CONSTRUCTING A MODEL OF EXHIBITION MOTIVATIONAL ATTRIBUTES, EXHIBITION PARTICIPATION, AND BUSINESS PERFORMANCE: A CASE STUDY OF EXHIBITION BUSINESS IN THAILAND

Navaphun Khongsawatkiat

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Navaphun Khongsawatkiat
The Graduate School of Tourism Management

..... Major Advisor
(Associate Professor Charoenchai Agmapisarn, Ph.D.)

The Examining Committee Approved This Dissertation Submitted in Partial Fulfillment of Requirements for the Degree of Doctor of Philosophy (Integrated Tourism and Hospitality Management).

..... Committee Chairperson
(Associate Professor Walanchalee Wattanacharoensil, D.HTM)

..... Committee
(Associate Professor Charoenchai Agmapisarn, Ph.D.)

..... Committee
(Assistant Professor Paithoon Monpanthong, Ph.D.)

..... Committee
(Associate Professor Kanokkarn Kaewnuch, Ph.D.)

..... Committee
(Professor Therdchai Choibamroong, Ph.D.)

..... Dean
(Assistant Professor Paithoon Monpanthong, Ph.D.)

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ABSTRACT

Title of Dissertation CONSTRUCTING A MODEL OF EXHIBITION MOTIVATIONAL ATTRIBUTES, EXHIBITION PARTICIPATION, AND BUSINESS PERFORMANCE: A CASE STUDY OF EXHIBITION BUSINESS IN THAILAND

Author Mr. Navaphun Khongsawatkiat

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This empirical study aims to identify the dimensions of exhibition motivational attributes and examine the relationship among exhibition motivational attributes, exhibition participation, and business performance from the perspective of exhibitors.

This study used a mixed method approach. Initially, qualitative research was applied, and in-depth interviews with twenty experts in the exhibition industry were conducted. Then quantitative research was utilized. Data were collected using a purposive and convenience sample of 501 exhibitors participating in various exhibitions in Thailand.

The collected data were analyzed using exploratory factor analysis, confirmatory factor analysis, and structural equation modeling. The findings indicate that seven of the eight motivational attribute factors significantly affect exhibition participation and that exhibition participation results in business performance.

Results from this study can provide guidelines to exhibition organizers, convention visitor bureaus, and destination marketers in developing, supporting, and organizing successful exhibitions. Moreover, the findings of this study will serve as a foundation for a new exhibition motivational attribute concept that can be used in further exhibition studies.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

The tourism industry brings tourists, generates income for countries, and is a significant force in the global economy. The benefits of travel and tourism spread far beyond their direct effects in terms of GDP and employment; there are also indirect benefits through supply chain linkages to other sectors as well as its induced impacts (World Travel and Tourism Council [WTTC], 2020).

In 2019, destinations worldwide received 1,460 million international travelers, earning total global tourism receipts of 1,481 billion USD. The total average growth rate for the international tourism revenue increased by 3% from the previous year. In the meantime, the global tourism industry growth rate has been continual. It has become a noteworthy industry that generates revenue at the 3rd rank after the chemical and fuels industry, ahead of the automotive products and food industry (World Tourism Organization [UNWTO], 2020).

UNWTO (2020) categorized the international traveler into four primary purposes of visit, i.e., 55% for leisure, recreation, and holidays; 28% for visiting friends and relatives (VFR), health, religion, and others; 11% for business and professional with the remaining 6% for unspecified purposes as shown in Figure 1.1.

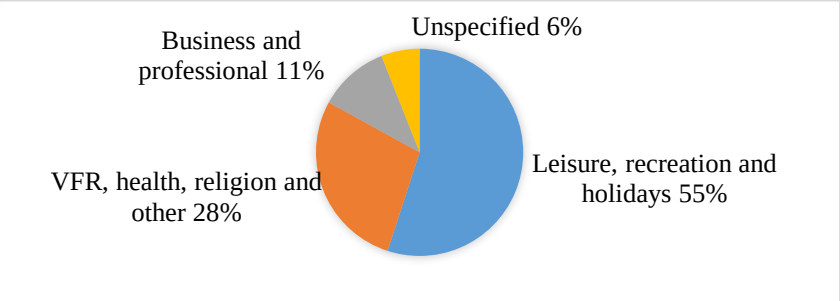

Figure 1.1 Inbound Tourism by Purpose of Visit 2019

Source: UNWTO (2020).

However, Leiper (1995) classified types of international tourists for statistical determinations into two main groups comprising leisure and business; while Cooper, Fletcher, Fyall, Gilbert, & Wanhill (2008) categorized tourists by the purpose of visit in three categories, including 1) leisure and recreation, 2) business and professional, and 3) other tourism purposes, e.g., study or health.

Leisure travelers mean people traveling for recreation (Fletcher et al., 2018), vacation, relaxation, pleasure, and holidays (Weaver & Lawton, 2006). While business travelers incorporate people traveling for purposes associated with their careers (Davidson, 1994), it represents one of the oldest types of tourism. Since ancient times, humanity has journeyed for business intentions (Davidson & Cope, 2002).

WTTC (2019) reported that leisure travel expenditure (both inbound and domestic) generated 78.5% of direct travel and tourism GDP in 2018, earning 4,475 billion USD compared with 21.5% for business travel expenditure with 1,228 billion USD. Business travel spending is expected to grow by 3.0% in 2019 to 1,265 billion USD and rise by 3.2% per year to 1,735 billion USD in 2029.

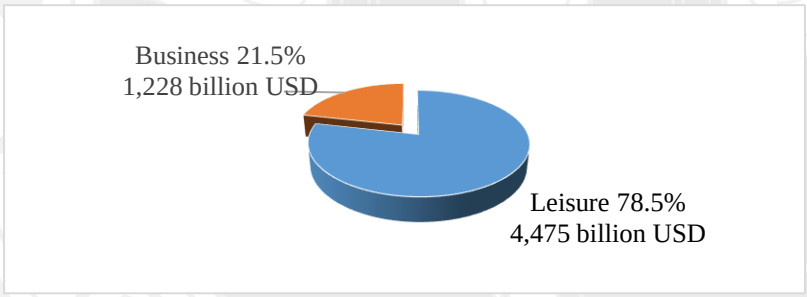

Figure 1.2 Travel & Tourism Contribution to GDP
Source: WTTC (2019).

Leisure and business travelers can use similar tourism services, e.g., food and beverage, accommodation, airlines, and other passenger transportation services. However, there are pertinent contrasts, e.g., the predominance of high-standard service or facilities. Consequently, the general expenditure of a business traveler can be significantly higher than those of leisure travelers (Silvia & Luca, 2018). Besides, business travelers are less sensitive to price and represent a particularly high spending

segment since companies involved in business meetings usually pay their expenses (Horner & Swarbrooke, 2016; Rogerson, 2015; Swarbrooke & Susan, 2007).

It additionally appears that the business tourism sector is more responsive to the economic tendency (Doriana & Denisa, 2014; Silvia & Luca, 2018). The greater spending power of business travelers means increased economic benefits for the host destination and a greater return on its investment (ROI) in infrastructure and marketing (Rogers, 2006). Their most substantial financial benefit is the above-average daily spending rates (Morrison, 2019). This certainty would induce a profound knowledge of the pertinence of the business tourism sector to the nation's economy as well as consideration by policymakers and financial specialists on the business strategy that has been developed in the countries (Carvalho et al., 2018).

Business travelers' purposes could be identified as MICE (Lee & Lee, 2017). The acronym MICE is widely used worldwide, which stands for Meeting, Incentive Travel, Convention, and Exhibition (Campiranon & Arcodia, 2008). The MICE business is related to entire sectors of the tourism and hospitality industry, including transportation, accommodation, food and beverage, destination attraction, shopping, and entertainment; and also has additional business needs such as venue, organizers, specialist contractor, and freight forwarder (Fenich, 2012; Rogers, 2006).

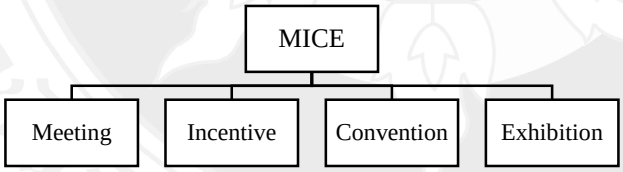

Figure 1.3 The Elements of the MICE
Source: Campiranon & Arcodia (2008), Lee & Lee (2017), Rogers (2006).

The MICE industry is the quickest developing business sector of the tourism industry, both in the country and worldwide (Kim, Sun, & Ap, 2008; Weber, 2001). It is a key contributor to their sustainable development and leadership (Nikitina, 2021). When comparing expenditure between MICE and leisure travelers, MICE traveler's spending is approximately three times higher (Thailand Convention and Exhibition

Bureau [TCEB], 2015); thus, it is considered an important area of growth for the tourism industry with high-income travelers. Accordingly, the governments of some Asian nations, such as China, Japan, Singapore, South Korea, and Thailand have encouraged MICE at the national level because they consider it a highly profitable industry (Kim et al., 2008; TCEB, 2018).

In addition, the "E" exhibition is one essential element of the MICE industry (Borodako, 2017) and a critical part of any nation's economy in several respects (Jin & Weber, 2016; Rice & Almossawi, 2002). In previous decades, exhibition businesses have obtained significant amounts of investment and are perceived by governments as highly profitable (Qiu et al., 2015). Notably, exhibition travelers have higher expenditures than general business travelers, and they commonly stay for more extended periods at a destination (Han & Verma, 2014). According to Thailand MICE statistics 2019, the average expenditure per person per day and the per trip of exhibitors were higher than those of other business travelers (TCEB, 2020b).

Table 1.1 Thailand MICE Statistics 2019

	Duration of stays (days)	**Spending per day (baht)**	**Spending per trip (baht)**
M	5.43	17,249.04	93,835.63
I	4.53	13,313.73	59,884.22
C	6.66	13,747.80	91,228.55
E (exhibitor)	6.22	21,929.21	136,429.71
E (visitor)	5.19	19,946.52	71597.43

Source: TCEB (2020b).

The exhibition industry has an extraordinary commitment to tourism areas, including trade and development of the local and provincial economies, and it represents a developing section of the tourism industry (Çobanoğlu & Turaeva, 2014; Gopalakrishna, Roster, & Sridhar, 2010; Lin & Lin, 2013; Proszowska, 2016). Also, exhibitions directly impact host countries by creating financial advantages, improving destination image, and building up future appearances to the destinations (Arnegger & Herz, 2016). Similarly, exhibitions provide knowledge, exchange of innovation, business networking and investment, thereby strengthening and enhancing the

competitiveness of various industries (Kelle & Rivza, 2012). Thus, finding ways to attract exhibition travelers is significant to countries' economic systems.

The exhibition industry is a flourishing industry worldwide. According to the global economic impact of exhibitions reports, in 2018, the exhibition industry earned approximately 137 billion USD of direct expenditure by 4.5 million exhibitors, 303 million visitors, and additional exhibition-related spending. Exhibitions generated almost 30,200 USD per exhibitor on a global basis. Around 32,000 exhibitions sold nearly 138 million net square meters across more than 180 nations (The Global Association of the Exhibition Industry [UFI], 2019a).

Considerable research has alluded to exhibitions using various terms, for example, trade shows, trade fairs, B2B exhibitions, and expositions. These terms have been used interchangeably (Kellezi, 2014; Lee, Yeung, & Dewald, 2010). In this study, the researcher chose to use the term exhibition to coincide with the acronym MICE in the tourism industry context. However, the exhibition can be classified by type of visitors in three categories (Nayak & Bhalla, 2016), as presented in Figure 1.4.

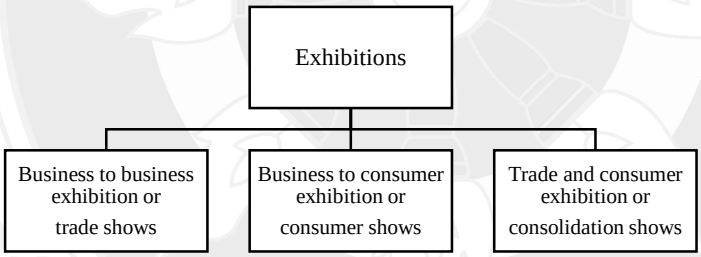

Figure 1.4 Type of Exhibitions
Source: Fenich (2012), Nayak & Bhalla (2016), Robbe (2000).

This study specifically focuses on business-to-business exhibitions or trade shows (hereafter referred to as exhibitions) as its core interest. To clarify any confusing terms, business-to-business exhibitions are private; they are closed to the public and are open only to requested sellers and interested buyers. The customer buys on behalf of an organization rather than for personal consumption. Therefore, findings from this research may not be transferable to other forms of exhibition, i.e., consumer exhibitions and consolidation shows. It also excludes various forms of festivals, conventions, and all-year-round show markets.

The hosting of exhibition activities comes from several facets. The key interested party include 1) professional exhibition organizers (hereafter referred to as PEOs), 2) exhibitors (sellers), and 3) visitors (buyers) (Gopalakrishna et al., 2010; Lee & Kang, 2014). The function of PEOs is to build extremely productive business events that result in constructive outcomes for visitors and exhibitors (Gottlieb et al., 2011). Exhibitors are the principal target customers for PEOs (Lee, Lee, & Joo, 2015), whereas visitors are the customers of PEOs and exhibitors (Godar & O'Connor, 2001). However, from the PEOs' perspective, exhibitors are more valuable than visitors because the PEOs receive most of the profit and income from exhibitors (Lin, 2014). The sustainable accomplishment of an exhibition relies upon the quantity and quality of exhibitors at the events (Whitfield & Webber, 2011); meanwhile, having an inadequate number of exhibitors could not pull in visitors (Lin, Jiang, & Kerstetter, 2018).

PEOs need to identify and understand exhibitors' motivation for participating in an exhibition to measure their success and help them achieve their objectives (Shereni et al., 2021). Exhibitors are more likely to participate again in future events of the same PEOs if the experience with the current shows is satisfactory (Nayak, 2019). Therefore, finding better approaches to motivate exhibitors to attend an exhibition is essential (Lee & Lee, 2014a; Shereni et al., 2021). The success of the exhibitions depends on exhibitors' expectation fulfillment, aspirations to attend, and their return on future occasions (Wang et al., 2017).

Nevertheless, the cost of participating in the exhibitions is relatively high for business companies, and thus, they need to determine what factors influence their performance and efficiency (Alberca-Oliver et al., 2015). Performance measurement becomes essential in translating a business company's strategy into desired behaviors and consequences (Vij & Bedi, 2016). Furthermore, performance measures have to capture business performance at both current and future levels (Jaakkola et al., 2010).

Measuring and evaluating results when participating in an exhibition will provide exhibitors with vital information for making critical strategic and tactical decisions. The measurement will also enable them to determine how they were successful at an event. Business performance is used as a general performance indicator to acquire performance's financial and market features. Its improvement can be seen as a change

in market share and overall financial results (Veljković & Kaličanin, 2016). Market performance indicates measures, such as sales volume and market share, although financial performance is relevant to money-related measures, such as profit margin and return on investment (Jaakkola et al., 2010).

However, several factors have seen dramatic change, whether in terms of technology, the expansion into virtually (Association of the German Trade Fair Industry [AUMA], 2019), and the Coronavirus pandemic (Nikitina, 2021). This is having a considerable impact on the exhibition industry, which also makes it necessary to devise new exhibition motivational formats.

The majority of previous studies on exhibitions have typically focused on issues relating to exhibition objectives (e.g., Kozak, 2005; Menon & Edward, 2013), exhibitors' motivation (e.g., Kang & Schrier, 2011; Whitfield & Webber, 2011; Yuksel & Voola, 2010), exhibition attributes (e.g., Whitfield & Webber, 2011; Huang, 2016), and exhibition performance (e.g., Blythe, 2002; Hansen, 2004) to obtain a better understanding of exhibitors' motivation and satisfaction levels. Unfortunately, information regarding exhibition motivational attributes remains limited, and the amount of research concerning the business performance obtained from participating in an exhibition remains quite small.

Moreover, very few studies have investigated the characteristics of exhibitors, specifically focusing on exhibition motivational attributes and the causal relationships among the constructs: exhibition motivational attributes, exhibition participation, and business performance by utilizing qualitative and advanced quantitative approaches. Therefore, information and methodology regarding this knowledge remain constrained, and studies conducted in these areas are required.

Due to the gaps in the literature and to provide the contributions discussed earlier, this study intended to address the research gap by determining exhibition motivational attributes, exhibition participation, and business performance from the exhibitors' perspective. The investigation constructed a determination model for PEOs that clarifies and predicts exhibitors' driving force in taking an interest in an exhibition. This study attempts to provide an insight into how to achieve exhibition participation by identifying exhibition motivational attributes and the impact of exhibition participation on business performance.

In addition, this study is the first to investigate exhibition motivational attributes and business performance during the Coronavirus pandemic. Since 2020, the Coronavirus disease has spread unprecedentedly (Giousmpasoglou et al., 2021). The effects of the pandemic are significant and require an interdisciplinary research approach (Wen et al., 2020).

1.2 Research Objectives

1.2.1 To explore exhibition motivational attributes that affect exhibition participation from the exhibitors' perspectives.

1.2.2 To examine the causal relationships among the constructs: exhibition motivational attributes, exhibition participation, and business performance.

1.3 Research Questions

1.3.1 Which and to what extent do exhibition motivational attributes affect exhibition participation?

1.3.2 What are the causal relationships among the constructs: exhibition motivational attributes, exhibition participation, and business performance?

1.4 Research Outputs

1.4.1 Discovering exhibition motivational attributes that have recognized importance regarding exhibition participation.

1.4.2 Realizing the causal relationships among the constructs: exhibition motivational attributes, exhibition participation, and business performance.

1.5 Research Outcomes

1.5.1 Expand a conceptual understanding of exhibition motivational attributes, exhibition participation, and business performance within a systematic framework.

1.5.2 Provide practical guidelines for PEOs to fine-tune event activities optimally.

1.5.3 Serve as a guideline informing the exhibitors' motivation-related policy, particularly for the MICE cities.

1.6 Definition of Terms

1.6.1 Exhibitions

An exhibit of goods or services available only for invited business visitors and exhibitors from a particular industry. It is private, not open to the general public. Most exhibitors are manufacturers, distributors, suppliers, or wholesalers who exhibit their products or service, which is not hand-carried, for the primary objective of sales and marketing in large volume or a large amount of money for only a business purpose. The customer is buying on behalf of an organization rather than for personal consumption.

1.6.2 Exhibitors

A decision-maker in the context of exhibition participation and business performance evaluation from individual groups or companies that have products, services, or ideas to exhibit and had previously participated in international exhibitions at least one experience.

1.6.3 Professional exhibition organizers (PEOs)

An individual, corporation, or association conceptualizes and establishes exhibitions; and undertakes marketing to attract exhibitors and visitors that fit the exhibitions' concepts.

1.6.4 Exhibition motivational attributes

The main reasons which attract exhibitors to participate in an exhibition. In this study, exhibition motivational attributes comprising eight factors as follows:

1.6.4.1 Commercial selling activities refer to the selling actions, sales strategies, and techniques that exhibitors implement during an exhibition to move prospects and customers through the sales process. These activities directly lead to deals being closed and sales goals being met.

1.6.4.2 Marketing intelligence activities are an arrangement of systems and sources used by exhibitors to collect regular data and information on the advancements in the business sector and marketing environment.

1.6.4.3 Relationship marketing activities are defined as a strategy that focuses on maintaining and enhancing relationships with primary stakeholders comprising customers, distributors, suppliers, and other parties to acquire and retain long-term preferences and business.

1.6.4.4 Enhancing corporate image is defined as the proper development of an excellent corporate image, together with a sound business strategy, enabling an exhibitor to achieve the necessary competitive advantage to improve its bottom line and face the challenges in a complex business environment.

1.6.4.5 Exhibition communication mix is defined as the combination of promotional tools used by PEOs to communicate with their markets; the primary objective is to draw participants to attend the exhibition, including announcing the events through different channels.

1.6.4.6 Facilitating services are extra services provided by PEOs to add value to the core product and help to differentiate it from the competitors.

1.6.4.7 Destination's appropriateness could be defined as a place with facilities, infrastructure, and environment that attract exhibitors and visitors.

1.6.4.8 New normal activities are defined as new measures, policies, or protocols amid the Coronavirus pandemic that affects participants' behavior.

1.6.5 Exhibition participation

This study defines exhibition participation as satisfaction with the services offered by the PEOs. Satisfaction can lead to various business indicators, e.g., positive word-of-mouth and intention to return.

1.6.6 Business performance

Business performance is defined as a general performance indicator to acquire the financial and market features of performance. Its improvement can be seen as a change in market share and overall financial results.

1.7 Research Hypotheses

H1: Commercial selling activities have a significant positive effect on exhibition participation.

H2: Marketing intelligence activities have a significant positive effect on exhibition participation.

H3: Relationship marketing activities have a significant positive effect on exhibition participation.

H4: Enhancing corporate image has a significant positive effect on exhibition participation.

H5: Exhibition communication mix has a significant positive effect on exhibition participation.

H6: Facilitating services have a significant positive effect on exhibition participation.

H7: Destination’s appropriateness has a significant positive effect on exhibition participation.

H8: New normal activities have a significant positive effect on exhibition participation.

H9: Exhibition participation has a significant positive effect on business performance.

CHAPTER 2

LITERATURE REVIEW

This chapter explores the literature, theories, and concepts that intend to establish and verify a model of exhibition motivational attributes, exhibition participation, and business performance. There were organized into seven main parts as follows:

1) The first part describes an introduction to the chapter.

2) The second part explains the general information about business travel and the MICE industry.

3) The third part describes the general knowledge of the exhibition industry.

4) The fourth part examines the concepts and theories related to the dimension of exhibition motivational attributes.

5) The fifth part focuses on the dimensions of exhibition participation from the exhibitors' perspectives.

6) The sixth part defines the criteria of business performance evaluation when attending an exhibition, including financial and marketing performance.

7) The final part presents the conceptual research framework of the study.

2.1 Business Travel and MICE Industry

A brief history of the travel industry defined by Goeldner & Ritchie (2006), Montgomery & Strick (1995), and Weaver & Lawton (2006) is necessary to provide the framework of business travel.

In ancient times, travels were encouraged by the changing seasons that resulted in foodstuff consumption or the need to escape risk and danger. Journey for the intentions of commercial and leisure can be traced to the Sumerians of Babylonia. In approximately 4000 B.C., the Sumerians were recognized for creating cuneiform writing, money, and the wheel. All of these creations played a significant function in

the travel industry. People could now pay for lodgings and transportation through the monetary exchange with these creations.

Travel for anything but necessity did not resume until the industrial revolution (around 1745 A.D.). During this period, the creation of stagecoaches, railroads, and steamboats made travel much simpler. After that, the industrial revolution gave birth to a new generation of people – the middle class. These people were hungry to explore new world areas because they had the money and the time. Later, the invention of the car in the twentieth century and the eventual development of motor coaches assisted evolve travel further. Around this time, travel was no longer the domain of the wealthy but became accessible to the masses. Nowadays, people travel for specific reasons. Several scholars classified types of travelers for statistical determinations by purpose of visit, as shown in Table 2.1

Table 2.1 The Intentions for Traveling

Leiper (1995)	**Holloway (1998)**	**Weaver & Lawton (2006)**	**Cooper et al. (2008)**	**UNWTO (2019)**
1) Leisure	1) Holidays	1) Leisure and recreation	1) Leisure and recreation	1) Leisure and recreational
2) Business	2) Business	2) Business	2) Business and professional	2) Professional and business travel
	3) Other (study, health, religious pilgrimages)	3) Visiting friends and relatives	3) Other tourism purposes (study and health tourism)	3) Visiting friends and relatives and health or religious
				4) Unspecified travel purposes

Source: Cooper et al. (2008), Holloway (1998), Leiper (1995), UNWTO (2019), Weaver & Lawton (2006).

Figure 2.1 presents the categories and descriptions of travelers included in tourism statistics. Leisure travelers mean people traveling for recreation (Fletcher et al., 2018). The Latin translation of leisure means “to be free” (Cooper et al., 2008). While business travelers include people traveling for purposes related to their careers

(Davidson, 1994), it represents one of the oldest types of tourism, humanity having journeyed for business intentions since ancient times (Davidson & Cope, 2002).

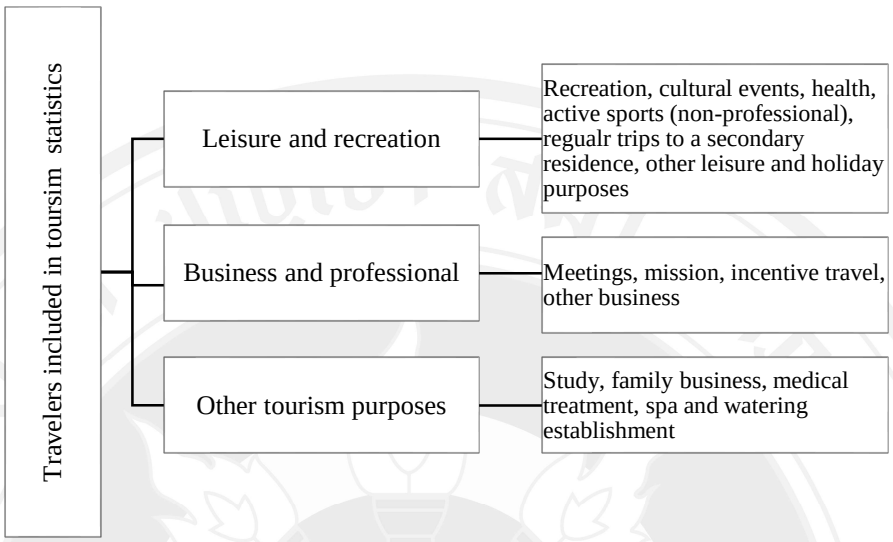

Figure 2.1 Travelers Included in Tourism Statistics
Source: Adapted from Cooper et al. (2008).

In another theory, Morrison (2019) identified the type of business tourism that falls into seven categories. The first four categories are included in regular business travel, and the last three are within business events, as shown in Table 2.2.

Table 2.2 Type of Business Tourism

Business travel	**Business events**
1. Customer visits	5. Incentive and reward (I)
2. Sales and marketing	6. Conference and conventions (C)
3. Employee training	7. Trade shows and exhibitions (E)
4. Internal meetings (M)	

Source: Morrison (2019).

However, Getz (2005) used “event tourism” to mention the overlapping area between business travel and event activities, including a market for event managers and destination development through events.

Tourism sector advocates usually claim that business travel is a huge market with high spending characteristics in destinations. In 2019, business and professional trip purposes accounted for 11% of international tourist arrivals (UNWTO, 2019). Table 2.3 shows the breakdown between leisure and business spending in the world's top 10 destinations (WTTC, 2017).

Table 2.3 Breakdown of Business versus Leisure Spending by Top 10 International Tourist Arrival Destinations

No.	Country	Business travel spending (%)	Leisure travel spending (%)
1.	France	20.1	79.9
2.	USA	29.5	70.5
3.	Spain	12.7	87.3
4.	China	19.2	80.8
5.	Italy	25.7	74.3
6.	UK	36.9	63.1
7.	Germany	21.4	78.6
8.	Mexico	11.3	88.7
9.	Thailand	12.2	87.8
10.	Turkey	15.9	84.1

Source: WTTC (2017).

In addition, business travel could be identified as MICE, which stands for a meeting, incentive travel, convention, and exhibition (Lee & Lee, 2017). The acronym MICE, adopted by the industry, came into being in the mid-1990s. Despite being widely recognized within Australia, the term is not used globally (Mccabe et al., 2000). Presently, the acronym MICE is widely used worldwide (Campiranon & Arcodia, 2008).

MICE is related to tourism and hospitality, including transportation, accommodation, food and beverage, destination attraction, shopping, and entertainment. It also has additional business needs such as venue, organizers, specialist contractors, and freight forwarders (Fenich, 2012; Rogers, 2006). The elements of the MICE are the following:

a) Meeting

A meeting is a conference, workshop, seminar, or other event designed to bring people together for the primary purpose of exchanging information. Meetings do not include exhibits (Montgomery & Strick, 1995).

b) Incentive travel

An exceptional travel experience to motivate participants for increased performance levels in supporting organizational goals. It is a short day off, outing, or trip, organized for the staff of a particular organization, to reward them for professional performance and stimulate productivity (Davidson & Cope, 2003; Society for Incentive Travel Excellence, 2018).

c) Convention

A general and formal meeting of a legislative body, social or economic group where the primary activity of the attendance is to provide information on a particular situation and to deliberate and, consequently, establish consent on policies among the attendees. When this kind of meeting is combined with expositions, it is called a convention (Fenich, 2012; Rogers, 2006).

d) Exhibition

Exhibitions could be defined as business events designed to bring together vendors and suppliers of products/ services in an environment where they can demonstrate their products/ services to the buyers. The primary purpose is to inform the customers and also, to persuade them to buy (Davidson, 1994; Stevens, 2005; UFI, 2019a)

The MICE sector has received attention from many countries, such as China, Japan, Singapore, South Korea, and Thailand because they consider it an incredibly profitable industry (Kim et al., 2008; TCEB, 2018). MICE business assumes a significant role in driving the national economy, creating generous income, and building both direct and indirect commerce and venture systems, as well as revenue distribution to local and regional territories in a sustainable way (TCEB, 2018).

The benefits of business travelers or MICE tend to be quoted regarding delegate expenditure. Horner & Swarbrooke (2016) noted that business travelers often travel on a higher daily budget than the average leisure traveler. When comparing expenditure between MICE and leisure travelers, MICE travelers' spending is two to three times higher (TCEB, 2015).

According to the Vienna Convention Bureau (2017), business travelers spent 538€ per capita per day compared to an average of 252€ for other visitors. Additionally, VisitBritain (2017) reported that a business visitor spent 66£ more per night than the average visitor. MICE travelers are valuable visitors to the UK, especially compared to leisure visits (VisitBritain, 2019).

Table 2.4 MICE 2018 Key Metrics

2018 inbound data	MICE	MICE VS Leisure	Leisure
Average spending per visit	770£	Spending 30% more than leisure	594£
Average nights per visit	4.6	Staying 2.5 nights fewer than leisure	7.1
Average spend per night	167£	Spending double compared to leisure	83£

Source: VisitBritain (2019).

In addition, Thailand, as a prime tourism destination for MICE travelers, has been transforming itself into an undeniably famous area to host global proceedings, including conventions, exhibitions, and other business special events (TCEB, 2015).

The MICE sector represented 3.32% of international visits to Thailand in 2018, totaling 1,255,986 persons, increasing 19.85 percent from 2017. Several MICE visitors consisted of 1) incentive travel 29%, 2) meetings 27%, 3) convention 26%, and 4) exhibition 18% (TCEB, 2019b).

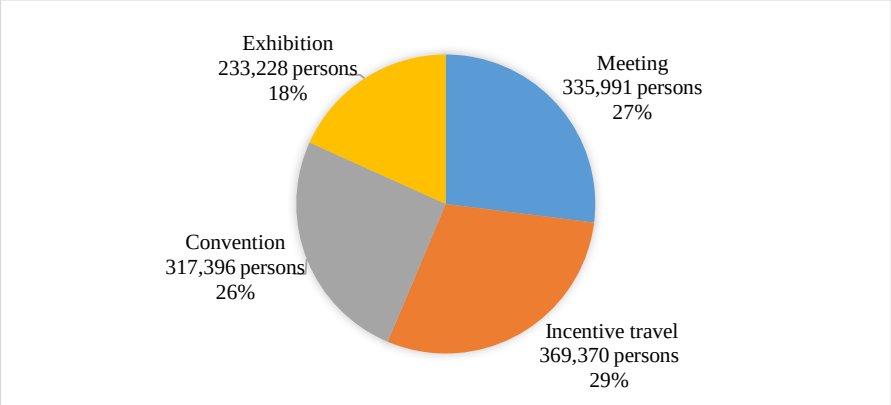

Figure 2.2 Classification of MICE Travelers Visiting Thailand in 2018
Source: TCEB (2019).

MICE travelers generated 4.83% of the total revenue from international travelers in 2018. The revenue of MICE travelers visiting Thailand increased from 87,730.931 million baht in 2017 to 95,624.242 million baht in 2018. The increase in revenue from 2017 to 2018 was 9%. East Asia is the primary source of income, followed by Europe (TCEB, 2019b).

Table 2.5 Number of International Travelers Traveling to Thailand in Fiscal Year 2018

Traveler types	Number of travelers (person)	Percentage	Revenue (million baht)	Percentage
Total traveler	37,822,315	100%	1,981,609	100%
MICE traveler	1,255,986	3.32%	95,624	4.83%

Source: TCEB (2019).

The Chairman of the Board Thailand Convention and Exhibition Bureau, Sibunruang, notified that "the economic impact from domestic and international MICE travelers provides substantially to Thailand's economy, presently worth over 8,313 million USD. This generates 5,860 million USD to the national revenue, accounting for 1.1% of Thailand's GDP contribution. MICE business also originates employment opportunities for over 181,000 positions. Additionally, the government of Thailand can gather taxes of 773 million USD" (TCEB, 2018a).

Likewise, the President of Thailand Convention and Exhibition Bureau, Isarangkun Na Ayuthaya, informed that "in 2019, Thailand welcomes 1.27 million international MICE travelers, delivered revenue of 3,042 million USD, and in 2020, the number of MICE travelers will reach 1,386,000 with revenue of 3,196 million USD. The main markets are China, India, and ASEAN (Yaisamsaen, 2019).

Table 2.6 Total Number and Revenue of International MICE Travelers in Thailand from 2015 to 2020

Year	Number (Person)	Income (USD)
2015	985,686	2,662,806,251
2016	1,001,803	2,424,170,485
2017	1,047,959	2,576,661,790
2018	1,255,985	3,122,325,965
2019	1,273,981	3,042,135,000

Year	Number (Person)	Income (USD)
2020	1,386,000	3,196,000,000

Source: TCEB (2017), Bangkokbiznews (2018), Matichon (2019).

International MICE travelers from Asia were the major group visiting Thailand, accounting for 85.77% (TCEB, 2018a). Marketeer team (2018) reported that the top ten countries with the highest number of MICE travelers entering Thailand in 2018 were China, India, Malaysia, Singapore, Korea, Vietnam, Lao, Japan, Indonesia, and Philippines.

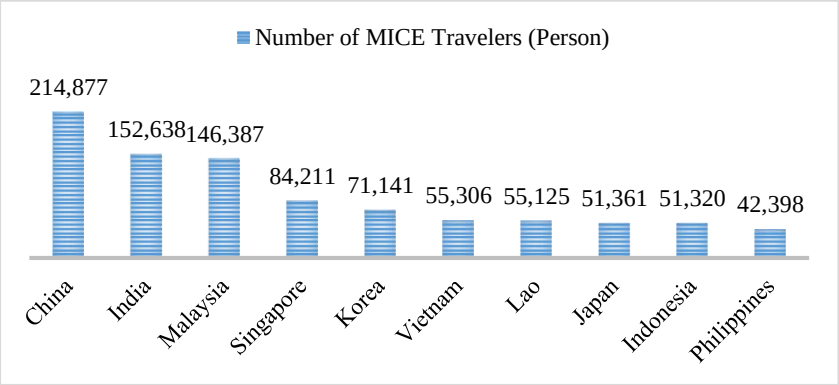

Figure 2.3 Origin and Number of MICE Travelers Visiting Thailand in 2018
Source: Marketeer team (2018).

At the same time, the number of MICE travelers from five countries has increased significantly, with the highest growth rate compared to the previous year, including Canada, representing a growth rate of 309.97%, Cambodia growing 182.25%, Myanmar growing 137.32%, Vietnam growing 109.26%, and New Zealand illustrating a growth rate of 78.92% (Bangkokbiznews, 2018).

In the fiscal year 2018, the number of international MICE travelers coming to Thailand showed a significant upward trend with 1,255,985 travelers, a 19.85% increase compared to the previous fiscal year. The expenses generated from their spending were 3,155 million USD, an increase of 8.10%. However, the spending per traveler decreased due to their shorter than expected period of stay after completing their business (TCEB, 2018a).

Table 2.7 Total Number and Revenue of International MICE Travelers in Thailand Categorized by Type of Event

Type of event	Number (person)			Revenue (million Bht)		
	2017	2018	Increase	2017	2018	Increase
Meeting	259,901	335,991	29.28%	26,749	30,473	13.92%
Incentive	271,793	369,370	35.90%	16,696	20,669	23.80%
Convention	300,273	317,396	5.70%	26,145	25,325	-3.14%
Exhibition	215,992	233,228	7.98%	18,869	19,156	1.52%

Source: TCEB (2018b).

The top ten countries with the highest number of MICE travelers entering Thailand in the fiscal year 2019 were China, India, Malaysia, Indonesia, Singapore, Korea, Japan, Vietnam, Taiwan, and Philippines, respectively (TCEB, 2020c).

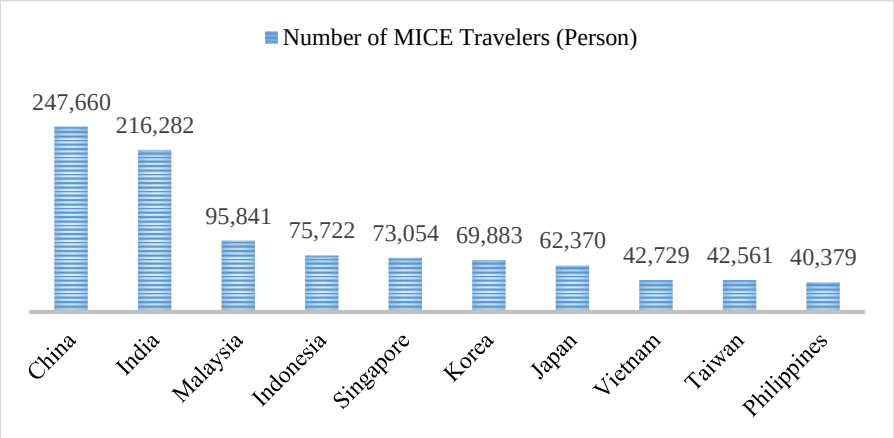

Figure 2.4 Top 10 Source Markets of International MICE Travelers to Thailand 2019
Source: TCEB (2020c).

2.2 Exhibition Industry

One of the essential elements of the MICE industry is the “E” exhibition (Borodako, 2017). Exhibitions have an extraordinary commitment to tourism areas, including trade and development of the local and provincial economies, and it represents a developing section of the tourism industry (Çobanoğlu & Turaeva, 2014; Gopalakrishna et al., 2010; Lin & Lin, 2013; Proszowska, 2016). Likewise, exhibitions provide knowledge, exchange of innovation, business networking, and investment,

thereby strengthening and enhancing the competitiveness of various industries (Kelle & Rivza, 2012).

The exhibitions directly affect host countries by creating financial advantages, building up future appearances to the destinations, and improving destination images (Arnegger & Herz, 2016). Several destinations worldwide have invested considerable resources to improve their exhibition industry (Jin, 2010). It has been extensively noted that exhibition travelers spend more than general business travelers and regularly stay longer at a destination (Han & Verma, 2014). Therefore, finding ways to attract exhibition travelers is significant to a country's economic system. The sustainable accomplishment of an exhibition relies upon the quantity and quality of exhibitors at the events (Whitfield & Webber, 2011).

In addition, around 32,000 exhibitions are held each year globally, attracting 303 million visitors and 4.5 million exhibitors. Visitors and exhibitors spend approximately 137 billion USD annually on exhibitions, making exhibitions an important global industry (UFI, 2020). The total number of venues with a minimum of 5,000 square meters of gross indoor exhibition space around the world was 1,358. The gross exhibition space is 40.6 million square meters (UFI, 2022). Table 2.8 present the key exhibition venue worldwide (based on the capacity).

