customers could sit down and talk with the people from Svend Høyer, there was no private booth where the visitors could sit. The company did not want the stand to be "too fancy" so that it would contradict their outspoken relaxed way (R. Svendsen, personal communication, 2006-11-14).

The company will develop the exhibition stand for the upcoming shows and try to have more gimmicks. For Elmia Subcontractor 2007 there will be some changes when it comes to the placement of the exhibition stand. The company was located in an exhibition building that was in the end of the route for the visitors. Hopefully next year there is a chance of being located in the exhibition hall that is situated in the entrance of Elmia. This year showed that some of the visitors did not reach Svend Høyer because of the placement of the company. This could also have to do with the subcontractor show at Elmia growing bigger every year. The company feels it is a must to change halls for next year to have an even greater result for them (R. Svendsen, personal communication, 2006-11-21).

4.3.4 Activities

The company did not have any activities with their customers at Elmia Subcontractor. R. Svendsen (personal communication, 2006-11-14) says that the company did not have any evening activities as they think that it is better for their customers to come to Denmark where the company can show the factory and its production possibilities. Some of the activities that were mentioned by the company was go-carting and inviting the customers for dinner at a local restaurant.

4.3.5 Exhibition Stand Behavior

Svend Høyer participation at the trade show aims to give their customers an experience. They also bring a number of employees with them in order for the customer to get a chance to talk to their contact at the company and put a face to the voice that they talk to on the phone. Svend Høyer values the face-to-face meeting highly and points out that it is very important in their industry. Here is where they feel that they have the possibility to really communicate their message and the values that they stand for. They believe that as the Internet has grown as a communication tool, companies have reduced their personal meetings to communicate through e-mail instead. Therefore they feel even more urged to get out and meet the customer face-to-face, since this is considered to be the most efficient way to build a strong and lasting relationship (R. Svendsen, personal communication, 2006-11-08).

The feeling that Svend Høyer tries to influence on trade shows is to be very relaxed towards everyone. The focus is to have an atmosphere that has as little stress as possible. It is supposed to be rubbed off on the customers when meeting them at the stand. The company feels that this strategy has proven to be successful and has no intentions to change it. They think that this attitude will make the customer feel more welcome when visiting them. The experience mentioned above consists of inviting the customers to the stand and treat them to Danish snacks and let them "rest their ears". Svend Høyer philosophy is that the customer at the trade show does not want to hear sales talk all the time, the company likes to get the customer in the mood that they themselves ask questions about the products (R. Svendsen, personal communication, 2006-11-08).

There are some issues that need to be considered for an effective way of delivering the company message and the essence of their brand. It is important that the company representatives not just talk but also listen to the customers. By doing so they do not only get to know their demands and needs, but also create a good atmosphere in the exhibition stand. It should be a great experience meeting the company for the first time. Sales during trade shows are not optimal for Svend Høyer. Business can, according to the organization be done later on at the buyer's company or inviting them to Svend Høyer in Denmark. The focus when representing the company during Elmia was to have a laid-back approach. It is a good end result if the customers feel that they had a great experience when visiting the company's exhibition stand (R. Svendsen, personal communication, 2006-11-21).

4.3.6 Follow-Up

The follow-up of the trade show focuses on customer visits. The customers and customer prospects that visit the exhibition stand are registered in rapports conducted by the company. The economic aspect is not as important. "We feel totally relaxed, because we are sure we are doing the right things" says R. Svendsen (personal communication, 2006-11-08).

The procedure for the follow-up from Elmia Subcontractor is to go through all the reports that were written during the days when the show took place. The reports consist of information about the customer and what they need from Svend Høyer. The customer reports are then divided between different sales departments to see which one is the best suited for the possible business relationship. The next phase of the follow-up process is to do a customer visit with both their existing customers and the new ones. The focus for the company after Elmia is to do everything that was promised during the show to the customers. This procedure starts directly the week after the show (R. Svendsen, personal communication, 2006-11-21).

4.3.7 Evaluation

Svend Høyer has through the last years visited many different Swedish trade shows, and they have come to the conclusion that Elmia Subcontractor is the show that the most people within their industry visits. A vast majority of their current customers attend Elmia Subcontractor, many of whom they have met at the trade show. The company therefore reasons that their future customers should be there as well (R. Svendsen, personal communication, 2006-11-08).

The company has not developed any method or tool for calculating the trade show results, so it is hard to know how or if show participation is successful or not in economical terms. They have however experienced positive outcomes in awareness, since companies has started to recognize and know the company when they are contacted by Svend Høyer (R. Svendsen, personal communication, 2006-11-08).

The goals that Svend Høyer had at Elmia Subcontractor were met according to R. Svendsen (personal communication, 2006-11-21). They provided their existing customer base with a good experience of the company in the exhibition stand. New customer had the chance of exploring the company and its products which hopefully will lead to new and better business relationships in the future. The company hopes that their existing customers are going to further develop their cooperation and buy complementing products. They also wish to establish equally strong business relationships with their new contacts. Svend Høyer received a positive feeling that they are providing their customers with what they need. The organization is working through the whole supply chain with their customers such as logistics, technical advice and long business relationships. It is vital for their organization to work together with the customers and work closely together with them to find a solid cooperation between the companies. This was well recognised due to the good response from the customers that visited Svend Høyer during Elmia (R. Svendsen, personal communication, 2006-11-21).

4.4 Holsbyverken

Holsbyverken has a long tradition in the casting industry. The company started in Holsbybrunn in 1947, and moved to Vetlanda in 1963. The company's customers are mainly found in the engineering, pump, transport, construction and plant engineering industries. Holsbyverken today has an annual turnover in the region of 80 MSEK and approximately 65 employees. The company's goal is to *"maintain such a high level in its environmental and quality management that it constitutes a significant reason for choosing our castings in particular."* (Holsbyverken AB, 2006) Holsbyverken's believes that the strength of the brand is determined by quality, delivery reliability and price (R. Lindbom, personal communication, 2006-12-06).

4.4.1 Planning

Holsbyverken sees the trade show as a good opportunity to meet with potential and existing customers all at one place. It is preferred to meet customers at the trade show instead of having to travel around to meet them. Being a subcontractor they limit their trade show participation to the Elmia Subcontractor show and 50% of their marketing budget is spent on exhibiting there (R. Lindbom, personal communication, 2006-12-06).

The planning process at Holsbyverken starts in December, which gives them eleven months to plan before Elmia Subcontractor which takes place in November. In December the decision whether or not the company will participate is taken. The work with the exhibition stand starts in June when the company determine what features they want their stand to have and communicate this to the exhibition stand manufacturer. In the planning stage of the trade show involvement goals are set. At Elmia Subcontractor 2006 the company goal was to get 50 visits at their stand out of which 10 were meant to be potential customers. To try to find and invite these potential customers Holsbyverken looks at companies that have had an interest in their production previously. The market is sometimes swept for new customers, but not directly in connection with the trade show. A sweep means that potential customers are contacted in an effort to gain new customers. Another way to find potential customers is to look in industry papers where ads are placed by companies that search for new production partners (R. Lindbom, personal communication, 2006-12-06).

For this year the company had restructured their organization so that five companies; Holsbyverken AB, Nordcast AB, Älmhults Gjuteri AB, AB M Lundgrens Gjuteri and Mekoteknik AB, now are gathered in a group called Kemistengruppen in which Holsbyverken has the marketing office. Therefore the company also aimed to show the visitors this new organization (R. Lindbom, personal communication, 2006-12-06).

4.4.2 Invitation

When the company has found potential customers the invitations and tickets to the show are sent out to them and existing customers. These invitations are sent by ordinary mail, which means that e-mail and the company's website are not used for this purpose (R. Lindbom, personal communication, 2006-12-06).

4.4.3 Exhibition Stand

Since Holsbyverken now has deepened their relationship with the companies in its group mentioned above, the five companies now use the same exhibition stand area. Previously they have had separated areas for the different companies. The stand had a flag showing the group name, while the individual company names were tone downed. In the stand there were pictures of the products that are too bulky to transport to the trade show and there was also a chart that displayed the new organization. According to the company the placement of their stand was good and it has been used at previous shows and will be booked for next year again (R. Lindbom, personal communication, 2006-12-06). Their stand area was in the first hall of the trade show and easily found. It was located in a bloc corner and had two open ends which made the stand more inviting. The stand had tables and a booth where customers with the company representatives could talk business and not being disturbed from the noise from the ongoing trade show (see appendix 4, figure 4). The company also provided refreshments for the audience. The company was represented both by young and more experienced employees.

4.4.4 Activities

Holsbyverken arranged activities like bowling and dinners in the evenings after Elmia had closed. The activities were well appreciated by the customers (R. Lindbom, personal communication, 2006-12-06).

4.4.5 Exhibition Stand Behaviour

The company values the personal meeting highly since they feel that it has more impact than talking over telephone and e-mail. When communicating via telephone or e-mail it is easier that the conversation does not lead to anything according to R. Lindbom (personal communication, 2006-12-06). He further stresses the importance of showing who you are visually to the customer. Holsbyverken believes that their brand is strengthened through the personal meeting where they present what they can offer the customer.

Preparations before the trade show are vital for the company because once at the show it is very hard to influence customers to visit their exhibition stand. The company personnel do not try to lure the visitors into the stand, those visitors that linger at the stand are approached for a conversation about the company. There is no special company policy on how to interact with the customers more than that the salesmen are well prepared and are updated in what the company has to offer. The message that the company wants to reach the customers with is their quality products, their reliability and speedy delivery and their broad production possibilities. The company does not compete with price to the same extent. The company wishes to be seen as an easy company to do business with (R. Lindbom, personal communication, 2006-12-06).

4.4.6 Follow-Up

Following the trade show Holsbyverken starts to contact the customers that they have had contact with during the show. The contacts are facilitated by reports that the company representatives has compiled after every meeting. By doing this it is easy to keep track on what was said and who the salesmen has talked to at the customer company. Business cards are also exchanged to further facilitate future contact. The potential customers are contacted within one to three weeks to resume the discussion whether or not the company's can become business partners (R. Lindbom, personal communication, 2006-12-06).

4.4.7 Evaluation

Holsbyverken believes that the effects of trade shows are very hard to evaluate, since the results from it may not be visible even within one year. They therefore do not measure any financial results from the trade show because of the problem of linking them to the show. They recognize on the negative side that the trade show participation is expensive, but that it has provided them with new potential customers and that the goals for the show has been reached. The company therefore believes that the brand has been strengthened through the trade show. Another thing that they evaluate is the mode of procedure versus the results, how the message has been communicated and what the response has been. Since they have reached their goals they conclude that their mode of procedure has been a good one. What the company will focus on for next year is to develop the stand and try to reach or surpass the goal they had this year (R. Lindbom, personal communication, 2006-12-06).