Table 2.8 Key Exhibition Venue Worldwide

Ranking	Venue	Location city	Capacity sq.m.
1	National Exhibition and Convention Center	Shanghai	404,400
2	Shenzhen World Exhibition & Convention Centre	Shenzhen	400,000
3	Messe Hannover	Hannover	392,445
4	Messe Frankfurt	Frankfurt/Main	372,073
5	Crocus Expo	Moscow	366,100
6	Fiera Milano (Rho Pero)	Milano	345,000
7	China Import & Export Fair Complex	Guangzhou	338,000
8	Kunming Dianchi Convention & Exhibition Center	Kunming	310,000
9	Koelnmesse	Cologne	284,000
10	Messe Duesseldorf	Duesseldorf	262,727

Source: UFI (2022).

According to the global economic impact of exhibitions reports 2020, in 2018, Exhibitions generated almost 30,200 USD per exhibitor on a global basis. Around 32,000 exhibitions sold nearly 138 million net square meters across more than 180 nations. Europe ranked first in terms of participants with 1.3 million exhibitors and 112 million visitors. Followed by North America with 1.6 million exhibitors and 91.2 million visitors. North America and Europe ranked first and second in direct expenditure, representing 44% and 34% of global direct expenses, respectively (UFI, 2020).

The total exhibition spaces sold at Asian exhibitions exceed 23.4 million square meters, representing an average growth rate of 4.8% across all 17 Asian exhibition markets. More than half of the total, 59% of exhibition space in the Asia-Pacific region was sold in China, totaling 13.7 million square meters. India was the fastest-growing large market, as net space sold jumped by 10%, rising from 1.18 million square meters to 1.3 million square meters. Surprisingly, Cambodia, one of the smallest markets, shows the fastest growth in this region, increasing by 40% (UFI, 2019a).

Other Southeast Asian markets that outperformed the regional average included Malaysia (7.7%), Vietnam (6.4%), and Singapore (5.4%). Unfortunately, Indonesia, Philippines, and Thailand posted growth lower than the regional average. At the low end of the table, growth in Japan slowed to 1.2%, down from 2.9% in the previous year, while space-constrained Hong Kong recorded growth of just 1.1%, the least in the region (UFI, 2019b). Nevertheless, Thailand's exhibition industry has experienced rapid growth within the past decade. It ranked first in the ASEAN region regarding the exhibition space and the total number of venues.

Table 2.9 Number of Venues and Amount of Exhibition Space in Asia and Oceania in 2017

Ranking	Country	Exhibition space (sq.m)	No. of exhibition centers
1	China	10,216,681	213
2	Japan	446,695	13
3	India	440,333	14
4	Korea	306,759	13
5	Thailand	234,292	8
6	Singapore	219,970	4
7	Australia	195,087	9
8	Russia (Asian part)	184,918	10

Ranking	Country	Exhibition space (sq.m)	No. of exhibition centers
9	Hong-Kong	149,820	2
10	Taipei	147,000	4
11	Malaysia	133,355	5
12	Indonesia	125,121	7

Source: UFI (2022).

In terms of exhibitors, North America was the largest market with 1.6 million exhibitors, representing more than 35% of total exhibitors worldwide. Followed by Europe with 1.3 million exhibitors. Asia/Pacific ranked third with 1.2 million exhibitors, representing 26.7% of global exhibitors. Central and South America, the Middle East, and Africa were followed, each hosting less than 250,000 exhibitors (UFI, 2020).

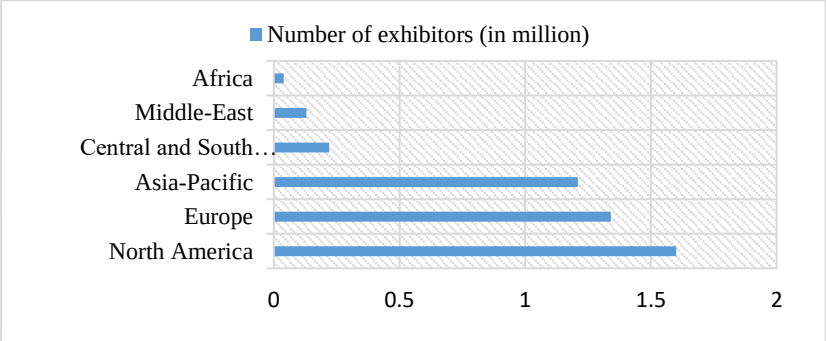

Figure 2.5 Number of Exhibitors in the Global Exhibition Industry 2018
Source: UFI (2020).

2.2.1 History and Definition of an Exhibition

Even though scholastics refer to exhibitions in differing terms in prior research and articles, e.g., fairs, expositions, trade fairs, and trade shows, these terms are used conversely (Kellezi, 2014; Lee et al., 2010).

The roots of the phenomenon of fairs, expositions, and exhibitions can be traced back to its language origin. Fair comes from Latin “feria”, meaning holiday and market fair. This term also corresponds to the Latin "feriae", which means religious festival (Banhart, 1998).

In addition, the word exposition has several meanings, which have changed over time among areas of specialization, but they all date from the 15th century Latin verb

“exponere”, meaning “to set forth, to explain” (Robbe, 2000). Likewise, UFI (2008) declared that the word exhibition was mentioned as early as 1649. It is a derivative of the Latin word "expositio", meaning "displaying" or "putting on a show".

A summary of the exhibition industry's historical development is described in Table 2.10. From historical data, it can be seen that exhibitions are the reason why humans travel from their generating regions to the destination regions.

Table 2.10 Summary of Historical Development of the Exhibition Industry

Ages	History and development
Ancient times	The historical backgrounds of commerce return to Ancient Egypt, the Greek Civilization, and the Roman Empire, when voyaging traders encountered native suppliers in bazaars. The Romans initiated to organize market place from temporary areas to permanent locations, hence emerging a kind of “Fair Industry”. In the Bible, a fair occurring in the town of Zor (presently some part of Lebanon) is revealed in Old Testament. The first permanent fair center (3,200 sq.m.) in the town of Botana with a wall around it was built by Herod, King of Judea (37-4 B.C.), and where archaeologists discovered evidence (coins mostly) signifying that visitors of this commercial center came from France, Egypt, Greece, Italy, Spain, and Syria. Furthermore, the Bible tells of fairs performed to present the wealth of Kings. Merchants would bring their wares to displays, sell, and barter, while visitors came to socialize and purchase.
Middle ages	In the Middle Ages, the term “Fair” was utilized for the first time. This term comes from the Latin word “Feria”, which stands for a religious celebration, generally occurring nearby a church or a monastery. A similar sense is to find out in the word presently used in German “Messe”, which originates from the Latin word “Missa”, or religious service, at which the priest, on saying the final words “ite, Missa est”, revealed the religious service at the end, therefore giving the signal for the starting of the marketplace, typically organized in the church area. The earliest kind of this fair was the “Foire de Saint-Denis” nearby Paris, created by King Dagobert in 629, and which by 710 was drawing approximately 700 traders. In addition, Germany's first fair, which had both cash-and-carry products and production means, held in the year 1165, was the Leipzig fair. Additionally, in 1127, histories discovered in the historical documents of the town of Utrecht in The Netherlands also specify that Bishop Godebald gave the city a charter that involved the authority to organize fairs outside the town wall. So then, the town of Utrecht set up four fairs yearly.
Industrial revolution	In the 18th century, the development of industrialization needed new sales and marketing strategies, thus influencing the trade fair business. From the 18th to 19th centuries, fairs developed from sites for direct sales to sites presenting a variety of available products: only samples of much more various merchandise were exhibited. These fairs were recognized as “Sample Fairs” (from the German "Mustermesse") and originated for the first time by the Leipzig Fair. With a broad range of venture and consumer products, these kinds of fairs ruled the fair scene in Europe until the mid of the 20th century.

Ages	History and development
	The modern concept of the exposition, the trade show or exhibition in one place, under one tent, is generally to have been set up in Hyde Park, London, England, at the Crystal Palace for the Great Exhibition in 1851. Twenty-five years later, the first formal exposition in the United States was held in Philadelphia, Pennsylvania, to celebrate the young nation's centennial. The show's highlight was Alexander Graham Bell's invention, the telephone. In addition, at the end of the 19th century and in the early 20th century, many exhibitions of national significance were arranged, frequently related to a particular topic, such as mechanical engineering or health, electricity, and mainly targeted the general public.
Current times	After the Second World War, the fair and exhibition industry began chasing the trend of rising specialization of the economy. The economy boomed, and people became more mobile than ever before. Many specified exhibitions appealed to a wider variety of exhibition locations. Despite the development of high-speed electronic communications methods in the 20th century, the exhibitions at present as impermanent marketplaces continue to rank as one of the most powerful and successful sales and marketing tools. In the 21st century, the exhibition industry is characterized by a constantly increasing supply of fairs and exhibitions: exhibition organizers extend their field of action on a global level while being involved in worldwide co-operations. Business companies began to take advantage of the exhibition centers, inviting international customers to one meeting place.

Source: Robbe (2000), UFI (2019a).

According to the international dictionary of event management, the term exhibition refers to a display for public view of products or promotional materials for public relations, sales, and marketing, also known as exposition, industrial show, or trade show (Goldblatt & Nelson, 2001). Besides, Jin & Weber (2016) suggested that the term exhibition is used in a more extensive understanding of any exhibit of products and services. Many authors consider the terminology as frequently planned business events that create a combination of supply and demand in a particular place, where business organizations display and demonstrate their products or services and meet their clients and other significant partners of their industry (Rodríguez et al., 2015).

2.2.2 Types of Exhibition

The exhibition can be characterized based on several dimensions. Nayak & Bhalla (2016) indicated that exhibitions could be classified by type of visitors in three categories, i.e., trade shows, consumer shows, and trade and consumer shows. These three sorts of exhibitions are particularly unique in terms of visitor profiles (Lee & Lee,

2017). In comparison, Gopalakrishna & Lilien (1995) and O'Hara (1993) specified exhibitions by market coverage, i.e., horizontal and vertical shows.

2.2.2.1 Trade Shows, Consumer Shows, and Trade and Consumer Shows

1) Trade shows (business to business functions) are private and closed to the public. They are intended only for experts working in a particular industry, and for sellers and buyers from that specific industry (Fenich, 2012), e.g., Metalex by Reed Tradex Co., Ltd.

2) Consumer shows (business to customer functions) are available to the general public. The exhibitors are retailers selling to the public, similar to purchasing products from stores (Rittichainuwat & Mair, 2012), e.g., Motor Expo by Inter-Media Consultant Co., Ltd.

3) Consolidation shows (trade and consumer functions) are a composite of the previous two exhibition types. This last classification is available to business visitors on the primary days of the show (generally on weekdays) and open to general visitors on the last days of the event (generally on the weekend) (Robbe, 2000), e.g., BIG and BIH by the Ministry of Commerce, Thailand.

2.2.2.2 Horizontal Shows and Vertical Shows

1) Horizontal shows normally concern a more extensive scope of product items and more diverse visitors (Menon & Edward, 2013). For example, a horizontal computer exhibition would feature exhibitors displaying computers, printers, gadgets, electronic appliances, mobile phones, other technological devices, etc.

2) Vertical exhibition concerns a tight scope of product items and allure buyers particularly interested in those product items. (Wu, Lilien, & Dasgupta, 2008). It highlights a specific product in a particular industry (Robbe, 2000). For example, a vertical computer exhibition would feature exhibitors exhibiting computers. There would be every type of computer, but it would be just only computers.

2.2.3 The Key Stakeholders of the Exhibition Industry

The exhibition industry is highly complex, comprising multiple buyer and supplier organizations and businesses. It is important to restate that they are all directly or indirectly dependent on one another and thus comprise a team responsible for the

exhibition's production. Lin et al. (2018); Montgomery & Strick (1995); and Robbe (2000) defined the seven key players in the exhibition industry as follows:

1) Professional Exhibition Organizers (PEOs) perform duties such as generating ideas, conceptualizing and establishing the event, setting up the event, selling and marketing and promoting to prospects and potential participants, and bringing the other players together. TCEB (2020a) divided PEOs into three categories as follows:

1.1) PEOs as non-profit associations: trade associations or professional associations with operators of the same business who get together for commercial purposes. PEOs in this group organize exhibitions only within the business scope of its members.

1.2) PEOs as private businesses: businesses that make investments and operate the exhibition business regardless of exhibition type.

1.3) PEOs as government agencies: a government organization taking part in organizing exhibitions to promote the export of products and services or to promote good images of the country to draw foreign investments. Government budgets are used for organizing exhibitions.

2) Exhibitors are the company or organization subsidizing the exhibition booth. They lease space, purchase an exhibit, have it transported and set up, all in return for a chance to sell, and are ultimately accountable for deciding to participate in any exhibition.

3) Visitors are those who attend exhibitions to purchase products or services from the exhibitors and gather more information about their industry.

4) Venue is the building or other construct in which the exhibition is held and designed to host meetings and exhibits under one roof. There are many services provided by the venue facility, including exhibition space, meeting rooms, food and beverage, loading facilities, public utility, communication system, bonded warehouse, parking areas, etc.

5) Direct service suppliers are those who have direct involvement in exhibition management. They are external companies selected/hired by PEOs or exhibitors to provide equipment and services. The tasks can be divided into several parts, such as:

5.1) General contractor is a major behind-the-scenes player whose function is to provide all major services to exhibition management and exhibitors. They supply the equipment and service necessary to ensure that the exhibition runs smoothly. Their service comprises booth set up and dismantling, furniture and audio&visual rental, signage and graphics, electrical, plumbing air and water, exhibit design and construction, etc.

5.2) Freight forwarder arranges for shipping, handling, and storing product and exhibit materials. Handles freight deliveries, monitoring them from truck to loading docks to show floor and back on the truck.

6) Indirect service suppliers are those indirectly involved with the exhibition, i.e., accommodations, financial business, tour operators, etc.

7) Convention visitor bureau (CVB) is a nonprofit organization that represents a city or urban area in the solicitation and servicing of business travelers in that area or city. Although some are housed within the government, most are privately operated but funded through the hospitality business tax. Presently, CVB act as the intermediary between potential visitors and local business. It was designed for the sole purpose of selling a city.

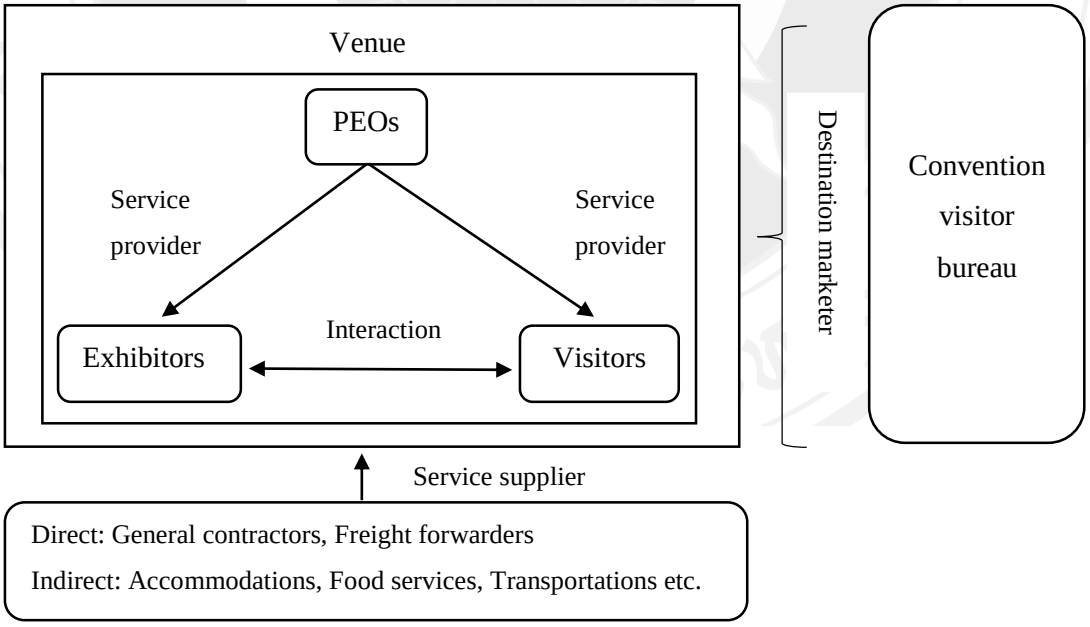

Figure 2.6 The Relations Between the Key Players in the Exhibition Industry

Source: Adapted from Lin et al. (2018).

The hosting of exhibition activities comes from several facets. The key interested party will be included in the context of the exhibition, comprising professional exhibition organizers (PEOs), exhibitors (sellers), and visitors (buyers) (Gopalakrishna et al., 2010; Lee & Lee, 2014); while convention visitor bureaus (CVBs) act as a destination marketer (Lee, Lee, & Joo, 2015). The venue, general contractors, and freight forwarders are direct service suppliers whose function is to provide all primary services to exhibition management (Montgomery & Strick, 1995; Robbe, 2000). While accommodations, tour operators, food services, and transportation serve as indirect suppliers and provide service support to exhibitions (Lee & Kang, 2014; TCEB, 2020a).

The PEOs set up and organize the exhibition and serve as a "systems integrator" to fulfill all aspects of the event, promote it to prospective visitors and exhibitors, and gather all the services and resources needed for its accomplishment (Fenich, 2012). The function of PEOs is to build highly productive business events that result in constructive outcomes (Gottlieb et al., 2011). PEOs are profitable from many income sources, e.g., visitor admissions, exhibitor registrations, booth space rentals, and sponsorships (Robbe, 2000).

Exhibitors are the principal target customers for PEOs (Lee et al., 2015), whereas visitors are the customers of PEOs and exhibitors (Godar & O'Connor, 2001). However, from the PEOs' point of view, exhibitors are more valuable than visitors because the PEOs receive most of their profit and income from exhibitors. Hence, PEOs must provide and deliver better services to satisfy exhibitors (Lin, 2014).

2.2.4 Exhibitors' Characteristics

Since the motivations of exhibitors are multidimensional, it is impossible to explain the motivation of exhibition participation with a single dimension (Lee & Kang, 2014). Exhibitors with dissimilar characteristics may have more diverse motivations. In exhibition research, some studies examined exhibitor motives based on different characteristic criteria of exhibitors (Wang et al., 2017).

Han & Verma (2014) indicated that exhibitors have three levels, including CEO level, senior level, and middle level, that differ in evaluating the importance of the

attributes used to select exhibitions to attend. People from the same exhibiting company but at different levels may have different motivations (Wang, 2016).

Additionally, company size has been introduced as a potential antecedent that might influence exhibitors' behaviors (Kang & Schrier, 2011). The willingness to participate in the exhibition may vary depending on the company's size (Shipley et al., 1993). The company's size affects exhibitors' intention to participate in an exhibition (Faria & Dickinson, 1986) and distinguishes the performance of exhibitors (Seringhaus & Rosson, 1998). According to the Office of SMEs Promotion, Thailand, the size of business in the manufacturing sector is categorized statistically into large companies (201 employees or more), medium-sized (51 – 200 employees), small-sized (5 – 50 employees), and micro-sized (fewer than five employees) (Dharmniti, 2020).

Moreover, exhibitors' experience was considered a crucial predictor of exhibition behaviors (Kang & Schrier, 2011). Qi, Smith, Yeoman, & Goh (2018) explored the attendance objectives of new exhibitors and repeat exhibitors. They specified a new exhibitor as an exhibitor who participates in an exhibition less than five times. The analyses identified that new exhibitors and repeat exhibitors had different emphases on attendance objectives. Likewise, an empirical study conducted by Han and Verma (2014) informed that exhibitors who have participated in different numbers of times (from zero to four or more times) reported substantial differences when evaluating the significance of the criteria for exhibition selection.

Furthermore, the country of origin was another significant character. Lee et al. (2012) identified major motives for exhibition participation from the perspectives of exhibitors and visitors. The empirical data was gathered from ten exhibitions. Regarding the country of origin, the highest number of participants are from Hong Kong, followed by Mainland China, other Asian countries, and Europe.

The literature review indicates four distinctive characteristics of exhibitors: 1) level of position, 2) company size, 3) prior experience, and 4) country of origin.

2.2.5 Thailand Exhibition Circumstances

The exhibition industry is experiencing development which creates value for Thailand's MICE industry. It has witnessed rapid growth within the past decade. From 1980 to1990, several major exhibition centers were built to respond to the increasing

demand of the exhibition market. Most of these venues are located in Bangkok, e.g., the Bangkok International Trade and Exhibition Centre (BITEC) and the Impact Convention and Exhibition Centre (IMPACT).

The revenue from Thailand's exhibition industry is the highest ranking in ASEAN, which has made Thailand the center of the international exhibition industry in ASEAN and aims to be a leading country in Asia (UFI (as cited in TCEB, 2020a)). In 2018, almost 35,000 exhibitors met 200,000 visitors on a show floor of more than 640,000 square meters (net space sold), generating revenue of 602 million USD (Bangkokpost, 2019). The largest proportion of exhibition participants is from Asia, 84.14%, followed by Europe, America, Oceania, Africa, and the Middle East (TCEB 2019b).

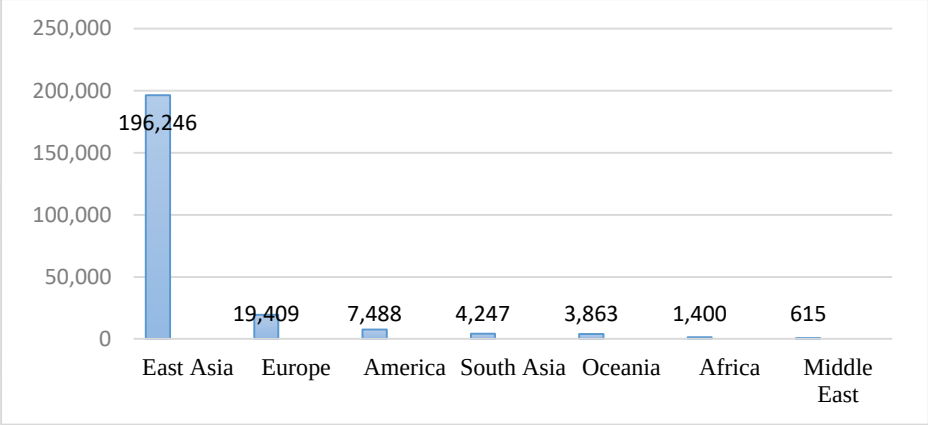

Figure 2.7 Number of Exhibition Participants Classified by Region in 2018
Source: TCEB (2019b).

In 2018, 123 international exhibitions were held in Thailand, increasing from 2017 with 110 events. The number of global participants increased from 215,992 to 233,228 persons, showing a growth rate of 7.98% (TCEB, 2019b).

Table 2.11 Total Number of Events and Exhibition Travelers Entering Thailand in Fiscal Year 2017 and 2018

Total number	The fiscal year 2017	The fiscal year 2018	Change in percentage
Exhibitions	104	110	+ 5.77
Exhibitor	24,800	34,520	+ 39.19

Total number	The fiscal year 2017	The fiscal year 2018	Change in percentage
Visitor	191,192	198,708	+ 3.93
Exhibitors and Visitors	215,992	233,228	+ 7.98

Source: TCEB (2019b).

According to the MICE statistics report, the top ten countries with the highest number of exhibition travelers entering Thailand in 2019 were China, India, Indonesia, Malaysia, Japan, Taiwan, South Korea, Singapore, Myanmar, and Australia (TCEB, 2021).

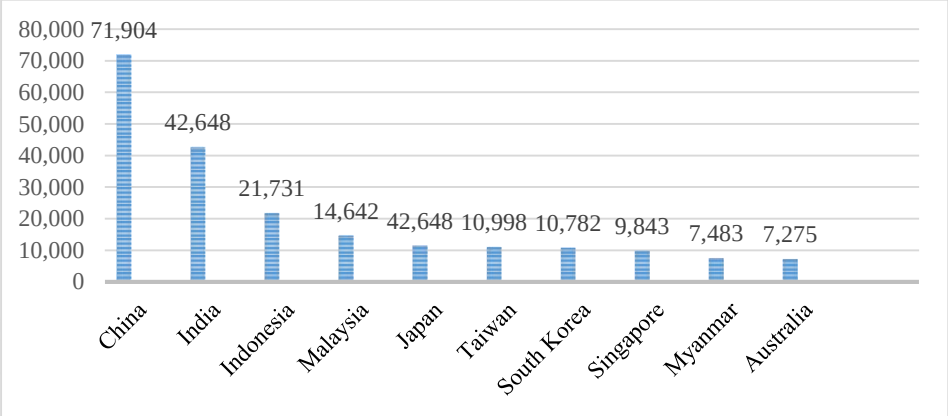

Figure 2.8 Number of International Exhibition Travelers in Thailand 2019
Source: TCEB (2021).

Thailand's exhibition industry is important for tourism as it brings in numerous incomes, and exhibition travelers are highly valued in terms of spending and quality. The dimension of revenue and income from international exhibition travelers in the fiscal year 2019 was 20,291 million baht, higher than in 2018 (19,156 million baht). The total revenue is from exhibitors of 3,657.476 million baht and visitors of 15,498.903 million baht. The growth of the exhibition's revenue is due to an increase in the number of exhibition travelers and the average length of stay. Table 2.12 demonstrates the total number of exhibition participants and revenue generated in the fiscal year 2015 to 2019.

Table 2.12 Total Number of Exhibition Participants and Revenue Generated in Fiscal Year 2015 to 2019

Fiscal year	Total number of exhibition participants (Person)	Revenue generated (Million baht)
2019	264,005	20,291
2018	233,228	19,156
2017	215,992	18,869
2016	180,480	15,686
2015	174,652	15,214

Source**:** TCEB (2020a).

According to HQ The Association Magazine (2021), Thailand employs five key strategies to promote the exhibition industry, aiming to make Thailand a destination for exhibition travelers from all over the world. The five strategies are specific-approach regarding the industrial sector, source market, and location. While online technology, as accelerated by the pandemic, is one core element.

1) Asia-centric approach to increase online and offline exhibitions. Support packages are developed to attract exhibitors, organizers, and visitors from Asian countries to maintain Thailand's position as a center of international exhibitions in Asia.

2) Attracting new shows and clustering events, such as conventions and festivals whose content is aligned with the shows.

3) Creating opportunities in the potential region, for example, Thailand LOG-IN Events planned for Eastern Economic Corridor (EEC).

4) Collaborating with government agencies to promote large-scale exhibitions and conventions under the "One Ministry, One Expo" concept.

5) Promoting innovation and technology to enhance visitors' experience through an online platform, create business opportunities, and lower physical touching points at the shows.

2.2.6 The Exhibition as a Marketing Communication Tool

Exhibitions are quickly becoming a popular marketing communication tool (Lee et al., 2010; Skallerud, 2010; Tafesse & Korneliussen, 2011). Business companies continue to view participation in exhibitions abroad as a vital tool for marketing their

products and services (AUMA, 2018) because they allow contact with buyers who they might otherwise never meet due to geographical or time constraints (Zimmerman & Blythe, 2013). Numerous studies proposed that marketers use exhibitions as one tactic for fulfilling their marketing communications purposes (Han & Verma, 2014). Marketing communication can be classified into three types, as presented in Table 2.13.

Table 2.13 Types of Marketing Communication

Types	Media
Traditional	Billboards, magazines newspapers, radio, television
Live	Exhibitions, brand lands, events, road shows, showrooms
Virtual	Blogs, chat rooms, communities, e-mails, forums, websites

Source: Kirchgeorg, Springer, & Kästner (2009).

Exhibitions are classified in live communication. They are an incredible marketing tool to enable clients to experience brand environments and brand quality (Kirchgeorg, Springer, & Kästner, 2009). It has been perceived as a highly cost-effective method for meeting a substantial number of potential suppliers and customers in a short period (Shoham, 1999). The average total costs per contact at an exhibition for an exhibitor have remained consistently at one-third of the cost of a personal sales call (Lin, 2014).

In the United States, exhibitions represent 10–15 percent of the business marketing communications budgets (Bettis-Outland et al., 2010; Dekimpe et al., 1997; Smith et al., 2003 (as cited in Shi, 2013)). The Center for Exhibition Industry Research (as noted in Brown et al., 2017) reported that German companies allot the most considerable portion of the marketing budget (39.2%) to exhibitions. Many business companies allot an essential amount of their marketing budgets to exhibits in exhibitions (Seringhaus & Rosson, 2001), decrease their advertising and public relations spending, and concentrate more on this communication strategy (Kellezi, 2014). In the United Kingdom, the total expenditure on exhibitions is consistently higher than the spending on magazines, cinema, and radio advertising (Blythe 2014).
The exhibitions are a significant component of the communications and marketing mix (Davidson & Cope, 2003) and are more effective than other marketing media

components. Many companies use exhibitions in selling more than business-to-business advertising, direct mail, or public relations. An exhibition is an effective communication tool and cost-effective marketing and promotion (Lee, Lee, & Joo, 2015).

After surveying the exhibitors, Rice & Almossawi (2002) concluded that small and medium-sized enterprises are the more avid users of exhibitions. On the other hand, Herbig et al. (1998) reported that larger business companies and companies with more product lines participate in exhibitions with greater regularity. Moreover, despite the emergence of online marketing such as Twitter, Facebook, Google, and other social media, the spending on exhibitions is still increasing (Shi, 2013). This strategy is primarily significant for service providers, vendors, suppliers, and manufacturers because they can connect straightforwardly with many existing and prospective customers in one area within a relatively short period (Rice & Almossawi, 2002). For numerous business companies, exhibitions allow cost-effective access to new markets because each event pulls in a large number of interested exhibitors and visitors. Hence, it becomes an intense medium for marketing (Tanner & Chonko, 1995).

The exhibitions are seen as a marketing strategy that incorporates sales and promotion of organization products and services, creating relationship-building with domestic and international clients and other stakeholders, enhancing company image, benchmarking the enterprise by examining the market competition (Çobanoğlu & Turaeva, 2014), undertaking and keeping worldwide business relations, observing international rivalry, and also, reducing entry barriers in new markets (Kellezi, 2014).

In business markets, distributors will represent producers at some industrial exhibitions. In addition, in many instances, suppliers will participate directly in the exhibitions that are key events within their industries (Brennan et al., 2014). Given these advantages, the exhibitions have become increasingly significant in the communication mix for numerous multinational business companies.

2.3 Exhibition Motivational Attributes from the Exhibitors' Perspectives

The psychological or internal influences affecting individuals' choices are commonly known as motivations (Middleton & Clarke, 2001). Motivation is derived

from “motivate,” which involves initiating movement or persuading individuals to act. Much literature associated with tourism uses the concept of motivation as a significant influence on consumer behavior (Cooper et al., 2008).

A motive represents an unobservable inner force that stimulates and compels a behavioral response and provides a specific direction to that response (Hawkins, Best, & Coney, 2004). Likewise, McDaniel, Lamb, & Hair (2008) notified that motives are the driving forces that cause a person to take action to satisfy their specific needs.

In addition, push and pull motivation has been one of the most frequently used typologies to measure tourist motivation (Yi et al., 2018). The push and pull model classified motivations into two forces. In tourism literature, people travel because they are pushed and pulled by some forces or factors (Dann, 1981).

Pull motivation is related to the attributes of a destination; push motivation is related to the tourists’ internal aspirations (Lu, 2017). Cooper et al. (2008) explained that push factors are generally determined by the nature of generating region, such as affluence, while pull factors determine destination features such as attractiveness, accessibility, and relative price. Push factors are within individuals themselves as people act to take care of certain internal drivers. In contrast, the pull factors are the products and marketing by destinations that attract people to visit (Morrison, 2019).

Leiper (1995) developed a tourism system model to provide an organizing framework for tourism study and define push and pull motivation in the tourism context, as shown in Figure 2.9. There are three essential elements of Leiper’s model:

1) The traveler-generating region (TGR) represents the generating market for tourism and, in a sense, provides the “push” to stimulate and motivate travel.

2) The tourist destination region (TDR) represents the “sharp end” of tourism. The “pull” to visit destinations energizes the whole tourism system and creates demand for travel in generating region.

3) The transit route region represents the short period of travel to reach the destination and the intermediate places that may be visited en route.

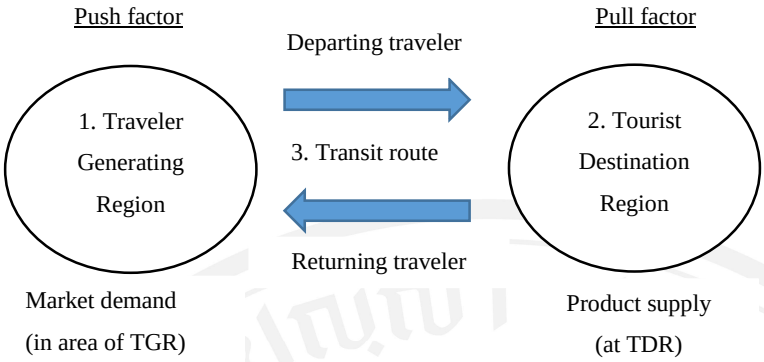

Figure 2.9 Geographical Elements in a Whole Tourism System with One Destination
Source: Adapted from Leiper (1995).

Additionally, Lee, O'Leary, Lee, & Morrison (2002) suggested that push factors determine whether to go and pull factors determine where to go. Figure 2.10 shows that vacation destination choices are impacted by internal motivational driving forces (push factors) and destination attributes (pull factors). The two-way arrow between the push and pull factors suggests an interaction between the two factors as people make their travel decision.

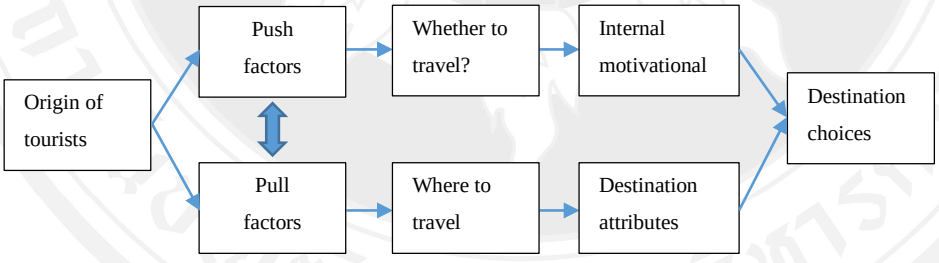

Figure 2.10 Push and Pull Tourist Motivation Factors
Source: Lee et al. (2002).

However, the motivations for leisure and business travel are quite different. Business travel is motivated by organizational and career needs and priorities, whereas pleasure/leisure travel is based on personal needs and wants. There is less freedom and flexibility in selecting business travel destinations than in leisure travel. Generally, it has been accepted that the push factors start the process of motivating a person to travel,

and the pull factors make them select a specific tourism destination or business within the destination (Morrison, 2019).

Based on the conceptualization of push and pull tourist motivation factors discussed earlier, the researcher modified a diagram that explains translating a need into the exhibitor's motivation to participate in a specific exhibition, as illustrated in Figure 2.11.

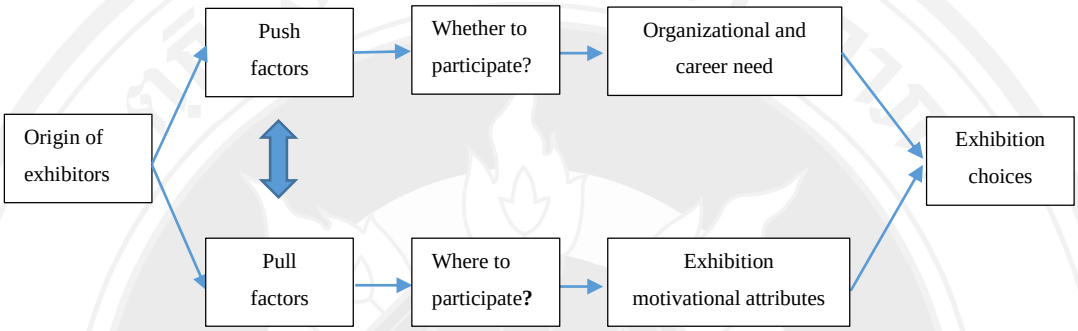

Figure 2.11 Push and Pull Exhibitors Motivation Factors

Source: Adapted from Lee et al. (2002).

The exhibition motivational attributes have been reported in different studies (Lee et al., 2010), while exhibition performance could affect the exhibiting motivation (Kang & Schrier, 2011). Many scholars noted that exhibitors' motivation to participate in an exhibition could effect by exhibition attributes (Whitfield & Webber, 2011). However, isolating a single motivation to clarify exhibition participation is beyond possibility because exhibitors' motives are multi-dimensional (Lee & Kang, 2014). Exhibitors with dissimilar aspects may possess an even more manifold set of motivators (Wang et al., 2017).

Understanding what exhibitors expect from PEOs can be mark the beginning of providing opportunities that attract business to an exhibition. PEOs must know the motivations of exhibitors participating in an exhibition to measure the success of an event and help them achieve their objectives (Shereni et al., 2021).

One popular classification scheme of exhibitors' motivation commonly used by researchers is the one first introduced by Bonoma (Lee & Kang, 2014). According to

Bonoma (1983), the main motives for participating in exhibitions involve selling and non-selling functions. Selling functions include identifying prospects, servicing current customers, and introducing new products/services. On the other hand, image enhancement, gathering competitive information, and improving corporate morale are non-selling functions.

Furthermore, the most prominent typology ordering the motives in attending as an exhibitor was presented by Hansen (2004), who reported that exhibition performance depends on more complex approaches using outcome-based and behavioral-based methods, constructed into five measurements consisting of selling (i.e., sales-related) and non-selling (i.e., information-gathering, company image building, relationship building, and motivation) dimensions. Apart from relationship-building activities, the other four dimensions are primarily about the exhibitors' perception of self-performance, and those performances significantly affect exhibition intention.

Correspondingly, Blythe (2014) informed that one of the areas of dispute is the split between activities relating directly to making sales (generating leads, identifying prospects, making sales pitch on the stand) and the non-sales benefits of exhibitions (public relations, enhancing corporate reputation, carrying out market research, etc.) While Shipley et al. (1993) reported that most exhibitors are concerned mainly with immediate sales, and few exhibitors are concerned with non-selling activities.

To obtain a better understanding of exhibitors' motivation levels. Numerous scholars have investigated exhibition objectives, exhibitors' motivation, exhibition attributes, exhibition motivational attributes, and exhibition performance. Whitfield & Webber (2011) reported that exhibition attributes could affect exhibitors' intention while exhibition performance could affect the exhibiting motivation (Kang & Schrier, 2011).

Kang & Schrier (2011) examine the relationships between social value (i.e., enhancing company image and relationship building), company size, prior experience, and behavioral intentions (i.e., willingness to pay and intent to return) in the exhibition's context. They found that social value positively affects exhibitors' satisfaction, intentions to return, and willingness to pay.

Besides, Menon & Edward (2013) investigated exhibitors' objectives at a tourism exhibition, and their outcomes demonstrated that the three most imperative

inspirations included 1) providing information concerning the organization's products and services, 2) creating and keeping up relationships with existing clients, and 3) developing and maintaining company image.

What's more, Jae, Jung, Seo, and Yeung (2012) considered and compared primary motives for exhibition participation from the perspectives of exhibitors and visitors. The five major motives for exhibitors' participation classified through exploratory factor analyses include 1) competition, 2) corporate/brand image, 3) sales and promotion, 4) networking, and 5) market extension.

Moreover, Lin and Lin (2013) investigated exhibition service quality based on exhibitors' points of view. They categorized service quality using six criteria derived from a literature review, i.e., 1) exhibition marketing, 2) exhibition design, 3) surrounding environment, 4) service personnel, 5) booth management, and 6) service information.

Ahead of this, Lee et al. (2015) presented the four elements of exhibition service quality that affect exhibitor fulfillment and behavioral intentions, and they argued that service quality consisted of 1) booth design and layout, 2) exhibition logistics, 3) venue services, and 4) show management.

Proszowska (2016) explored exhibitors' desires and their fulfillment levels. Eight dimensions of cooperation between PEOs and exhibitors were constructed, including 1) information quality, 2) infrastructure quality, 3) service quality, 4) additional services accessibility, 5) trade fair communication and preparations, 6) additional promotion opportunities, 7) media promotion, and 8) supporting the evaluation of trade fair outcomes.

In addition, some studies focusing on exhibitions have addressed the significance of the exhibition's destination. Kim et al. (2008) determined the exhibition host cities' positioning, as recognized by exhibitors who attended an exhibition in Hong Kong. Destination attribute items were carefully chosen from the literature reviewed and classified into six dimensions, including 1) access, 2) accommodation, 3) attractions, 4) exhibition services, 5) society, and 6) others.

Later, Jin, Weber, and Bauer (2013) and Jin and Weber (2016) argued that a key component for the success of an exhibition is the destination's attractiveness. They argued that one major aspect for sellers and buyers when judging whether or not to

attend an exhibition is the destination. Their study affirmed that destination attractiveness is a higher-order construct comprising six components constituting 1) host city leadership in the industry, 2) host city/region as a source of exhibitors, 3) venue facilities, 4) accessibility, 5) destination leisure environment, and 6) destination economic environment.

In another theoretical study, Lu and Cai (2009) inspected the image loyalty relationship regarding exhibition and convention tourism. Participants' impressions were investigated as an image package correlated to their gratification and the quality of being loyal to an exhibition. The image package was composed of cognitive and affective characteristics, including 1) destination image, 2) venue image, and 3) exhibition image.

Cobanoglu and Turaeva (2014) reported that information gathering is necessary for exhibition performance. Two-path communication amid the event and post-event follow-up has legitimate effects on information gathering execution at the exhibition. It could be clarified that the fundamental reason business companies participate in an exhibition is information gathering, which can entail details about clients, competitors, products, and new trends in the industry.

Han and Verma (2014) argued that such patterns had influenced exhibitions, i.e., social media and mobile technology, environmental sustainability, corporate social responsibility, and budgetary constraints. Therefore, successful exhibitions need to fulfill these integral arrangements of objectives.

Huang (2016) developed exhibition attributes that include 1) selling activities, 2) information gathering, 3) relationship building, 4) exhibition image, and 5) extension services to investigate how conventions and exhibitions draw attention to exhibitors and the intentions of exhibition attendance on business performance. The result revealed that all of these exhibition attributes except relationship building significantly positively affect exhibition attendance.

Moreover, Wang et al. (2017) inspected what factors stimulated Chinese outbound exhibitors traveling to exhibit in the US and examined the contrasts between the exhibitors participating in overseas exhibitions arranged by Chinese organizers and participating in those destination exhibitions arranged by US organizers. They argued that five exhibition motivational aspects are comprising 1) sales, 2) incentive, 3) social

contacts and networking, 4) competition, and 5) guanxi (special relationship with people).

What's more, UFI & Explori (2017) surveyed the most common exhibitors' objectives from 1,040 exhibitions organized in over 40 countries worldwide. The research found that the top ten most common exhibitor objectives consist of 1) meeting with potential new clients, 2) generating new sales leads, 3) increasing awareness of company brands/ products/ services, 4) meeting with existing clients, 5) maintaining company's profile/ brand position, 6) networking, 7) seeking/ meet business partners, 8) keeping an eye on the competition, 9) launching a new brand/ product /service, and 10) capture target customer data.

In recent times, according to the AUMA (2019), German exhibitors define more than eight different objectives they focus on when participating in an exhibition. The five most important are 1) cultivating contacts with regular customers (mentioned by 90% of exhibitors), 2) raising awareness of companies and products (89%), 3) winning new customers (89%), 4) presenting new products and services (82%), and 5) improving the image of the company or the brands (83%).

Shereni et al. (2021) recently surveyed the exhibitors at Zimbabwe International Trade Fairs. An exploratory factor analysis (EFA) done on the benefit sought by exhibitors yielded two factors which are 1) product positioning benefits and 2) interaction with key stakeholders. Furthermore, an EFA done on exhibitors' service quality preferences extracted two factors, namely, 1) logistical arrangements and 2) event atmospherics.

Based on scanning literature focused on exhibition objectives, exhibition attributes, exhibition motivational attributes, and exhibition performance, the researcher summarized key literatures and key findings on exhibition motivational attributes in seven dimensions, as presented in Table 2.14.

In this study, exhibition motivational attributes are clearly defined as the main reasons the exhibitors participating in the exhibitions. These seven dimensions are included because they are central dimensions in numerous studies to evaluate the exhibition motivational attributes from the exhibitors' perspectives.

Table 2.14 Summary of Key Literatures and Key Findings on Exhibition Motivational Attributes

Key authors	Key findings	Dimensions
Wang et al. (2017)	Chinese outbound exhibitors believe sales-related motivation to be the most important reason for attending exhibitions in the United States.	Commercial selling activities
Menon & Edward (2013)	The most important exhibitors' motivations are giving information about the company's products and services, developing and maintaining relationships with existing customers, and creating and/or maintaining company image and goodwill.	Relationship marketing activities
Çobanoğlu & Turaeva (2014)	Sales-related and information-gathering performances are the most important for Turkish SMEs exhibitors.	Marketing intelligence activities
Lin & Lin (2013)	Exhibition marketing was the most important criterion of service quality to exhibitors.	Exhibition marketing communication
Kang & Schrier (2011)	Company image positively affects exhibitors' satisfaction, intentions to return, and willingness to pay	Enhancing corporate image
Huang (2016)	Selling activity, information gathering, exhibition image, and extension service positively affect exhibition attendance.	Facilitating services
Lu & Cai (2009)	The study found that the image package of exhibitions, venues, and destinations influences attendee loyalty to exhibitions.	Destination's appropriateness.

2.3.1 Commercial Selling Activities

Commercial selling activities are trading actions between buyer and seller, selling and purchasing products or services for use in the production of other products or services. The buyer purchases on an organization's behalf rather than for personal consumption.

Exhibitions are unique and possibly attractive sales and purchase vehicles (Lee et al., 2012). It draws a large number of visitors, who are willing to examine and purchase various products in a few concentrated days. Visitors are most likely to see the exhibition as the best channel to achieve their buying purpose (UFI & Explori, 2018), while exhibitors attend exhibitions to enhance their actual sales, establish probable contacts and leads (Kang & Schrier, (2011), and set official objectives for their performance (Blythe, 2000). Selling activities encompass 1) identifying

prospects, 2) closing sales, 3) generating leads, and 4) contacting new merchandisers (Blythe, 2000; Seringhaus & Rosson, 2001).

According to the marketing theory, a seller selling a product or service directly to the buyer is one of the marketing promotions, i.e., personnel selling (Kotler, 2000). The exhibition represents one personal selling program that has grown in distinction for many organizations (O'Hara, 1993). Personal selling is direct person-to-person communication from a seller to a buyer to make a sale (Olariu, 2016). It is straight communication between a salesperson and one or more prospective buyers to influence each other in a purchase situation (McDaniel et al., 2008). As with other marketing communication forms, selling works best as an integrated campaign. Even in the age of social media and highly developed company websites, buyers still consider the salesperson a vital source. (Zimmerman & Blythe, 2013).

Exhibitions are seen as a selling means that enable exhibitors to make "super sales calls" and selling activities rarely occur at the booth (Rosson & Seringhaus, 1995). Blythe & Rayner (1996) identified nine primary reasons for exhibitors to exhibit. Selling was more highly ranked, including launching new products or services and selling and uncovering sales leads.

The Exhibition Industry Federation surveyed exhibitors to classify purposes for attending an exhibition. The findings indicated that a sales-oriented approach was ranked first, followed by generating a sales lead, with most non-selling-oriented approaches lower down the list (Blythe & Rayner, 1999). Similarly, Kozak & Kayar (2009) classified the benefits of exhibitions into two subcategories, i.e., tangible and intangible. According to their research, increasing sales is the most obvious tangible benefit of exhibitions.

Likewise, Measson & Campbell-Hunt (2015) indicated that all business companies perceived selling, including the related activities of recruiting distributors, as a primary objective of participating in exhibitions because "the main driver for attending an exhibition is sales" (p. 109), and exhibiting companies anticipate their staffs will get sales.

Furthermore, Kozak (2005) concluded that the four primary purposes of selling-related activities are 1) directly meeting existing and new customers, 2) taking orders and actual sales, 3) making new contracts, and 4) interacting with existing distributors.

Wang et al. (2017) identified selling activities as the most critical factor for most Chinese outbound exhibiting companies traveling to exhibits in the US. Formerly, selling activities were considered a significant dimension of exhibition participation (Sarmento et al., 2015). Therefore, the first hypothesis is proposed:

H1: Commercial selling activities have a significant positive effect on exhibition participation.

2.3.2 Marketing Intelligence Activities

Marketing intelligence is about collecting and gathering information that could be transformed into action and applied to strategic planning, both short and long term, to remain one step ahead of the competition (Wright & Calof, 2006). It is a method by which marketers get information about daily happening in the market environment.

Although the name "intelligence" may suggest cloak-and-dagger spy activities, nearly all the information companies need about their environment, including the competitive environment, is available by monitoring everyday sources, i.e., newspapers, trade publications, and simple observation of the marketplace (Solomon & Stuart, 2003). A business company's marketing information system stores and analyzes data from various sources and turns the data into useful information for marketing decision-making.

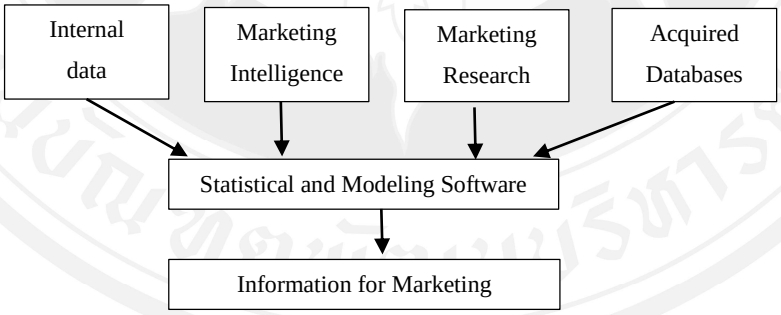

Figure 2.12 The Marketing Information System
Source: Solomon & Stuart (2003).

Marketing intelligence in tourism provides information for decision making, keeps an organization in touch with its market, identifies new markets, monitors the

performance of certain aspects of a business, draws attention to a specific problem, monitors customer reaction to a service or facility, reduce waste, and demonstrate a caring attitude to the customer (Cooper et al., 2008).

Bettis-Outland et al. (2012) noted that marketing intelligence is an arrangement of systems and sources used by supervisors to collect regular data on the advancements in the business sector and marketing environment. The marketing department needs to observe critical micro and macro environments and gather helpful information for the business from clients, vendors, distributors, and competitors. Marketing information can be accumulated using marketing intelligence (Cacciolatti & Fearne, 2013).

In addition, Kotler et al. (2017) divided external marketing information into three types, as presented in Figure 2.13.

Figure 2.13 External Marketing Information
Source: Kotler et al. (2017).

The most crucial stage within the marketing intelligence process is the information gathering procedure, where the raw material is recorded (Tsu & Ahmed, 1999). From the business company's perspective, the main purpose of exhibiting at an exhibition is to gather information from competitors, customers, products, and future trends in the industry (Blythe, 2000) and collect comprehensive market research and information on the most recent technologies (Rice & Almossawi, 2002). Information

acquisition is one of the primary reasons for attending an exhibition (Haon, Sego, Drapeau, & Sarin, 2020).

In addition, Lee et al. (2010) explored the motives of Hong Kong exhibitors. They revealed that one of the reasons exhibitors participate in exhibitions is to inspect contenders' products and services existing in the marketplace. Their finding is considerably similar to the discoveries of Ladipo et al. (2017). They investigated the effect of marketing intelligence on competitive business advantages and reported that marketing intelligence sub-constructs data (i.e., internal records, contenders' business information, marketplace opportunity, and contenders' threats and rivals' risks) provide significant and positive effects on the competitive advantages of business firms.

Information is a significant resource in business operations. During exhibitions, the exhibitors can gather related information about competitors, retailers, and customers (Borghini et al., 2006). The exhibitions are excellent sources of information (Silva et al., 2021). It is a suitable area to collect data and information on competitors and customers (Godar & O'Connor, 2001) and can provide a perfect opportunity to collect business information in national and international markets (Sharland & Balogh, 1996). Hence, the hypothesis is proposed as follows:

H2: Marketing intelligence activities have a significant positive effect on exhibition participation.

2.3.3 Relationship Marketing Activities

Relationship marketing is one of the most prominent trends in marketing today. It is a strategy that focuses on maintaining and enhancing relationships with existing and potential customers. It supposes that many business clients prefer to have a continuing relationship with one organization than to shift continually among suppliers in their search for value (Kotler, 2000; McDaniel et al., 2008). In several circumstances, business companies do not seek an immediate sale but rather establish a long-term vendor-customer relationship (Jin, 2010). Moreover, the concept of relationships has extended to include developing a relationship with all stakeholders who can support the business company to serve its valued customer.

The main purposes of relationship marketing are developing involvement, commitment, trust, and long-term loyalty. These aims require customers and other stakeholders to be empowered, have value inputs into the organization's activities, and receive value in exchange (Masterman & Wood, 2006). Building long-term relationships with customers have long been practiced in business-to-business marketing because there are few customers in the business market. The loss of even one customer can have serious consequences (Blythe, 2014). A vital part of success in business marketing is the development and maintenance of customer relationships. Successful marketers attempt to establish a relationship instead of simply looking at a series of transactions between a customer and a supplier (Zimmerman & Blythe, 2013).

Kotler et al. (1999) distinguish five different levels of relationships in the hospitality industry that can be formed with customers who have purchased a company's product, as shown in Table 2.15.

Table 2.15 Five Levels of Relationships

Level	Type	Description
1	Basic	The company sells the merchandise but does not follow up in anyway.
2	Reactive	The company sells the merchandise and encourages clients to contact whenever they have any problems or enquiries.
3	Accountable	After receiving the purchasing order, the company contacts the client for a short time to check with the client and answer the questions. The salesperson solicits from the buyer any specific dissatisfactions and any product improvement recommendations during and after the event. This information helps the company to improve its offering continuously.
4	Proactive	The salesperson or others in the company contact the client occasionally with recommendations about improvements that have been made or creative suggestions for future events.
5	Partnership	The company works continuously with the client to discover ways to deliver better value.

Source: Kotler et al. (1999).

Relationship marketing is an approach whereby marketers attempt to retain customers over longer periods. This is based upon the organization becoming more

involved with the customer as part of relationship marketing instead of concentrating on only a single sale or transaction (Cooper et al., 2008).

In the exhibition sector, one of the primary motives of exhibitors for exhibition attendance is to create an enduring relationship with current customers and build new relationships with potential customers (Kijewski et al., 1993) in a cost-effective way (Kang & Schrier, 2011).

Yuksel & Voola (2010) examined the exhibitors' motivation for attending global exhibitions and perceptions of effectiveness and challenges faced by the exhibitors. They found that the primary reason for attending travel trade shows is to enhance customers' relationships. Exhibition participation in industry-related fields and the implementation of the principles of relationship marketing offer additional benefits to exhibitors (Blythe, 2010). Meng (2012) claimed that relationship management is necessary for business success. Information exchange within the formal and informal constraints of the exhibition is crucial in relationship building (Hansen, 1999) and affects relationship quality (Sarmento et al., 2015).

The exhibitions are not only a sales or promotional tool but also provide exhibitors with the opportunities to build a relationship with several parties, i.e., PEOs, competitors, partners, regulators, and industry associations (Lee et al., 2012). Hence, the third hypothesis is proposed as follows:

H3: Relationship marketing activities have a significant positive effect on exhibition participation.

2.3.4 Enhancing Corporate Image

Corporate image is critical in academia and industry because it plays a significant role in customers' decision-making processes (Horng et al., 2018). The corporate image stands for an enterprise's operational competencies and competitive advantage; a positive image creates trust in the customer's mind (Chien & Chi, 2019); and plays a vital role in how service-oriented companies retain customer loyalty (Harris & Goode, 2004). A positive corporate image supports customers choosing the company's services and increasing their satisfaction (Faria & Mendes, 2013).

Fatt, Wei, Yuen, & Suan (2000) defined corporate image as the stakeholders' perception of a company's actions, activities, and accomplishments. In comparison, Kotler (2000) described that image is how the public perceives the company of its products. It is the set of beliefs, ideas, and impressions regarding an object. Blythe (2014) stated that image is the affective component of attitude towards the organization. The corporate image comprises organizational history, financial stability, reputation as an employer, history of corporate citizenship, etc.

Blythe (2014) clarified that corporate image is the image of an organization instead of the image of its products and services. It is possible to have an excellent corporate image but a poor reputation for products and vice versa. The image could be categorized into five main types, as shown in Figure 2.14.

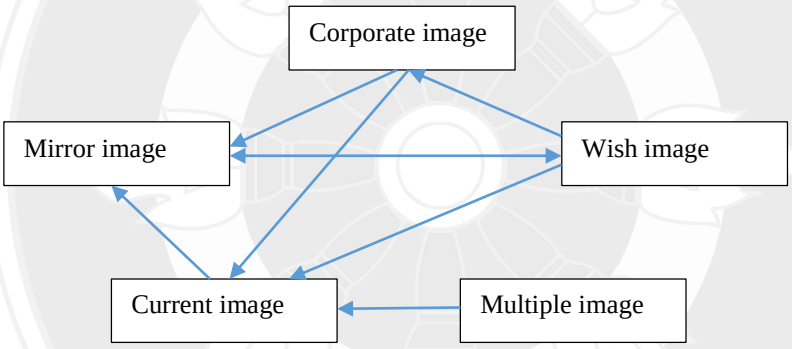

Figure 2.14 Types of Image
Source: Blythe (2014).

1) Corporate image: the image of the organization rather than its brands.

2) Wish image: how the organization wishes others to see it.

3) Mirror image: how the organization thinks others see it.

4) Current image: outsiders' actual view of the organization.

5) Multiple images: the many images put forward by individuals working within the organization.

Lee, Hsu, Han, & Kim (2010) declared that corporate image consists of emotional and functional dimensions. The emotional image is associated with feelings towards a

company, while the functional image assesses the tangible attributes of a company (Barich & Kotler, 1991).

Moreover, Horng et al. (2018) concluded that an image comprises the cognitive, affective, and overall image. The cognitive image was a significant predictor of the willingness to pay a premium and the revisit intention, whereas affective image was positively related to word-of-mouth. The cognitive image refers to consumers' beliefs about an object based on an evaluation of its known attributes, whereas the affective image centers on individuals' feelings towards an object (Lee et al. 2010).

In addition, Lee et al. (2012) noted that enhancing the company image is a vital motive attribute. Exhibitors use exhibitions to supplement their marketing campaign by launching new products, meeting prospective customers, and enhancing their image (Bonoma, 1983). Although some exhibitors may not be successful in selling functions, the fact that their businesses are visible at the exhibition is important (Hultsman, 2001). Through proper planning and implementation of exhibition activities, exhibitors can effectively convey their message to current and potential customer representatives and greatly enhance their corporate image within a relatively short period (Rainbolt et al., 2012).

From a survey of 124 British engineering companies, Shipley et al. (1993) specified that companies set qualitative non-selling objectives for exhibiting and that the highest mean was recorded for enhancing company image. Similarly, Smith, Hama, & Smith (2003) found that non-selling objectives are more prevalent within the Japanese business culture, where exhibitions are regarded as a way to promote a company's image and develop goodwill between exhibitors and visitors for the next exhibition.

Lee et al. (2012) considered and compared primary motives for exhibition participation from the perspectives of exhibitors and visitors. The five major motives for exhibitors' participation classified through exploratory factor analyses include 1) competition, 2) corporate/brand image, 3) sales and promotion, 4) networking, and 5) market extension. In the same manner, Han & Verma (2014) declared that exhibitors have three objectives for participating in an exhibition, namely, 1) to generate high-quality leads, 2) to maintain contact with current and prospective customers, and 3) to promote corporate image.

In a recent study, Chien & Chi (2019) explored the effects of service quality and corporate image on satisfaction and loyalty behavioral intention using partial least squares structural equation modeling analysis for the exhibition industry. Their study surveyed the representatives of 113 exhibitors that participated in overseas exhibitions organized by the National Farmers' Association as research subjects. The study found that service quality has a significant effect on the corporate image of the exhibition, and both have a significant positive effect on exhibitors' satisfaction.

A positive corporate image is an important factor influencing customer satisfaction and behavioral intentions (Faria & Mendes, 2013). Proper development of a good corporate image, together with a sound business strategy, can enable a company to achieve the necessary competitive advantage in order to improve its bottom line and face the challenges in a complex business environment (Fatt et al., 2000). Therefore, the following hypothesis is proposed:

H4: Enhancing corporate image has a significant positive effect on exhibition participation.

2.3.5 Exhibition Communication Mix

The combination of promotional tools used by organizations is called a promotional mix comprising advertising, public relations, sales promotion, and personal selling (Nickels et al., 2012). However, the promotional and communication mix is the same for many (Masterman & Wood, 2006). Although several scholars have used the word "promotion," it is but one of the various forms of "communication." The communication mix is how the event communicates with its various constituencies and markets, including advertising, sales promotion, and public relations (Getz, 2005).

Figure 2.15 demonstrates how an organization communicates with its target market. The communication process in the hospitality and travel industry has nine key elements as follows:

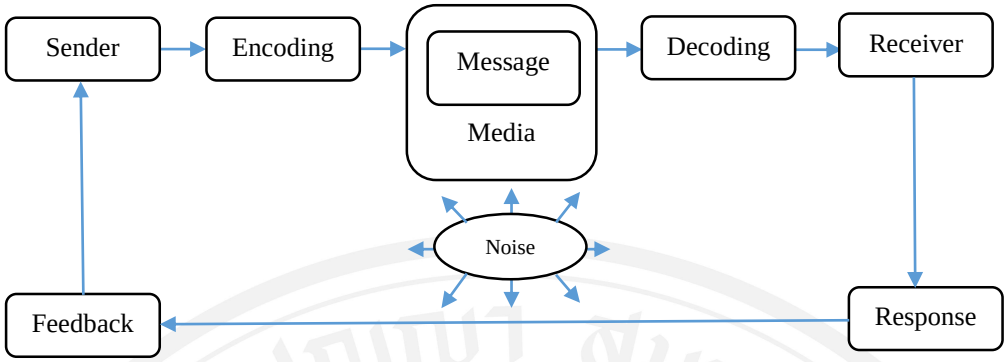

Figure 2.15 Elements of the Basic Model of Communications
Source: Morrison (2019), Holloway (2004).

1) The sender is the business company that transmits the information to customers.

2) Sender must translate or encode the information into an arrangement of words, pictures, colors, sounds, movements, etc.

3) The message is what the sender wants to communicate and hopes the receiver understands.

4) The media is the communication channels, e.g., social media, magazines, newspapers, and television, that sources select to pass their message to the receiver.

5) Decoding is how customers interpret the message.

6) Receiver is the customer who received the message.

7) Respond is the desired and actual response of the customer.

8) A feedback loop by which future communication with the target customer may be reconfigured following evaluation of the current communication.

9) Noise is the surrounding distractions present during the communication process.

Traditionally, marketing communications were divided into above-the-line and below-the-line communications. Above-the-line means advertising for which the advertising agency obtains a commission from the media; below-the-line means other promotional tools such as public relations or sales promotion were paid for by fee. Marketers have many tactics at their disposal, and the best marketers use marketing

communications in appropriate ways to maximize the impact of their communications activities.

However, exhibitions need to disseminate information only in one specific industry area without appealing to the general public (Fenich, 2012). The major difference between business-to-business marketing and consumer marketing is the lack of mass media for businesses. Consumer marketing communications are heavily dominated by the internet, television, radio, and press advertising. Still, business-to-business advertising is less likely to use these media due to the much smaller number of buyers involved.

In an exhibition industry, Lin & Lin (2013) classified exhibitor perspectives on host organization service quality using six criteria, i.e., 1) exhibition marketing, 2) exhibition design, 3) surrounding environment, 4) service personnel, 5) booth management, and 6) service information. The Analytic Hierarchy Process was used to investigate exhibitor service quality. The results showed that exhibition marketing was the most important criteria to exhibitors, including magazine promotion, inviting specific main buyers from overseas, promotion messages targeting local customers, and Internet exposure.

Similarly, Gopalakrishna et al. (2017) believed that PEOs must target and market the correct participants. Exhibition marketing signifies PEOs setting a marketing strategy to draw participants to attend the exhibition, including announcing the business events through different channels, such as websites, trade publication advertisements, e-mails, and direct mails to past and potential participants. In another study, Yuksel & Voola (2010) revealed that the exhibition's reputation influences the main motivation for participating in a certain travel exhibition.

Thus, PEOs must focus considerable attention on marketing communication campaigns to fill their event hall with exhibitors and visitors. Visitors are motivated by the theme of an event and are stimulated to attend by media coverage (Rittichainuwat & Mair, 2012). Without exhibitors, the exhibitions will not be successful; without attendees, exhibitors will not return. Thus, the hypothesis is proposed as follows:

H5: Exhibition communication mix has a significant positive effect on exhibition participation.

2.3.6 Facilitating Services

In commercial industries worldwide, business firms developing and producing great products but offering poor service support are critically disadvantageous. To offer the best support, business companies must recognize the services that clients value most and their relative significance (Kotler, 2000). In addition, Gronroos (1987) developed a conceptual model of the service package. It is a bundle or package of services that mainly determines what the customers are about to receive, including

1) Core services provide a focus for the business; it is the main reason for being.

2) Facilitating services are those services that must be present for the customer to use the core product.

3) Supporting services are extra services offered to add value to the core product and help to differentiate it from the competitors.

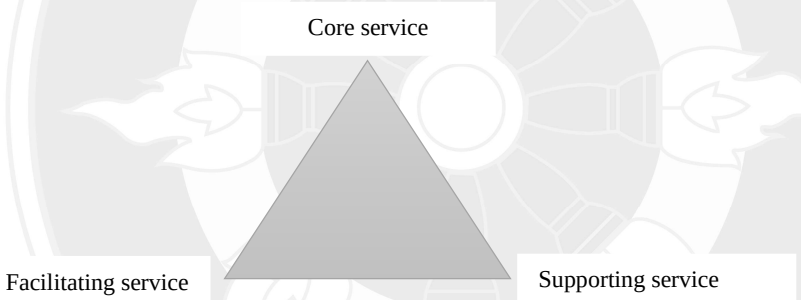

Figure 2.16 The Basic Service Package
Source: Gronroos (1987).

However, the distinction between facilitating and supporting services is not always clear. Facilitating services for one market segment may be supporting services for another. The supporting services are introduced as means of competition only. The facilitating services may be designed in such a way that they are means of competition as well, but their real purpose is to facilitate the consumption of the core service.

McDaniel et al. (2008) noted that the service offering could be viewed as a bundle of activities that includes the core services, the essential benefit to the customer buying, and a group of supplementary services that support or enhance the core service.

Extra service is offered to discriminate the core product from the competitors or help add value to it (Kotler, 2000).

PEOs offer services for exhibitors before, during, and after the event. Various studies have focused on determining the exhibition-facilitating services provided by PEOs. Chen and Mo (2012) identified the service quality of PEOs as perceived by attendees. A comprehensive list of service quality determinants was constructed consisting of six dimensions, namely, 1) access, 2) booth layout and function, 3) booth management, 4) content, 5) registration, and 6) exhibition and booth attractiveness. The findings indicated that the service quality of PEOs positively influences the attendees' total satisfaction.

Furthermore, Lin and Lin (2013) established exhibition service quality criteria from the exhibitors' perspective. They classified these criteria into six dimensions, namely, 1) exhibition marketing, 2) exhibition design, 3) surrounding environment, 4) service personnel, 5) booth management, and 6) service information.

Lee et al. (2015) also explored exhibition service quality that affects exhibitor satisfaction and behavioral intentions participating in several exhibitions in Hong Kong. They constructed four exhibition service attributes, namely, 1) booth design and layout, 2) exhibition logistics, 3) venue services, and 4) show management.

Seminars and workshops are also considered attendance motivations because they represent platforms where visitors can interact with experts, celebrities, and other visitors who share the same interests to learn about new trends (Rittichainuwat & Mair, 2012). Therefore, the following hypothesis is proposed:

H6: Facilitating services have a significant positive effect on exhibition participation.

2.3.7 Destination's Appropriateness

In the tourism industry, a destination is a geographic area that attracts visitors, but more needs to be added to this definition. Morrison (2019) defined the eight key characteristics of a tourism destination as follows:

1) A geographic area that has an administrative boundary or boundaries.

2) A place where tourists can find overnight accommodations.

3) A destination product is available for visitors.

4) A tourism marketing effort exists.

5) A coordinating organization structure has been created.

6) An image exists of the place in tourists' minds.

7) Government agencies have introduced laws and regulations.

8) There is a mixture of tourism stakeholders.

Jin (2010) noted that destinations could be divided into leisure and business travel destinations. It has already been indicated that most business travel is to urban destinations. Cities are where head offices, factories, and conference and exhibition centers are located; they are also where the majority of the facilities that support the business travel market are to be found, e.g., accommodations, transport termini, and cultural/ entertainment resources used by business travelers (Davidson & Cope, 2003).

The destination and the venue are almost as important in the exhibition industry. Once the PEOs have defined the show, the next step is choosing a suitable destination to hold the event (Robbe, 2000). The most critical decision that event organizers need to make is choosing an appropriate destination for their occasion (Dipietro et al., 2008). One key component of a successful exhibition is the destination's attractiveness (Jin et al., 2013). It influences exhibitors' and visitors' decisions about whether or not to attend the exhibition (Jin & Weber, 2013).

Jin & Weber (2013) proposed a model which conceptualizes how individual exhibition brand preferences interact and ultimately, may be managed to develop exhibition brand preference. The four components of an exhibition brand comprise the destination, the venue, the event, and the PEOs, as shown in Figure 2.17.

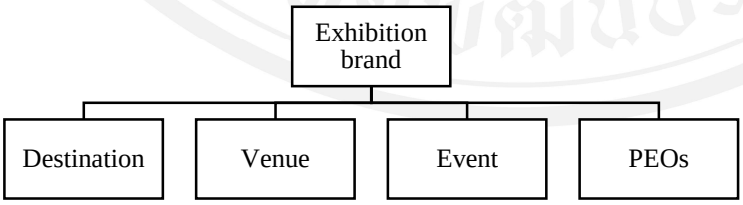

Figure 2.17 Exhibition Brand Components

Source: Adapted from Jin & Weber (2013).

The exhibition and destination attractiveness frame a coordinated exhibiting experience for exhibitors, shaping a synergistic connection with exhibition improvement. Exhibitions rely upon repeat attendance for long-lasting success; hence, destination attractiveness might be correlated to repeat attendance of exhibitors (Jin, 2010).

Oppermann & Chon (1997) suggested that the host city and local community members could impact exhibition participation. In the same way, Zhang, Leung, & Qu (2007) identified that accessibility (i.e., distance of the trip, availability of direct flight) and attractiveness (i.e., friendliness of local people, sightseeing opportunity) of the destination are significant in attracting exhibitors.

Chacko & Fenich (2000) determined the importance of convention destination attribute in the US. A random sample of 764 individual meeting and convention planners who have an important role in the destination choice was selected. Destinations' attributes include 1) overall destination, 2) hotel room availability, 3) hotel room rates, 4) meeting space availability, 5) cost of food and beverage, 6) available air service, 7) cost of air service, 8) convenience of local transportation, 9) promotional appeal of the city, 10) destination services, 11) safety of attendees, 12) friendliness of local people, and 13) helpfulness of service people. The result showed that promotional appeal was the most significant variable for four out of the seven cities.

Kim et al. (2008) also evaluated the positioning of exhibition cities as perceived by a representative of exhibitors' participation in five exhibitions held in Hong Kong. Thirty destination attribute items were constructed and classified into seven domains, namely, 1) access and cost, 2) exhibition services, 3) society, 4) entertainment, 5) accommodation, 6) physical environment, and 7) natural and historical resources. The research outcomes demonstrated intense competition between favorite exhibition host cities in Asia, including Beijing, Hong Kong, Seoul, Shanghai, Singapore, and Tokyo. The result showed that Hong Kong and Singapore are the two most preferred exhibition host destinations.

Jin et al. (2013) examined key factors for an attractive and successful exhibition destination from the exhibitors' perspective. The 616 survey responses from exhibitors gathered at nine exhibitions in four cities in China emphasized the significance of host city leadership in the industry and host city/region as a source of exhibitors. These were

followed in a ranking order by accessibility, venue facilities, and the destination's leisure and economic environment.

Similarly, Jin & Weber (2016) investigated organizers' and visitors' perspectives on exhibition destination attractiveness in Mainland China. They developed five dimensions adapted from Jin et al. (2013) to measure destination attractiveness, consisting of 1) destination economic circumstances, 2) destination leisure surrounding, 3) accessibility, 4) cluster effect (host city/region as a source of exhibitors), and 5) venue facilities.

The destination is considered an important motivation for exhibitors' participation and the long-term growth of special business events. The success of the event depends on the destination where it is held. (Rittichainuwat & Mair, 2012). Therefore, the hypothesis is proposed as follows:

H7: Destination's appropriateness has a significant positive effect on exhibition participation.

Table 2.16 Related Studies on Exhibition Motivational Attributes

Author/s	Core variables	Methodology	Study context	Key findings
Bonoma (1983)	Trade show effectiveness	Observations surveys	International trade shows	Trade shows benefits can be broadly grouped into selling and non-selling categories.
Kerin & Cron (1987)	Trade show functions and performance	Mail survey Factor analysis, Cluster analysis	Exhibit managers and senior marketing executives (n = 121)	Marketing executives' higher overall ratings for non-selling functions.
Kijewski, Yoon, & Young (1993)	How Exhibitors Select Trade Shows	Factor analysis, Discriminant analysis	Trade shows	The primary motives of exhibitors for exhibition attendance are to create an enduring relationship with current customers and build new relationships with potential customers
Shipley et al. (1993)	Exhibition objectives and selection criteria	Qualitative: In-depth interviews Quantitative: Mail surveys, T-tests, Chi squares	Qualitative: In-depth interviews with 20 exhibitors at the Harrogate Conference Centre Quantitative: Marketing and sales directors were chosen randomly from the directory for engineering buyers 1990 (n = 124)	Making sales at the show is given relatively low priority. Greater importance is reported for longer-term selling objectives and qualitative objectives relating to image-building, relationship-building, market research, and competitiveness. The important exhibition selection determinants relate to audience composition, costs, leads created, and image.
Andressen & Lindestad (1998)	Corporate image and customer satisfaction as two routes to customer loyalty	Path analysis	Individual customers of three companies within the package tour industry (n = 600)	Perceived quality positively affects value and customer satisfaction for the industry consolidated. Value has only a significant impact on customer satisfaction for customers with a low degree of service expertise. Corporate image positively correlates with perceived quality, customer satisfaction, and loyalty.
Blythe & Rayner (1999)	The evaluation of non-selling activities at trade exhibitions	Structured interviews	Marketing managers in the Leicester area (n = 21)	Many companies are exhibiting without clear objectives and with even less ability to assess the effectiveness of the activity.
Hansen (1999)	Trade show performance	Document analysis	Trade show	Behavior-based control leads to a higher level of performance in achieving the firm's long-term marketing goals. Outcome-based control leads to

Author/s	Core variables	Methodology	Study context	Key findings
				higher performance in achieving sales on the trade show and other output results.
Shoham (1999)	Performance in trade shows and exhibitions	Document analysis	Trade shows and exhibitions	Trade show performance cannot be evaluated until goal setting is fully understood.
Blythe (2000)	Objectives and Measures at trade Exhibitions	Mail surveys T-test	Exhibitors at two UK exhibitions, the Sound and Vision Exhibition held annually in Bristol, and the Spring Gift Fair, which is held at the National Exhibition Centre near Birmingham (n = 104)	Most firms set few or even no objectives for the exhibitions that they do not evaluate effectively and a large number of firms do not evaluate their activities.
Fatt et al. (2000)	Enhancing Corporate Image in Organizations	Factor analysis, Correlation Tests, Hypothesis Testing	The sample size is taken from the central business district and other public areas in Singapore (n = 200)	Corporate image is indeed very important to a corporation.
Hultsman (2001)	Exhibitor needs and the perceived benefits of participation	Faxed surveys, Mail surveys Important performance analysis	Exhibitors who participated in International Arts Convention in the eastern United States Before the conference (n = 41) After the conference (n = 32)	Exhibitors' interests in convention participation fell into four primary areas: making contacts, gaining information, gaining visibility, and booking/selling a product or service.
Seringhaus & Rosson (2001)	The behavior of firms at international trade fairs	Mail surveys Multivariate Analysis	Canadian companies from four exhibitions (food, machinery, electrical and electronic, and services) (n = 303)	Experience impacts international trade fairs planning and management practices and performance levels, but less so on international trade fairs selection.
Godar & O'Connor (2001)	Buyer attendance motives at trade shows	Conversations with trade show exhibitors	Information from trade shows in the helicopter industry	The short-term motives were to confirm the decision, become an advocate, and receive a reward. The long-term motives were to reinforce contact, develop contact, and support the industry.
Rice & Almossawi (2002)	Exhibition selection criteria and perceived problems	Questionnaire surveys using the drop-off method Factor analysis with varimax rotation	Firms exhibiting at The 11th Joint Exhibition of Gulf Cooperation Council (GCC) States took place from December 28, 1996, to January 3, 1997, at the Bahrain International Exhibition Center. (n = 162)	The most important exhibit goals for the Gulf firms were enhancing the image and identifying sales prospects. The least important goal was selling at the exhibition.
Hansen (2004)	One outcome-based dimension and four behavior-based dimensions	CFA	French exhibitors at the SIAL Food Show, Paris (n = 101), German exhibitors at ANUGA (Cologne) (n = 208)	The most significant dimension of trade show performance is image building, trade show performance with global performance, and trade show performance with trade show intentions to exhibit positive relationships.
Jung (2005)	Determinants of exhibition service quality	EFA, CFA, SEM	Attendees at a particular exhibition event; that is, the seventh ITU Telecom Asia 2004 held in Busan	Attendees were most concerned with the number of participating exhibitors, the quality of products or

Author/s	Core variables	Methodology	Study context	Key findings
			(n = 195)	services exhibited, conferences/seminars, and events organized at the exhibition.
Kozak (2005)	The expectations of exhibitors in tourism, hospitality, and the travel industry	Factor analysis, Pearson correlations	Exhibitors that joined The East Mediterranean International Tourism and Travel Exhibition (EMITT) in Istanbul, Turkey (n = 111)	The exhibitors in the working areas of hospitality, tourism, and the travel industry in Turkey have contributed much regarding "strategic benefit-related" objectives. The other objectives are, in order of importance, "research-related," "promotion-related," and "selling-related."
Borghini, Golfetto, & Rinallo (2006)	Ongoing search for industrial buyers	Qualitative: Ethnographic methods	Exhibitors in eleven European trade shows (n = 180)	Not all visitors belong to buying centers, as they are not interested or even indirectly involved in purchasing processes.
Kim et al. (2008)	Destination attributes	Face-to-face surveys, Factor analysis, General Linear Model, Paired T-test	Exhibitors who participated in five exhibitions held in Hong Kong (n = 283)	The highest exhibition host destination is Hong Kong and Singapore.
Blythe (2010)	Trade fairs as communication	Document analysis	Trade fairs	The new model includes the concept that communication is a co-creation of meaning rather than a "magic bullet," Therefore, current sales-led approaches to exhibiting are wasteful.
Jin (2010)	Exhibition brand preference	Qualitative: In-depth interviews Quantitative: EFA, CFA, SEM	Qualitative: Semi-structured interviews with 32 international and domestic exhibitors participating in international exhibitions hosted in China. Quantitative: Face-to-face questionnaire surveys with the exhibitors who participated in the exhibitions hosted in China in 2009 (n = 616)	Relationship quality was the dominant causal factor for exhibition brand preference. Cluster effects and satisfactory venue facilities principally represented destination attractiveness.
Lee et al. (2010)	Attendance motivations	Factor analysis, T-test	Attendees at various exhibitions in Hong Kong (n = 302)	Information search and market investigation are the two most important motivators.
Yuksel & Voola (2010)	Motivations for participating in international trade shows	A multi-method approach Qualitative: Semi-structured interviews, open and axial coding	Qualitative: 14 semi-structured interviews with executives of travel trade exhibitors Quantitative: Tourism firm manager (n = 36)	The key motivation for participating in travel trade shows is to improve relationships with customers. The reputation of the fairs influenced the primary motivation for participating in specific travel trade shows.