5 Analysis

In this part we will continue to use the TSI model to analyze what the companies do in the different stages of the trade show that strengthens their brands.

5.1 Planning

Planning and setting goals are according to the theory crucial for success at trade shows. When looking at the companies in our investigation it is clear that less work than expected is put into this. The companies are putting a lot of financial resources on participating at Elmia Subcontractor, but seemingly without clear strategies or goals. Holsbyverken stated that they wanted to have 50 visits of which 10 would be potential new customers. It is remarkable that only one out of four companies has set up quantified goals. The other three companies has non-quantified goals such as becoming as well known as their competitors (Svend Høyer), increase sales (Swedrive) and mark their presence in the market (Ljungby CNC). None of the investigated companies are new to the trade show and they should be able to set up goals rooted in their experience from their previous years of participation. The lack of goals has likely to do with the inability to evaluate previous trade shows. This turns into a vicious circle which is hard to brake out of, the companies need to invest more time and commitment into the planning process to do that. The investigated companies' allocate between 50-80 % of their marketing budget for Elmia Subcontractor. Due to the high cost, it could be argued that careful planning is needed, the theoretical framework has even made us believe that putting so much resources and effort into the trade show budget can be dangerous without proper planning. The companies might not reach the audience with their messages or they can be misinterpreted at the trade show and may as a consequence have a hard time getting their brand identity out to its targeted audience as it leaves the company with small means to try to make up for this the rest of the year. It can be said that it is a huge setback to lack goals when the companies after the show should be interested in seeing if their behaviour at the trade show is successful. However since the companies claim that they have reached good results from this trade show, it might hinder them to discover the use of careful planning.

Svend Høyer and Holsbyverken were the companies in our investigation that had an out-spoken goal to strengthen their brands. Svend Høyer's goal was to reach the same brand awareness as its main competitors Siemens and ABB in the Swedish market. This goal is ambitious, but it is questionable how they are going to determine this as they do not measure their brand strength. Holsbyverken prioritized promoting the group name Kemistengruppen, but they did not have the same level of ambition as Svend Høyer. Ljungby CNC believes that they need to have a flashy logo to stand out. They might have put to much faith in what their logo can contribute to differentiate the company from its competitors. Jansson (2003) discusses that it is crucial to create a strong brand in a crowded market but he also points out that the brand is not just centred on the logo but that the brand should be present in everything that the company does.

Our interviewed companies use different strategies. All companies however wish to meet both current customers and companies that are potential customers. Miller (1999) points out the importance of knowing if the company is at the show primarily to sell or to cultivate customer relations. Svend Høyer is more in favour of building customer relationships, compared to Swedrive and Ljungby CNC that are more sales oriented. These are strategies employed by the company that in different ways affect the relationships with their customers. Just because the two latter companies have a more sales oriented approach does not exclude that they also wish to strengthen these relationships.

Svend Høyer has what R. Svendsen calls a "relaxed" approach to the planning procedure. This "relaxed" feeling is supposed to be felt in every aspect of their trade show participation. By implementing this approach into all parts of the show creates a strong identity for the company since the message is consistent. We question if this is the way that the company wants to present itself and or if the people in charge of the trade show is determining this approach. In the latter case there might be a risk of damaging the brand image since the customer is used to a different reception from the company.

One of Swedrive´s reasons for exhibiting might be questioned. They said that if the company did not participate at Elmia Subcontractor, people would start to speculate why they are absent. The pressure to exhibit just because you have to, is something that Danielson and Lindberg (1981) discuss. Everyone in the industry is present at Elmia which increases the risk of loosing potential customers. It seems that not exhibiting can generate negative publicity for the company and harm the brand. First, the company is not visible to those who do not know about the company so brand awareness is not strengthened. Second, the companies who know about Swedrive could start to doubt the financial strength of the company which will affect the brand image in a negative way since it implies that Swedrive is not able to keep their customers. On the other hand, the negative aspect of exhibiting just because you feel obliged to can lead to less commitment to the cause and the money spent could be used for other marketing activities.

5.2 Invitations

All of the investigated companies use invitations as a mean to attract customers to their stand at the trade show. The companies appear to grasp the importance of inviting the people that they want to meet in accordance with what the theoretical framework says. However there is also a chance of strengthening the company brand through the invitation by emphasizing the company identity. We did not get the chance to look at the invitations of Ljungby CNC and Swedrive, but we have looked at Svend Høyer's and Holsbyverken's (see appendix 3).There are clear differences between the two but that has to do with the companies' different approaches to the trade show. Holsbyverken's aim with the trade show is to present their new organization to the market. The invitation has a clean design, like their exhibition stand, where the five companies' logos are displayed underneath the bigger logo of Kemistengruppen which is the group name. They thereby communicate their new organization outline directly to the invited party which is positive, however their own brand becomes a bit hidden and it is questionable if this contributes to strengthening the brand of Holsbyverken. Svend Høyer's invitation is a bit more cluttered with information where they present the trade show team and what they have accomplished since they visited Elmia last year. The message they are trying to convey is that they are an up and coming company that is growing. The graphics displayed in the invitations was also used in the exhibition stand at the trade show, which contributes to the continuity of the message. These two companies can be said to make use of the same consistent message about their identity through at least the first parts of the trade show according to the TSI model. This is important since branding means integrating all the things you do to a constant message as Jansson (2003) emphasizes. It makes it possible to create a strong brand identity as the environment can not be confused by what the company is trying to communicate. This also corresponds to the theories of Diefenbach (1992) about the visual elements of the company that all has to convey the same message.