Author/s	Core variables	Methodology	Study context	Key findings
		Quantitative: Questionnaire surveys, descriptive analysis		
Kang & Schrier (2011)	Exhibitors participate in trade shows	Factor analysis, SEM	Exhibitors who participated in a hospitality trade show in Las Vegas. (n = 179)	Social value (building company image, enhancing company reputation, and communicating with the public) affects exhibitors' satisfaction, intention to return, and willingness to pay.
Whitfield and Webber (2011)	Exhibition and satisfaction attributes and repeated visitation	Important and performance analysis, Logistic regression	Visitors at the MICROSCIENCE 2008 exhibition (n = 248)	No. of exhibiting firms, networking, and obtaining technical advice influence satisfaction and repeat visitation.
Bettis-Outland, Johnston, & Wilson (2012)	Return on trade show information	Mail surveys Multiple regression analysis	Manufacturers and customers of promotional products (n = 31)	Four significant independent variables were identified: one each in the information use and the shared information categories and two in the information acquisition category.
Chen and Mo (2012)	Dimensions of the service quality of an exhibition organizer	EFA, CFA, SEM	Visitors who attended Summer International Travel Show in Taichung, Taiwan (n = 241)	The service quality of exhibition organizers positively impacts attendees' overall satisfaction.
Lee et al. (2012)	Exhibition motivational attributes	EFA, Comparing the relative importance	Exhibitors (n = 350) visitors (n = 302) at Hong Kong Convention and Exhibition Center	Both exhibitors and visitors focused on non-selling activities.
Rittichainuwat & Mair (2012)	Major motivations of visitors for attending consumer travel exhibitions	Qualitative: In-depth interviews Quantitative: Descriptive statistical analysis, CFA, analysis of variance	Qualitative: interviews with exhibition managers, board members of a trade association, convention visitor bureau, and visitors at a consumer exhibition Quantitative: the visitor who attended five domestic consumer travel exhibitions in Thailand (n = 1136)	The broad attendance motivations of consumer exhibition visitors are not significantly different from those of trade show visitors. Consumer exhibition visitors have multiple attendance motivations, including purchasing, gathering information, and keeping abreast of current trends.
Cacciolatti & Fearne (2013)	Marketing intelligence in SMEs	Multivariate data analysis, Principal component analysis, Canonical correlation analysis, and Regression	Online and postal surveys on the existence of established food and drink networks (n = 296)	Firm size and resource allocation are catalysts of information use.
Faria & Mendes (2013)	Organizational image	Pearson correlations, CFA SEM	Portuguese primary healthcare units (n = 584)	Perceived service quality has both positive direct and indirect effects on satisfaction.

Author/s	Core variables	Methodology	Study context	Key findings
Menon & Edward (2013)	Exhibition objectives	Questionnaire surveys: drop-off method Kaiser - Meyer -Olkin statistics, Cronbach alpha	Exhibitors at the 7th Karela travel mart, Cochin (India) (n = 57)	Non-selling purposes prevailed over the objectives of the exhibitors.
Jin et al. (2013)	Destination attractiveness	Face-to-face surveys, EFA, CFA, T-test	Exhibitors at nine trade fairs in four cities Shanghai, Hangzhou, Nanjing, and Wuhan (n = 616)	The critical significance produces two types of cluster effects: host city leadership in the industry and host city as a source of the exhibitor.
Lin and Lin (2013)	Service quality of exhibition	Questionnaire by face-to-face interviews, analytic hierarchy process, linear arithmetic techniques	Exhibitors with at least three experiences of exhibition participation and that participated in the 64th Giftionery exhibition (Taiwan) (n = 39)	The most important criterion was exhibition marketing.
Çobanoğlu & Turaeva (2014)	Trade show performance measurement	Factor analysis, Correlation analysis, Regression analysis	Three trade shows were held in Istanbul in May-June 2013 (n = 147)	Sales-related and information-gathering performances are the most important for Turkish SMEs whereas.
Han and Verma (2014)	Exhibition selection criteria	Qualitative: Focus groups, Personal interviews, Observation surveys	Qualitative approach: Two focus groups in Washington, D.C., two dozen interviews with exhibition stakeholders	Exhibitors mainly concentrate on business and contact development, whereas visitors seek a unique experience and are motivated by educational goals.
		Quantitative: Best-worth analysis, Technology readiness index (TRI)	Quantitative approach: Twenty-six different professional associations in the US exhibitors (n = 700) attendees (n = 1,800)	
Lee et al. (2015)	Exhibition service quality, exhibitor satisfaction, and behavioral intentions	CFA, SEM	Exhibitors participating in several exhibitions in Hong Kong (n = 350)	Booth design and layout, logistics, and venue services significantly affected exhibitor satisfaction, and exhibitor satisfaction positively influenced exhibitors' behavioral intentions.
Sarmento et al. (2015)	A relationship marketing perspective on B2B trade fairs	Qualitative: In-depth interviews	International trade fair in Portugal. Qualitative: 14 semi-structured interviews with representatives of trade fair organizers, experts, and top managers with experience in B2B trade fairs participation across a wide range of industries	The typical atmosphere of the B2B trade fair setting encourages socializing behaviors useful to generate bonds and commitment and, ultimately, enhances the relationship quality.
		Quantitative: T-test, CFA, SEM	Quantitative: questionnaire survey with visitors postal (n = 133), on-line mailings (n = 98)	

Author/s	Core variables	Methodology	Study context	Key findings
Huang (2016)	Exhibition attributes, exhibition attendance, business performance	T-test, Common method variance (CMV), Harman's single factor, CFA, SEM	Taiwan exhibitors who are the top 1,000 manufacturers (n = 350)	Selling activity, information gathering, exhibition image, and extension service significantly affected exhibition attendance, while the exhibition attendance also positively influenced the business performance.
Jin and Weber (2016)	Exhibition destination attractiveness	Quantitative: Face-to-face survey EFA, CFA Qualitative: In-depth interviews, Content analysis	Quantitative: visitors attending nine B2B exhibitions in four major cities in China (n = 535) Qualitative: Exhibition organizers in exhibition companies based in Hong Kong, Guangzhou, and Shenzhen (n = 8)	Visitors favor exhibition destinations with good accessibility to reduce travel time and an attractive leisure environment that offers a degree of enjoyment and takes care of business. Exhibitors may go almost anywhere where the potential for successful business exists.
Proszowska (2016)	Exhibitor's expectations and satisfaction levels	In-person surveys, Statistical description, Correlation analysis	Exhibitors who participate in the 6th international trade fair for suppliers of maintenance products and services and the 7th international trade fair for powder & bulk solid technology (Poland)(n = 128)	The quality of the trade fairs services is the most significant.
Gopalakrishna, Malthouse, & Lawrence (2017)	Customer engagement at trade shows	CFA, SEM	Visitors at ProMat 2015 (n = 445)	Satisfaction with the trade show fully mediates the impact of behavioral engagements.
Ladipo, Awoniyi & Arebi (2017)	The influence of marketing intelligence on competitive business advantage	Pearson correlation, T-test, and Regression.	Member of the staff of Diamond Bank in Lagos (n = 285)	Marketing intelligence sub-constructs have a significant and positive influence on competitive business advantage.
Siemieniako & Marcin (2017)	Relationship management in the interactions and relationships in the three phases of trade fair performance	Case study method	Retail real estate trade fair in Central and Eastern Europe – the shopping center forum in Warsaw, Poland. 11 interviews (representative of developers) 7 interviews (4 tenants, 1 DIY chain, and 2 bank representatives and leasing agent.	Trade fair performance management phases, namely, the pre-show, the at-show, and the post-show, in relation to carrying out promise management processes.
Wang et al. (2017)	Exhibitor's motivational factors	Survey via e-mail (the link to Survey Monkey), EFA, Kaiser - Meyer - Olkin statistics, ANOVA test	Chinese outbound exhibitors who have attended exhibitions in the US (n = 314)	Exhibitors with their characteristics differed significantly in the five motivational dimensions comprising social contacts and networking, sales, incentive, guanxi (special relationship with people), and competition.

Author/s	Core variables	Methodology	Study context	Key findings
Chien & Chi (2019)	Impact of service quality and corporate image on satisfaction and loyalty behavioral intention	Questionnaire on the designated web page containing the research via email or social networks PLS-SEM (Partial Least Squares Structural Equation Modeling) analysis	Exhibitors who have participated in past trade shows organized by the National Farmers' Association (NFA) in Taiwan. (n = 113)	Service quality has a significant enhancing effect on the corporate image of the trade exhibitions, and both have significant positive effects on exhibitor satisfaction.
(Kim, Kim, Park, & Lee, 2020)	Exhibitors' trade show participation on market performance: longitudinal research	CFA, SEM	Exhibitors who participated in the Seoul International Manufacturing Technology Show, South Korea (n = 201)	Exhibitors' resources partially affected trade show output and market performance, and trade show output influenced market performance differently after the event ended.
(Shereni et al., 2021)	Exhibitors' preference at trade fairs	EFA	Exhibitors who participated in the Zimbabwe International Trade Fair held between the 23rd and the 27th (n = 136)	Two benefit factors were identified: product positioning benefits and interaction with key stakeholders. Two factors of service quality were identified: logistical arrangements and event atmospherics.

2.3.8 Exhibition Participation

Currently, in the competitive exhibition market environment, PEOs (as a seller) need to satisfy exhibitors (as a buyer) because an exhibition succeeds or becomes unsuccessful depending on exhibitors' expectation fulfillment, aspiration to attend the exhibition, and their return to future occasions (Wang et al., 2017). Satisfying an exhibition could lower exhibitors' uncertainty, increase intention to return, and reduce their constraints on future participation (Lin, 2014).

Huang (2016) proposed that when exhibitors were aroused by exhibition attributes, their enthusiasm to participate in an exhibition would increase. His study investigated exhibition attributes with 350 Taiwanese companies and defined exhibition participation as satisfaction with the services and activities provided by the exhibition. The exhibition satisfaction comprises positive word-of-mouth, willingness to attend again, and recommending the exhibition to other merchants. The empirical results demonstrated that selling activity, information gathering, exhibition image, and extension service significantly affect exhibition participation.

By referring to Huang (2016), this study defines exhibition participation as satisfaction with the services provided by the PEOs. The satisfaction of exhibitors plays a considerable role in the success of an exhibition (Chen & Mo, 2012). Satisfaction is generally considered a good indicator of repurchase behavior (Meek et al., 2006). Several scholars use the terms "satisfaction" and "quality" interchangeably. Current thinking suggests that service quality and customer satisfaction can be viewed at the individual service encounter level or a more global level (Zeithaml & Bitner, 1996).

In the exhibition context, willingness to return is a key indicator of how well the PEOs maintain existing exhibitors and visitors. Keeping existing customers is more cost-effective than advertising, and a high turnover rate is often relevant to perceptions of poor service. One of the PEOs' key goals is affirming that most customers are willing to return to the next exhibition. On the other hand, one of the strongest predictors for shaping the future client base is word-of-mouth (Severt et al., 2007).

Word of mouth means people tell other people about products they've purchased. It is now one of the most effective, especially on the internet (Nickels et al., 2012). Word of mouth recommendations accounts for many responses whenever event patrons are asked to name the main source of information about the event or the reason for

attending (Getz, 2005). It also brings new customers to the firm, and the financial value of this form of advocacy can be calibrated by the company in terms of the promotional costs it saves as well as the streams of revenue from new customers (Zeithaml & Bitner, 1996).

Prior study has verified that a satisfied customer will have intentions to return to a business. In contrast, dissatisfied customers do not intend to return (Bowen & Chen, 2001) and leave for another business or service (Severt et al., 2007). In addition, several studies have explored the relationship between satisfaction and produced a number of outcomes, e.g., positive word-of-mouth and intent to return.

Jung (2005) identified comprehensive dimensions of exhibition service quality perceived by attendees. The study confirmed that service quality positively impacts overall satisfaction and behavioral intention. The two most mutual indicators of positive behavioral intentions are word-of-mouth and willingness to return.

Severt et al. (2007) explored the relationships between attendee's evaluation of convention performance, satisfaction judgment, and behavioral intention (i.e., word-of-mouth behavior and intention to return). It was found that the relationships between educational activities, overall satisfaction, word-of-mouth, and repurchase intention were significant.

Similarly, Lu and Cai (2009) examined the image-loyalty relationship in exhibition tourism. Attendees' perceptions of exhibitions, venues and destinations were explored as an image package related to their satisfaction and loyalty. Their study indicated that satisfaction positively affects customer loyalty (i.e., intention to repurchase and positive word-of-mouth) which is a function of customer satisfaction.

Additionally, Kang and Schrier (2011) investigated the relationships between social values (i.e., improved company image and networking opportunities), size of business firms, experience, and behavioral intentions (i.e., intention to return and willingness to pay) in the exhibition context. The main discoveries were that exhibitors' social values affected their willingness to pay and intention to return to future exhibitions, along with satisfaction, which also influenced exhibitors' behavior intentions. Small companies and experienced exhibitors revealed a higher intention to return to a show in an upcoming event. In contrast, large companies and inexperienced exhibitors indicated a higher willingness to pay for their exhibition activities and stands.

Moreover, Lee et al. (2015) explored the determinants of exhibition service quality that affect exhibitor satisfaction and behavioral intentions. A total of 350 responses were collected from attending several exhibitions in Hong Kong. Their findings indicate that three of the four exhibition service quality factors significantly affect exhibitor satisfaction, which leads to exhibitors' behavioral intentions.

In a recent study, Kim & Malek (2017) examine the relationship among convention attendees, satisfaction, and loyalty to a medical convention. The data were compiled after a major medical convention held in Las Vegas in 2015. It was found that motivation impacted satisfaction, which influenced the desire to attend future conventions.

For exhibitors and visitors, being satisfied with an exhibition could lower hesitation, increase intention to return, and minimize other constraints to participation in future exhibitions (Lin, 2014). The determinants of exhibitor satisfaction can assist them in deciding on exhibition participation and offer to understand the enable PEOs to provide better service to exhibitors (Lin, Kerstetter, & Hickerson, 2015). Therefore, measuring and evaluating customer satisfaction, specifically exhibitors' satisfaction, is a key success factor for every exhibition (Reinhold et al., 2010).

2.3.9 Business Performance

Exhibitions are a significant component of the communications and marketing mix (Davidson & Cope, 2003) and have proven more effective than other marketing media components. Many companies use exhibitions in the selling process more than business-to-business advertising, direct mail, or public relations. Therefore, exhibiting at an exhibition is often a key part of a company's marketing strategy.

Many business companies invest a significant portion of their marketing budget in exhibition participation (Fenich, 2012). They report that exhibitions are beneficial sources of purchasing information and are usually known as unique and potentially attractive sales and purchase vehicles (Robbe, 2000). Exhibitions also help exhibitors increase their competitiveness and market shares in the global market (Kang & Schrier, 2011; Lee & Kang, 2014).

Nevertheless, the cost of participating in an exhibition is quite high, and thus, business companies must seriously determine what factors influence their performance

and efficiency (Alberca-Oliver et al., 2015). Performance measurement becomes essential in translating a business company's strategy into desired behaviors and consequences (Vij & Bedi, 2016). Performance measures have to capture business performance at both current and future levels (Jaakkola et al., 2010). Thus, business companies need to measure and evaluate their success by determining business performance when participating in an exhibition.

Business performance has been conceptualized under two aspects: 1) financial performance, i.e., return on investment, return on assets, profit margin, and return on sales, and 2) market performance, i.e., sales growth, sales and market share (Abreu-Ledón et al., 2018). Morgan et al. (2002) indicated that market performance concerns the purchase behavior responses of customers and prospects in the target market to the firm's realized positional advantage. It may be captured in enhanced customer satisfaction and behavioral loyalty, increased sales volume, decreased price sensitivity, and expanded market share (Morgan, 2012).

In a recent study, Kim et al. (2020) verified theoretical and empirical evidence about the structural relationship between internal resources, output, and market performance. Market performance is divided into two distinct groups, i.e., domestic market performance (market share, market profit, and market sale) and international export performance (export profit, export sale, and export satisfaction). The results demonstrated that the exhibitors' resources partially affected exhibition output and market performance; exhibition output influenced market performance differently after an event ended.

Measuring and evaluating results when participating in an exhibition will provide exhibitors with vital information that will help them make key strategic and tactical decisions. The measurement will also enable exhibitors to determine how they were successful at an event. Business performance is used as a general performance indicator to determine the financial and market features of performance. Its improvement can be seen as a change in market share and overall financial results (Veljković & Kaličanin, 2016). A comprehensive and well-balanced business performance conceptualization, including market and financial measures, will help exhibitors completely recognize their marketing strategies' performance consequences. Therefore, this study proposed the following hypothesis.

H9: Exhibition participation has a significant positive effect on business performance.

Table 2.17 Sources of Exhibition Motivational Attributes, Exhibition Participation, and Business Performance

No.	Dimensions	References
1.	Commercial selling activities	Blythe (2000), Blythe & Rayner (1999), Hansen (2004), Huang (2016), Kang & Schrier (2011), Kozak (2005), Lee et al. (2012), Seringhaus & Rosson (2001), Shoham (1999), Wang et al. (2017).
2.	Marketing intelligence activities	Bettis-Outland et al. (2012), Blythe (2000), Cacciolatti & Fearne (2013), Godar & O'Connor (2001), Hansen (2004), Huang (2016), Ladipo et al. (2017), Lee et al. (2010), Rice & Almossawi, (2002), Sharland & Balogh (1996), Tsu & Ahmed (1999).
3.	Relationship marketing activities	Blythe (2010), Hansen (1999), Hansen (2004), Huang (2016), Kang & Schrier (2011), Kijewski et al. (1993), Meng (2012), Sarmento et al. (2015), Siemieniako & Marcin (2017), Yuksel & Voola (2010).
4.	Enhancing corporate image	Bonoma (1983), Chien and Chi (2019), Faria & Mendes (2013), Han and Verma (2014), Hansen (2004), Kang and Schrier (2011), Lee et al. (2012), Hultsman (2001), Rainbolt, Benfield, & Loomis (2012), Shipley et al. (1993).
5.	Exhibition communication mix	Getz (2005), Gopalakrishna et al. (2017), Lin & Lin (2013), Masterman & Wood (2006), Nickels et al. (2012), Rittichainuwat & Mair (2012), Shimp (2010), Yuksel & Voola (2010).
6.	Facilitating services	Chen & Mo (2012), Gronroos (1987), Huang (2016), Kotler (2000), Lee et al. (2015), Lin & Lin (2013), McDaniel et al. (2008), Rittichainuwat & Mair (2012).
7.	Destination's appropriateness	Jin (2010), Jin et al. (2013), Jin & Weber (2016), Kim et al. (2008), Rittichainuwat & Mair (2012), Shi et al. (2020), Robbe (2000).
8.	New normal activities	Emerged from in-depth interviews.
9.	Exhibition participation	Huang (2016), Jung (2005), Kang & Schrier (2011), Kim & Malek (2017), Lee et al. (2015), Lin et al. (2018), Lu & Cai (2009), Severt et al. (2007).
10.	Business performance	Abreu-Ledón et al. (2018), Alberca-Oliver et al. (2015), Jaakkola et al. (2010), Morgan (2012), Morgan et al. (2002), Veljković & Kaličanin (2016), Vij & Bedi (2016).

2.4 The Conceptual Research Framework

Based on a comprehensive literature review of the exhibition industry, nine constructs are identified, with exhibition participation and business performance as the endogenous construct; and exhibition motivational attributes comprising 1) commercial selling activities, 2) marketing intelligence activities, 3) relationship marketing activities, 4) enhancing corporate image, 5) exhibition communication mix, 6) facilitating services, and 7) destination's appropriateness as exogenous constructs. What's more, a new exogenous construct, i.e., new normal activities, emerged during an in-depth interview.

The conceptual model, shown in Figure 2.18, defines the key factors preceding exhibition motivational attributes for exhibition participation and business performance.

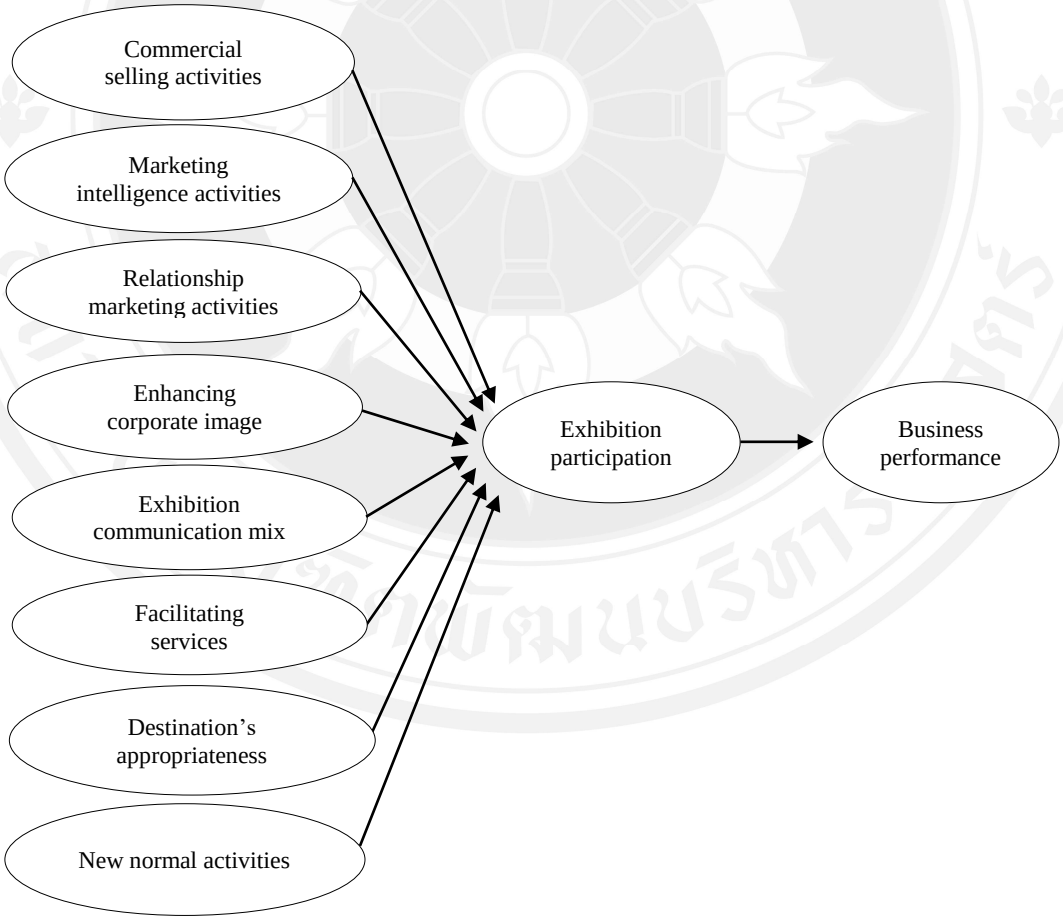

Figure 2.18 The Conceptual Research Framework

CHAPTER 3

RESEARCH METHODOLOGY

This chapter provides an overview of the research methodology used in this study. Research procedures, instruments, data acquisition, and data analysis are discussed.

This study uses a mixed method research approach. The mixed methods approach is a research design in which a researcher consolidates components of qualitative and quantitative research approaches to widen and deepen confirmation and understanding (Johnson, Onwuegbuzie, & Turner, 2012). The general objectives of the mixed methods approach are to expand and strengthen a study's conclusions and contribute to the published literature. The mixed-method research process is most appropriate for conducting a more complex evaluation of the research questions. It allows the researcher to equilibrate the advantages and disadvantages of qualitative and quantitative approaches, providing width and depth regarding the research discovery (Teddlie & Tashakkori, 2009).

The exploratory sequential design was utilized in this research; the first stage of qualitative data collection and analysis is followed by collecting quantitative data to test or generalize the initial qualitative results (Creswell & Plano Clark, 2011). It seeks to use the consequences from one method to notify or strengthen the other method, where it can be extensively construed to comprise sampling, implementation, and measurement determinations (Greene et al., 1989).

The proposed research framework critiques the causal relationships between eight exogenous variables of exhibition motivational attributes and two endogenous constructs comprising exhibition participation and business performance.

Initially, the measured items of the dimensions of exhibition motivational attributes, exhibition participation, and business performance were extracted from the literature review. Nevertheless, not all of these items can be entirely classified in the literature review. To further identify more items, a qualitative method was conducted. A group of professionals in the exhibition industry was interviewed, and the

measurement items were discussed and clarified. An in-depth interview is less constrained and less structured. The interviewer can briefly introduce the study topic, and further questions can be based on the interviewee's response, mostly for clarification and probing for details (Britten, 1995).

Then, the quantitative method was conducted. The questionnaires were used as the research instrument to collect data from the target populations. Based on the extracted measurements and the results of the interview data, an original questionnaire was developed in English. Quantitative research involves statistical analysis to conclude (Veal, 2006). Therefore, data were analyzed using the Statistical Package for Social Sciences (SPSS) 21.0 and Mplus 6.

Exploration factor analysis (EFA) was conducted to determine the underlying dimensions that explain common variance in the sample. Then, confirmatory factor analysis (CFA) was conducted to evaluate the measurement model of internal consistency reliability and indicator reliability (composite reliability), convergent validity, and discriminant validity (Sözbilir, 2021). Lastly, Structural equation modeling (SEM) was conducted to test the hypotheses in the proposed model. Figure 3.1 indicates the general research design of this study.

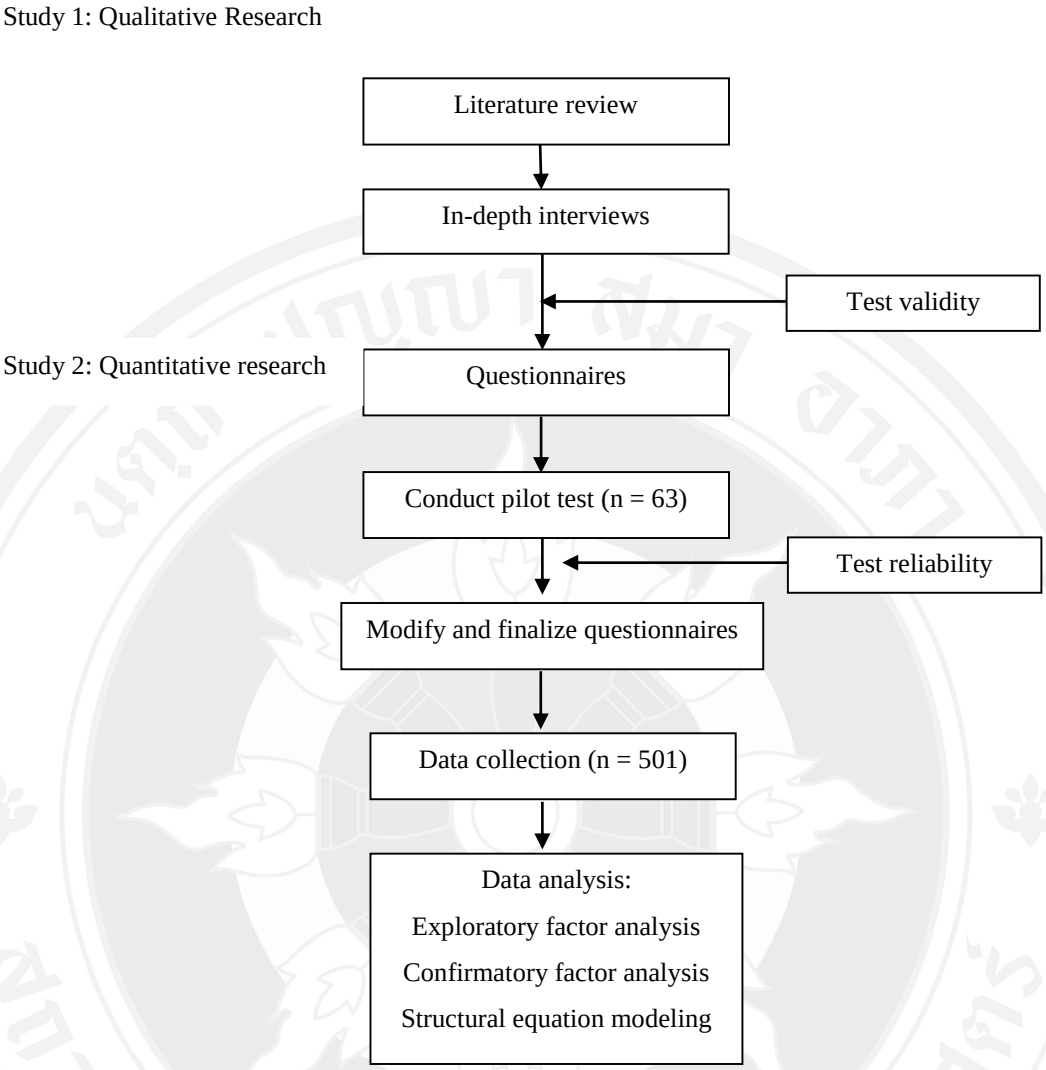

Figure 3.1 The Research Procedures

3.1 Qualitative Research

Initially, a qualitative method was utilized because it is suitable for situations in which understanding a concept or phenomenon is necessary (Cresswell, 2003). Qualitative data are holistic and profound, with a great ability to expose complexity. Such data have a great advantage over quantitative data in obtaining knowledge that cannot be earned using “hard” data only (Evers & Knight, 2008). After all, qualitative research about exhibition motivational attributes is limited.

Qualitative data were gathered by using a semi-structured interview method. Semi-structured interviews allow for a deeper examination of issues and seek clarification of responses to explore concepts that have yet been discovered by prior research (Jennings, 2010). Thus, semi-structured interviews, rather than unstructured interviews, were performed in this study because the concentration of the study was clear, and with an interview guide template, more particular matters could be addressed (Bryman, 2004).

3.1.1 Population and Sample Size

A strategy for increasing credibility in the qualitative study comes from acquiring multiple perspectives from key informants operating in distinct industry sectors to gain more comprehensive and consistent findings (Shenton, 2004). The researcher intended to approach experts who are key stakeholders with senior or top-level positions and have at least ten years of experience in the exhibition industry. The interview design initially focused on gathering occupational information comprising key informants' positions, years of experience in the exhibition industry, and the type of organization in which they are presently employed.

Triangulation of insights crosswise over sources was used to upgrade the reliability of the discoveries (Lincoln & Guba, 1985). Data source triangulation involves the collection of data from different types of people to gain multiple perspectives and validation of data (Carter et al., 2014). It is a powerful technique that facilitates data validation through cross-verification from two or more sources (Bogdan & Biklen, 2007). Thus, the populations related to exhibition motivational attributes are from five sectors for the semi-structured interview to guarantee reliability, acquire reliable data, ensure representativeness, and reduce bias unique to the organizational culture.

A total of twenty key informants were included in this study. They were specific and selected from different sectors that represented a wide range of organizations, i.e., 1) government, 2) trade exhibition association, 3) academic institutions, 4) PEOs, and 5) experienced exhibitors across different industries. According to Qi et al. (2018), exhibitors can be divided into different groups based on the experience of their participation. They specified a new exhibitor as an exhibitor who

participates in an exhibition less than five times. Therefore, to be classified as experienced exhibitors in this study, they must have at least five times of domestic and overseas exhibition participation.

The sample profile of the key informants signified a wide range of experienced positions and industry sectors, as presented in Table 3.1. Their name was coded to maintain ethical standards of research.

Table 3.1 Key Informants' Profiles

ID	Industry sector	Position	Experience
A1	Government	Exhibition director of convention visitor bureau	16 years
A2	Government	Intelligence director of convention visitor bureau	20 years
A3	Association	President	27 years
A4	Association	Board of the executive committee	19 years
A5	Academic institution	Associate professor with Ph.D. in tourism	21 years
A6	Academic institution	Ph.D. in marketing	12 years
A7	PEO	Chief executive officer	20 years
A8	PEO	Managing director	18 years
A9	Experienced exhibitor (AF)	Vice president	21 years
A10	Experienced exhibitor (AF)	Deputy managing director	18 years
A11	Experienced exhibitor (AF)	Sales and marketing director	16 years
A12	Experienced exhibitor (EI)	Senior marketing manager	15 years
A13	Experienced exhibitor (EI)	Regional sales manager	19 years
A14	Experienced exhibitor (EI)	Chief marketing officer	24 years
A15	Experienced exhibitor (BC)	Marketing manager	14 years
A16	Experienced exhibitor (BC)	Sales manager	15 years
A17	Experienced exhibitor (FH)	Business development manager	21 years
A18	Experienced exhibitor (FH)	Sales manager	15 years
A19	Experienced exhibitor (PP)	Director of marketing	20 years
A20	Experienced exhibitor (PP)	Sales and marketing department manager	19 years

Note: AF = Agriculture and forestry, EI = Engineering and industrial manufacturing, BC = Beauty and cosmetics, FH = Food, beverage, and hospitality, PP = Packing and packaging

These sectors of key informants are key stakeholders of the international exhibitions (Lin et al., 2018; Montgomery & Strick, 1995; Robbe, 2000). Key informants of dissimilar backgrounds could maximize the differences in perceptions on the study variables (Jin, 2010). Such selection affirmed an extensive dimension of perspectives (Sarmento et al., 2015).

According to Cresswell (2007), semi-structured/in-depth interviews require a minimum sample size of between five and twenty-five. Saunders (2012) noted that a range of four to twelve participants is likely to be sufficient when chosen from populations considered homogeneous, whereas Brinkmann & Kvale (2015) recommended between five and twenty-five, depending on the purpose. However, the present study used three concepts to be clear in determining the sample size, namely, data saturation, informational redundancy, and information power.

Saturation is the most widely used principle for determining sample size and evaluating its sufficiency (Vasileiou et al., 2018). It is defined by many scholars as the point in which the data collection process no longer offers any new or relevant data (Dworkin, 2012). According to Boddy (2016), data saturation starts to become evident at six in-depth interviews and evident at twelve in-depth interviews among a sample. This concept is similar to that of Guest, Bunce, & Johnson (2006), who analyzed 60 interviews and found that saturation of themes was reached by the twelve interviews. In another study, Francis et al. (2010) proposed ten interviews as a guide of when to start looking for saturation, followed by three more to substantiate it before stopping. These studies indicate broadly similar sample sizes.

Lincoln & Guba (1985) proposed that sample size determination should be guided by the criterion of informational redundancy; that is, sampling can be terminated when no new information is elicited by sampling more units. In another study, following the logic of informational comprehensiveness, Malterud, Siersma, & Guassora (2016) introduced the concept of information power as a pragmatic guiding principle, suggesting that the more information power the sample provides, the lower amount of participants will be needed.

For information power, guiding an adequate sample size is related to the level of the study's theoretical background. A study that applies specific theories for planning and analysis will usually require a smaller sample to offer sufficient information power than a study supported by limited theoretical perspectives. Information power is also related to the quality of interview dialogue. A study with strong and clear communication between the researcher and participants requires fewer participants to offer sufficient information power than a study with ambiguous or unfocused dialogue.

Furthermore, the specificity of experiences and knowledge among the key informants is also related.

3.1.2 Research Instrument

The initial step in the interview procedure was to develop an interview guide template (McCracken, 1988). An interview guide with questions for key informants was created based on a thorough review of the related literature. It was established to assist the progress of semi-structured interviews and involves a detailed set of questions according to the dimensions obtained from a related broader literature review.

The interview question focused on: which exhibition motivational attributes attract the exhibitors to participate in the exhibitions. For example, “What kind of facilitating services do you think are the most important for an international standard exhibition?”; “In an exhibition, what information should the exhibitors gather?”; “How do you describe the relationship marketing activities between buyer and seller on the show floor?” Therefore, the primary interview question contained a series of comprehensive questions and probing questions to ensure that the research objectives could be addressed.

An interview guide template with questions was reviewed by five professionals at the executive level through distinct industry sectors (i.e., government, trade exhibition association, academic professional, PEO, and experienced exhibitor) with knowledge and experience in the exhibition industry to determine whether it was clear and understandable. In addition, the research tool was tested with two experienced exhibitors to ensure that the order of the questions was useful for the investigation (Merriam, 2009). According to Patton (2015), the interview protocol affirmed that the interview questions were associated with research questions before conducting an inquiry-based discussion with the key informants.

3.1.3 Data Collection

Purposive sampling and snowball sampling techniques were used. Snowballing allowed the researcher to recruit more informants until the point of saturation eventually merged (Hennink et al., 2011). The researcher requested permission to conduct interviews at the convention visitor bureau (CVB) and trade exhibition association

(TEA). Data collection began with two key informants from a CVB, followed by an interview with two key informants from a TEA. The researcher purposely chose these organizations as a priority because they have information of width and depth about the exhibition industry. They could contribute informative and holistic data on exhibition motivational attributes. Then, the researcher asked the key informants from the CVB and TEA to recommend other key informants from academic institutions for two people, two PEOs, and experienced exhibitors in infinite numbers until the data reached the saturation point (one experienced exhibitor represents one business company). However, data saturation was reached after similar answers were received when the researcher interviewed the twelve experienced exhibitors. Therefore, the final sample of twenty key informants was considered appropriate. The interviews took place from August 2020 to February 2021.

According to research ethics, the key informants would remain anonymous. Before the beginning of each interview, anonymity was assured, and the purpose of the study was clarified. The average duration of interviews was approximately 50 minutes. Field notes were taken to ensure the validity of the information accumulation procedure. Moreover, all the key informants were audio-recorded, subject to approval. A prepared set of questions were asked, and the key informants were permitted to reply to any questions that may not have been included in the set of questions. During the interview, the key informants were asked nine open-ended questions, followed by probing questions concerning the research objectives. When the answers to any question became repetitive, no further questions were asked on the topic. Data collection proceeded until the researcher perceived saturation in the responses (Fontaine et al., 2013).

3.1.4 Data Analysis

Qualitative data from in-depth interviews were analyzed using the content analysis method, focusing on subject and context and emphasizing variation (e.g., similarities within and differences between parts of the text (Graneheim et al., 2017). Following Berg's (2001) procedures, the authors created a coding scheme using constructs proposed in the literature as major categories. If any new categories emerged from the data, a new title was given to that category.

First, tabulations that listed all incidents, which represented the categories across cases, were created using Microsoft Excel. Second, topics related to these categories were identified. These topics were coded by statements that were similar to the measures in the literature for the main categories. Third, similar words and sentences were identified and grouped into the same topics. Fourth, these similar sentences were compared, and the quote from key informants with the most complete and explicit meaning was selected as the representative comment. Finally, the topics were compared with the measures taken from the prior literature to verify the validity of the items.

Moreover, data triangulation was used in this study as a qualitative strategy to test validity through the convergence of information from in-depth interviews with key informants, analysis of academic literature, and web-based resources (e.g., www.ufi.org, www.businesseventsthailand.com, and www.exhibitionworld.co.uk).

After analyzing the related literature and transcripts from the key informants, eight categories of exhibition motivational attributes for exhibition participation were identified concerning the research objective. The categories were 1) new normal activities, 2) relationship marketing activities, 3) marketing intelligence activities, 4) destination's appropriateness, 5) exhibition communication mix, 6) enhancing corporate image, 7) facilitating services, and 8) commercial selling activities. Each one of the categories is discussed in more detail in Chapter 4.

3.2 Quantitative Research

3.2.1 Unit of Analysis

A suitable setting to explore exhibition motivational attributes in the exhibition context is ASEAN's largest exhibition space, the Kingdom of Thailand, with indoor exhibition space totaling more than 244,323 million square meters. According to TCEB (2020a), in 2018, the revenue from Thailand's exhibition industry is the highest rank in ASEAN, creating an income of 232.71 million USD from 104 events. Moreover, Thailand is the center of the international exhibitions industry in ASEAN and aims to be a leading country in ASIA.