The invitations are sent out at different times from the companies. Svend Høyer and Ljungby CNC send their invitations out only one to two weeks before the trade show. Holsbyverken and Swedrive send their invitations one month prior to the show. The only positive thing about sending the invitations out at a late stage is that the customer might have the invitation fresh in memory, but we agree with Jansson (2003) that the invitation should be sent in good time so that the companies are put into the schedule of the visiting companies. One of the more obvious goals of the trade show is to meet with the customer in a time saving manor as Lawson (1990) stresses. To facilitate these meetings the invitations are crucial. Holsbyverken means that it is hard to influence visits to the stand at the trade show as the company does not chase customers but let customers find them at the show. Therefore the invitations can affect the whole outcome of the show. Each additional meeting that a company can squeeze into its schedule at the trade show will lower the cost of its marketing efforts. If a customer does not show up the company may have to schedule a meeting with them at some other time which means added costs for travelling for example. Further we believe that the invitations can be used to examine the brand loyalty of the customers. By looking at the turn-up of invited companies to the stand the company can be given a hint of which customers they can count on and which to be unsure of. If companies do not show up the company brand can be considered weakened since brand loyalty is part of the brand equity measurement.

Invitations are not sent through e-mail and the Internet; it is evident that the companies feel that communication through these channels is not efficient. E-mails can easily be removed and forgotten which decreases the affect of sending them. It is likelier that the mail will make the customer feel more important than a more general invitation on the website or a mass e-mail sent to the customer and this will contribute to creating stronger brand image.

5.3 Exhibition stand

Theoretically the exhibition stand and its design offer the company an opportunity to clarify its messages. The design of the stands varied at our observed companies. Ljungby CNC was integrated in the Småland area and they shared the same colors on their screens, which linked them together. This makes the customer associate the company brand with the region, which traditionally has been seen as a prospering industrial region. This differentiates the company from other companies and can strengthen their brand image if the visitors have this perception. The message that the company was trying to convey in the exhibition stand was that they wanted to bring something unique to their customers. However, the exhibition stand did not contribute to this in Ljungby CNC's case, as there was nothing unique about it. Holsbyverken wanted to communicate their new organization that was created when joining a group of companies. The stand exhibited the new organization through displaying a big group logo that read Kemistengruppen, and only small logos of the group-forming companies. Thereby it can be said that the company's booth was designed to help communicate the new identity of the company as part of the group. Svend Høyer's and Swedrive's exhibition stands were not designed to reflect the company messages in the same way as the other two companies. These two stands were designed more to assist the salesmen to communicate with the visitors. All four companies had signs that displayed a summary of their businesses in their stands. What can be said about them is that they described the company's business in a general way. This is simply because of the complexity of the business that calls for the companies to listen and interact with its visitors to spread their message and explain their offers. So these descriptions do not differentiate the companies in the same way as Ljungby CNC's and Holsbyverken's stands did.

The size of the stand and the number of staff instantly tells the visitor something about the size of the company. Through our observations we could tell that Ljungby CNC was the smaller company of the four and that Svend Høyer was the largest by looking at their stands. We do not believe that this factor weakens the brand of Ljungby CNC; they are a small company and should not pretend to be something else, because it can mislead the visitor and create a false identity. The size of the exhibition stand therefore should be proportional to the company to easily communicate the brand identity.

Bringing products to the show is another way of trying to differentiate the company. We agree with Popli (1990) that the exhibition also gives the companies the opportunity of displaying their products and their suitability for their customers. This separated the companies as the amount of products exhibited differed. All companies exhibited their products but Swedrive paid more attention to this as they had more pictures and products in their stand. This enhances the brand associations as the customers recognise that the company is capable of producing a wide range of products in their field. Holsbyverken had some products on exhibit at their stand but relied on leaflets to show the visitors the full extent of their production capabilities. Ljungby CNC had a small sample of what they have produced for their customers and so did Svend Høyer. It can therefore be said that the companies think that it is important to show products in their stands. It can be an important factor as visitors can get a deeper understanding of the quality of the products that the companies offer. A picture of a product does not convey the quality of it in the same way. Swedrive's evaluation of the trade show also reaches the conclusion that the company will bring more material about their products for future trade shows to be able to visibly explain the breadth. By showing the potential customer its broad production possibilities they will strengthen their brand in the eyes of them.

The design of the stand has an affect on how deep the staff and the visitor can interact. A table in direct connection to an aisle like Ljungby CNC's is a lot more stressful than to talk business in a chair in a separated booth like Holsbyverken's or Swedrive's. What can be said about the stand areas of the companies are that they were well utilized. Holsbyverken and Swedrive exhibited at the same spot as they had done the year before. This was because they felt that it was beneficial spots for them. It can be questioned how they can know that this spot is the best if they do not try other areas. Still, one positive thing about that is the consistency in the companies' way of reaching their customers.

5.4 Activities

Dudley (1990) argues that interaction with customers during the trade show is a great opportunity for doing business and creating new business contacts. He further states that the activities and objectives need to be coordinated to fit the goals and objectives for trade show participation. We noticed at the show that few of the exhibiting companies had any activities at Elmia Subcontractor. This was also true for some of our investigated companies that we talked to. Svend Høyer and Ljungby CNC were those of the companies we examined that did not have any activities during Elmia. Svend Høyer's strategy of inviting customers to Denmark instead has its benefits but that the results would be even better if the company chose to take advantage of combining activities in connection to Elmia Subcontractor with the meetings at Svend Høyer's home ground. By not having activities at Elmia, their competitors are given the chance of stealing potential and current customers from Svend Høyer by not interacting with them. The downside is of course the financial aspect since it costs a lot more to invite them separately to Denmark.

The other two companies Swedrive and Holsbyverken used activities as way to interact with the customers. However, they chose different ways of building customer relationships at Elmia Subcontractor. Swedrive's only activity was to have lunch with their customers. The advantage with meeting over a lunch is that there is less distraction and the focus is solely on the client. This gives Swedrive the opportunity of expressing its message in a more powerful way since this kind of interaction allows the customer to ask questions that can be answered directly. This will strengthen the bound, increase the mutual understanding between the two business partners and strengthen brand loyalty. Holsbyverken was the only company that used activities in the evening, consisting of dinner and bowling. This combination offers the chance of spending several hours with a few selected clients. We believe that the opportunity created by the combination gives Holsbyverken a strong competitive edge in making a lasting impression in the minds of the customer. We think that activities have the effect of strengthening the relationship and thereby brand loyalty.

5.5 Exhibitions stand behavior

The main reason as we can see it for the companies to participate at the trade show is to get to meet customers face-to-face. From the interviews it is clear that this is considered very important to them. The personal meeting is important because it can strengthen the brand image depending on the customer's perceived image of the company and its representatives. It is therefore important that the identity of the company is rooted in the people representing it at the trade show. Face-to-face interaction creates trust, can strengthen the relationship if successful and enables the visitor to attach a face to the name of its company contact. It can be argued that the personal meeting is more important for companies producing custom-made products, since this kind of products call for a deeper understanding and collaboration between the companies. The companies that we have investigated use somewhat different strategies. None of them uses the strategy of standing in the aisle and try to catch customers; they all let the customers be the ones to take the first step. By using this strategy the importance of sending an invitation prior to the trade show becomes evident, since it is not an easy task of finding the right people once the company is at the trade show. The strategy also maximizes the likelihood of talking to the right people during the trade show.

Ljungby CNC was represented by one man in their exhibition stand; the other person that was present had the task of visiting other companies' stands to examine both competitors and new suppliers. This was a strategy also employed by Swedrive and it strengthens brand awareness as the companies actively seeks contact with potential customers, competitors and suppliers and thereby spreads the knowledge of what the company has to offer. By doing this Ljungby CNC and Swedrive get a chance to examine its current market and look at how the other companies are positioning themselves. This can provide the companies with a notion of how they could be positioned in the market and in which direction they should develop their brand. The drawbacks with dividing the company's resources like this at the trade show can be that the company looses potential customers. The person or people in the stand might be occupied a lot and not be able to talk to all of the interested visitors. The unavailability of the company can lead to that the brand image decreases in the perceptions of the visitors that do not get to see the company. However, in Ljungby CNC case, the company is a small company with limited resources and the amount of people reflects how many customers they like to meet. The company's production possibilities are also limited and therefore the company only needs to meet a small amount of new customers. Both Swedrive and Ljungby CNC draw the conclusion that they had been underrepresented at times during the trade show. Swedrive argues that this is out of their control to a large extent but that the amount of visitors can be controlled by the number of invitations that is sent out. Swedrive does not consider increasing their staff for coming trade shows in contrast to Ljungby CNC. Ljungby CNC feels that an increase in staff will lead to a bigger opportunity for the company to spread its message and strengthen its brand.

Swedrive, Svend Høyer and Holsbyverken have all got more resources than Ljungby CNC and were represented by 4-5 people at the trade show. This minimizes the chance of losing potential customers due to unavailability. A negative aspect of this is that the stand can be too crowded and that the staff at times might be unoccupied. There is a risk that the staff lose their focus at these times, which might lead to that they look uninterested. Since the staff also is an important visual element for the company the perception of the company is affected by the look of them. We therefore believe that a focused and alert staff strengthens the brand image.

Svend Høyer is the company out of the four that we have investigated that has had a clear approach to their behaviour at the stand, that is evident through the whole process of their trade show participation. The concept of a relaxed feeling towards the trade show is supposed to imbue the planning process, the design of the stand, the behaviour at the stand and the evaluation of it. We believe that this is done in order to differentiate the company. Another way in which Svend Høyer tries to do this is by treating the customers to Danish snacks. This can be related to Ljungby CNC's efforts to differentiate themselves by emphasizing the company's origin. Holsbyverken's behaviour originates in a different purpose. It is focused on trying to convey the strength of its new organization and the way that they can provide their customer with total solutions. This kind of reorganization helps create a stronger brand image internally. The internal benefits of the brand such as a clear strategic direction and consistent messaging can be said to be important when the goal is to present a new organization at the trade show. Promoting the group with more possibilities to satisfy the customer should in the long run benefit the company. Through this the brand image of the company will be strengthened as it is connected to something that is appreciated by the customers, the connection of the companies means that they together can provide total solutions to them. Brand awareness might also be strengthened when joining a group like this as the other companies' customers will become aware of the company's offers.

5.6 Follow-up

Siskind (2005) argues that the connection after the trade show should be done within one week. This is in line with the philosophies of all four investigated companies. It must be assumed that the potential customers have met with more companies than just our investigated companies; therefore it is important that they do the follow-up as soon as possible before the company's chance of making a deal is lost to one of their competitors. Those customers that are of interest at the show are given a promise that they will be contacted a few days after the show has ended. It is vital to make the most out of this opportunity as the meeting at the trade show is still remembered by the customer. By not being able to handle the follow-up meetings properly will damage the company brand and trustworthiness as the promise to the customer is not fulfilled. This kind of behaviour could easily lead to a situation where negative experiences are spread through word-of-mouth which will damage the brand image in the end. By keeping promises the security of the customer will increase which contributes to a stronger brand image.