This research focuses only on international exhibitions. Thus, the researcher determined the criteria for selecting the exhibitions as a unit of analysis by considering the basic conditions of eligible international exhibitions defined by the Thailand Convention and Exhibition Bureau (TCEB, 2019a), comprising:

1) The total number of direct foreign exhibitors must represent at least 10% of the total exhibitors

2) The total number of international visitors must represent at least 5% of total visitors.

3) The gross space of at least 4,000 sq.m. or exhibit space of at least 1,000 sq.m.

4) Use venues certified by the Thailand MICE Venue Standard.

TCEB has developed a Thailand MICE Venue Standard (TMVS). It serves as a role model to create a unified "ASEAN MICE Venue Standard" for wider regional application. There are seven exhibition venues certified with Thailand MICE Venue Standard, as presented in Table 3.2.

Table 3.2 The Exhibition Venues Certified with Thailand MICE Venue Standard

No.	Name of Exhibition Center	City	Area space (m^2)
1.	IMPACT Arena, Exhibition and Convention Center	Bangkok	140,000
2.	Bangkok International Trade and Exhibition Center (BITEC)	Bangkok	70,000
3.	Queen Sirikit National Convention Center (QSNCC)	Bangkok	25,000
4.	Royal Paragon Hall	Bangkok	12,000
5.	Pattaya Exhibition and Convention Hall (PEACH)	Pattaya	6,943
6.	Centara Grand and Bangkok Convention Center at Central World	Bangkok	5,403
7.	Central Plaza Chiang Mai Airport	Chiang Mai	2,800

Source: TCEB (2018c), TCEB (2020a).

UFI & Explori (2018) categorized the exhibitions into twenty-two industry sectors, as presented in Table 3.3. In addition, the researcher selected the top-five exhibitions in different industry sectors based on a comprehensive list of exhibitions hosted in Thailand, which was obtained through the portal exhibition website (www.10times.com), i.e., 1) agriculture and forestry, 2) beauty and cosmetics, 3)

engineering and industrial manufacturing, 4) food, beverage, and hospitality, and 5) packing and packaging. To associate the survey results to the population, samples needed to be acquired from several exhibitions covering various industry sectors (Jin, 2010).

Table 3.3 Categories of Industry Sector

No.	Industry sector
1.	Agriculture and Forestry
2.	Automobiles and Motorcycles
3.	Beauty and Cosmetics
4.	Business Services and Retail
5.	Chemistry
6.	Construction Infrastructure
7.	Education
8.	Electronics and Components
9.	Energy, Oil, and Gas
10.	Engineering and Industrial Manufacturing
11.	Food, Beverage, and Hospitality
12.	Furniture and Interior design
13.	Health and Medical Equipment
14.	IT and Telecommunications
15.	Leisure, Hobby, and Entertainment
16.	Premium Household, Gifts, and Toys
17.	Printing, packing, and Packaging
18.	Real Estate
19.	Security, Fire Safety, and Defense
20.	Textiles, Apparel, and Fashion
21.	Transport, Logistics, and Maritime
22.	Travel

Source: UFI & Explori (2018).

3.2.2 Population and Sample Size

Sampling is an economical and less time-consuming substitute for a census. Because almost all populations of interest in organizational research tend to be far too large to work with directly, sampling techniques are utilized to obtain a representative sample from the target population (Proctor, 2003). The objective of the sampling technique is to arrive at a representative sample so that the results can either foresee or estimate, with a higher level of certainty, what the accurate population parameters are (Hair, Bush, & Ortinau, 2006; Hair, Ringle, & Sarstedt, 2011).

The sample size for the quantitative phase was calculated according to factor analysis and structural equation modeling (SEM) rules. Tabachnick & Fidel (2019)

suggested that a sample of 300 cases is considered a good sample size for factor analysis. Meanwhile, Hoyle (1995) proposed that to have confidence in the goodness of fit test, a sample size of 100 to 200 was recommended. As a general rule, the minimum is to have at least five times as many observations as the number of variables to be analyzed, and the more acceptable solutions with correlation coefficients >.80 require smaller sample sizes, while Sapnas & Zeller (2002) point out that even 50 cases may be adequate for factor analysis, but larger samples sample size would have a 10:1 ratio (Hair Jr. et al., 2014).

According to Hair, Black, Babin, Anderson, & Tatham (2006), consideration of the sample size for SEM is affected by five factors, i.e.,

1) Multivariate distribution of the data

2) Estimation technique

3) Model complexity

4) Amount of missing data

5) Amount of average error variance among the reflective indicators

For SEM, Diamantopoulos & Siguaw (2000) suggested that the sample size to develop SEM should be 5 to 20 times the number of indicators. The resolution of sampling size varies on the statistical approximating accuracy required by researchers as well as the number of constructs (Mao, 2008). Hair, Black, Babin, & Anderson (2010) suggested that the minimum size be five times that of indicators or variables and could vary between 100 and 200 or larger. The recommended sample size for Maximum Likelihood is between 150 and 400. The procedures become more sensitive to samples larger than 400, resulting in poorer goodness-of-fit measures (Tanaka, 1993). In this study, the sample size calculator for SEM at danielsoper.com was utilized to set conditions and variables at ten latent variables, 69 observed variables, and probability level at 0.05 with a minimum sample size for the model structure of 376, as shown in Figure 3.2.

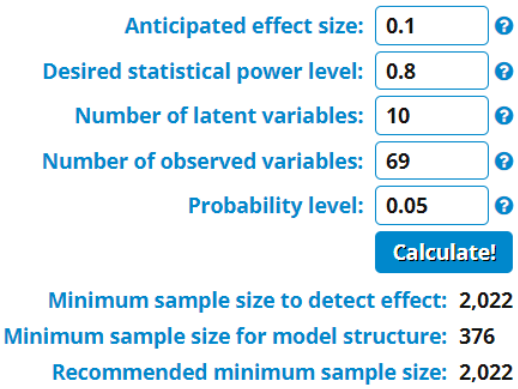

Figure 3.2 A-priori Sample Size Calculator for Structural Equation Models
Source: Grace (2006).

To avoid the number of samples being an obstacle in the calculations of the statistics, this study determines the sample size for the analysis to be greater than the minimum specified number (Henseler et al., 2016). A large sample means less variability and increased stability in solutions for complex models. Therefore, researchers should plan to increase the sample size to offset any missing data problems (Hair et al., 2006).

Issac & Michael (1995) and Hill (1998) recommended 10 to 30 respondents for the pilot test. Therefore, the pilot test collected 68 responses; 2 cases did not pass screening questions, and 3 cases with more than 10% missing values were discarded. It was conducted in September 2021 with a food, beverage, and hospitality exhibition.

Following the prior studies' recommendation, the main survey collected 531 responses. After data screening that deleted cases with more than 10% missing values and cases with extreme outliers, 501 valid responses were retained for analysis. The main survey was conducted from October to November 2021 with 1) agriculture and forestry, 2) beauty and cosmetics, 3) engineering and industrial manufacturing, and 4) packing and packaging exhibitions. Considering the complexity of the model, normality of data distribution, and communalities of indicators, the sample size was deemed appropriate.

3.2.3 Research Instrument

3.2.3.1 Construct Measures

The extensive literature reviews revealed the issues related to exhibition motivational attributes, exhibition participation, and business performance. This was achieved to create the measurement items for the particular inquiries brought up in this study. The items of seven primary dimensions of exhibition motivational attributes identified in the literature review, i.e., 1) commercial selling activities, 2) marketing intelligence activities, 3) relationship building activities, 4) enhancing corporate image, 5) exhibition communication mix, 6) facilitating services, and 7) destination's appropriateness.

Nevertheless, not all of these items can be entirely classified in the literature review. To further identify more items, a qualitative method was conducted. One unique category of exhibition motivational attributes, i.e., new normal activities, emerged from the interviews and has not been discussed in previous literature. The source of measurements is summarized in Table 3.4.

Table 3.4 Sources of Measurements

Code	Dimensions	Code	Items	Source of dimension and items
CS	Commercial selling activities	CS1	Receiving actual sales orders	Adapted from Cobanoglu & Turaeva (2014), Hansen (2004), Han & Verma (2014), Huang (2016), Lee et al. (2012), Lee & Kim (2008), Lin et al. (2018), McDaniel et al. (2008), Menon & Edward (2013), Rodríguez et al. (2015), Seringhaus & Rosson (2001), Tafesse & Korneliussen (2011), Wang et al. (2017), Yuksel & Voola (2010).
		CS2	Creating potential customers	
		CS3	Introducing products and services	
		CS4	Successfully launching new products	
		CS5	Developing new market segments	
		CS6	Developing new distribution channels	
		CS7	Creating new business contracts	
MI	Marketing intelligence activities	MI1	Gaining information about new products or services	Adapted from Cacciolatti & Fearne (2013), Cobanoglu & Turaeva (2014), Hansen (2004), Huang (2016), Ladipo et al. (2017), Lee & Kim (2008), Lee et al. (2012), Lin et al. (2018), Menon & Edward (2013), Qiu et al. (2015), Sarmento et al. (2015), Tafesse & Korneliussen (2011), Venter & Jansen van Rensburg (2014), Whitfield & Webber (2011), Yuksel & Voola (2010).
		MI2	Gaining information about the competitors	
		MI3	Gaining information about the suppliers	
		MI4	Gaining information about the customers	
		MI5	Understanding market trends	
		MI6	Conducting market research	
RM	Relationship marketing activities	RM1	Retaining existing customers	Adapted from Hansen (2004), Huang (2016), Sarmento et al. (2015), Siemieniako & Marcin (2017), Yuksel & Voola (2010).
		RM2	Providing services to existing customers	
		RM3	Increasing customers' reliability in the company	
		RM4	Increasing customers' understanding of the company	
		RM5	Developing business relationships with suppliers	
		RM6	Developing business relationships with customers	
		RM7	Developing business relationships with distributors	
		RM8	Developing a relationship with senior industry leaders	
EC	Enhancing corporate image	EC1	Enhancing a positive company image	Adapted from Blythe (2014), Chien & Chi (2019), Hansen (2004), Han & Verma (2014), Kang & Schrier (2011), Lee et al. (2012).
		EC2	Supporting the good public relations of the company	

Code	Dimensions	Code	Items	Source of dimension and items
		EC3	Maintaining the company's presence within the industry	
		EC4	Spreading awareness of the company's recent success	
		EC5	Demonstrating the company's capability to customers	
		EC6	Demonstrating that the company is just good as its competitors	
		EC7	Gaining an advantage over competitors who are not exhibiting	
		EC8	Convincing customers that the company is strong and solid	
EM	Exhibition communication mix	EM1	Promote the exhibition through the relevant magazines	Adapted from Chen & Mo (2012), Gopalakrishna et al. (2017), Lee et al. (2015), Lin & Lin (2013), Rittichainuwat & Mair (2012).
		EM2	Promote the exhibition through the internet	
		EM3	Invites specific overseas buyers	
		EM4	Invite domestic buyers	
		EM5	Efficient event promotion marketing strategy	
		EM6	Has a listing in the exhibition directory	
FS	Facilitating services	FS1	Several industrial seminars during the exhibition	Adapted from Chen & Mo (2012), Huang (2016), Hultsman (2001), Lee et al. (2015), Rittichainuwat & Mair (2012), Wu et al. (2016).
		FS2	Several forums and invites key exhibitors to share the industry trends	
			Excellent logistics	
		FS3	Comfortable display environment	
		FS4	Easy and speedy registration procedure	
		FS5	Local transportation services	
		FS6	Leisure program	
		FS7		
DA	Destination's appropriateness	DA1	Excellent leisure environment	Adapted from Jin & Weber (2013), Jin et al. (2012), Jin et al. (2013), Lee & Lee (2017), Lu & Cai (2009), Wang et al. (2017), Wu et al. (2016).
		DA2	Ease of local transportation	
		DA3	Geographical location is convenient	
		DA4	Excellent economic surroundings	
			Most exhibiting products in the exhibition are manufactured	

Code	Dimensions	Code	Items	Source of dimension and items
		DA5	Efficient local government support	
		DA6	Exhibition center with excellent facilities	
		DA7	Safe and secure social environment	
		DA8	Well-developed physical infrastructure for business travel	
		DA9		
NN	New normal activities	NN1	Health and hygiene measures	Emerged from in-depth interviews
		NN2	Communicates to the participants about measures and practices	
		NN3	Disinfection facilities on the fairgrounds	
		NN4	Hybrid exhibition	
		NN5	Trains all staff sufficiently with health and hygiene measures	
		NN6	Destination provides international hygiene standards	
EP	Exhibition participation	EP1	Intends to participate	Adapted from Huang (2016), Jung (2005), Kang & Schrier (2011), Lee et al. (2015), Lin et al. (2018), Rodríguez et al. (2015), Severt et al. (2007), Wong et al. (2017), Wu et al. (2016), Zhang et al. (2014).
		EP2	Make an effort to participate	
		EP3	Will continue to participate even if the price increases considerably	
		EP4	Recommend the business partners	
		EP5	Expresses a positive word of mouth	
		EP6	Thinks positively	
BP	Business performance	BP1	Profitability	Adapted from Abreu-Ledón et al. (2018), Chavez et al. (2015), Huang (2016), Jaakkola et al. (2010), Kirca et al. (2005), Laosirihongthong et al. (2013), Morgan (2012), Vij & Bedi (2016).
		BP2	Return on investment	
		BP3	Return on sales	
		BP4	Sales growth rate	
		BP5	Market growth rate	
		BP6	Market share	

3.2.3.2 Questionnaire Design

The questionnaire was developed based on extensive literature reviews and in-depth interviews with experts in the exhibition industry. A number of adjustments were made based on the experts' comments on the items' clarity, wording, conciseness, and relevance. In addition, the instrument design examined various issues, such as language that is easy to understand, a user-friendly setting, and means to reduce response bias.

The questionnaire was developed in English and contained only close-ended questions with pre-determined answers. It was divided into five main sections: 1) screening questions, 2) respondent profiles, 3) questions on exhibition motivational attributes, 4) questions on exhibition participation, and 5) questions on business performance.

1) Screening questions

At the beginning of the survey, respondents were required to answer two screening questions to affirm that they were involved in the decision-making process of exhibition participation and business performance evaluation; otherwise, respondents were disqualified from the survey.

2) Respondent profiles

The literature review indicates five distinctive characteristics of exhibitors to recognize the respondents' background.

(a) Position level of respondents

(b) Size of the company

(c) Origin of the company

(d) Times of exhibition participation

(e) Industry category of the company

3) Exhibition motivational attributes

The third section of the questionnaire is created to understand exhibition motivational attributes. The target respondents were asked to rate their agreement on exhibition motivational attributes to participating in the exhibition. The factor and items of exhibition motivational attributes were obtained from a broader literature review and in-depth interviews with exhibition professionals. In accordance with the related literature, seven factors of exhibition motivational attributes are

identified, and one more factor emerged from the in-depth interviews—the factor has 57 items.

4) Exhibition participation

The fourth section comprises construct and items related to exhibition participation—the factor has six items.

5) Business performance

The last section includes construct and items related to business performance comprising— the factor has six items.

3.2.3.3 Measurement Variables

Sullivan & Artino (2013) suggested that the five-point scale is more typical than the 7 point scale. Thus, the measured items of the dimensions of exhibition motivational attributes, exhibition participation, and business performance used a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 3.5 Criteria for Scoring Recognized Level of Agreement

Statement	**Strongly disagree**	**disagree**	**Neutral**	**agree**	**Strongly agree**	
Negative	1	2	3	4	5	Positive

3.2.3.4 Validity of the Questionnaire

Content validity is one of the most common assessment methods for the reliability of researcher-made instruments, often determined in the initial stage of developing the instrument (Nunnally & Bernstein, 1994). It assisted in assessing whether the questions are an accurate and measurable instrument to measure the specific construct in question (Vakili & Jahangiri, 2018). Evaluation of content validity helps the researcher to provide reliable evidence to ensure the inclusion of all the important aspects and key concepts in the evaluation of the subject matter, as well as the acceptability of all the components of the tool in the view of the expert panel (Polit & Beck, 2006).

According to Tojib & Sugianto (2010), existing instruments must have undergone at least one validation cycle if developed rigorously at first. If it was initially

found reliable and valid, the researchers might find it trustworthy to use them for other studies. Therefore, it is highly recommended to validate any instruments (new or existing ones) utilized in the studies. The minimum number of experts required to evaluate a research instrument's validity and calculate the content validity is five (Lawshe, 1975).

In this study, the content validity of the questions was reviewed by five exhibition experts, i.e., a director from CVB, an executive committee from TEA, a Ph.D. from an academic institution, a PEO, and an experienced exhibitor using the Item-Objective Congruence (IOC) index. IOC indexes are simple to understand and easy to calculate. It is useful from a content validity perspective because it provides information regarding domain representation. The logic in using these rating data is that if a test represents its intended domain, independent appraisals of what the items are measuring should be congruent with the test specifications (Sireci, 1998).

Turner & Carlson (2003) noted that IOC is a process by which content experts rate individual items based on the degree to which they measure specific objectives listed by the test developer. A content expert will evaluate each item by giving the item a rating of +1, 0, or -1. The three possible ratings have the following meaning: +1 = definite feeling that an item is a measure of an objective, 0 = undecided about whether the item is a measure of an objective, and -1 = definite feeling that an item is not a measure of an objective. The items with an IOC index higher than .50 are considered acceptable, while those items with an IOC index lower than .50 are revised or removed (Rovinelli & Hambleton, 1977). In this study, the results of the content validity measured by the IOC index showed a rating of 0.60 – 1.00. All items were rated higher than .50 on the IOC index, indicating acceptably congruent with the objectives set. The IOC results are provided in Appendix C.

3.2.3.5 Reliability of the Questionnaire

To ensure the construct reliability of the instrument, the pilot test stage was conducted. Pilot testing of the questionnaire helped clarify the wording of the questions and the validity and reliability of the questionnaire (Field, 2009). The benefit of conducting a pilot study is that it might provide advance caution about where the main research project could be unsuccessful, where research protocols may not be

followed, or whether proposed methods or research tools are unsuitable or too complicated (Teijlingen van & Hundley, 2001).

The pilot test was conducted in September 2021 with exhibitors from food, beverages, and hospitality exhibition. The questionnaire, comprising 69 measurement items, was presented to respondents in English using Survey Monkey, an online survey platform.

The reliability of the variables used in the model was assessed using Cronbach's alpha. Cronbach's alpha measures internal consistency and analyzes how closely a set of items used in the model relates to each other (Cronbach, 1951). The theoretical value of the alpha ranges from zero to one, of which the higher value indicates better survey quality; and, therefore, greater reliability. The formula was applied separately to items relating to different factors, as suggested by Cronbach (1951). A value higher than 0.9 is considered excellent, higher than 0.8 is good, and a value higher than 0.7 is acceptable (Field, 2018). However, it may decrease to 0.6 in exploratory research (Hair Jr. et al., 2014). Based on the outcomes of the pilot test, some unclear and confusing motivational attributes will be rejected.

3.2.4 Data Collection

The pilot test and main survey followed the same data collection procedures and techniques. The study used purposive sampling and convenience sampling methods.

Purposive sampling was utilized, and a comprehensive list of exhibitions hosted in Thailand was obtained through the portal exhibition website (www.10times.com). The top-five exhibitions in different industry sectors were chosen, i.e., 1) agriculture and forestry, 2) beauty and cosmetics, 3) engineering and industrial manufacturing, 4) food, beverage, and hospitality, and 5) packing and packaging. To associate the survey results to the population, samples needed to be acquired from several exhibitions covering various industry sectors (Jin, 2010). Hence, five PEOs were contacted by telephone and e-mail to seek assistance in conducting surveys. A sample questionnaire was provided for the review of the PEOs. The questionnaire, comprising 69 measurement items, was presented in English using SurveyMonkey, an online survey platform. Then, convenience sampling was employed.

Granello & Wheaton (2004) suggested that online data collection through electronic surveys is becoming an increasingly favorite research methodology. It is an essential and efficient tool for evaluators, researchers, and other educators (Topp & Pawloski, 2002). The advantages of reduced time, lowered cost, ease of data entry, flexibility in format, and ability to capture additional response-set information are universal to internet-based data collection in all fields (Granello & Wheaton, 2004).

Besides, responses from online questionnaires can be automatically inserted into spreadsheets, databases, or statistical packages. It also reduces human error in data entry and coding (Fleming & Bowden, 2009). These appear to have the potential, and indeed are used worldwide, to collect amounts of data efficiently and economically within relatively short time frames (Lefever et al., 2007). Further, data can be collected continuously, regardless of time of the day and day of the week, and without geographical limitation (Manfreda, 2001). They are also easy to conduct using free or paid platforms such as SurveyMonkey, Google Forms, and Typeform. Furthermore, it can be quickly created and distributed globally, which is important when information is urgently sought, such as in the context of the current Coronavirus pandemic (Andread, 2020).

Data were collected using a convenience sampling approach with an online data collection process. The PEOs assisted by distributing the online survey to those exhibitors by sending them the survey invitations via an e-mail with a link to the online version of the questionnaire “SurveyMonkey”. The e-mail articulated the purpose of the study, the survey procedure, assistance needed, possible reciprocal benefits to the exhibition industry, and the survey ethics, e.g., safety and anonymity of the data. This process provided confidence that the survey targeted the correct individuals.

In addition, the general principles that guide ethical practice in online research are essentially the same as those that guide any research involving human beings and include respect for autonomy, justice, and beneficence (Kitchin, 2007). Autonomy refers to the notion that each individual has the right to privacy and dignity that should be protected (Flicker et al., 2004). Therefore, the respondent responses remained anonymous and confidential, and their participation in the study was strictly voluntary.

According to Research Ethics Board (2015), all researchers conducting studies concerning humans have a responsibility to keep the privacy of their respondents. This

entails that researchers take steps to properly safeguard the sensitive and personal information that respondents would not reasonably want to reveal to others or make public. There are two key conducts to guarantee that the privacy of respondents is being respected: 1) by conducting confidential research, and 2) by conducting anonymous research.

In this study, only the researcher had access to respondents' information. However, individual respondent data may be revealed to certain groups, such as the ethics committee, research grants, and government or institutions organizations responsible for auditing. Appropriate safeguards are in place to keep the privacy of respondents, and their information from unauthorized access, use, disclosure, modification, loss, and theft, i.e., physical safeguards include locked filing cabinets and keeping information away from easily accessible locations. Additionally, all electronic data would be password-protected and also encrypted. The data and information of records or devices would be eliminated within two years.

3.2.5 Data Analysis

Prior to the analyses, data were screened for entry errors, missing values, and outliers that may impair data analysis. Validity and reliability were also tested. Three categories of missing values are discussed in the literature: 1) values missing completely at random, 2) values missing at random, and 3) values systematically missing. Five to ten percent missing data on a variable may be judged small (Cohen et al., 2003), while data with 40% missing values on a variable is considered high (Raymond & Roberts, 1987).

The online survey method adopted in the pilot, and main survey, resulted in few missing values overall. Tabachnick & Fidell (2019) suggested that cases with missing values should be deleted to prevent overestimation. In dealing with missing values, cases with more than 10% missing values should be deleted from the dataset (Jin, 2010). Therefore, five cases in the pilot and thirty from the main survey were discarded.

3.2.5.1 Exploratory Factor Analysis

Exploratory factor analysis (EFA) is a statistical procedure used to reduce a large number of observed variables to a small number of "factors/components", reflecting that the clusters of variables are in common (Ul Hadia

et al., 2016). Recently, EFA was applied for a wide range of applications (Taherdoost et al., 2014), e.g., assessing the motivation (Morris, 2001). It is a useful tool for investigating the relations among observed variables and a small number of underlying factors.

EFA was first performed to determine the underlying dimensions that explain common variance in the sample. The EFA explores the data and provides information about how many factors are needed to best represent the data (Hair et al., 2010). It was undertaken through a principal component factor analysis approach with the VARIMAX orthogonal rotation using the Statistical Package for Social Sciences (SPSS) 21.0.

A measure of sampling adequacy (MSA) test was performed using EFA to ensure that the variables are sufficiently intercorrelated to produce representative factors. In the SPSS software, the MSA is measured by the value of Kaiser-Meyer-Olkin (KMO), and the factorability of the correlation matrix is assumed if Bartlett's test of sphericity is statistically significant ($p < .05$) and the MSA values is greater than 0.50 (Hair et al., 2010).

Furthermore, multicollinearity can be detected by examining the determinant of the R-matrix (R-matrix > 0.00001) (Field, 2018). In extracting factors, Kaiser's criterion of eigenvalue greater than one and total variance explained above 60% was utilized (Hair Jr. et al., 2014). Items with communalities lower than 0.50 were removed for not having sufficient common correlations with other items (Hair et al., 2010).

Concerning a number of measured variables, Izquierdo, Olea, & Abad (2014) suggested that at least three indicators are needed for the statistical identification of a factor, although more indicators are preferable, while, Fabrigar, MacCallum, Wegener, & Strahan (1999) recommended four to six indicators per factor; this depends on the design of the study (Tabachnick & Fidell, 2019). Nevertheless, Hair Jr. et al. (2014) recommended that factors with fewer than three indicators should be avoided for confirmatory factor analysis.

3.2.5.2 Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) is frequently used in scale development and validity analysis or in verifying a predetermined structure (Sözbilir,

2021). CFA attempts to confirm hypotheses and uses path analysis diagrams to represent variables and factors (Child, 2006). The researcher must specify five elements: the latent constructs, the measured variables, the item loadings on specific constructs, the relationships among constructs, and the error terms for each indicator (Hair Jr. et al., 2014).

CFA was conducted to evaluate the measurement model of internal consistency reliability and indicator reliability (composite reliability), convergent validity, and discriminant validity (Sözbilir, 2021). It enables the researcher to test how well the measured variables represent the construct (Hair et al., 2010). The main objective of using CFA is to test a measurement model and assess the proposed internal relationship based on the hypotheses incorporated into the conceptual research framework (Brown, 2015). When CFA results are combined with construct validity tests, the researchers can better understand the measured quality (Hair Jr. et al., 2014). Concerning the construct validity, Hair et al. (2010) suggested that

a) Standard loading estimates should be .5 or higher, ideally .7 or higher.

b) Average variance extracted (AVE) should be .5 or greater to suggest adequate convergent validity.

c) AVE estimates for two factors also should be greater than the square of the correlation between the two factors to provide evidence of discriminality validity.

d) Construct reliability should be .7 or higher to indicate adequate convergence or internal consistency.

3.2.5.3 Structural Model

After adequate measurement and construct validity were established using CFA, SEM was conducted to test the structural model. In this study, CFA and SEM were performed using Mplus 6. The structural model represented the hypotheses of interests.

Assessment of overall model fit

Using three to four model fit indices provides adequate evidence of model fit (Hair et al., 2010). Table 3.6 provides guidelines for using fit indices in different situations when the number of respondents is larger than 250.

Table 3.6 Guidelines for Using Fit Indices

Fit indicies	**M ≤ 12**	**12 < M < 30**	**M ≥ 30**
X^2	Insignificant p-value even with good fit	Signifincant p-value expected	Signifincant p-value expected
RMSEA	Values <.07 with CFI of .97 or higher	Values <.07 with CFI of .92 or higher	Values <.07 with CFI of .90 or higher
SRMR	Biased upward; use other indices	.08 or less (with CFI above .92)	.08 or less (with CFI above .92)
CFI or TLI	.95 or better	Above .92	Above .90

Note: N>250, M = number of observed variables, RMSEA = Root mean square error approximation, SRMR = Standardized root mean squared, CFI = Comparative fit indices, TLI = Tucker Lewis index.

Source: Hair et al., 2010

In this study, there are 501 respondents with more than 30 observed variables, the appropriate criterion of the model fit indices suggested by Hair et al. (2010) is summarized in Table 3.7.

Table 3.7 Criterion of the Model Fit Indices

	χ^2 /df	**RMSEA**	**SRMR**	**CFI**	**TLI**
The target of criterion (Hair et al., 2010)	3	< 0.07	< 0.08	> 0.90	> 0.90

Note: RMSEA = Root mean square error approximation, SRMR = Standardized root mean squared, CFI = Comparative fit indices, TLI = Tucker Lewis index.

CHAPTER 4

RESEARCH FINDINGS AND DISCUSSION

4.1 Qualitative Descriptive Results

The qualitative research aims to explore the concepts concerning motivational attributes that attract exhibitors to participate in an exhibition, especially those for which no established measurement exists. In conjunction with the literature review, twenty in-depth interviews were conducted with exhibition professionals, all of whom were from several sectors.

Eight dimensions of exhibition motivational attributes emerged from the data. Seven dimensions, namely, 1) commercial selling activities, 2) marketing intelligence activities, 3) relationship marketing activities, 4) enhancing corporate image, 5) exhibition communication mix, 6) facilitating services, and 7) destination's appropriateness, were identified by extant exhibition literature. However, one unique dimension, i.e., new normal activities, emerged from the interviews and has not been discussed in previous literature. New normal activities denote key informants' perceptions of changing people's behavior in their activities that is different from the past because of the pandemic crisis. Table 4.1 depicts the main categories and the interviews in which they occurred. The conclusions of the findings are summarized as follows.

Table 4.1 Summary of Exhibition Motivational Attributes Dimensions

ID	Industry sector	Category							
		New normal activities	Relationship marketing activities	Marketing intelligence activities	Destination's appropriateness	Exhibition communication mix	Enhancing corporate image	Facilitating services	Commercial selling activities
A1	Government	✓		✓	✓			✓	
A2	Government	✓	✓		✓	✓			✓
A3	Association	✓	✓		✓	✓		✓	
A4	Association	✓	✓	✓			✓		
A5	Academic	✓	✓	✓	✓	✓	✓		
A6	Academic	✓				✓	✓		✓
A7	Organizer	✓	✓	✓		✓	✓	✓	
A8	Organizer	✓	✓	✓		✓		✓	
A9	Exhibitor	✓	✓		✓	✓	✓		✓
A10	Exhibitor	✓	✓	✓	✓			✓	
A11	Exhibitor		✓	✓	✓	✓	✓	✓	
A12	Exhibitor	✓	✓	✓	✓		✓		
A13	Exhibitor	✓		✓	✓		✓		✓
A14	Exhibitor	✓	✓	✓		✓			✓
A15	Exhibitor	✓	✓	✓	✓	✓	✓	✓	✓
A16	Exhibitor	✓	✓	✓	✓	✓	✓	✓	
A17	Exhibitor		✓	✓	✓				✓
A18	Exhibitor	✓	✓	✓		✓		✓	
A19	Exhibitor	✓	✓	✓	✓	✓	✓	✓	✓
A20	Exhibitor	✓	✓				✓		✓
	No. of informants	18	17	15	13	13	12	10	9

4.1.1 New Normal Activities

New normal activities emerged from in-depth interviews as a new category. The key informants admitted that they paid significant attention to the new normal activities as the most important attribute of exhibition motivation. The impact of the Coronavirus pandemic on businesses was seen by the global exhibition industry to be significant (Allen, 2020). As explained by one key informant, “The situation of the Coronavirus pandemic has changed the behavior of exhibition travelers. The local government and exhibition organizer have to adapt to the current circumstances and strict surveillance measures for the pandemic” (A1, August 17, 2020).

The current intense hygiene and disinfection processes may well be the new normal activities provided by the exhibition. Hygiene standards have always been key criteria for exhibitors and visitors deciding on which exhibition to participate in. As one key informant mentioned, “The traditional format of the exhibition may make exhibitor and visitor no longer need to attend. Because we fear infection and feeling insecure, thus, the exhibition organizer must have measures to prevent and control the pandemic of Coronavirus and communicated to all participants about that measures, which allows us to follow strictly to increase confidence in attending the exhibition” (A9, December 14, 2020).

One experienced exhibitor also supported this idea, as he mentioned:

“We will now expect higher standards of hygiene and disinfection processes; the exhibition organizer should rightfully comply in the interest of safety hygiene” (A13, January 22, 2021).

Moreover, the following statement represented the idea toward the new normal activities:

“Hygiene was consistently vital on the fairgrounds, but as we anticipate exhibitions and other business events returning in full force, the topic is a higher priority than any time in recent memory. The exhibition organizers, venues, exhibitors, and

visitors should collaborate to make sure that the fairgrounds are a protected area for everyone. When they set up the events, health and hygiene will be the most noticeable in everyone's minds. The exhibition must train their staff sufficiently and provide disinfection facilities for all participants at various points on the fairgrounds" (A3, September 10, 2020).

Another issue commented upon by the key informants is technical support. They trust that technology will offer novel approaches to dealing with their clients and assist the progress of face-to-face communication, such as associating with participants, exhibitors, or the main stage representative before the show. As described by one key informant, "If Covid is as yet a huge danger, technology will assume more and more focal part in event arrangement. However, in recent years, exhibition organizers have been more using technology" (A5, October 9, 2020).

Another key informant also remarked:

"The trend of exhibitions during and after the Coronavirus outbreak is "Hybrid exhibition" It must be used to attract buyers and sellers. "Let's them meet both online and on-ground" (A8, November 5, 2020).

4.1.2 Relationship Marketing Activities

Relationship marketing activities affected exhibitors' motivation to attend an exhibition. The various theme in relationship marketing activities that emerged from the key informants included providing services with current customers, retaining existing customers, increasing companies' reliability and understanding, and developing business relationships with key stakeholders. Almost all key informants viewed relationship marketing activities as one of the criteria of exhibition motivational attributes. The following statements are representative:

"An exhibiting company aims to participate in the marketing strategy of an exhibition was to maintain relationships and provide services with their customers. Their customers may not buy today, but later they will" (A5, October 9, 2020).

“In my opinion, another benefit of exhibitions is the chance they offer to improve customers’ understanding of our company. Also, we can demonstrate our strengths, such as the company's reliability, product quality, and customer service” (A14, January 16, 2021).

Some key informants considered the exhibition as a perfect place to make a business relationship between exhibitors and key stakeholders. The following statements represented their opinions toward the exhibition:

“Currently, we do not join the exhibitions to demonstrate our product, as we did in the past. Now we attend the events to build business relationships with customers, distributors, and other key stakeholders. Our aim is to create business relationships within a short period at one place” (A9, December 14, 2020).

“I recognized that there were some business matching activities in the exhibitions. These events make it possible for me to create relationships with suppliers” (A11, December 3, 2020).

4.1.3 Marketing Intelligence Activities

Several themes in marketing intelligence activities were identified by the key informants. The main themes included collecting information of customers, competitors, suppliers, and new products or services. Marketing intelligence activities enabled the exhibitors to understand the strengths and weaknesses of their competitors. An evaluation of a company’s competitors offers more valuable data in evaluating the options in regard to participating in exhibitions.

“Knowing good, bad, who’s hot, what’s new, and what the most talked-about product at the show is can broaden our product knowledge, making us a stronger competitor in the industry” (A11, December 3, 2020).

"The competitors' booth may be located around the corner. It is our opportunity to deeply recognize their latest products and marketing strategies" (A15, January 22, 2021).

In addition to marketing intelligence activities conceptualized in the literature, gathering information about customers was another factor uncovered from the interviews. The key informant mentioned that collecting information from customers could provide valuable information to understand the nature of products that customers want.

"Joining an exhibition, a seller obtains valuable feedback from conversations with potential customers. That info is helpful to understand the market trend and create and develop products or services" (A5, October 9, 2020).

Other marketing intelligence activities included understanding the market trends. One key informant illustrated the importance of the exhibitions in gathering information and understanding market trends, as revealed by the following explanation: "An exhibition is a suitable area to collect information on the market and competitors. It also allows conducting market research on new products. Feedback on a product's color, price, appeal, and value can be gathered" (A4, September 25, 2020). Another key informant also supports this idea:

"Participating in exhibitions with a large number of exhibitors contributes to learning about industry market trends" (A1, August 17, 2020).

4.1.4 Destination's Appropriateness

Basically, an exhibition destination is a geographic area that attracts attendees, but more needs to be added to this definition. The key informants considered several variables when deciding on the destination of the exhibition, such as accessibility and leisure surroundings. The key informants from the government sector supported this opinion, as they pointed out:

“Easy access to the destination was considered crucial for an exhibition. The convenience of getting to and from the destination and moving around within the destination constitutes this attribute” (A1, August 17, 2020).

“Whenever people talk about the best destination with excellent leisure surroundings, I believe that they would say Thailand. A selection of accommodations, a variety of food, friendliness of local people, good weather and climate” (A2, August 28, 2020).

However, the following comment by an experienced exhibitor demonstrated a differing view toward an ideal exhibition destination as he would travel anywhere for successful business purposes.

“We just visit the destination for the only business. It doesn’t matter if the leisure surroundings of destination are wonderful or not, as long as buyers come” (A9, December 14, 2020).

Furthermore, other factors for an attractive and successful exhibition destination are the destination where the factory of exhibiting products is located and one in which the exhibition center provides excellent facilities. As one key informant remarked:

“Over the past ten years, our company has participated in international exhibitions both in Thailand and other countries, for example, BIG&BIH, Architect Expo, and Ambiente Frankfurt. Our foreign customers often ask to visit our factory which is located in Rajburi Province. So, joining an exhibition here in Thailand is a better opportunity to take customers to visit there” (A12, November 11, 2020).

One experienced exhibitor expressed his opinion related to an exhibition center with good facilities as he stated:

“The organizer could hold an exhibition anywhere, as long as the venue's facilities are good enough to support us. All that matters is exhibition center facilities

and service. The capability and variety of exhibition center services affect our satisfaction" (A9, December 14, 2020).

Apart from that, interviewees particularly emphasized physical infrastructure for business travel and destinations' safety, as revealed by the following explanation:

"Perfect exhibition's destinations for us is where the facilities that support the business traveler are to be found such as CBD hotel with excellent business center. Moreover, the safety and security of the destination are also important factors that we examine before participating in an exhibition. The political situation, natural disasters, and even the frequency of traffic accidents are our major concerns. Dangerous cities are less attractive for us" (A13, February 4, 2021).

4.1.5 Exhibition Communication Mix

The exhibition communication mix in this study refers to the PEOs planning and implementing a marketing communication strategy to allure exhibitors and visitors to participate in exhibitions. PEOs must pay sincere consideration to market communication campaigns that will fill their venue space with exhibitors and visitors. Several factors concerning the exhibition communication mix that arose from interviews with key informants consisted of promoting the exhibition through relevant magazines and the Internet, inviting potential international customers, and promoting messages to potential domestic customers.

Some key informants illustrated that a proper exhibition marketing communication tool is an industry magazine, as mentioned by a PEOs:

"Exhibitors spend their time and money on an exhibition because their buyers are there. So, our responsibility is to target and market to the right customers. It is usually done through advertising or PR in industry magazines. Normally, we promote our event 90 days before" (A8, November 5, 2020).

Another key informant supports this issue, as put it:

"The preshow marketing helps me expect form exhibition organizer includes promoting the event through direct mail, trade magazine ads, and event's website. These marketing efforts are aimed at a broad audience to attract large numbers of attendees" (A9, December 14, 2020).

Other than advertising through industry magazines, another factor was also found to play an important role in exhibition communication mix, that is, promoting the event to domestic and foreign buyers, as mentioned by some key informants:

"Before an event, the exhibition organizer should analyze the visitor groups both domestics and worldwide and invite the type of visitor that would be most valued by exhibitors as the key target of the multi-channel promotion" (A6, October 19, 2020).

"I've got a great exhibition organizer who does extensive pre-show promotion. They spend lots of money attracting domestic and overseas people to the show" (A10, November 23, 2020).

The Internet and websites are also powerful marketing tools. They can attract the attention of buyers and deliver the latest knowledge to exhibitors. Such a view is demonstrated in the following quote from one key informant: "The Internet enormously affects how the exhibitions are promoted to prospective attendees. Organizer's event website is the window into their event. Most exhibitions have websites that permit potential attendees to see exhibiting company's name and profile, review, and activities, such as seminar or forum sessions" (A11, December 3, 2020).

Furthermore, one key informant conceived that the event has a listing in the exhibition directory is considered significant, as she mentioned:

"Normally, when we are interested in participating in an exhibition, we need to make sure that the exhibition title has a listing in the exhibition directory or database. This makes it easier for our target customers to make a decision about which exhibitions

to participate. It contains useful information for them about the key figures, locations, times, and services provided" (A17, February 9, 2021).