Cartwright (1995) argues that many leads are not followed up. The reasons mentioned by her did not reflect our companies as they were able to follow up the leads. According to all our investigated companies, they try to make an appointment as soon as possible after the trade show. However, the time span varies when the actual follow-up is done. Ljungby CNC is the only company that starts contacting prospective customers during the trade show, while the three other companies start contacting the customers after the trade show. Being the first company to show interest could strengthen the brand towards the competitors in the eyes of the potential customer. Holsbyverken was the company that had the longest time frame for contacting the buyers with one to three weeks. We think that three weeks is a long time to wait, however this long period of time can be accepted if there is an agreement with the customer when the actual contact is supposed to be made. The time span between the first connection at the trade show and the second connection after the trade show should be as short as possible.

Our investigated companies are involved in custom-made production which makes it important to discuss the customers' needs. At the trade show this can not be done in a deeper way since the salesmen are not necessarily engineers and because time is scarce. Ljungby CNC prefers to have a meeting where all of the necessary people on the customer side are represented; such as a representatives from the engineering, production, marketing and accounting. This makes the meeting more fruitful as more key persons have a say and the discussion covers more aspects of the purchase. We believe that this is a time efficient way of performing business. On the other hand it can be tricky to find a time that fits all the people involved. Svend Høyer also emphasizes that they are focusing on both customer visits and having customers visit their factory in Denmark. The opportunity with the follow-up meetings also provides the chance of reminding the customers what the company stands for and this is an opportunity that all four companies in this study uses.

5.7 Evaluation

From the frame of reference it is clear that a company needs to evaluate the trade show and to measure the results of it, in order to find out if the goals with it have been reached and to see if the trade show suits the company as a marketing tool. In the evaluation the companies should also look at how the brand has been affected.

All of our investigated companies evaluate the trade show efficiency by looking at the number of new business contacts they have made during the show. The only company that has quantified goals on how many visitors they aim to have is Holsbyverken. This makes it easier to evaluate the success of the trade show according to Jansson (2003) and we believe it shows a higher ambition level. This goal is linkable to the theories of branding as meeting new customers improves brand awareness and meeting old customers can create a stronger brand loyalty. Even though the companies state that the effects of a trade show is hard to evaluate even within a year, all of them can just a few weeks after the show proclaim that the trade show has been a success. This statement is based on the number of visitors that the companies have had during the show and the curiosity that these visitors have shown in the companies' products. Holsbyverken is the most reliable company in their statement because they have reached set goals. The other companies' opinions are based on experiences from previous trade shows. Making assumptions about the result of the trade show saves the company a lot of time, effort and money. For the companies that lack firm goals, putting too much effort on evaluation might be a waste of valuable resources that has more use in following up leads from the trade show for example. However it does not elevate the company's insight into what they are doing well and what can be improved. The lack of evaluation leads to an inability to set goals for the next trade show.

All of the investigated companies believe that their brand is strengthened through the new business contacts that are made but the companies do not use any means to find out whether or not this is the case. It is a drawback not knowing how the brand is perceived in the market. Svend Høyer says that their brand has been strengthened through the trade show. Evidence for this is that they experience that their name is recognized when they approach potential customers over the phone for example. They credit their trade show participation for this as the company puts a lot of effort into this on the Swedish market. We believe that this is only one part of the truth. Since Svend Høyer is the biggest actor in the Danish market this must also contribute to strong brand awareness among Swedish companies. It is likely that the knowledge of the industry that they operate within stretches further than the national borders.

Ljungby CNC evaluated that their invitations had resulted in that 100% of the mail recipients visited their stand. This can be seen as a large contribution to the good result that they claim to have reached. The strong response does not necessarily prove that Ljungby CNC's brand was strong before the trade show but that it has facilitated the company with the opportunity to strengthen their brand by further discuss with the customers what the company can do for them.

The economic factor is not evaluated at all in any of the companies according to the interviewees. As Dudley (1990) argues a company should reflect on if the trade show is the right way of marketing for the company. By choosing this expensive way of marketing themselves the companies give up other possible ways of marketing that could be more beneficial. We believe that the economical part of the trade show is neglected by the companies that we have investigated. From the answers we have got they do not evaluate what returns that are gained from the trade show from an economical aspect. This leads to not exactly knowing how much financial resources they need to utilize the potentials of the trade show.

6 Conclusion

In this part we will conclude the thesis by answering the purpose and present what we think is the main contribution of the investigation.

The purpose of this thesis was to explore how trade shows are used by subcontractors to strengthen their brands, and how these companies measure brand strength. This purpose was founded in an investigation from Nordiska undersökningsgruppen (2001) that said that 79 % of all trade show participating companies claimed that their brand was strengthened. In our investigation all of the companies said that they had strengthened their brand through the trade show. This is not that surprising when looking at what the different companies consider to be a brand. None of the companies take any actions when it comes to measuring their brand strength, they just state that the brand has been strengthened and leave it at that. The view on brands in these companies differs from the theoretical view and the companies' views are not taken into account in the quantitative study mentioned above. This thesis therefore shows that the relevance of the investigation can be questioned.

In the TSI model we can see some strengths and weaknesses in the trade show participation of the investigated companies. Parts that all the companies were doing well in were invitations and the follow-up. Here all the companies' actions correlated with what the theory suggests and this has a positive effect on their brand image. Activities was the part of the trade show stages that was least utilized by the companies. Here only Holsbyverken took the chance of providing their customers with something extra during the show. We believe that the evaluation part in large lacked measurements of the trade show's results, this was due the fact that the planning procedures were short of measurable goals. Three out of four companies in the investigation did not set measureable goals. We therefore question whether setting this kind of goals for the trade show has any real purpose for these companies, since the theory emphasizes the importance of doing that. The common goal for the companies, quantified or not, was to meet old and new customers, which they all succeeded with. If the conclusions of these companies are correct and they have had good results without these kinds of goals then the theories applicability can be questioned. The companies might however say that the results are good to embellish their performances at the trade show. The part that we believe to be the most important is however the exhibition stand behaviour, since it is here that the identity of the company most effectively is transferred to the visitor.

The investigated companies all have signs of brand strengthening activities in their trade show processes, what they do is maybe not always planned for the purpose of building their brand but the main objective at the show is to communicate what they can do for their customers. Since the companies are all subcontractors with custom-made products as their speciality it can be hard to pinpoint in an early stage before the trade show what can be done for a specific company, which explains why the messages can sometimes be a bit general. This confirms the importance of the personal meeting, as the meeting will specify how the customers needs can be fulfilled through the face-to-face communication. What can be said about the different stages at the trade show is that they all facilitate the personal meeting that the companies value as the most important aspect of the trade show. The strength of the brand depends on how satisfied the customer is with the company. We believe that the brand image of the company is strengthened through personal interaction depending on the customer's perceived image of the company and its representatives.

6.1 Further Studies

- For further studies we think it would be interesting to look at more markets and see whether there are any differences. A comparative study of branding in B2C and B2B at trade shows could be done in order to further investigate how different the concept really is in these two ways of marketing.
- A study looking at bigger companies to see if there are more brand strengthening activities in their trade show participation could be conducted. We believe that companies with larger marketing departments could have a more developed strategy for building their brands at trade shows.
- We also suggest looking at what other marketing tools, except trade show participation, that can be used by B2B companies in order to brand their company.

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Appendices

Appendix 1: Questions Before The Trade Show

(Questionnaire originally in Swedish)

Investigation concerning trade show participation: Bachelor Thesis at JIBS, Jönköping

These questions concern your trade show participation. You may choose to be anonymous if you wish to. We hope that our conclusions in this thesis will be of interest to Your company. The more detailed answers we get from You, the stronger the conclusions will be able to be. Thank You for showing interest in our investigation!

Kind Regards,

Jörgen Andersson

Simon Alm

Karl-Johan Andersson

Our purpose with the thesis:

"To explore how trade shows are used by subcontractors to strengthen their brand names, and how these companies measure brand strength."

- Why do you exhibit at Elmia Subcontractor?
- What are goals of your trade show participation?
- How do you prepare/plan before the trade show? What do you focus on?
- How does the trade show fit your marketing strategy?
- How much of your marketing budget is spent on the trade show?
- How important is the personal meeting?
- What is a brand to you and how important would you say that your brand is to the company?
- Have you experienced that your brand has been strengthened through participating at trade shows? How?
- What are the most important things you want to showcase? The company, the products etc?
- Have you made any changes from last years trade show to this year?
- How do you evaluate the trade show? Financial results, customer relationships?
- How do you evaluate the efficiency of the trade show? Do you look at return on investments or do you any other measurements?
- What results have you experienced from previous trade shows?

Appendix 2: Questions After the Trade Show

(Questionnaire originally in Swedish)

Here are the follow-up questions concerning your participation at the trade show. Thank you for your participation.

- What has been the most positive/negative with the Elmia Subcontractor trade show 2006?
- How does the follow-up procedure look like after the trade show, what do you focus the most on?
- Were the goals of the trade show fulfilled? It can take a while before the result is visible, but what do you think the outcome will be?
- What is the best way of sending out the message at the trade show according to you? How have you succeeded in that?
- How do you believe that your position of the exhibition stand was? What could have been done to improve the position?
- What did your staff in the exhibition stand focus on?
- Did you have any activities with your customers during the trade show? How did the customers react to this?
- What will you take with you to the next trade show?
- When does the preparations for Elmia Subcontractor 2007 start?
- When are the invitations sent, before the trade show to the customers? Is this done by e-mail or letter?

Appendix 3: Invitations

Figure 1 Svend Høyer's Invitation

Elmia Subcontractor 14-17 NOVEMBER JÖNKÖPING, SWEDEN 2006

Vi deltar på Elmia Underleverantör 2006
den 14-17 november i Jönköping.

Välkomna att besöka vår monter B 03:68

Med vänliga hälsningar

Kemisten GRUPPEN

Marketing Office
AB HOLSBYVERKEN
Box 33, 574 21 Vetlanda
Tel +46 (0)383 76 36 80
info@holsbyverken.se

NORDCAST AB
Box 17, 574 21 Vetlanda
Tel +46 (0)383 160 10
info@nordcast.se

Älmhults Gjuteri AB
Box 612, 343 24 Älmhult
Tel +46 (0)476 537 00
info@gjuteriet.com

AB M Lundgrens Gjuteri
Box 43, 301 02 Halmstad
Tel +46 (0)35 16 15 60
info@lundgrens-gjuteri.se

MEKOTEKNIK AB
Sadelvägen 5, 302 62 Halmstad
Tel +46 (0)35 14 48 00
info@mekoteknik.se