4.1.6 Enhancing Corporate Image

Several factors about enhancing company image emerged from the interviews. These factors included creating a positive company image and facilitating good public relations. One key informant mentioned: "I am frequently told by representatives of corporations that they attend an exhibition merely because it enhances the company's image and it's good for PR" (A4, September 25, 2020).

Other key informants also explained:

"As part of our company's medium and long-term strategy, participation in exhibitions plays an important role in maintaining and positioning good company's image in the market" (A14, January 16, 2020).

Additionally, it is quite interesting to note that demonstrating the company's capability to customers and spreading awareness of the company's success is also affect exhibition participation, as described by the key informants:

"We derived exhibition value from building and enhancing corporate image. Regular attendance to specific exhibitions will allow us to demonstrate our company's capability and present its success" (A18, February 12, 2020).

"Our company does not expect to sell products or receive actual sales orders. What we really need is to position our company as one leading firm in the industry" (A19, February 17, 2020).

Moreover, the company needs to participate in certain exhibitions to prevent any misunderstanding that can affect the company's nonexistence at the event. As mentioned by some key informants:

"How many companies go to the exhibitions simply for the image because they feel their absence would speak louder than their presence?" (A6, October 19, 2020).

"Sometimes the best reason to go to an exhibition is that people in the industry will notice if we are not there. Our absence may be interpreted as our company has some serious problem. And sometimes we decide to join because our competitors were there" (A11, December 3, 2020).

4.1.7 Facilitating Services

Another important attribute related to exhibitors' motivation that came out during data collection was facilitating services. It was mentioned by half of all key informants as one of the exhibition's motivational attributes. Certain facilitating services support exhibition products, such as seminars and forums. These activities can add value to an event, as mentioned by the key informant as follow:

"We added more on-site seminars and forums through partners to enrich the visitor experience. Frequently, educational sessions like this are determined as value-added, noticeable business experts are asked to provide keynote addresses, and key exhibitors were requested to share their knowledge about industry future trends" (A7, October 28, 2020).

For the period of an event, exhibitors will also expect further support from the exhibition in terms of convenience traffic, transportation service, and exhibition logistic. As stated by some key informants, "The weather in Bangkok is quite hot; thus transportation provides by the exhibition organizer such as a shuttle bus is better" (A3, September 10, 2020).

"The local transportation services help the attendees get to the exhibition center or travel around the area; even their accommodations are not far from the exhibition center. It is not just only for their comfort but also their safety" (A1, August 17, 2020).

"We need to get all of our material and equipment to the exhibition hall and then get it home again when the show is over. So, we consider logistical aspects of the exhibition, such as accessibility, shipment, and booth set-up, as an important service attribute affecting our satisfaction" (A19, February 17, 2020.)

However, the exhibitors may not participate in an exhibition anymore if their display environment is not good and visitors do not visit. As explained by one experienced exhibitor:

"From my last experience of participating in an overseas exhibition. Our stand gains an excellent location, not far from the main entrance as it is an island stand, so the attendance effect is brilliant. We are appreciated, and we will join the event every year" (A10, November 23, 2020).

4.1.8 Commercial Selling Activities

According to the data analysis, commercial selling activities were considered the least significant reason to participate in an exhibition. It was perceived differently, as stated by the key informants:

"Booths at the exhibitions are another very interesting way to sell products. Of course, we expect our company will receive sales orders from potential customers when joining an exhibition. Every event we join, we have at least one new sales order" (A9, December 14, 2020).

Conversely, each key informant held an opposite view.

"According to my experience, our company does not often sell at the exhibitions because the visitors are not interested in buying. They visit the booth to collect brochures and catalogs. After that, for a few months, the contacting and selling process was made" (A11, December 3, 2020).

At present, views have changed, as stated by the exhibitors: “The exhibition for our company is never with the primary purposes of selling, but basically for launching our new products and finding new customers” (A10, November 23, 2020).

In addition, some key informants believed that the exhibitions were major places for presenting new products and developing new distribution channels. The following statements are representative:

“At an exhibition, we will find more prospect customers in the venue in one day than we can visit in a week or month. Our key customers and prospects will be there looking for product information and solutions. Of course, the exhibitions are major platforms for exhibiting innovations. The exhibitions enable us to quickly check the responses to a new or sample product, which in turn provide important information for market surveying work” (A15, January 22, 2021).

“The engineering and industrial manufacturing exhibitions are effective marketing tools to promote new products and create new business contracts, not just customers but also the agents or dealers. They are there to seek out new things for their businesses. If we have a new product that fills their needs, they want to meet us for sure. We can use this kind of business-to-business event to develop our marketing campaign by launching new products and meeting target clients” (A20, February 19, 2021).

Several attributes, such as selling activities, information gathering, company image building, and relationship building, have been identified in past studies as factors of exhibition participation from the exhibitors’ perspective. However, this study discovered more attributes from the qualitative data analyses and compiled them into eight categories respectively, i.e., 1) new normal activities, 2) relationship marketing activities, 3) marketing intelligence activities, 4) destination’s appropriateness, 5) exhibition communication mix, 6) enhancing corporate image, 7) facilitating services, and 8) commercial selling activities. These attributes are supported partly by the existing literature in the context of exhibitions. As is evident, interview data provided

support for the correlation between the exhibition motivational attributes and exhibition participation. Table 4.2 presents eight categories with 57 factors of exhibition motivational attributes for exhibition participation (exhibitors) derived from the qualitative data analyses.

Table 4.2 Summary of Key Findings

Categories	Subcategories
New normal activities	Health and hygiene measures
	Communicates to the participants about measures and practices
	Disinfection facilities on the fairgrounds
	Hybrid exhibition
	Trains all staff sufficiently with health and hygiene measures
	Destination provides international hygiene standards
Relationship Marketing Activities	Retaining existing customers
	Providing services to existing customers
	Increasing customers' reliability in the company
	Increasing customers' understanding of the company
	Developing business relationships with suppliers
	Developing business relationships with customers
	Developing business relationships with distributors
	Developing a relationship with senior industry leaders
Marketing intelligence activities	Gaining information about new products or services
	Gaining information about the competitors
	Gaining information about the suppliers
	Gaining information about the customers
	Understanding market trends
	Conducting market research
Destination's appropriateness	Excellent leisure environment
	Ease of local transportation
	Geographical location is convenient
	Excellent economic surroundings
	Most exhibiting products in the exhibition are manufactured
	Efficient local government support
	Exhibition center with excellent facilities
	Safe and secure social environment
	Well-developed physical infrastructure for business travel
Exhibition communication mix	Promote the exhibition through the relevant magazines
	Promote the exhibition through the internet
	Invites specific overseas buyers

Categories	Subcategories
	Invite domestic buyers
	Efficient event promotion marketing strategy
	Has a listing in the exhibition directory
Enhancing corporate image	Enhancing a positive company image
	Supporting the good public relations of the company
	Maintaining the company's presence within the industry
	Spreading awareness of the company’s recent success
	Demonstrating the company's capability to customers
	Demonstrating that the company is just good as its competitors
	Gaining an advantage over competitors who are not exhibiting
	Convincing customers that the company is strong and solid
Facilitating services	Several industrial seminars during the exhibition
	Several forums and invites key exhibitors to share the industry trends
	Excellent logistics
	Comfortable display environment
	Easy and speedy registration procedure
	Local transportation services
	Leisure program
Commercial selling activities	Receiving actual sales orders
	Creating potential customers
	Introducing products and services
	Successfully launching new products
	Developing new market segments
	Developing new distribution channels
	Creating new business contracts

4.2 Quantitative Descriptive Results

4.2.1 Results of the Pilot Test

Issac & Michael (1995) and Hill (1998) recommended 10 to 30 respondents for the pilot test. Therefore, 256 survey invitations were sent to exhibitors who had attended the food, beverage, and hospitality exhibition to refine the reliability of the measurement items. It was sent by email with help from the PEOs. A brief introduction was provided in the body of the email regarding the purpose of the study with a hyperlink that led to the online survey. Sixty-three usable responses were collected with a response rate of 24.6%.

4.2.1.1 Profile of Pilot Test Respondents

Table 4.3 presents the profile of pilot test respondents. All respondents held managerial positions in their respective companies. Approximately 45% of respondents were middle level, more than 30% of respondents were top level, and more than 20% of respondents were executive level. About half of the respondents represented small-sized companies with 5 – 50 employees, followed by a quarter of medium-sized companies with 51-200 employees. Most respondents were from Thailand (20%), followed by China (17%), Taiwan (8%), South Korea (6%), Malaysia (6%), and the remainders were from other countries. All respondents were repeated exhibitors; almost half of the respondents had participated in the exhibition ten times or more. About one-third had participated 5 – 9 times, and close to one-fifth had participated 2 - 4 times.

Table 4.3 Sample Profile of the Pilot Test

Characteristics	(n = 63)	Percentage
Levels of positions		
Executive level (e.g. business owner or partner/ CEO/ managing director	14	22.2
Top level (e.g. general manager, director)	21	33.3
Middle level (e.g. department manager)	28	44.4
Size of the company (according to the number of employees)		
1 - 4 employees	0	0
5 – 50 employees	31	49.2
51 – 200 employees	19	30.2
201 employees or more	13	20.6

Characteristics	(n = 63)	Percentage
Location of the company		
Thailand	13	20.6
China	11	17.5
India	3	4.8
Indonesia	1	1.6
Malaysia	4	6.3
Japan	1	1.6
Taiwan	5	7.9
South Korea	4	6.3
Singapore	1	1.6
Others	20	31.7
Times of exhibited		
1 times	0	0
2 – 4 times	12	19.0
5 - 9 times	22	34.9
10 times or more	29	46.0
Industry category		
Food and beverage, hospitality	63	100

The reliability assessment

The reliability of the variables used in the model will be assessed using Cronbach's alpha. Cronbach's alpha measures internal consistency and analyzes how closely a set of items used in the model relate to each other (Cronbach, 1951). The theoretical value of the alpha ranges from zero to one, of which the higher value indicates better survey quality; and, therefore, greater reliability. It has been suggested that Cronbach's alpha coefficient of 0.7 or higher be considered acceptable (Carman, 2000; Nunnally & Bernstein, 1994).

A reliability assessment using Cronbach's alpha was performed to test the internal consistency of ten measurements. The results indicated that the different measurements range from 0.70 – 0.92. The Cronbach's alpha of each measurement is presented in Table 4.4.

Table 4.4 The Reliability of the Dimensions Measured with the Instrument

Name of variables	No. of items	Reliability (α)
New normal activities	6	0.925
Relationship marketing activities	8	0.706
Marketing intelligenc activities	6	0.739
Destination's appropriateness	9	0.783
Exhibition communication mix	6	0.873
Enhancing corporate image	8	0.857
Facilitating services	7	0.777
Commercial selling activities	7	0.860
Exhibition participation	6	0.909
Business performance	6	0.920
Total number of items	69	0.943

4.2.2 Results of the Main Survey

The main survey collected data from four exhibitions in four industry sectors. Table 4.5 presents the profiles of the exhibition sampled.

Table 4.5 Exhibition Sampled for Main Survey

Industry sector of the exhibition	Population (N)	Sample obtained (n)	Response rate
Agriculture, Forestry	498	169	33.93%
Beauty, Cosmetics	257	70	27.23%
Engineering, Industrial manufacturing	814	151	18.55%
Packing, Packaging	580	111	19.13%

Note: Total number of exhibitors was obtained from the PEOs. The exhibition names and duration/time were purposely omitted to ensure anonymity.

4.2.2.1 Profile of Main Survey Respondents

Table 4.6 presents the profile of the main survey respondents. All respondents held managerial positions in their respective companies. The survey had a total of 501 respondents, among which 41% were top management level, more than 40% of respondents were middle management level, and approximately 18% of respondents were executive level. About half of the respondents represented small-sized companies with 5–50 employees, followed by one-third of medium-sized

companies with 51–200 employees. The majority of respondents were from Thailand (29.1%), while the second-highest number were from China (23%), followed by South Korea (9.2%), Taiwan (8.4%), India (6.2%), and Japan (4.6%). About 10% of respondents were from Europe, 5% were from the USA, and the remainder (4.4%) were from other countries. All respondents were repeated exhibitors, and about half of the respondents had exhibited in the exhibition ten times or more. Close to one-third had exhibited 5–9 times, and approximately one-fifth had exhibited 2– 4 times. In terms of industry category, one-third of respondents (33.7%) were in the agriculture and forestry category, followed by engineering and Industrial manufacturing (30.1%), packing and packaging (22.2%), and beauty and cosmetics (14%).

Table 4.6 Sample Profile of the Main Survey

Characteristics	(n = 501)	Percentage
Levels of positions		
Executive level (e.g., business owner or partner/ CEO/ managing director)	94	18.8
Top management level (e.g., general manager/ director)	204	40.7
Middle management level (e.g., department manager)	203	40.5
Size of the company (according to the number of employees)		
1 - 4 employees	0	0
5 - 50 employees	240	47.9
51 - 200 employees	156	31.1
201 employees or more	105	21.0
Location of the company		
Thailand	146	29.1
China	115	23.0
India	31	6.2
Japan	23	4.6
Taiwan	42	8.4
South Korea	46	9.2
USA	25	5.0
Belgium	10	2.0
Italy	14	2.8
France	14	2.8
Germany	13	2.6
Others	22	4.4
Times of exhibited		
1 times	0	0
2 - 4 times	88	17.6

Characteristics	(n = 501)	Percentage
5 - 9 times	140	27.9
10 times or more	273	54.5
Industry category		
Agriculture, Forestry	169	33.7
Beauty, Cosmetics	70	14.0
Engineering, Industrial manufacturing	151	30.1
Packing, Packaging	111	22.2

4.2.2.2 Exploratory Factor Analysis

The exploratory factor analysis (EFA) investigates the data and provides information on how many factors are needed to represent the data (Hair et al., 2010). Each factor of the exhibition motivational attributes was assessed separately, as shown in Tables 4.7 to 4.16.

EFA was undertaken through a principal component factor analysis approach with the VARIMAX orthogonal rotation using the Statistical Package for Social Sciences (SPSS) 21.0. A measure of sampling adequacy (MSA) test was performed using EFA to ensure that the variables are sufficiently intercorrelated to produce representative factors. In the SPSS software, the MSA is measured by the value of Kaiser-Meyer-Olkin (KMO), and the factorability of the correlation matrix is assumed if Bartlett's test of sphericity is statistically significant ($p < .05$) and the MSA values is greater than 0.50 (Hair et al., 2010). Furthermore, multicollinearity can be detected by examining the determinant of the R-matrix (R-matrix > 0.00001) (Field, 2018). In extracting factors, Kaiser's criterion of eigenvalue greater than one and total variance explained above 60% was utilized (Hair Jr. et al., 2014). Items with communalities lower than 0.50 were removed for not having sufficient common correlations with other items (Hair et al., 2010).

Commercial selling activities

A PCA was conducted on the seven items with orthogonal rotation (Varimax). The Kaiser-Meyer-Olkin measure verified the sampling adequacy for the analysis KMO = 0.878 (meritorious according to Hair Jr. et al., 2014). MSA values for individual items in the anti-image correlation matrix were > .85, which is well above the acceptable limit of .5. Bartlett's Test of Sphericity, Chi-Square = 1879.696, $p < .05$,

indicated that correlations between items were sufficiently large for PCA. The determinant (determinant = .023) indicated that factor conditions were stable and the matrix was factorable.

In examining the communalities, one item (CS1 'Participation in the exhibition is beneficial in receiving actual sales orders') did not have sufficient common correlations with other items. Therefore, this item was discarded since communality was 0.123, lower than the threshold of 0.5.

A rotated factor solution was run to obtain eigenvalues for each component in the data. One component had eigenvalues over Kaiser's criterion of 1 and explained 67.529% of the variance. Table 4.7 shows the factor loadings after rotation. Factor loadings for six items are higher than 0.7, meaning that more than one-half of the variance is accounted for by the loading in a single factor (Hair Jr. et al., 2014).

Table 4.7 EFA Results of Commercial Selling Activities

Code	Factor/Items	Loading	Eigen-value	Variance Explained
CS	**Commercial selling activities**		**4.052**	**67.529**
CS2	Participation in the exhibition is beneficial in creating potential customers.	.744		
CS3	Participation in the exhibition is beneficial in introducing products and services.	.838		
CS4	Participation in the exhibition is beneficial in successfully launching new products.	.884		
CS5	Participation in the exhibition is beneficial in developing new market segments.	.871		
CS6	Participation in the exhibition is beneficial in developing new distribution channels.	.736		
CS7	Participation in the exhibition is beneficial in creating new business contracts.	.845		

N = 501
KMO = .878
Bartlett's Test of Sphericity: Approx. Chi-Square = 1879.696, df = 15, Sig .= .000
Total variance explained = 67.529
Rotation Method: Varimax with Kaiser Normalization. Only one component was extracted. The solution cannot be rotated.

Marketing intelligence activities

A PCA was conducted on the six items with orthogonal rotation (Varimax). The Kaiser-Meyer-Olkin measure verified the sampling adequacy for the analysis KMO = 0.833 (meritorious according to Hair Jr. et al., 2014). MSA values for individual items in the anti-image correlation matrix were > .80, which is well above the acceptable limit

of .5. Bartlett's Test of Sphericity, Chi-Square = 1118.330, p < .05, indicated that correlations between items were sufficiently large for PCA. The determinant (determinant = .106) indicated that factor conditions were stable and the matrix was factorable.

In examining the communalities, one item (MI5 'Participation in the exhibition is beneficial in understanding market trends') did not have sufficient common correlations with other items. Therefore, this item was discarded since communality was 0.406, lower than the threshold of 0.5.

A rotated factor solution was run to obtain eigenvalues for each component in the data. One component had eigenvalues over Kaiser's criterion of 1 and explained 64.382% of the variance. Table 4.8 shows the factor loadings after rotation. Factor loadings for five items are higher than 0.7, meaning that more than one-half of the variance is accounted for by the loading in a single factor (Hair Jr. et al., 2014); thus, they were retained for further analysis.

Table 4.8 EFA Results of Marketing Intelligence Activities

Code	Factor/Items	Loading	Eigen-value	Variance Explained
MI	**Marketing intelligence activities**		**3.219**	**64.382**
MI1	Participation in the exhibition is beneficial in gaining information about new products or services	.818		
MI2	Participation in the exhibition is beneficial in gaining information about the competitors	.729		
MI3	Participation in the exhibition is beneficial in gaining information about the suppliers	.795		
MI4	Participation in the exhibition is beneficial in gaining information about the customers.	.832		
MI6	Participation in the exhibition is beneficial in doing market research.	.834		

N = 501
KMO = .833
Bartlett's Test of Sphericity: Approx. Chi-Square = 1118.330, df = 10, Sig .= .000
Total variance explained = 64.382
Rotation Method: Varimax with Kaiser Normalization. Only one component was extracted. The solution cannot be rotated.

Relationship marketing activities

A PCA was conducted on the eight items with orthogonal rotation (Varimax). The Kaiser-Meyer-Olkin measure verified the sampling adequacy for the analysis KMO = 0.759 (middling according to Hair Jr. et al., 2014). MSA values for individual items in the anti-image correlation matrix were > .71, which is well above the

acceptable limit of .5. Bartlett's Test of Sphericity, Chi-Square = 1883.224, $p < .05$, indicated that correlations between items were sufficiently large for PCA. The determinant (determinant = .023) indicated that factor conditions were stable and the matrix was factorable.

In examining the communalities, two items (RM3 'Participation in the exhibition is beneficial in increasing customers' reliability in the company' and RM5 'Participation in the exhibition is beneficial in developing business relationships with suppliers') did not have sufficient common correlations with other items. Therefore, these items were discarded since communalities were 0.458 and .454, respectively, lower than the threshold of 0.5.

Recalculating the communalities values found that RM2 'Participation in the exhibition is beneficial in providing services to existing customers' and RM8 'Participation in the exhibition is beneficial in developing a relationship with senior industry leaders' still have communalities value below .50, since communalities were 0.279 and 0.372 respectively, so these two items were also deleted from the analysis.

In the rotated factor solution, one component was generated with eigenvalues over Kaiser's criterion of 1 and explained 82.917% of the variance. Table 4.9 shows the factor loadings after rotation. Factor loadings for the remaining four items are higher than 0.7, meaning that more than one-half of the variance is accounted for by the loading in a single factor (Hair Jr. et al., 2014).

Table 4.9 EFA Results of Relationship Marketing Activities

Code	Factor/Items	Loading	Eigen-value	Variance Explained
RM	**Relationship Marketing Activities**		**3.317**	**82.917**
RM1	Participation in the exhibition is beneficial in retaining existing customers.	.914		
RM4	Participation in the exhibition is beneficial in increasing customers' understanding of the company.	.910		
RM6	Participation in the exhibition is beneficial in developing business relationships with customers.	.947		
RM7	Participation in the exhibition is beneficial in developing business relationships with distributors.	.870		

N = 501
KMO = .759
Bartlett's Test of Sphericity: Approx. Chi-Square = 1883.224, df = 6, Sig .= .000
Total variance explained = 82.917
Rotation Method: Varimax with Kaiser Normalization. Only one component was extracted. The solution cannot be rotated.

Enhancing corporate image

A PCA was conducted on the eight items with orthogonal rotation (Varimax). The Kaiser-Meyer-Olkin measure verified the sampling adequacy for the analysis KMO = 0.884 (meritorious according to Hair Jr. et al., 2014), Bartlett's Test of Sphericity, Chi-Square = 1622.794, $p < .05$, indicated that correlations between items were sufficiently large of PCA. The determinant (determinant = .038) indicated that factor conditions were stable and the matrix was factorable.

In examining the MSA values for each item, one item (EC7 'Participation in the exhibition is beneficial in gaining an advantage over competitors who are not exhibiting') has MSA values under .50. Therefore, this item was discarded. The MSA values for the remaining individual items in the anti-image correlation matrix were > .77.

A rotated factor solution was run, two components were generated. However, Hair Jr. et al. (2014) recommended that constructs with fewer than three indicators are avoided for CFA. Therefore, component 2 with only 1 item was eliminated. The remaining component demonstrated eigenvalues over Kaiser's criterion of 1 and explained 69.362% of the variance. Table 4.10 shows the factor loadings after rotation.

Table 4.10 EFA Results of Enhancing Corporate Image

Code	Factor/Items	Loading	Eigen-value	Variance Explained
EC	**Component 1**		**3.750**	**53.566**
EC1	Participation in the exhibition is beneficial in enhancing a positive company image.	.803		
EC2	Participation in the exhibition is beneficial in supporting the good public relations of the company.	.812		
EC3	Participation in the exhibition is beneficial in maintaining the company's presence within the industry.	.779		
EC4	Participation in the exhibition is beneficial in spreading awareness of the company's recent success.	.752		
EC6	Participation in the exhibition is beneficial in demonstrating to customers that the company is just good as its competitors.	.849		
EC8	Participation in the exhibition is beneficial in convincing customers that the company is strong and solid	.743		
	Component 2		**1.106**	**15.796**
EC5	Participation in the exhibition is beneficial in demonstrating the company's capability to customers.	.945		

N = 501
KMO = .884
Bartlett's Test of Sphericity: Approx. Chi-Square = 1622.794, df = 21, Sig .= .000
Total variance explained = 69.362
Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 3 iterations.

Exhibition communication mix

A PCA was conducted on the six items with orthogonal rotation (Varimax). The Kaiser-Meyer-Olkin measure verified the sampling adequacy for the analysis KMO = 0.789 (middling according to Hair Jr. et al., 2014). MSA values for individual items in the anti-image correlation matrix were > .77, which is well above the acceptable limit of .5. Bartlett's Test of Sphericity, Chi-Square = 653.791, $p < .05$, indicated that correlations between items were sufficiently large for PCA. The determinant (determinant = .269) indicated that factor conditions were stable and the matrix was factorable.

In examining the communalities, one item (EM5 'The exhibition organizer provides an efficient event promotion marketing strategy') did not have sufficient common correlations with other items. Therefore, this item was discarded since communality was 0.076, lower than the threshold of 0.5. Recalculating the communalities values found that EM3 'the exhibition organizer invites specific overseas buyers' also has a communality value below .50; since communality was 0.475, it was deleted from the analysis.

A rotated factor solution was run to obtain eigenvalues for each component in the data. One component was generated with eigenvalues over Kaiser's criterion of 1 and explained 64.319% of the variance. Table 4.11 shows the factor loadings after rotation. Factor loadings for four items are higher than 0.7, meaning that more than one-half of the variance is accounted for by the loading in a single factor (Hair Jr. et al., 2014). Thus, they were retained for further analysis.

Table 4.11 EFA Results of Exhibition Communication Mix

Code	Factor/Items	Loading	Eigen-value	Variance Explained
EM	**Exhibition communication mix**		**2.573**	**64.319**
EM1	The exhibition organizer promotes the exhibition through the relevant magazines.	.824		
EM2	The exhibition organizer promotes the exhibition through the internet.	.797		
EM4	The exhibition organizer invites domestic buyers.	.790		
EM6	The exhibition has a listing in the exhibition directory.	.796		

N = 501
KMO = .789
Bartlett's Test of Sphericity: Approx. Chi-Square = 653.791, df = 6, Sig .= .000

Total variance explained = 64.319
Rotation Method: Varimax with Kaiser Normalization. Only one component was extracted. The solution cannot be rotated.

Facilitating services

A PCA was conducted on the seven items with orthogonal rotation (Varimax). The Kaiser-Meyer-Olkin measure verified the sampling adequacy for the analysis KMO = 0.899 (meritorious according to Hair Jr. et al., 2014), and Bartlett's Test of Sphericity, Chi-Square = 1542.262, $p < .05$, indicated that correlations between items were sufficiently large of PCA. The determinant (determinant = .045) indicated that factor conditions were stable and the matrix was factorable.

In examining the MSA values for each item identifies two items (FS6 'the exhibition organizer provides local transportation services to the exhibitors' and FS7 'the exhibition organizer provides a leisure program for exhibitors') have MSA values under .50. Therefore, these items were discarded. The MSA values for the remaining individual items in the anti-image correlation matrix were > .88, which is well above the acceptable limit of .50.

A rotated factor solution was run, one component was generated with eigenvalues over Kaiser's criterion of 1 and explained 73.235% of the variance. Table 4.12 shows the factor loadings after rotation. Factor loadings for all variables are higher than 0.7. Thus, they were retained for further analysis.

Table 4.12 EFA Results of Facilitating Services

Code	Factor/Items	Loading	Eigen-value	Variance Explained
FS	**Facilitating services**		**3.662**	**73.235**
FS1	The exhibition organizer provides several industrial seminars during the exhibition.	.842		
FS2	The exhibition organizer provides several forums and invites key exhibitors to share the industry trends.	.874		
FS3	The exhibition organizer provides excellent logistics for the exhibition.	.838		
FS4	The exhibition organizer provides a comfortable display environment for exhibitors during the exhibition.	.864		
FS5	The exhibition organizer provides an easy and speedy registration procedure	.860		

N = 501
KMO = .899
Bartlett's Test of Sphericity: Approx. Chi-Square = 1542.262, df = 10, Sig .= 000
Total variance explained = 73.235

Rotation Method: Varimax with Kaiser Normalization. Only one component was extracted. The solution cannot be rotated.

Destination's appropriateness

A PCA was conducted on the nine items with orthogonal rotation (Varimax). The Kaiser-Meyer-Olkin measure verified the sampling adequacy for the analysis KMO = 0.871 (meritorious according to Hair Jr. et al., 2014). MSA values for individual items in the anti-image correlation matrix were > .56, which is well above the acceptable limit of .5. Bartlett's Test of Sphericity, Chi-Square = 1716.227, $p < .05$, indicated that correlations between items were sufficiently large for PCA. The determinant (determinant = .032) indicated that factor conditions were stable and the matrix was factorable.

In an examination of the communalities, one item (DA7 'the exhibition organizer holds the exhibition in an exhibition center with excellent facilities) did not have sufficient common correlations with other items since communality was 0.387; therefore, it will be omitted in the attempt to obtain a set of variable that can exceed the minimum acceptable communalities level.

In the rotated factor solution, two components were generated. However, Hair Jr. et al. (2014) recommended that factors with fewer than three indicators are avoided for CFA. Therefore, component 2 with two items was eliminated. The remaining component demonstrated eigenvalues over Kaiser's criterion of 1 and explained 66.750% of the variance. Table 4.13 shows the factor loadings after rotation.

Table 4.13 EFA Results of Destination's Appropriateness

Code	Factor/Items	Loading	Eigen-value	Variance Explained
DA	**Component 1**		**3.705**	**46.318**
DA3	The exhibition organizer holds the exhibition in a destination where the geographical location is convenient.	.687		
DA4	The exhibition organizer holds the exhibition in a destination with excellent economic surroundings.	.815		
DA5	The exhibition organizer holds the exhibition in a destination where most of exhibiting products in the exhibition are manufactured.	.769		
DA6	The exhibition organizer holds the exhibition in a destination with efficient local government support.	.819		
DA8	The exhibition organizer holds the exhibition in a destination with safety and secure social environment.	.746		
DA9	The exhibition organizer holds the exhibition in a destination with a well-developed physical infrastructure for business travel.	.838		

Code	Factor/Items	Loading	Eigen-value	Variance Explained
	Component 2		**1.635**	**20.432**
DA1	The exhibition organizer holds the exhibition in a destination with an excellent leisure environment	.873		
DA2	The exhibition organizer holds the exhibition in a destination with ease of local transportation	.796		

N = 501
KMO = .871
Bartlett's Test of Sphericity: Approx. Chi-Square = 1716.227, df = 28, Sig .= .000
Total variance explained = 66.750
Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 3 iterations.

New normal activities

A PCA was conducted on the six items with orthogonal rotation (Varimax). The Kaiser-Meyer-Olkin measure verified the sampling adequacy for the analysis KMO = 0.834 (meritorious according to Hair Jr. et al., 2014). MSA values for individual items in the anti-image correlation matrix were > .81, which is well above the acceptable limit of .5. Bartlett's Test of Sphericity, Chi-Square = 895.867, $p < .05$, indicated that correlations between items were sufficiently large for PCA. The determinant (determinant = .165) indicated that factor conditions were stable and the matrix was factorable.

In examining the communalities, one item (NN2 'the exhibition organizer communicates to the participants about measured and practices to prevent the pandemic') did not have sufficient common correlations with other items and was therefore discarded because communality was 0.454, lower than the threshold of 0.5.

An orthogonal (Varimax) rotation was run to obtain eigenvalues for each component in the data. One component had eigenvalues over Kaiser's criterion of 1 and explained 60.045% of the variance. Table 4.14 shows the factor loadings after rotation. Factor loadings for five items are higher than 0.7, meaning that more than one-half of the variance is accounted for by the loading in a single factor (Hair Jr. et al., 2014).

Table 4.14 EFA Results of New Normal Activities

Code	Factor/Items	Factor loading	Eigen-value	Variance Explained
NN	**New normal activities**		**3.002**	**60.045**
NN1	The exhibition organizer provides health and hygiene measures to prevent the pandemic following international standards.	.741		
NN3	The exhibition organizer provides disinfection facilities on the fairgrounds.	.825		
NN4	The exhibition organizer provides a hybrid exhibition	.741		
NN5	The exhibition organizer trains all staff sufficiently before the event to comply with health and hygiene measures required in times of pandemics.	.733		
NN6	The exhibition destination provides international hygiene standards.	.828		

N = 501
KMO = .834
Bartlett's Test of Sphericity: Approx. Chi-Square = 895.867, df = 10, Sig .= .000
Total variance explained = 60.045
Rotation Method: Varimax with Kaiser Normalization. Only one component was extracted. The solution cannot be rotated.

Exhibition participation

A PCA was conducted on the six items with orthogonal rotation (Varimax). The Kaiser-Meyer-Olkin measure verified the sampling adequacy for the analysis KMO = 0.861 (meritorious according to Hair Jr. et al., 2014). MSA values for individual items in the anti-image correlation matrix were > .84, which is well above the acceptable limit of .5. Bartlett's Test of Sphericity, Chi-Square = 1425.719, $p < .05$, indicated that correlations between items were sufficiently large for PCA. The determinant (determinant = .057) indicated that factor conditions were stable and the matrix was factorable.

In examining the communalities, one item (EP3 'your company will continue to participate in the exhibition even if the price for each exhibitor increases considerably') was not having sufficient common correlations with other items. Therefore, this item was discarded since communality was 0.323, lower than the threshold of 0.5.

A rotated factor solution was run to obtain eigenvalues for each component in the data. One component had eigenvalues over Kaiser's criterion of 1 and explained 70.207% of the variance. Table 4.15 shows the factor loadings after rotation. Factor loadings for five items are higher than 0.7, meaning that more than one-half of the variance is accounted for by the loading in a single factor (Hair Jr. et al., 2014).

Table 4.15 EFA Results of Exhibition Participation

Code	Factor/Items	Loading	Eigen-value	Variance Explained
EP	**Exhibition participation**		**3.510**	**70.207**
EP1	Your company intends to participate in the exhibition.	.841		
EP2	Your company will make an effort to participate in the exhibition.	.864		
EP4	Your company will recommend the business partners to participate in the exhibition.	.778		
EP5	Your company expresses a positive word of mouth about participating in the exhibition.	.869		
EP6	Your company thinks positively of participating in the exhibition.	.834		

N = 501
KMO = 0.861
Bartlett's Test of Sphericity: Approx. Chi-Square = 1425.719, df = 10, Sig .= .000
Total variance explained = 70.207
Rotation Method: Varimax with Kaiser Normalization. Only one component was extracted. The solution cannot be rotated.

Business performance

A PCA was conducted on the six items with orthogonal rotation (Varimax). The Kaiser-Meyer-Olkin measure verified the sampling adequacy for the analysis KMO = 0.884 (meritorious according to Hair Jr. et al., 2014). MSA values for individual items in the anti-image correlation matrix were > .82, which is well above the acceptable limit of .5. Bartlett's Test of Sphericity, Chi-Square = 1666.961, $p < .05$, indicated that correlations between items were sufficiently large for PCA. The determinant (determinant = .035) indicated that factor conditions were stable and the matrix was factorable.

A rotated factor solution was run to obtain eigenvalues for each component in the data. One component had eigenvalues over Kaiser's criterion of 1 and explained 64.400% of the variance. Table 4.16 shows the factor loadings after rotation. Factor loadings for six items are higher than 0.7, meaning that more than one-half of the variance is accounted for by the loading in a single factor (Hair Jr. et al., 2014).

Table 4.16 EFA Results of Business Performance

Code	Factor/Items	Loading	Eigen-value	Variance Explained
BP	**Business performance**		**3.864**	**64.400**
BP1	The profitability was better after your company had participated in the exhibition.	.744		

BP2	The return on investment was better after your company had participated in the exhibition.	.905
BP3	The return on sales was better after your company had participated in the exhibition.	.892
BP4	The sales growth rate was better after your company had participated in the exhibition.	.750
BP5	The market growth rate was better after your company had participated in the exhibition.	.763
BP6	The market share was better after your company had participated in the exhibition.	.743

N = 501
KMO = .884
Bartlett's Test of Sphericity: Approx. Chi-Square = 1666.961, df = 15, Sig .= .000
Total variance explained = 64.400
Rotation Method: Varimax with Kaiser Normalization. Only one component was extracted. The solution cannot be rotated.

Fifth critical results were shown after presenting the analyses. First, the KMO measures of sampling adequacy for all latent variables are within the required range. The KMO values are 0.878, 0.833, 0.759, 0.844, 0.789, 0.899, 0.871, 0.834, 0.861, and 0.884 for commercial selling activities, marketing intelligence activities, relationship marketing activities, enhancing corporate image, exhibition communication mix, facilitating services, destination's appropriateness, new normal activities, exhibition participation, and business performance factors, respectively. The highest KMO value is 0.899 (facilitating services), and the lowest KMO value is 0.759 (relationship marketing activities). A KMO value of 0.50 and above indicates an acceptable partial correlation and is suitable for factor analysis (Hair Jr. et al., 2014).

Second, the MSA values for the remaining individual items showed good results well above the acceptable limit of 0.5 (Hair Jr. et al., 2014).

Third, all Bartlett's tests of sphericity showed good results. Small values less than .05 indicate significant relationships among variables (Hair Jr. et al., 2014; Tabachnick & Fidell, 2019).

Fourth, the determinant values are greater than the necessary value of 0.00001; therefore, multicollinearity is not a problem (Field, 2018).

Lastly, EFA for the remaining factors attained good loadings for factor retention. The loadings value for the remaining indicators is above 0.50 (good level) (Che Rusuli et al., 2013). In these instances, the exploratory factor analysis needs to take the confirmatory approach, that is, access to the degree to which data meet the expected structure of the analyst. The revised model had ten factors with fifty-two items.

4.2.2.3 Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) was conducted to evaluate the measurement model in terms of its internal consistency reliability and indicator reliability (composite reliability), convergent validity, and discriminant validity (Sözbilir, 2021). It enables the researcher to test how well the measured variables represent the construct (Hair et al., 2010). When CFA results are combined with construct validity tests, the researcher can better understand the measured quality (Hair Jr. et al., 2014). In this study, CFA was performed using Mplus 6 to validate the factors generated from EFA.

Table 4.17 presents the results of the CFA model for all latent constructs. All factor loadings were above 0.5, suggesting that these indicators were viable measures for the designated constructs. The ratio of each parameter estimate to its standard error is distributed as a z statistic. It is significant at the 0.05 level if its value exceeds 1.96, and at the 0.01 level, its value exceeds 2.56 (Hoyle, 1995).