Figure 2 Holsbyverken's Invitation

Appendix 4: The Exhibition stands

Figure 3 Ljungby CNC's Exhibiton Stand

Figure 4 Swedrive's Exhibition Stand

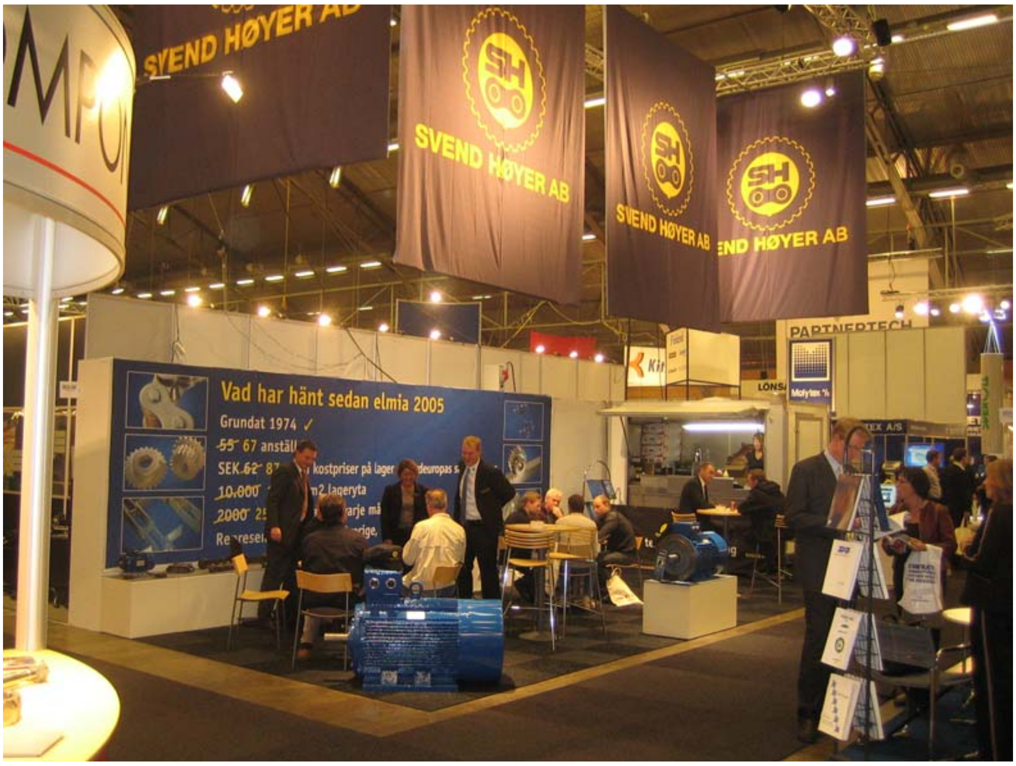

Figure 5 Svend Høyer's Exhibition Stand

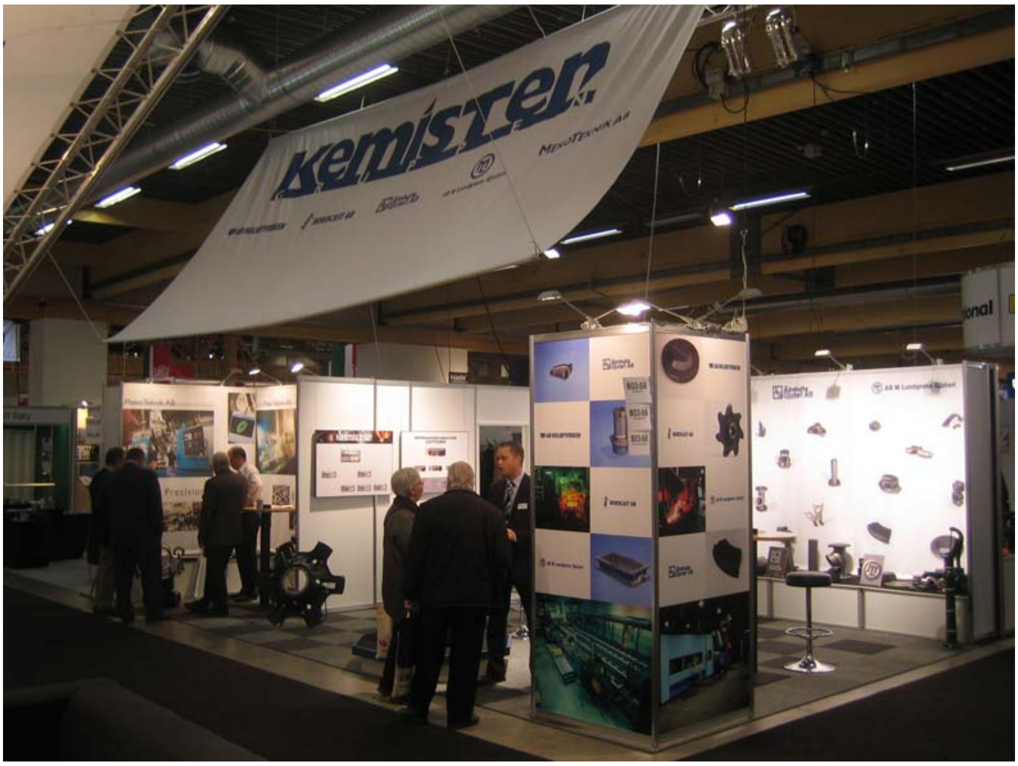

Figure 6 Holsbyverken's Exhibition Stand