Table 4.17 The Standardized Factor Loading and t-value of each Indicator

Code	Construct/ Indicators	Std. loading	t-value
CS	**Commercial selling activities**		
CS2	Participation in the exhibition is beneficial in creating potential customers.	0.660	23.842**
CS3	Participation in the exhibition is beneficial in introducing products and services.	0.826	48.678**
CS4	Participation in the exhibition is beneficial in successfully launching new products.	0.862	59.289**
CS5	Participation in the exhibition is not beneficial in developing new market segments.	0.871	62.940**
CS6	Participation in the exhibition is beneficial in developing new distribution channels.	0.653	23.367**
CS7	Participation in the exhibition is beneficial in creating new business contracts.	0.797	42.240**
MI	**Marketing intelligence activities**		
MI1	Participation in the exhibition is beneficial in gaining information about new products or services.	0.781	34.400**
MI2	Participation in the exhibition is beneficial in gaining information about the competitors.	0.641	21.028**
MI3	Participation in the exhibition is beneficial in gaining information about the suppliers.	0.726	28.222**
MI4	Participation in the exhibition is beneficial in gaining information about the customers.	0.763	31.418**
MI6	Participation in the exhibition is beneficial in doing market research.	0.809	37.816**
RM	**Relationship Marketing Activities**		
RM1	Participation in the exhibition is beneficial in retaining existing customers.	0.806	42.005**

Code	Construct/ Indicators	Std. loading	t-value
RM4	Participation in the exhibition is beneficial in increasing customers' understanding of the company.	0.950	71.619**
RM6	Participation in the exhibition is beneficial in developing business relationships with customers.	0.822	48.428**
RM7	Participation in the exhibition is beneficial in developing business relationships with distributors.	0.810	43.094**
EC	**Enhancing corporate image**		
EC1	Participation in the exhibition is beneficial in enhancing a positive company image.	0.626	20.058**
EC2	Participation in the exhibition is beneficial in supporting the good public relations of the company.	0.802	39.186**
EC3	Participation in the exhibition is beneficial in maintaining the company's presence within the industry.	0.809	40.384**
EC4	Participation in the exhibition is beneficial in spreading awareness of the company's recent success.	0.805	39.389**
EC6	Participation in the exhibition is beneficial in demonstrating to customers that the company is just good as its competitors.	0.705	26.726**
EC8	Participation in the exhibition is beneficial in convincing customers that the company is strong and solid.	0.645	21.610**
EM	**Exhibition communication mix**		
EM1	The exhibition organizer promotes the exhibition through the relevant magazines.	0.772	30.269**
EM2	The exhibition organizer promotes the exhibition through the internet.	0.738	26.768**
EM4	The exhibition organizer invites domestic buyers.	0.677	22.361**
EM6	The exhibition has a listing in the exhibition directory.	0.704	24.357**
FS	**Facilitating services**		
FS1	The exhibition organizer provides several industrial seminars during the exhibition.	0.795	41.335**
FS2	The exhibition organizer provides several forums and invites key exhibitors to share the industry trends.	0.847	53.502**
FS3	The exhibition organizer provides excellent logistics for the exhibition.	0.788	40.106**
FS4	The exhibition organizer provides a comfortable display environment for exhibitors during the exhibition.	0.831	49.265**
FS5	The exhibition organizer provides an easy and speedy registration procedure.	0.818	46.304**
DA	**Destination's appropriateness**		
DA3	The exhibition organizer holds the exhibition in a destination where the geographical location is convenient.	0.700	26.926**
DA4	The exhibition organizer holds the exhibition in a destination with excellent economic surroundings.	0.794	38.482**
DA5	The exhibition organizer holds the exhibition in a destination where most of exhibiting products in the exhibition are manufactured.	0.728	29.342**
DA6	The exhibition organizer holds the exhibition in a destination with efficient local government support.	0.764	34.580**
DA8	The exhibition organizer holds the exhibition in a destination with safety and secure social environment.	0.683	25.070**
DA9	The exhibition organizer holds the exhibition in a destination with a well-developed physical infrastructure for business travel.	0.794	38.256**
NN	**New normal activities**		
NN1	The exhibition organizer provides health and hygiene measures to prevent the pandemic following international standards.	0.674	22.816**
NN3	The exhibition organizer provides disinfection facilities on the fairgrounds.	0.780	32.853**
NN4	The exhibition organizer provides a hybrid exhibition.	0.656	21.621**
NN5	The exhibition organizer trains all staff sufficiently before the event to comply with health and hygiene measures required in times of pandemics.	0.644	20.733**

Code	Construct/ Indicators	Std. loading	t-value
NN6	The exhibition destination provides international hygiene standards.	0.785	32.977**
EP	**Exhibition participation**		
EP1	Your company intends to participate in the exhibition.	0.798	40.701**
EP2	Your company will make an effort to participate in the exhibition.	0.828	46.575**
EP4	Your company will recommend the business partners to participate in the exhibition.	0.710	28.277**
EP5	Your company expresses a positive word of mouth about participating in the exhibition.	0.839	49.915**
EP6	Your company thinks positively of participating in the exhibition.	0.786	38.450**
BP	**Business performance**		
BP1	The profitability was better after your company had participated in the exhibition.	0.665	24.661**
BP2	The return on investment was better after your company had participated in the exhibition.	0.912	80.008**
BP3	The return on sales was better after your company had participated in the exhibition.	0.887	69.751**
BP4	The sales growth rate was better after your company had participated in the exhibition.	0.706	28.709**
BP5	The market growth rate was better after your company had participated in the exhibition.	0.689	26.793**
BP6	The market share was better after your company had participated in the exhibition.	0.673	25.432**

Note: * P = 0.05 (1.96 ≤ t-value < 2.58), ** P = 0.01 (t-value ≥ 2.58)

All factor loadings were significant ($p < 0.001$), with measurement items loading on their expected factors between 0.626–0.950.

The summary of the results of the fit statistics of the measurement model were χ^2 /df = 1.949, RMSEA = 0.044, SRMR = 0.042, CFI = 0.924, and TLI = 0.918, which were above the criterion of the model fit indices.

Table 4.18 Summarizes the Fit Statistics of the Measurement Model

	χ^2 /df	RMSEA	SRMR	CFI	TLI
The target of criterion (Hair et al., 2010)	3	< 0.07	< 0.08	> 0.90	> 0.90
Final measurement model	1.949	0.044	0.042	0.924	0.918

Note: RMSEA = Root mean square error approximation, SRMR = Standardized root mean squared, CFI = Comparative fit indices, TLI = Tucker Lewis index.

The Validity and Reliability of Measurement Model

One of the primary objectives of CFA/SEM is to assess the construct validity of a proposed measurement theory. Construct validity is the extent to which a set of measured items actually reflects the theoretical latent construct those items are designed to measure (Hair et al., 2010). The confirmatory factor evaluation of all constructs was analyzed collectively to evaluate the composite reliability (CR), average variance extract (AVE), Cronbach alpha (α), and Kaiser-Meyer-Olkin (KMO) Test for Sampling Adequacy.

The validity and reliability of measurement scales are presented in Table 4.19. Cronbach's coefficient alpha estimates for the ten dimensions ranged between 0.815 and 0.930, which exceeded the minimum value of 0.70.

All factor loadings were significant ($p < 0.001$), with measurement items loading on their expected factors between 0.626–0.950, suggesting that these indicators were viable measures for the designated constructs.

Composite reliability (CR) was calculated to verify convergent validity for each construct. The values demonstrated good internal consistency: 1) commercial selling activities (0.904), 2) marketing intelligence activities (0.862), 3) relationship marketing activities (0.911), 4) enhancing corporate image (0.875), 5) exhibition communication mix (0.814), 6) facilitating services (0.909), 7) destination’s appropriateness (0.882), 8) new normal activities (0.835), 9) exhibition participation (0.894), and 10) business performance (0.891).

Additionally, convergent validity was indicated by AVE values of over 0.5 (Fornell & Larcker, 1981). The data of this study indicated strong evidence of construct validity and reliability for the scales of exhibition motivational attributes, exhibition participation, and business performance.

Table 4.19 The Results of Validity and Reliability of Measurement Scales

Code	Construct/ Indicators	Std. loading	t-value	α	KMO	CR	AVE
CS	**Commercial selling activities**			**.901**	**.878**	**0.904**	**0.614**
CS2	Participation in the exhibition is beneficial in creating potential customers.	0.660	23.842**				
CS3	Participation in the exhibition is beneficial in introducing products and services.	0.826	48.678**				
CS4	Participation in the exhibition is beneficial in successfully launching new products.	0.862	59.289**				
CS5	Participation in the exhibition is not beneficial in developing new market segments.	0.871	62.940**				
CS6	Participation in the exhibition is beneficial in developing new distribution channels.	0.653	23.367**				
CS7	Participation in the exhibition is beneficial in creating new business contracts.	0.797	42.240**				
MI	**Marketing intelligence activities**			**.861**	**.833**	**0.862**	**0.557**
MI1	Participation in the exhibition is beneficial in gaining information about new products or services.	0.781	34.400**				
MI2	Participation in the exhibition is beneficial in gaining information about the competitors.	0.641	21.028**				
MI3	Participation in the exhibition is beneficial in gaining information about the suppliers.	0.726	28.222**				
MI4	Participation in the exhibition is beneficial in gaining information about the customers.	0.763	31.418**				
MI6	Participation in the exhibition is beneficial in doing market research.	0.809	37.816**				
RM	**Relationship Marketing Activities**			**.930**	**.759**	**0.911**	**0.721**
RM1	Participation in the exhibition is beneficial in retaining existing customers.	0.806	42.005**				
RM4	Participation in the exhibition is beneficial in increasing customers' understanding of the company.	0.950	71.619**				
RM6	Participation in the exhibition is beneficial in developing business relationships with customers.	0.822	48.428**				
RM7	Participation in the exhibition is beneficial in developing business relationships with distributors.	0.810	43.094**				
EC	**Enhancing corporate image**			**.884**	**.844**	**0.875**	**0.542**
EC1	Participation in the exhibition is beneficial in enhancing a positive company image.	0.626	20.058**				
EC2	Participation in the exhibition is beneficial in supporting the good public relations of the company.	0.802	39.186**				
EC3	Participation in the exhibition is beneficial in maintaining the company's presence within the industry.	0.809	40.384**				
EC4	Participation in the exhibition is beneficial in spreading awareness of the company's recent success.	0.805	39.389**				

Code	Construct/ Indicators	Std. loading	t-value	α	KMO	CR	AVE
EC6	Participation in the exhibition is beneficial in demonstrating to customers that the company is just good as its competitors.	0.705	26.726**				
EC8	Participation in the exhibition is beneficial in convincing customers that the company is strong and solid.	0.645	21.610**				
EM	**Exhibition communication mix**			**.815**	**.789**	**0.814**	**0.524**
EM1	The exhibition organizer promotes the exhibition through the relevant magazines.	0.772	30.269**				
EM2	The exhibition organizer promotes the exhibition through the internet.	0.738	26.768**				
EM4	The exhibition organizer invites domestic buyers.	0.677	22.361**				
EM6	The exhibition has a listing in the exhibition directory.	0.704	24.357**				
FS	**Facilitating services**			**.909**	**.899**	**0.909**	**0.666**
FS1	The exhibition organizer provides several industrial seminars during the exhibition.	0.795	41.335**				
FS2	The exhibition organizer provides several forums and invites key exhibitors to share the industry trends.	0.847	53.502**				
FS3	The exhibition organizer provides excellent logistics for the exhibition.	0.788	40.106**				
FS4	The exhibition organizer provides a comfortable display environment for exhibitors during the exhibition.	0.831	49.265**				
FS5	The exhibition organizer provides an easy and speedy registration procedure	0.818	46.304**				
DA	**Destination's appropriateness**			**.878**	**.871**	**0.882**	**0.555**
DA3	The exhibition organizer holds the exhibition in a destination where the geographical location is convenient.	0.700	26.926**				
DA4	The exhibition organizer holds the exhibition in a destination with excellent economic surroundings.	0.794	38.482**				
DA5	The exhibition organizer holds the exhibition in a destination where most of exhibiting products in the exhibition are manufactured.	0.728	29.342**				
DA6	The exhibition organizer holds the exhibition in a destination with efficient local government support.	0.764	34.580**				
DA8	The exhibition organizer holds the exhibition in a destination with safety and secure social environment.	0.683	25.070**				
DA9	The exhibition organizer holds the exhibition in a destination with a well-developed physical infrastructure for business travel.	0.794	38.256**				
NN	**New normal activities**			**.832**	**.834**	**0.835**	**0.505**
NN1	The exhibition organizer provides health and hygiene measures to prevent the pandemic following international standards.	0.674	22.816**				
NN3	The exhibition organizer provides disinfection facilities on the fairgrounds.	0.780	32.853**				

Code	Construct/ Indicators	Std. loading	t-value	α	KMO	CR	AVE
NN4	The exhibition organizer provides a hybrid exhibition.	0.656	21.621**				
NN5	The exhibition organizer trains all staff sufficiently before the event to comply with health and hygiene measures required in times of pandemics.	0.644	20.733**				
NN6	The exhibition destination provides international hygiene standards.	0.785	32.977**				
EP	**Exhibition participation**			**.892**	**.861**	**0.894**	**0.630**
EP1	Your company intends to participate in the exhibition.	0.798	40.701**				
EP2	Your company will make an effort to participate in the exhibition.	0.828	46.575**				
EP4	Your company will recommend the business partners to participate in the exhibition.	0.710	28.277**				
EP5	Your company expresses a positive word of mouth about participating in the exhibition.	0.839	49.915**				
EP6	Your company thinks positively of participating in the exhibition.	0.786	38.450**				
BP	**Business performance**			**.883**	**.884**	**0.891**	**0.581**
BP1	The profitability was better after your company had participated in the exhibition.	0.665	24.661**				
BP2	The return on investment was better after your company had participated in the exhibition.	0.912	80.008**				
BP3	The return on sales was better after your company had participated in the exhibition.	0.887	69.751**				
BP4	The sales growth rate was better after your company had participated in the exhibition.	0.706	28.709**				
BP5	The market growth rate was better after your company had participated in the exhibition.	0.689	26.793**				
BP6	The market share was better after your company had participated in the exhibition.	0.673	25.432**				

Note: * P = 0.05 (1.96 ≤ t-value < 2.58), ** P = 0.01 (t-value ≥ 2.58)

Discriminant validity

Discriminant validity is the extent to which a construct is truly distinct from other constructs; therefore, high discriminant validity provides evidence that a construct is unique and captures some phenomena other measures do not (Hair et al., 2010). The discriminant validity was assessed by comparing the square root of each AVE in the diagonal with the correlation coefficients (off-diagonal) for each construct in the relevant rows (Fornell & Larcker, 1981) in Table 4.20. The correlation coefficients of each construct demonstrated a positive value. The square root of AVE values extracted was higher than the correlation matrix in the same row, and the column indicated that the variables in this study could be accepted for this measurement model and supported the discriminant validity (Hair Jr. et al., 2014).

Table 4.20 Results of Discriminant Validity and Mean

	CS	**MI**	**RM**	**EC**	**EM**	**FS**	**DA**	**NN**	**EP**	**BP**
Mean	4.30	4.06	4.20	3.97	4.17	4.22	4.20	4.19	3.736	3.735
SD	0.699	0.730	0.732	0.838	0.674	0.687	0.614	0.648	0.680	0.668
CS	**(0.783)**									
MI	0.147	**(0.746)**								
RM	0.236	0.043	**(0.849)**							
EC	0.175	0.183	0.001	**(0.736)**						
EM	0.263	0.112	0.152	0.342	**(0.723)**					
FS	0.083	0.070	0.112	0.083	0.048	**(0.816)**				
DA	0.222	0.173	0.321	0.212	0.415	0.205	**(0.744)**			
NN	0.143	0.035	0.254	0.041	0.054	0.095	0.230	**(0.710)**		
EP	0.247	0.246	0.226	0.249	0.248	0.268	0.230	0.295	**(0.793)**	
BP	0.053	0.053	0.048	0.053	0.053	0.057	0.049	0.063	0.214	**(0.762)**

Note: Values in each column on the diagonal are correlation estimates. Values in parenthesis on the diagonal are the square root of the average variance extracted.

Structural Equation Modeling – Model Testing

Given an acceptable model fit for the overall measurement model, a structural model was assessed based on the proposed hypotheses. The proposed structural model shows the eight exogenous variables and the two endogenous variables in Figure 4.1.

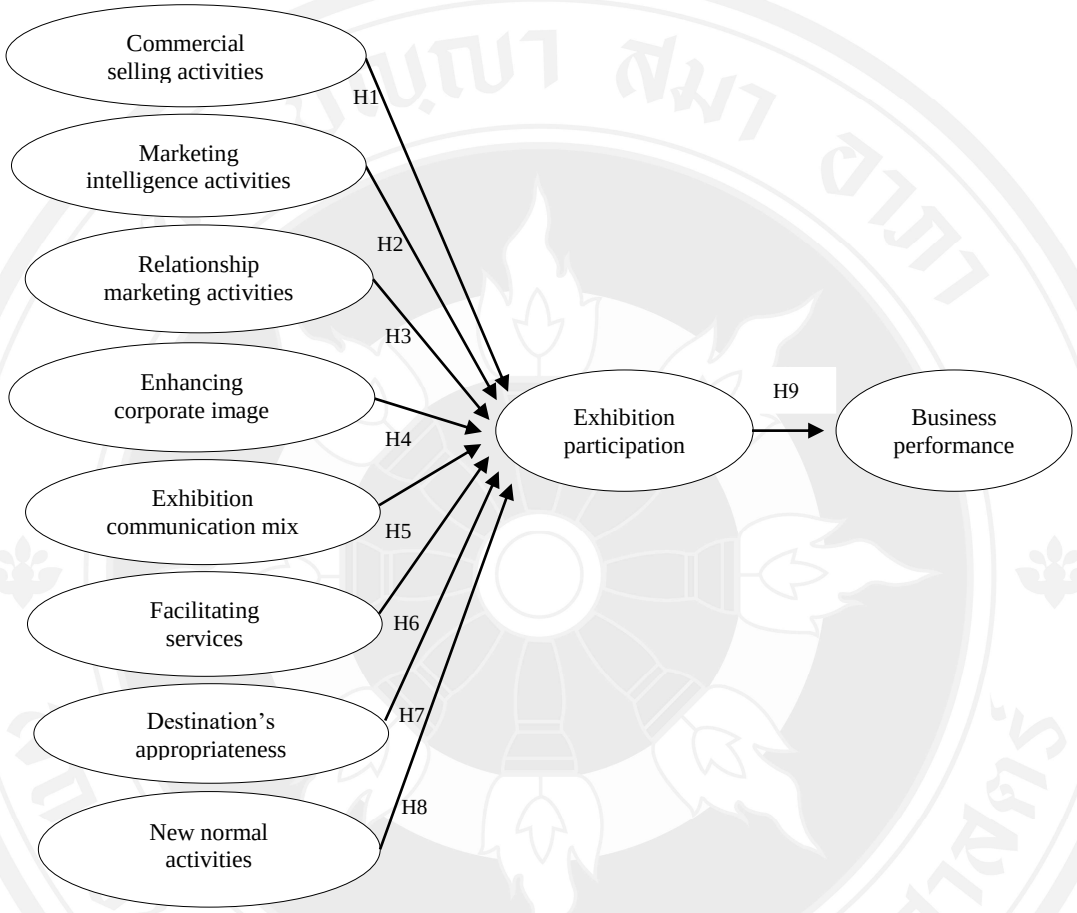

Figure 4.1 A Proposed Hypothetical Model

H1: Commercial selling activities have a significant positive effect on exhibition participation.

H2: Marketing intelligence activities have a significant positive effect on exhibition participation.

H3: Relationship marketing activities have a significant positive effect on exhibition participation.

H4: Enhancing corporate image has a significant positive effect on exhibition participation.

H5: Exhibition marketing communication has a significant positive effect on exhibition participation.

H6: Facilitating services have a significant positive effect on exhibition participation.

H7: Destination's appropriateness has a significant positive effect on exhibition participation.

H8: New normal activities have a significant positive effect on exhibition participation.

H9: Exhibition participation has a significant positive effect on business performance.

Table 4.21 presents the standardized factor loading, t-value, and R-squared of all indicators after analysis of the structural model.

The construct of commercial selling activities consist of 6 indicators. CS5 had the highest estimate and the variance ($\beta = 0.871^{**}$, $R^2 = 0.759$). This was followed by CS4 ($\beta = 0.862^{**}$, $R^2 = 0.742$), CS3 ($\beta = 0.826^{**}$, $R^2 = 0.682$), CS7 ($\beta = 0.797^{**}$, $R^2 = 0.636$), CS2 ($\beta = 0.660^{**}$, $R^2 = 0.435$), and CS6 ($\beta = 0.653^{**}$, $R^2 = 0.427$) respectively.

The construct of marketing intelligence activities consist of 5 indicators. MI6 had the highest estimate and the variance ($\beta = 0.810^{**}$, $R^2 = 0.656$). This was followed by MI1 ($\beta = 0.781^{**}$, $R^2 = 0.611$), MI4 ($\beta = 0.762^{**}$, $R^2 = 0.581$), MI3 ($\beta = 0.725^{**}$, $R^2 = 0.526$), and MI2 ($\beta = 0.641^{**}$, $R^2 = 0.410$) respectively.

The construct of relationship marketing activities consist of 4 indicators. RM4 had the highest estimate and the variance ($\beta = 0.950^{**}$, $R^2 = 0.903$). This was followed by RM6 ($\beta = 0.821^{**}$, $R^2 = 0.675$), RM7 ($\beta = 0.810^{**}$, $R^2 = 0.656$), and RM1 ($\beta = 0.805^{**}$, $R^2 = 0.649$) respectively.

The construct of enhancing corporate image consist of 6 indicators. EC3 had the highest estimate and the variance ($\beta = 0.809^{**}$, $R^2 = 0.655$). This was followed by EC4 ($\beta = 0.804^{**}$, $R^2 = 0.647$), EC2 ($\beta = 0.802^{**}$, $R^2 = 0.643$), EC6 ($\beta = 0.705^{**}$, $R^2 = 0.496$), EC8 ($\beta = 0.644^{**}$, $R^2 = 0.415$), and EC1 ($\beta = 0.626^{**}$, $R^2 = 0.392$) respectively.

The construct of exhibition communication mix consist of 4 indicators. EM1 had the highest estimate and the variance ($\beta = 0.772^{**}$, $R^2 = 0.596$). This was followed

by EM2 (β = 0.736**, R^2 = 0.542), EM6 (β = 0.706**, R^2 = 0.499), and EM4 (β = 0.678**, R^2 = 0.460) respectively.

The construct of facilitating services consist of 5 indicators. FS2 had the highest estimate and the variance (β = 0.846**, R^2 = 0.715). This was followed by FS4(β = 0.831**, R^2 = 0.691), FS5 (β = 0.818**, R^2 = 0.670), FS1 (β = 0.795**, R^2 = 0.632), and FS3 (β = 0.788**, R^2 = 0.621) respectively.

The construct of destination's appropriateness consist of 6 indicators. DA4 had the highest estimate and the variance (β = 0.797**, R^2 = 0.635). This was followed by DA9 (β = 0.792**, R^2 = 0.627), DA6 (β = 0.763**, R^2 = 0.582), DA5 (β = 0.731**, R^2 = 0.534), DA3 (β = 0.700**, R^2 = 0.490), and DA8 (β = 0.680**, R^2 = 0.462) respectively.

The construct of new normal activities consist of 5 indicators. NN6 had the highest estimate and the variance (β = 0.786**, R^2 = 0.617). This was followed by NN3 (β = 0.779**, R^2 =0.607), NN1 (β = 0.674**, R^2 = 0.454), NN4 (β = 0.656**, R^2 = 0.431), and NN5 (β = 0.643**, R^2 = 0.414) respectively.

The construct of exhibition participation consist of 5 indicators. EP5 had the highest estimate and the variance (β = 0.838**, R^2 = 0.702). This was followed by EP2 (β = 0.828**, R^2 = 0.686), EP1 (β = 0.797**, R^2 = 0.636), EP6 (β = 0.786**, R^2 = 0.619), and EP4 (β = 0.710**, R^2 = 0.504) respectively. These indicators illustrated the variance of the endogenous construct of exhibition participation to be 26.9% (R^2 = 0.269)

The construct of business performance consist of 6 indicators. BP2 had the highest estimate and the variance (β = 0.914**, R^2 = 0.835). This was followed by BP3 (β = 0.888**, R^2 = 0.788), BP4 (β = 0.708, R^2 = 0.501), BP5 (β = 0.687**, R^2 = 0.472), BP6 (β = 0.671**, R^2 = 0.451), and BP1 (β = 0.661**, R^2 = 0.437) respectively. These indicators illustrated the variance of the endogenous construct of business performance to be 4.6% (R^2 = 0.046)

Table 4.21 The Standardized Factor Loading, t-value, and r-squared of the Indicators

Code	Construct/ Indicators	Std. loading	t-value	R^2
CS	**Commercial selling activities**			
CS2	Participation in the exhibition is beneficial in creating potential customers.	0.660	23.842**	0.435
CS3	Participation in the exhibition is beneficial in introducing products and services.	0.826	48.671**	0.682
CS4	Participation in the exhibition is beneficial in successfully launching new products.	0.862	59.296**	0.742
CS5	Participation in the exhibition is not beneficial in developing new market segments.	0.871	62.924**	0.759
CS6	Participation in the exhibition is beneficial in developing new distribution channels.	0.653	23.378**	0.427
CS7	Participation in the exhibition is beneficial in creating new business contracts.	0.797	42.241**	0.636
MI	**Marketing intelligence activities**			
MI1	Participation in the exhibition is beneficial in gaining information about new products or services.	0.781	34.493**	0.611
MI2	Participation in the exhibition is beneficial in gaining information about the competitors.	0.641	20.995**	0.410
MI3	Participation in the exhibition is beneficial in gaining information about the suppliers.	0.725	28.158**	0.526
MI4	Participation in the exhibition is beneficial in gaining information about the customers.	0.762	31.338**	0.581
MI6	Participation in the exhibition is beneficial in doing market research.	0.810	37.917**	0.656
RM	**Relationship Marketing Activities**			
RM1	Participation in the exhibition is beneficial in retaining existing customers.	0.805	41.990**	0.649
RM4	Participation in the exhibition is beneficial in increasing customers' understanding of the company.	0.950	71.473**	0.903
RM6	Participation in the exhibition is beneficial in developing business relationships with customers.	0.821	48.427**	0.675
RM7	Participation in the exhibition is beneficial in developing business relationships with distributors.	0.810	43.062**	0.656
EC	**Enhancing corporate image**			
EC1	Participation in the exhibition is beneficial in enhancing a positive company image.	0.626	20.079**	0.392
EC2	Participation in the exhibition is beneficial in supporting the good public relations of the company.	0.802	39.198**	0.643
EC3	Participation in the exhibition is beneficial in maintaining the company's presence within the industry.	0.809	40.463**	0.655
EC4	Participation in the exhibition is beneficial in spreading awareness of the company's recent success.	0.804	39.360**	0.647

Code	Construct/ Indicators	Std. loading	t-value	R^2
EC6	Participation in the exhibition is beneficial in demonstrating to customers that the company is just good as its competitors.	0.705	26.711**	0.496
EC8	Participation in the exhibition is beneficial in convincing customers that the company is strong and solid.	0.644	21.582**	0.415
EM	**Exhibition communication mix**			
EM1	The exhibition organizer promotes the exhibition through the relevant magazines.	0.772	30.227**	0.596
EM2	The exhibition organizer promotes the exhibition through the internet.	0.736	26.606**	0.542
EM4	The exhibition organizer invites domestic buyers.	0.678	22.383**	0.460
EM6	The exhibition has a listing in the exhibition directory.	0.706	24.483**	0.499
FS	**Facilitating services**			
FS1	The exhibition organizer provides several industrial seminars during the exhibition.	0.795	41.462**	0.632
FS2	The exhibition organizer provides several forums and invites key exhibitors to share the industry trends.	0.846	53.215**	0.715
FS3	The exhibition organizer provides excellent logistics for the exhibition.	0.788	40.074**	0.621
FS4	The exhibition organizer provides a comfortable display environment for exhibitors during the exhibition.	0.831	49.360**	0.691
FS5	The exhibition organizer provides an easy and speedy registration procedure.	0.818	46.329**	0.670
DA	**Destination's appropriateness**			
DA3	The exhibition organizer holds the exhibition in a destination where the geographical location is convenient.	0.700	26.924**	0.490
DA4	The exhibition organizer holds the exhibition in a destination with excellent economic surroundings.	0.797	39.002**	0.635
DA5	The exhibition organizer holds the exhibition in a destination where most of exhibiting products in the exhibition are manufactured.	0.731	29.621**	0.534
DA6	The exhibition organizer holds the exhibition in a destination with efficient local government support.	0.763	34.382**	0.582
DA8	The exhibition organizer holds the exhibition in a destination with safety and secure social environment.	0.680	24.786**	0.462
DA9	The exhibition organizer holds the exhibition in a destination with a well-developed physical infrastructure for business travel.	0.792	37.778**	0.627
NN	**New normal activities**			
NN1	The exhibition organizer provides health and hygiene measures to prevent the pandemic following international standards.	0.674	22.799**	0.454
NN3	The exhibition organizer provides disinfection facilities on the fairgrounds.	0.779	32.732**	0.607
NN4	The exhibition organizer provides a hybrid exhibition.	0.656	21.613**	0.431

Code	Construct/ Indicators	Std. loading	t-value	R^2
NN5	The exhibition organizer trains all staff sufficiently before the event to comply with health and hygiene measures required in times of pandemics.	0.643	20.687**	0.414
NN6	The exhibition destination provides international hygiene standards.	0.786	33.049**	0.617
EP	**Exhibition participation**			**0.269**
EP1	Your company intends to participate in the exhibition.	0.797	40.707**	0.636
EP2	Your company will make an effort to participate in the exhibition.	0.828	46.654**	0.686
EP4	Your company will recommend the business partners to participate in the exhibition.	0.710	28.212**	0.504
EP5	Your company expresses a positive word of mouth about participating in the exhibition.	0.838	49.766**	0.702
EP6	Your company thinks positively of participating in the exhibition.	0.786	38.509**	0.619
BP	**Business performance**			**0.046**
BP1	The profitability was better after your company had participated in the exhibition.	0.661	24.299**	0.437
BP2	The return on investment was better after your company had participated in the exhibition.	0.914	80.117**	0.835
BP3	The return on sales was better after your company had participated in the exhibition.	0.888	69.398**	0.788
BP4	The sales growth rate was better after your company had participated in the exhibition.	0.708	28.968**	0.501
BP5	The market growth rate was better after your company had participated in the exhibition.	0.687	26.588**	0.472
BP6	The market share was better after your company had participated in the exhibition.	0.671	25.291**	0.451

Note: * P = 0.05 ($1.96 \leq$ t-value < 2.58), ** P = 0.01 (t-value ≥ 2.58)

4.2.2.4 Structural Equation Modeling Analysis

Data analysis was conducted using the SEM process, which empirically tests the structural relationships among the exhibition motivational attributes, exhibition participation, and business performance. The nine hypotheses were assessed using Mplus 6. The theoretical model consisted of ten latent variables, and their relationships are shown in Figure 4.2.

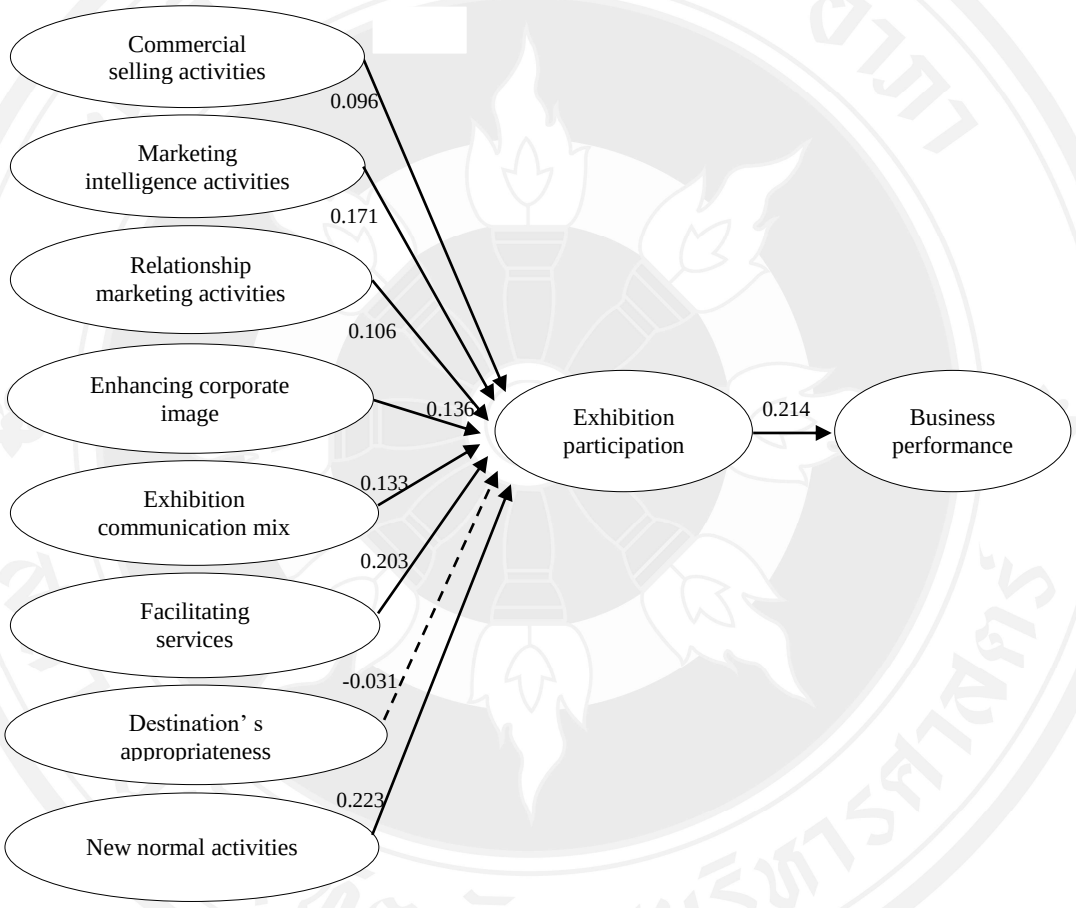

Figure 4.2 Final Structural Model

Table 4.22 SEM with Estimates Path Coefficients and Hypotheses Test Results

Relationship	β	t-value	Hypotheses supported
Commercial selling activities → Exhibition participation	0.096	2.033*	Supported H1
Marketing intelligence activities → Exhibition participation	0.171	3.713**	Supported H2
Relationship marketing activities → Exhibition participation	0.106	2.194*	Supported H3
Enhancing corporate image → Exhibition participation	0.136	2.756**	Supported H4
Exhibition communication mix → Exhibition participation	0.133	2.358*	Supported H5
Facilitating services → Exhibition participation	0.203	4.575**	Supported H6
Destination's appropriateness → Exhibition participation	- 0.031	- 0.567	Unsupported H7
New normal activities → Exhibition participation	0.223	4.703**	Supported H8
Exhibition participation → Business performance	0.214	4.566**	Supported H9

Note: β = Path coefficients**,** * P = 0.05 (1.96 ≤ t-value < 2.58), ** P = 0.01 (t-value ≥ 2.58).

Hypotheses testing

Hypothesis H1 proposed that commercial selling activities have a significant positive effect on exhibition participation. As hypothesized, the effect of commercial selling activities on exhibition participation is significant (H1: β = 0.096, t-value = 2.033, p < .05). Therefore, hypothesis H1 is supported.

Hypothesis H2 proposed that marketing intelligence activities have a significant positive effect on exhibition participation. As hypothesized, the effect of marketing intelligence activities on exhibition participation is significant (H2: β = 0.171, t-value = 3.713, p < .01), and thus, hypothesis H2 is supported.

Hypothesis H3 proposed that relationship marketing activities have a significant positive effect on exhibition participation. The effect of relationship marketing activities on exhibition participation is significant (H3: β = 0.106, t-value = 2.194, p < .05), and thus, hypothesis H3 is supported.

Hypothesis H4 proposed that enhancing corporate image has a significant positive effect on exhibition participation. As hypothesized, the effect of enhancing corporate image on exhibition participation is significant (H4: β = 0.136, t-value = 2.756, p < .01). Therefore, hypothesis H4 is supported.

Hypothesis H5 proposed that exhibition communication mix has a significant positive effect on exhibition participation. As hypothesized, the effect of exhibition communication mix on exhibition participation is significant (H5: β = 0.133, t-value = 2.358, p < .05). Therefore, hypothesis H5 is supported.

Hypothesis H6 proposed that facilitating services have a significant positive effect on exhibition participation. The effect of facilitating services on exhibition participation is significant (H6: $\beta = 0.203$, t-value = 4.575, $p < .01$), and thus, hypothesis H6 is supported.

Hypothesis H7 proposed that destination's appropriateness has a significant positive effect on exhibition participation. Contrary to expectations, the effect of destination's appropriateness on exhibition participation is not significant (H7: $\beta = -0.031$, t-value = 0.567, $p > .05$). Thus, hypothesis H7 is unsupported.

Hypothesis H8 proposed that new normal activities have a significant positive effect on exhibition participation. The effect of new normal activities on exhibition participation is significant (H8: $\beta = 0.223$, t-value = 4.703, $p < .01$), and hence, hypothesis H8 is supported.

Hypothesis H9 proposed that exhibition participation has a significant positive effect on business performance. As hypothesized, the effect of exhibition participation on business performance is significant (H9: $\beta = 0.214$, t-value = 4.566, $p < .01$), and therefore, hypothesis H9 is supported.

The model fit indices suggest that the hypothesized model fits the data based on the assessment of the key criteria. The results of the summary of fit statistics of the measurement model are as follows: Chi-square = 2435.220, df = 1234, χ^2 /df = 1.973, RMSEA = 0.044, SRMR = 0.053, CFI = 0.921, and TLI = 0.916, which were above the criteria of the model fit indices.

Table 4.23 Results of the Structural Model Tests

	χ^2 /df	RMSEA	SRMR	CFI	TLI
Target of criterion (Hair et al., 2010)	3	< 0.07	< 0.08	> 0.90	> 0.90
Final measurement model	1.973	0.044	0.053	0.921	0.916

Note: RMSEA = Root mean square error approximation, SRMR = Standardized root mean squared, CFI = Comparative fit indices, TLI = Tucker Lewis index.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

This empirical research identified eight dimensions of exhibition motivational attributes. It used structural equation modeling to examine the causal relationship between exhibition motivational attributes, exhibition participation, and business performance. The results indicated that seven exhibition motivational attributes (new normal activities, facilitating services, marketing intelligence activities, enhancing corporate image, exhibition communication mix, relationship marketing activities, and commercial selling activities) significantly affect exhibition participation and that exhibition participation results in business performance.

5.1.1 Research Question 1. Which and to what extent do exhibition motivational attributes affect exhibition participation?

5.1.1.1 New Normal Activities

The result for hypothesis 8 proposing new normal activities is identified as the most critical dimension affecting exhibition participation. Since February 2020, Coronavirus has critically affected the exhibition industry (Allen, 2020). During this pandemic, the exhibition industry, which is directly related to the interaction among people, turned out to be one of the most vulnerable spheres (Nikitina, 2021). Traditional motivation factors are not enough for crises such as the Coronavirus pandemic. The Coronavirus crisis is reforming everything. It is an unpredictable disaster that changes and reshuffles economic, market, and social conditions around the world (Jamal & Budke, 2020). Thus, PEOs and destination marketers must use innovative methods to attract domestic and international exhibitors.

The current intense hygiene and disinfection processes may well be the new normal activities provided by exhibitions and destinations. This finding reflects that of Frank (2021), who stated that hygiene and infection prevention for business

events poses a challenge to the conceptual framework to propel the event sector forward post-pandemic. In this situation, PEOs need to redesign business events in ways that provide value to participants and follow new health and infection prevention procedures.

For PEOs to be perceived positively by their customers, they have to focus on the health and safety aspect, as this will be a primary concern of customers; and they need to provide evidence of the implementation of health and safety measures to convince customers to come back again (Seraphin, 2021) On the other hand, the PEOs and destination marketers should be careful with hygiene policies, i.e., social distancing. It is necessary but creates mistrust between people and can lead to discrimination and violence (Yeh, 2021).

Additionally, technology will offer novel approaches to handling customers and assist the progress of face-to-face communication, such as associating with visitors, exhibitors, or the main stage representative before the show. This concept is similar to Nikitina (2021), who revealed that hybridization and digitalization of events represent a new hybrid dual format of the event. Therefore, strategy execution in the exhibitions should be the new norm. Any event should be equally represented in real-life and virtual formats during this period. Virtual events, i.e., online, teleconferenced, and webinars (Getz & Page, 2020), will gain in frequency and importance in response to advances in global technology because of globalization forces and the costs or risks. However, it will not be a substitute for live experience (Seraphin, 2021). Furthermore, exhibitors must plan and design their booths regarding visitor management to maintain the least possible distance between people (Lüder, 2022).

5.1.1.2 Facilitating Services

Facilitating services is the second most crucial dimension affecting exhibition participation. Facilitating services refers to those services that must be present for the customers to use the core product (Gronroos, 1987; Kotler & Armstrong, 2013). It is an extra service offered to discriminate the core product from the competitors or help add value to it (Kotler, 2000).

Certain facilitating services that support exhibition products, such as seminars and forums, must be present for customers. This finding is similar to

Rittichainuwat and Mair (2012), who stated that workshops and seminars are considered attendance motivations because they represent platforms where visitors can interact with experts, celebrities, and other visitors who share the same interests to learn about new trends.

Furthermore, the comfortable display environment of the event also arouses exhibitors' major concerns. Inappropriate display location and environment preparation lead to disappointed exhibitors and determines exhibitions' service quality (Jung, 2005). The spatial layout and functionality of display physical environments are especially significant because service encounter surroundings are purposeful (Bitner, 1992). Exhibitors may no longer participate in an exhibition if their display environment does not attract visitors. Therefore, PEOs should reflect on how it feels to exhibit at their event. They should try out several booth locations, picturing what it would be like to exhibit from each place. Moreover, they should look at the registration process from an exhibitors' perspective (Hultsman, 2001).

Exhibition logistics is another important attribute that affects company perceptions of overall facilitating services. The finding is consistent with prior studies, which indicated that the ease of bringing the material to the event and having storage space are some of the reasons that business firms participate in the exhibitions (Lee et al., 2015). In addition, timelines reflect realistic time allotments for loading, unpacking, set-up, and tear down. Therefore, PEOs must understand how long it will take to help exhibitors get ready for an event. They should provide exhibitors with reliable freight forwarders who will assist in preparing documentation, offer advice on packing and freight limitations, and generally help ensure that all shipments arrive on time (Krugman & Wright, 2007). Additionally, the business program, e.g., match-making, should also be provided to exhibitors and visitors.

5.1.1.3 Marketing Intelligence Activities

Marketing intelligence is the third most crucial dimension affecting exhibition participation as perceived by exhibitors. The finding is consistent with prior studies, which exposed that marketing intelligence activities are the fundamental reasons business firms participate in exhibitions (Borghini et al., 2006; Hansen, 2004; Ladipo et al., 2017).

An exhibition can be a suitable area to collect data and information on the competitors and market (Godar & O'Connor, 2001). Exhibitors use the exhibition for launching, testing, and experimenting with their products or services to gather the information that allows for more profound understanding, insights, and analyses (Søilen, 2010).

Marketing intelligence involves gathering marketing information, and useful information will be extracted by the organization (Cacciolatti & Fearne, 2013). It is considered a vital instrument for a business company that aims to survive in the marketplace and has a competitive business advantage (Ladipo et al., 2017). Companies engaged in marketing intelligence show better performance (Kirca et al., 2005).

The most important stage within the marketing intelligence process is the information gathering procedure, where the raw material is recorded (Tsu & Ahmed, 1999). Exhibitors can gather related information about their clients, competitors, and vendors (Borghini et al., 2006). Exhibition participation may offer an outstanding opportunity to collect several types of business information in national and international markets (Sharland & Balogh, 1996) because business information is an important resource in business operations.

The fundamental reason that business companies participate in the exhibitions is information gathering, which can include details about clients, products, competitors, and future trends (Blythe, 2000), as well as to gather comprehensive market research and information about the most recent technologies (Rice & Almossawi, 2002). In addition, information gathering is necessary for exhibition performance, and two-path communication during and post-event follow-up has legitimate effects on information gathering at the exhibition (Çobanoğlu & Turaeva, 2014).

Marketing intelligence activities allow exhibitors to understand the strengths and weaknesses of their competitors. Evaluating a company's competitor offers more valuable data in assessing their options as to whether to participate in the exhibitions. Furthermore, it allows exhibitors to apply data to their information management systems, which consequently enriches their strategic marketing management and, in the end, improves the company's competitiveness (Silva et al., 2021).

Nevertheless, it should also be noted that the PEOs have considerable data and information about visitors, other exhibitors, and the market trend (Hlee et al., 2017). Thus, exhibitors could request this information to enhance their marketing cognition. Subsequently, they must interpret and analyze the information to design marketing opportunities and discover new business strategies. As a result, such information enabled the exhibitors to acquire more profit, perform better than their competitors, and increase their competitive advantage. Competitors' data should serve as an instrument that reveals the competitors' weaknesses and encourages the exhibitors to utilize the opportunity to improve their business performance.

5.1.1.4 Enhancing Corporate image

According to the data analysis, enhancing the corporate image is the fourth most important factor affecting exhibition participation. Although some exhibitors may not be successful in selling functions, the fact that their businesses are visible at the exhibition is significant (Hultsman, 2001). This finding is consistent with that of Han & Verma (2014) and Lee et al. (2012), who claimed that enhancing the company image is a vital motive attribute. Through proper planning and implementation of exhibition activities, e.g., business meetings (Kang & Schrier, 2011), exhibitors can effectively convey their message to current and potential customer representatives and greatly enhance their corporate image within a relatively short period (Rainbolt et al., 2012).

A positive corporate image builds up customer satisfaction with the company and supports customers in selecting their services (Faria & Mendes, 2013). This is because the appropriate development of a good business strategy, together with a decent corporate image, can support a company in accomplishing the necessary competitive advantage and confronting the challenges in a multifaceted business environment. Hence, in creating a positive corporate image, the exhibition can be considered an effective marketing tool because it enhances the company's image in response to exhibitors' needs. This finding is similar to Kozak (2005), who investigated the differences among dimensions regarding the exhibit objectives of the largest tourism, hospitality, and travel exhibition in Turkey. The result implied that the exhibitors generally tend to join the exhibition for the "enhancing morale of company's personnel.

5.1.1.5 Exhibition Communications Mix

The exhibition communications mix is the fifth most important dimension affecting exhibition participation. PEOs thoroughly consider market communication campaigns to fill their venue space with exhibitors and visitors. The promotional and communication mix is the same for many (Masterman & Wood, 2006). Effective promotion is significant for international exhibitions to attract quality exhibitors (Shi et al., 2021).

Communication mix is regularly conducted through advertising in publications and direct mail. Frequently, educational sessions are proposed as an incentive, or well-known industry professionals are contracted to give keynote addresses that pull in visitors. In addition, discount programs, contests, gifts, and other tools used to attract visitors are commonplace. Moreover, the Internet has greatly affected how exhibitions are marketed to potential visitors. Most exhibitions have websites that enable visitors to enroll online (Fenich, 2012).

This concept was similar to the finding of Shimp (2010), who claimed that the fundamental configuration of marketing communications consists of all the methods by which an event communicates with its various constituencies and markets, comprising online advertising (e.g., websites, e-mails, and text messaging), offline advertising (e.g., television, radio, and magazines), sales promotions (e.g., samples, coupons, rebates, and premium items), public relations, and presentations by sales representatives.

Likewise, Lin and Lin (2013) indicated that the most important criteria for exhibitors' perspective on PEOs' service quality comprises Internet exposure and inviting specific overseas buyers. The Internet and websites attract the attention of buyers and deliver the latest knowledge to the exhibitors. Therefore, the PEOs should utilize various internet-enabled tools such as online advertising, emails, and social media activities for their promotional purposes. If PEOs want to help the promotion efforts of their exhibitors, they should consider including exhibitors' profiles on their website so that prospect visitors can get in touch (Hultsman, 2001).

Through the use of digital content, PEOs can attract new exhibitors and visitors, promote the show in media and provide networking opportunities to industry professionals beyond geographical and time constraints (Ducate, 2011 (as noted in

Singh, Shukla, & Kalafatis, 2017)). By providing information about products and services on the web, exhibitors could communicate with potential buyers and attract them to the booth before the event starts. Exhibitors placed high importance on the quality and quantity of visitors, the show's prestige, and the PEOs' reputation and promotion efforts, validating that these marketing and sales-oriented criteria remain the most critical selection criteria that drive decision-making for exhibition participation (Shi et al., 2021).

Nevertheless, PEOs and destination marketers need to market two groups of participants. One group that must be focused on is the exhibitors that need to reach potential buyers of their products and services. The other group constitutes visitors who desire to view, discuss, and purchase the products and services demonstrated by the exhibitors. Additionally, exhibitions need to disseminate information in only one specific area of the industry without the need to appeal to the general public. Consumer marketing communications are dominated by television, radio, and press advertising; however, business-to-business advertising is less likely to use these mass media because of fewer buyers involved (Zimmerman & Blythe, 2013).

5.1.1.6 Relationship Marketing Activities

Relationship marketing activities are the sixth most crucial dimension affecting exhibition participation. The exhibition context is important in preparing the right direction for customer relationships. Relationship marketing is one of the most notable trends in marketing today. It is a strategy that focuses on maintaining and enhancing relationships with existing and potential clients. It supposes that many business clients prefer to have a continuing relationship with one organization rather than shift continually among suppliers to search for value (Kotler, 2000; McDaniel et al., 2008).

The finding of this study is consistent with previous studies, such as those of Kijewski et al. (1993), Meng (2012), and Siemieniako & Marcin (2017), who reported that relationship marketing activities affect exhibitors' motivation to attend an exhibition. The discovery is also in line with the previous literature (Yuksel & Voola, 2010), which examined the exhibitors' motivations for attending global exhibitions and perceptions of effectiveness. They found that the primary motivation for attending a travel exhibition is to enhance customers' relationships.

The exhibitions provide relationship marketing activities with existing and potential clients at exhibitors' booths, event halls, and facilitating activities, e.g., seminars, forums, and matchmaking. Therefore, PEOs must develop a communication strategy that accentuates the advantages of relationship marketing for exhibition participation and, specifically, the activities and areas should conform to such rationale.

However, to make it even better, PEOs should create training sessions to improve the exhibitors' participation efficiency and clarify the exhibitions as a noticeable relationship marketing context.

5.1.1.7 Commercial Selling Activities

Concerning the main motivations for exhibition participation, the key conclusion is that the seventh significant motivational attribute for exhibition participation is the commercial selling activities. This finding is consistent with Sarmento et al. (2015) and Wang et al. (2017), who claimed that selling activities is a vital motive attribute. Exhibitions are unique and possibly attractive sales and purchase vehicles for exhibitors and visitors (Lee et al., 2012). Exhibitors attend an exhibition to enhance their actual sales and establish probable contacts and leads (Kang & Schrier, 2011).

However, commercial selling activities in this study did not include "receiving actual sales orders", which was deleted from the EFA process. Significant supervision for PEOs is that the deleted term should be reconsidered, unlike in consumer exhibitions, where "receiving actual sales orders" is essential.

This concept is consistent with Shipley et al. (1993), who claimed that "take sales orders" was low relative importance by the UK and overseas exhibitors. Similarly, Rice & Almossawi (2002) identified the underlying dimensions of the exhibition goals. The least important exhibit goal was "selling at the exhibition."

In some industry sectors, where the cycle is long, the sales order will take time (Seringhaus & Rosson, 2001). Therefore, if an exhibitor wants to achieve business performance through participation in an exhibition, it is necessary to continuously conduct sales and communication activities over a long period after the event ends (Kim et al., 2020).

5.1.1.8 Destination's Appropriateness

This research also assessed the relationship between destination's appropriateness and exhibition participation. Contrary to expectations, the effect of destination's appropriateness on exhibition participation was not significant.

A possible explanation for the non-significant effect of destination's appropriateness on exhibition participation might be related to respondents' characteristics. For example, 1) almost one-third of the respondents were from Thailand, and thus, these respondents would be somewhat familiar with the host destinations. Therefore, familiarity with the host destination might have mitigated their perceived importance of destination's appropriateness. 2) All respondents were experienced exhibitors; their strong business orientation in an exhibition might further reduce the perceived importance of destination's appropriateness. 3) The data collection process of this study was performed during the Coronavirus pandemic, where most exhibitions were organized online. Hence, the destination's appropriateness may be of less importance.

This finding is consistent with previous studies, i.e., Jin (2010), who claimed that the effect of destination attractiveness factors on exhibition brand preference is not significant and inhibited by the relationship quality between PEOs and exhibitors. Similarly, Smith et al. (2003) revealed that participating objectives of global exhibition participants are not altered substantially by the host destination's attractiveness. Therefore, it could assume that exhibitors would visit any destination as long as there is a potential for successful business.

However, the results of this research differ from the findings of Lu & Cai (2009) that large exhibition centers, better facilities, and appealing destinations are considered essential to attract the optimum number of visitors and long-term growth of an exhibition. Their research also found that attendees' satisfaction with exhibitions, venues, and destinations contributes significantly to their overall satisfaction with an event experience. Similarly, Rittichainuwat & Mair (2012) suggested that the exhibition's success depends on the destination where an exhibition is held. Moreover, the finding of this study is in contrast with the conclusions of Zhang et al. (2007), who revealed that the accessibility and attractiveness of the destination are significant in appealing to exhibitors.

In addition, Chacko & Fenich (2000) suggested that the promotional appeal of a destination is a vital contributor to its overall attractiveness. Destinations should integrate specific marketing materials relevant to the exhibition into their tourism product portfolio. They should develop strategic planning for why the destinations are the appropriate location for the target participants (Kim & Malek, 2017). Therefore, it must be emphasized that being non-significant does not mean exhibitors do not consider destination's appropriateness factors when choosing exhibitions hosted in different destinations.

5.1.2 Research Question 2. What are the causal relationships among the constructs: exhibition motivational attributes, exhibition participation, and business performance?

Measuring and evaluating results when participating in an exhibition will provide exhibitors with vital information for making key strategic and tactical decisions. Measurement will enable exhibitors to determine how they were successful at an event. This research assessed the relationship between exhibition participation and business performance and found that the effect of exhibition participation on business performance is significant. This finding is similar to Huang (2016), who claimed that exhibition attendance positively affected business performance. His findings suggested that when exhibiting companies participated actively in exhibitions, their business performance could improve.

Participation in the exhibition can help exhibitors acquaint themselves with the international market, increase their market share, and introduce their products (Haon et al., 2020; Kang & Schrier, 2011; Lee & Kang, 2014). Sternkopf (2005), as cited in Shereni et al. (2021), also suggests that companies have a good chance of obtaining closed deals, new contracts, and sales and establishing beneficial contacts during exhibitions that guarantee a return on investments.

The term business performance is used as a general performance indicator to acquire the financial and market features of performance. Its improvement can be seen as a change in market share and overall financial results (Veljković & Kaličanin, 2016). Market performance indicates measures, such as sales volume and market share, whereas financial performance is relevant to money-related criteria, such as profit

margin and return on investment (Jaakkola et al., 2010). Financial performance is essential as it continues to be the basis for senior managers' base investment decisions (Abreu-Ledón et al., 2018).

Morgan et al. (2002) indicated that market performance concerns the purchase behavior responses of customers and prospects in the target market to a firm's realized positional advantage. It may be captured in enhanced customer satisfaction and behavioral loyalty, increased sales volume, decreased price sensitivity, and expanded market share (Morgan, 2012). In addition, participation in an exhibition helps firms acquaint themselves with the international market and increase their market share (Haon et al., 2020).

However, exhibitors should not be disappointed if positive performance is not immediately apparent during and after the event, and should craft a long-term business plan to achieve high performance. This is because exhibition output does not affect the business performance in the short term; instead, its effect on business performance gradually appears over a long period (Kim et al., 2020).

Performance measures have to capture business performance at both current and future levels (Jaakkola et al., 2010). An extensive and well-balanced business performance conceptualization, including market and financial measures, will help exhibitors fully recognize the performance consequences of their marketing strategies.

5.2 Implications of the Study

5.2.1 Theoretical Implications

This study contributes theoretically by developing a conceptual understanding of exhibition motivational attributes, exhibition participation, and business performance within a systematic framework. To the researcher's knowledge, no theoretical framework has provided more profound insight into achieving exhibition participation by identifying the motivational attributes and effects of exhibition participation on business performance by utilizing qualitative and advanced quantitative approaches. The study bridges the gap between exhibition motivational attributes and participation by mapping out the motivational attributes of exhibitors who participated in international exhibitions in Thailand. New exhibition motivational

attributes have been identified in this study, thereby expanding the attributes found in the exhibition motivation literature.

The findings also have theoretical implications for researchers in business strategy. The study operationalizes and validates six measures of business performance. Strategy researchers confronting the challenges of adopting appropriate measures of business performance can use all or some of these measures based on their needs.

Moreover, this study is the first to investigate exhibition motivational attributes and business performance during the Coronavirus pandemic. Since 2020, the coronavirus disease has spread unprecedentedly (Giousmpasoglou et al., 2021). The effects of a pandemic are significant and require an interdisciplinary research approach (Wen et al., 2020). Therefore, this study provides a basis for literature on the exhibition industry and could be used to investigate the gaps and similarities in future research.

5.2.2 Practical Implications

All identified exhibition motivational attributes can provide practical guidelines for PEOs to fine-tune event activities optimally. The findings of the most substantial exhibition motivational attributes support investing in facilities improvement and exhibitors' service programs. These activities are essential in assisting PEOs in attracting new customers, maintaining current customers, and sustaining a competitive advantage in the exhibition industry.

This study also provides activities amid the Coronavirus pandemic; for instance, hybrid exhibitions, disinfection facilities on the fairgrounds, or health and hygiene measures to prevent the pandemic following international standards that can attract exhibitors and visitors to participate in exhibitions during the Coronavirus outbreak. Considering the outbreak’s effects on the exhibition industry, actionable implications are needed to help exhibition travelers, practitioners, and industry policymakers behave responsibly now and as the industry begins to recover. It is recommended that PEOs ensure that these activities are well planned and implemented at their events.

In addition, PEOs and destination marketers should strengthen the motivations of exhibitors to participate in specific exhibitions and increase their interest and involvement with the event offering. They should integrate particular activities relevant to exhibitions into their tourism products’ portfolios to attract exhibitors.

Moreover, the study suggests that exhibitors should measure business performance in terms of financial and market performance. Well-balanced business performance will assist them in entirely understanding the consequences of their strategies. Business performance measurement criteria drive the behavior of exhibitors. The success of exhibitors comes from sustainable competitive advantage, which emerges from financial and marketing success.

5.2.3 Policy Implications

The findings of this study can serve as a guideline informing the exhibitors' motivation-related policy in Thailand, particularly for the MICE cities (i.e., Bangkok, Chiangmai, Pattaya, Khonkaen, Phuket, Nakhonratchasima, and Songkhla) that are going to initiate exhibition motivation practices in their MICE industry. This implication is particularly relevant for key stakeholders involved in policymaking and marketing planning, such as CVBs and TEAs. The insights from this study can benefit these key stakeholders in developing successful exhibitions and enhancing long-term sustainability within the MICE industry.

5.3 Limitations and Suggestions for Future Research

Although the current study is comprehensive, some limitations need to be considered. First, the study focused only on exhibitors' perspectives and endeavored to conclude that they are possible exhibition motivations. Thus, further studies should consider examining the motivations from the other stakeholders' perspectives, such as visitors. This consideration will contribute to a more comprehensive measure of the dimension and comparison of the two distinct groups, providing meaningful implications for PEOs and CVBs to organize successful exhibitions and attract more participants to their business events.

Second, the exhibitions considered in this study were geographically limited to Thailand. Hence, the managerial implications may not be transferable to other cities or countries. Other country and contextual studies can be conducted to examine the exhibition motivational attributes in different geographic contexts.

Third, this study focused specifically on business-to-business exhibitions as its core interest. Therefore, discoveries from this study cannot be changed to other types of exhibitions, for example, consumer shows and consolidation exhibitions (trade and consumer functions).

Fourth, exhibitions are normally divided into several industries based on their product and target market. However, this study did not separate one from the other and combined all segments under the broad terminology of exhibitions. Therefore, segmentation of the exhibitors into the homogenous industry sector would be appropriate for future studies.

Fifth, how the questionnaire was distributed could also be a limitation. PEOs were recruited to assist with collecting data and then invited their exhibitors to participate voluntarily in the online survey using an e-mail invitation. Thus, sampling was not systematic but rather convenience sampling. Besides, E-mail messages announcing surveys are frequently interpreted as junk mail and are deleted without hesitation from the mailbox or automatically diverted by screening programs; therefore, the control of the population is very difficult to obtain.

Sixth, this study is due to the unique time frame in which this study was conducted. Data were collected during a time of Coronavirus pandemic and world economic uncertainty. Therefore, future research on this topic is recommended to see if there are differences in the degree of exhibition motivational attributes, exhibition participation, and business performance during times of post-pandemic and economic stability.

Lastly, in the future, researchers should investigate additional moderating variables, such as socio-demographic, behavior characteristics, and nature of the events. Incorporating significant moderating factors into the framework could yield richer insight into exhibition strategies and operations.

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APPENDICES

Appendix A: Interview Questions

Semi-Structured Interview

"Constructing a model of exhibition motivational attributes, exhibition participation, and business performance: A case study of exhibition business in Thailand"

Dear interviewee,

My name is Navaphun Khongsawatkiat. I am a Ph.D. candidate in Doctor of Philosophy Program in Integrated Tourism and Hospitality Management. Graduate School of Tourism Management. National Institute of Development Administration (NIDA). I am now doing the dissertation, a major part of my Ph.D. study, titled "Constructing a model of exhibition motivational attributes, exhibition participation, and business performance: A case study of exhibition business in Thailand"

In order to achieve the objectives of the dissertation, the in-depth interview is designed as one of the research tools to discover the exhibition motivational attributes from the exhibitors' perspectives. The information gathered from the in-depth interview will provide primary data supporting the research questionnaire design and analysis.

Your responses will be anonymous and used only in my Ph.D. dissertation for purely academic purposes. There are no correct or incorrect answers. Your participation is voluntary, and you are accepting to participate by responding to the interview questions. The in-depth interview consists of two parts: interviewee demographic profile and exhibition motivational attributes from exhibitor perspectives.

If there are any queries concerning this particular interview, please do not hesitate to contact the researcher via e-mail at navaphun@rsu.ac.th

Yours truly,

Mr.Navaphun Khongsawatkiat
Ph.D. Candidate in Integrated Tourism and Hospitality Management
Graduate School of Tourism Management
National Institute of Development Administration (NIDA)
E-mail: navaphun@rsu.ac.th / mobile phone 66 61 0599997
Advisor: Charoenchai Agmapisarn, Ph.D. (Assistant Professor)

SEMI-STRUCTURED INTERVIEW

"Constructing a model of exhibition motivational attributes, exhibition participation, and business performance: A case study of exhibition business in Thailand"

Date of interview……. Time……Location……

Part 1. Interviewee profile

1.1 Name ……..…….

1.2 Position ……..

1.3 Industry categories…….

1.4 Experience in the exhibition industry …… years

Part 2. Exhibition motivational attributes from the exhibitor perspective?

Issues	**Comprehensive Questions**	**Probing Questions**
1. Which exhibition motivational attributes attract the international exhibitors to participate in the exhibitions?		
Commercial selling activities	1.1 Is the commercial selling activities important in the exhibition?	1.1.1 If yes, which selling activities do the exhibitors prefer?
Marketing intelligence activities	1.2 In an exhibition, what information should the exhibitors gather?	1.2.1 Who will they be able to collect information from?
Relationship marketing activities	1.3 How do you describe the relationship marketing activities between buyer and seller on the show floor?	
Enhancing company image	1.4 Do you think the exhibition be able to enhance exhibiting company's image?	1.4.1 How could it be?
Exhibition communication mix	1.5 From what source do seller and buyer know about the exhibition?	1.5.1 Magazine? Invitation letter? Website?
Facilitating services	1.6 What kind of facilitating services do you think are the most important for an international standard exhibition?	1.6.1 How about seminars or forums?
Destination's appropriateness	1.7 Do you have any consideration about the host destination?	
2. What are key activities that PEOs need to be implemented to attract international exhibitors to participate in an exhibition?		

Appendix B: The Research Questionnaire

"Constructing a model of exhibition motivational attributes, exhibition participation, and business performance: A case study of exhibition business in Thailand"

This survey is conducted by the Graduate School of Tourism Management, National Institute of Development Administration (NIDA). It aims to investigate the exhibition motivational attributes, exhibition participation, and business performance in a business-to-business (B2B) exhibition from the exhibitors' perspectives. The researcher would highly appreciate your participation in this research in completing this entire questionnaire. There will be no risk from participating in this survey. Your response will completely confidentially and purely be used for academic purposes.

The questionnaire will take approximately 10 minutes of your time. Thank you in advance for your kind cooperation and participation. If you have any concerns about the ethical conduct of this research, please don't hesitate to contact the researcher via e-mail: navaphun@rsu.ac.th or mobile phone: 66 61 0599997

Mr.Navaphun Khongsawatkiat
Ph.D. Candidate in Integrated Tourism and Hospitality Management
National Institute of Development Administration (NIDA)

Part I: Screening questions

Please mark ☑for your answers

1. Do you involve in the decision-making process of exhibition participation?

☐ Yes, I do ☐ No, I do not

2. Do you involve in the business performance evaluation of exhibition participation?

☐ Yes, I do ☐ No, I do not

Part II: Respondent's General Information

Please mark ☑for your answers

1. Your position level in your company

☐ Executive level (e.g., business owner or partner/ chief executive officer/ managing director)

☐ Top management level (e.g., general manager/ director)

☐ Middle management level (e.g., department manager)

2. Size of your company (according to the number of employees)

☐ 1 - 4 employees ☐ 5 - 50 employees

☐ 51 - 200 employees ☐ 201 employees or more

3. Where is your company located?

☐ China ☐ India ☐ Japan ☐ Malaysia ☐ South Korea

☐ Thailand ☐ Others, (Please specify……)

4. How many times has your company exhibited in the exhibition since your company was established?

☐ 1 times ☐ 2 - 4 times

☐ 5 - 9 times ☐ 10 times or more

5. Which industry category of exhibition did your company participate last time?

☐ Agriculture, Forestry ☐ Beauty, Cosmetics ☐ Engineering, Industrial manufacturing

☐ Food and beverage, Hospitality ☐ Packing, Packaging

Part III: Exhibition Motivational Attributes

Please rate your level of agreement with the following statements describing **exhibition motivational attributes** by marking ✓ one number from 1 (strongly disagree) to 5 (strongly agree).

Code	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Commercial selling activities						
CS1	Participation in the exhibition is beneficial in receiving actual sales orders.	1	2	3	4	5
CS2	Participation in the exhibition is beneficial in creating potential customers.	1	2	3	4	5
CS3	Participation in the exhibition is beneficial in introducing products and services.	1	2	3	4	5
CS4	Participation in the exhibition is beneficial in successfully launching new products.	1	2	3	4	5
CS5	Participation in the exhibition is beneficial in developing new market segments.	1	2	3	4	5
CS6	Participation in the exhibition is beneficial in developing new distribution channels.	1	2	3	4	5
CS7	Participation in the exhibition is beneficial in creating new business contracts.	1	2	3	4	5
Marketing intelligence activities						
MI1	Participation in the exhibition is beneficial in gaining information about new products or services.	1	2	3	4	5
MI2	Participation in the exhibition is beneficial in gaining information about the competitors.	1	2	3	4	5
MI3	Participation in the exhibition is beneficial in gaining information about the suppliers.	1	2	3	4	5
MI4	Participation in the exhibition is beneficial in gaining information about the customers.	1	2	3	4	5
MI5	Participation in the exhibition is beneficial in understanding market trends.	1	2	3	4	5
MI6	Participation in the exhibition is beneficial in doing market research.	1	2	3	4	5
Relationship marketing activities						
RM1	Participation in the exhibition is beneficial in retaining existing customers.	1	2	3	4	5
RM2	Participation in the exhibition is beneficial in providing services to existing customers.	1	2	3	4	5
RM3	Participation in the exhibition is beneficial in increasing customers' reliability in the company.	1	2	3	4	5
RM4	Participation in the exhibition is beneficial in increasing customers' understanding of the company.	1	2	3	4	5
RM5	Participation in the exhibition is beneficial in developing business relationships with suppliers.	1	2	3	4	5
RM6	Participation in the exhibition is beneficial in developing business relationships with customers.	1	2	3	4	5
RM7	Participation in the exhibition is beneficial in developing business relationships with distributors.	1	2	3	4	5

Code	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
RM8	Participation in the exhibition is beneficial in developing relationships with senior industry leaders.	1	2	3	4	5
Enhancing corporate image						
EC1	Participation in the exhibition is beneficial in enhancing a positive company image.	1	2	3	4	5
EC2	Participation in the exhibition is beneficial in supporting the good public relations of the company.	1	2	3	4	5
EC3	Participation in the exhibition is beneficial in maintaining the company's presence within the industry.	1	2	3	4	5
EC4	Participation in the exhibition is beneficial in spreading awareness of the company's recent success.	1	2	3	4	5
EC5	Participation in the exhibition is beneficial in demonstrating the company's capability to customers.	1	2	3	4	5
EC6	Participation in the exhibition is beneficial in demonstrating to customers that the company is just good as its competitors.	1	2	3	4	5
EC7	Participation in the exhibition is beneficial in gaining an advantage over competitors who are not exhibiting.	1	2	3	4	5
EC8	Participation in the exhibition is beneficial in convincing customers that the company is strong and solid.	1	2	3	4	5
Exhibition communication mix						
EM1	The exhibition organizer promotes the exhibition through the relevant magazines.	1	2	3	4	5
EM2	The exhibition organizer promotes the exhibition through the internet.	1	2	3	4	5
EM3	The exhibition organizer invites specific overseas buyers.	1	2	3	4	5
EM4	The exhibition organizer invites domestic buyers.	1	2	3	4	5
EM5	The exhibition organizer provides an efficient event promotion marketing strategy.	1	2	3	4	5
EM6	The exhibition has a listing in the exhibition directory.	1	2	3	4	5
Facilitating services						
FS1	The exhibition organizer provides several industrial seminars during the exhibition.	1	2	3	4	5
FS2	The exhibition organizer provides several forums and invites key exhibitors to share the industry trends.	1	2	3	4	5
FS3	The exhibition organizer provides excellent logistics for the exhibition.	1	2	3	4	5
FS4	The exhibition organizer provides a comfortable display environment for exhibitors during the exhibition.	1	2	3	4	5
FS5	The exhibition organizer provides an easy and speedy registration procedure.	1	2	3	4	5
FS6	The exhibition organizer provides local transportation services to the exhibitors.	1	2	3	4	5
FS7	The exhibition organizer provides a leisure program for exhibitors.	1	2	3	4	5

Code	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Destination's appropriateness						
DA1	The exhibition organizer holds the exhibition in a destination with an excellent leisure environment.	1	2	3	4	5
DA2	The exhibition organizer holds the exhibition in a destination with ease of local transportation.	1	2	3	4	5
DA3	The exhibition organizer holds the exhibition in a destination where the geographical location is convenient.	1	2	3	4	5
DA4	The exhibition organizer holds the exhibition in a destination with excellent economic surroundings.	1	2	3	4	5
DA5	The exhibition organizer holds the exhibition in a destination where most of exhibiting products in the exhibition are manufactured.	1	2	3	4	5
DA6	The exhibition organizer holds the exhibition in a destination with efficient local government support.	1	2	3	4	5
DA7	The exhibition organizer holds the exhibition in an exhibition center with excellent facilities.	1	2	3	4	5
DA8	The exhibition organizer holds the exhibition in a destination with safety and secure social environment.	1	2	3	4	5
DA9	The exhibition organizer holds the exhibition in a destination with a well-developed physical infrastructure for business travel.	1	2	3	4	5
New normal activities						
NN1	The exhibition organizer provides health and hygiene measures to prevent the pandemic following international standards.	1	2	3	4	5
NN2	The exhibition organizer communicates to the participants about measured and practices to prevent the pandemic.	1	2	3	4	5
NN3	The exhibition organizer provides disinfection facilities on the fairgrounds.	1	2	3	4	5
NN4	The exhibition organizer provides a hybrid exhibition.	1	2	3	4	5
NN5	The exhibition organizer trains all staff sufficiently before the event to comply with health and hygiene measures required in times of pandemics.	1	2	3	4	5
NN6	The exhibition destination provides international hygiene standards.	1	2	3	4	5

Part IV: Exhibition participation

Please rate your level of agreement with the following statements describing your company's **satisfaction with exhibition participation** by marking ✓ one number from 1 (strongly disagree) to 5 (strongly agree).

Code	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
EP1	Your company intends to participate in the exhibition.	1	2	3	4	5
EP2	Your company will make an effort to participate in the exhibition.	1	2	3	4	5
EP3	Your company will continue to participate in the exhibition even if the price for each exhibitor increases considerably.	1	2	3	4	5

EP4	Your company will recommend the business partners to participate in the exhibition.	1	2	3	4	5
EP5	Your company expresses a positive word of mouth about participating in the exhibition.	1	2	3	4	5
EP6	Your company thinks positively of participating in the exhibition.	1	2	3	4	5

Part V: Business performance

Please rate your level of agreement with the following statements describing your company's **business performance after participating in the exhibition** by marking ✓ one number from 1 (strongly disagree) to 5 (strongly agree).

Code	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
BP1	The profitability was better after your company had participated in the exhibition.	1	2	3	4	5
BP2	The return on investment was better after your company had participated in the exhibition.	1	2	3	4	5
BP3	The return on sales was better after your company had participated in the exhibition.	1	2	3	4	5
BP4	The sales growth rate was better after your company had participated in the exhibition.	1	2	3	4	5
BP5	The market growth rate was better after your company had participated in the exhibition.	1	2	3	4	5
BP6	The market share was better after your company had participated in the exhibition.	1	2	3	4	5

Thank you for completing the survey.

Appendix C: Summary of Index Congruence of Questionnaire

Results of the index of item-objective congruence

"Constructing a model of exhibition motivational attributes, exhibition participation, and business performance: A case study of exhibition business in Thailand"

Items	Experts' opinions					∑ R	IOC
	1	2	3	4	5		
Section A: Level of agreement on exhibition motivational attributes							
Commercial selling activities							
Participation in the exhibition is beneficial in receiving actual sales orders.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in creating potential customers.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in introducing products and services.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in successfully launching new products.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in developing new market segments.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in developing new distribution channels.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in creating new business contracts.	1	1	1	1	1	5	1
Marketing intelligence activities							
Participation in the exhibition is beneficial in gaining information about new products or services.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in gaining information about the competitors.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in gaining information about the suppliers.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in gaining information about the customers.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in understanding market trends.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in doing market research.	1	1	1	1	1	5	1
Relationship marketing activities							
Participation in the exhibition is beneficial in retaining existing customers.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in providing services to existing customers.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in increasing customers' reliability in the company.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in increasing customers' understanding of the company.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in developing business relationships with suppliers.	1	1	1	1	1	5	1

Items	Experts' opinions					∑ R	IOC
	1	2	3	4	5		
Participation in the exhibition is beneficial in developing business relationships with customers.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in developing business relationships with distributors.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in developing relationships with senior industry leaders.	1	1	1	1	1	5	1
Enhancing corporate image							
Participation in the exhibition is beneficial in enhancing a positive company image.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in supporting the good public relations of the company.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in maintaining the company's presence within the industry.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in spreading awareness of the company's recent success.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in demonstrating the company's capability to customers.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in demonstrating to customers that the company is just good as its competitors.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in gaining an advantage over competitors who are not exhibiting.	1	1	1	1	1	5	1
Participation in the exhibition is beneficial in convincing customers that the company is strong and solid.	1	1	1	0	1	4	0.8
Exhibition communication mix							
The exhibition organizer promotes the exhibition through the relevant magazines.	1	1	1	1	1	5	1
The exhibition organizer promotes the exhibition through the internet.	1	1	1	1	1	5	1
The exhibition organizer invites specific overseas buyers.	1	1	1	1	1	5	1
The exhibition organizer invites domestic buyers.	1	1	1	1	1	5	1
The exhibition organizer provides an efficient event promotion marketing strategy.	1	1	1	1	1	5	1
The exhibition has a listing in the exhibition directory.	1	1	1	1	1	5	1
Facilitating services							
The exhibition organizer provides several industrial seminars during the exhibition.	1	1	1	1	1	5	1
The exhibition organizer provides several forums and invites key exhibitors to share the industry trends.	1	1	1	1	1	5	1
The exhibition organizer provides excellent logistics for the exhibition.	1	1	1	1	1	5	1
The exhibition organizer provides a comfortable display environment for exhibitors during the exhibition.	1	1	1	1	1	5	1
The exhibition organizer provides an easy and speedy registration procedure.	1	1	1	1	1	5	1

Items	Experts' opinions					∑ R	IOC
	1	2	3	4	5		
The exhibition organizer provides local transportation services to the exhibitors.	1	1	1	1	1	5	1
The exhibition organizer provides a leisure program for exhibitors.	1	1	1	1	1	5	1
Destination's appropriateness							
The exhibition organizer holds the exhibition in a destination with an excellent leisure environment.	1	1	1	1	1	5	1
The exhibition organizer holds the exhibition in a destination with ease of local transportation.	1	1	1	1	1	5	1
The exhibition organizer holds the exhibition in a destination where the geographical location is convenient.	1	1	1	1	1	5	1
The exhibition organizer holds the exhibition in a destination with excellent economic surroundings.	1	1	1	1	1	5	1
The exhibition organizer holds the exhibition in a destination where most of exhibiting products in the exhibition are manufactured.	1	0	1	1	0	3	0.6
The exhibition organizer holds the exhibition in a destination with efficient local government support.	1	1	1	1	1	5	1
The exhibition organizer holds the exhibition in an exhibition center with excellent facilities.	1	1	1	1	1	5	1
The exhibition organizer holds the exhibition in a destination with safety and secure social environment.	1	1	1	1	1	5	1
The exhibition organizer holds the exhibition in a destination with a well-developed physical infrastructure for business travel.	1	1	1	1	1	5	1
New normal activities							
The exhibition organizer provides health and hygiene measures to prevent the pandemic following international standards.	1	1	1	1	1	5	1
The exhibition organizer communicates to the participants about measured and practices to prevent the pandemic.	1	1	1	1	1	5	1
The exhibition organizer provides disinfection facilities on the fairgrounds.	1	1	1	1	1	5	1
The exhibition organizer provides a hybrid exhibition.	1	1	1	1	1	5	1
The exhibition organizer trains all staff sufficiently before the event to comply with health and hygiene measures required in times of pandemics.	1	1	1	1	1	5	1
The exhibition destination provides international hygiene standards.	1	1	1	1	1	5	1
Section B: Level of agreement on exhibition participation							
Your company intends to participate in the exhibition.	1	1	1	1	1	5	1
Your company will make an effort to participate in the exhibition.	1	1	1	1	1	5	1
Your company will continue to participate in the exhibition even if the price for each exhibitor increases considerably.	1	1	1	1	1	5	1
Your company will recommend the business partners to participate in the exhibition.	1	1	1	1	1	5	1
Your company expresses a positive word of mouth about participating in the exhibition.	1	1	1	1	1	5	1

Items	Experts' opinions					∑ R	IOC
	1	2	3	4	5		
Your company thinks positively of participating in the exhibition.	1	1	1	1	1	5	1
Section C: Level of agreement on business performance after participating in the exhibition							
The profitability was better after your company had participated in the exhibition.	1	1	1	1	1	5	1
The return on investment was better after your company had participated in the exhibition.	1	1	1	1	1	5	1
The return on sales was better after your company had participated in the exhibition.	1	1	1	1	1	5	1
The sales growth rate was better after your company had participated in the exhibition.	1	1	1	1	1	5	1
The market growth rate was better after your company had participated in the exhibition.	1	1	1	1	1	5	1
The market share was better after your company had participated in the exhibition.	1	1	1	1	1	5	1

Appendix D: Certificate of Approval by Ethics Review Board

COA. No. RSUERB2020-034

Certificate of Approval
By
Ethics Review Board of Rangsit University

COA. No.	COA. No. RSUERB2020-034
Protocol Title	EXHIBITION MOTIVATIONAL ATTRIBUTES AND BUSINESS PERFORMANCE
Principle Investigator	Mr. Navaphun Khongsawatkiat
Affiliation	Rangsit University
How to review	Expedited Review
Approval includes	1. Project proposal 2. Information sheet 3. Informed consent form 4. Data collection form/Program or Activity plan

Date of Approval: 12 / 05 / 2020
Date of Expiration: 12 / 05 / 2022

The prior mentioned documents have been reviewed and approved by Ethics Review Board of Rangsit University based Declaration of Helsinki, The Belmont Report, CIOMS Guideline and International Conference on Harmonization in Good Clinical Practice or ICH-GCP

Signature.....
(Supachai Kunaratnpruk, M.D.)
Chairman, Ethics Review Board for Human Research

BIOGRAPHY

Name-Surname	Navaphun Khongsawatkiat
Academic Background	Master of International Tourism and Hotel Management, Southern Cross University Master of Arts, Tourism and Hotel Management, Naresuan University Bachelor of Arts, Hotel Management, Rangsit University Exhibition Management Degree, University of Cooperative Education, Ravensburg
Experience	Employee Capabilities and Performance Development Consultant, Brainwake Group Deputy Dean, College of Tourism and Hospitality Industry, Rangsit University Instructor, MICE and Event Department, Dusit Thani College Director of Sales and Marketing, Cordial Creative Co., Ltd. Sales and Marketing Manager, PSP Publishing Co., Ltd. Advertising Manager, Dazzle Travel and Food Magazines National Sales Manager, Crown Ceramics Co., Ltd. Marketing Manager, Ceramic International Co., Ltd. Lecturer, Hotel and Tourism Studies Department, Kasem Bundit University