

**AN ANALYSIS OF PERSONNEL DIFFERENTIATION
FACTORS AS A COMPETITIVE STRATEGY IN A
TRAVEL BUREAU: CASE STUDY OF TRAVEL
MART TTC**

**By
Tifany Fadjar
011200800002**

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PANEL OF EXAMINERS APPROVAL SHEET

The panels of Examiners declare that the thesis entitled “**An Analysis of Personnel Differentiation Factors as Competitive Strategy in a Travel Bureau: Case Study of Travel Mart TTC**” that was submitted by Ade Tiffany Fadjar, majoring Management in International Business concentration from the Faculty of Economics was assessed and approved to have passed the Oral Examination on May, 31st 2012.

Irfan Habsjah, MBA, CMA
Chair-Panel of Examiners

Purwanto, ST, MM
Examiner I

Maria Jacinta Arquisola, MMGT-HRM
Examiner II

THESIS ADVISER RECOMMENDATION LETTER

This thesis entitled “**An Analysis of Personnel Differentiation Factors as a Competitive Strategy in a Travel Bureau: Case Study of Travel Mart TTC**” prepared and submitted by Ade Tiffany Fadjar in partial fulfillment of the requirements for the degree of Bachelor of Management with a concentration of International Business in the Faculty of Economics has been reviewed and found to have satisfied the requirements for a thesis fit to be examined. I therefore recommend this thesis for Oral Defense.

Cikarang, Indonesia, May 25th, 2012

Acknowledged by,

Recommended by,

Irfan Habsjah, MBA, CMA

**Head of Management
Study Program**

Maria Jacinta Arquisola,

**MMGT-HRM
Thesis Adviser**

DECLARATION OF ORIGINALITY

I declare that this thesis, entitled “An Analysis of Personnel Differentiation Factors as a Competitive Strategy in a Travel Bureau: Case Study of Travel Mart TTC” is, to the best of my knowledge and belief, an original piece of work that has not been submitted, either in whole or in part, to another university to obtain a degree.

Cikarang, Indonesia, May 25th, 2012

Ade Tifany Fadjar

ABSTRACT

Studies about trade fair organizers have been neglected among trade fair researchers. Many academic studies focused on exhibition performance from the perspective of exhibitors and visitors, but the role of organizers in trade fair industry were left unexplored. Along with the significant growth of both organizers and trade fair field,

This purpose of this study is to investigate the main factors that contribute to the growth of Travel Mart TTC through personnel differentiation method. The object of the research is the organizer and personnel of Travel Mart TTC based on the participants on April 28th – 29th, 2012 in La Grandeur Jakarta with population of 155 and 85 respectively. The survey was done with total participants of 62, which exceeds Slovin formula standard of 7% error margin. By analyzing the underlying factors through participant's perspectives, the researcher will gain enough information to understand the extent on which these factors affect competitiveness in the setting of Travel Mart.

The study adopted the theory of Phillip Kotler on competitive advantage through personnel differentiation using a mixed of quantitative and qualitative case study method, specifically with the instrument of questionnaire and mail interview. The factors used to measure the competitiveness of TTC Mart personnel were: 1) Competence, 2) Courtesy, 3) Credibility, 4) Reliability, 5) Responsiveness, and 6) Communication. Questions were self constructed, tested with validity and reliability and analyzed using frequency data analysis and factor analysis. It was found that the first factor consists of reliability, responsiveness and credibility factors; the second factor with responsiveness factors; while the third factors involves competence and communication factors.

This research concluded that main factors from the performance of organizer and personnel that are attributed to the competitive advantage of Travel Mart TTC are reliability of service, eagerness to help with problems, reputation of organizers; followed by the promptness and effectiveness; and lastly the ability to direct and provide helpful resources and clear event information.

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First of all, I would like to thank Jesus Christ for helping me see beyond what I'm capable of. Without His grace and providence, it would not be possible. I would also like to thank my family and partner who have been there through all the rough process, thank you for believing in me. In the end, I would credit my big ICC family who has been faithfully praying, loving and strengthening me despite being thousand miles away.

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CHAPTER I

INTRODUCTION

1.1. Background of the study

Meetings, Incentives, Conventions and Exhibitions (MICE) industry is an important platform that supports national economy stability through business trades, exports and tourism business (TCEB, 2009). According to Indonesia country report from Hong Kong Exhibition and Convention Industry Association (2003), tourism and lifestyle trade fair account for 34% of total exhibition industries sector, the highest percentage among industrial, housing and technology trade fair. Exhibition industry is reported receiving more attention from government as it aims to improve its annual growth by 6.6% from 2010 (TTGmice, 2010).

According to Center for Exhibition Industry report (2012), the outlook of 2011 and forecast of years ahead is showing an optimistic and promising growth.

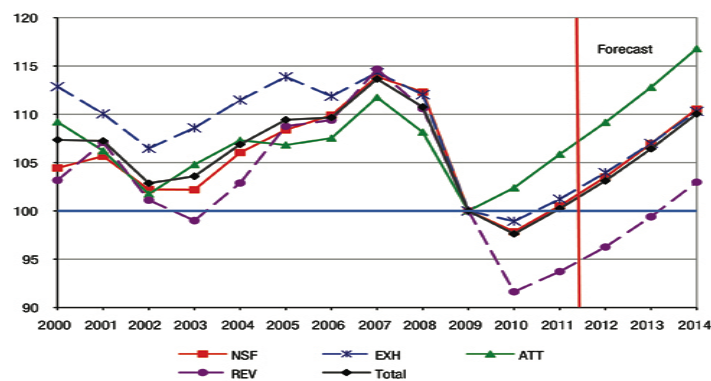


Figure 1.1. CEIR Index for The Overall Exhibition Industry

Source: Center for Exhibition Industry Report Website (CEIR), 2012

The graph shows a positive global outlook of exhibition factors, reflected growth in the 4 measurement metrics of Net Square Feet (NSF) by 2.7%, number of Exhibitors (EXH) by 2.3%, number of attendees (ATT) by

3.4% and Real Revenues (REV) by 2.3% despite the decline of the world economy.

The great prospect of global exhibition industry supports the development of Indonesia's exhibition market. Martin Hubbeling, Managing Director of DMC Bali Plus stated in TTGmice (2010),

“The regional markets are getting stronger. So while the long haul market is slow, due more to economic situation than political and security issues in Indonesia, the regional market is growing in 2010”

1.2. Company Profile

Mr. Tedjo Iskandar started organizing business in 1995 with Tour Leader Training Course to Asia, Europe, Australia, and Holy Land. Afterwards, he was given the opportunity to represent some European Shopping Outlets, Overseas Land Operators, and Tourism Boards etc. In 2005, he founded TTC Travel Mart. Also, he had successfully organized multiple workshops, in house trainings and featured in the TV Program “Travel Writers and Speakers”.

Travel Mart Tourism Training Centre (TTC) is the only Indonesian independent travel fair that utilizes the concept of B2B. TTC has been a home for travel exhibitors in 5 different cities. The concept of the Travel Mart is a business to business in the form of “Buyer Meet Seller” informal tabletop. This is a formation that gives the buyer freedom to visit the seller's table without prior appointment or time limit to negotiate. Furthermore, TTC invites both inbound and outbound market, but put heavier emphasis on outbound market. Consequently, TTC attracts many international participants in the fair.

Travel Mart TTC is a convention market for travel and tourism industries to gather regularly in the aim of forming transactions between the buyers and the sellers (participants). The participants of Travel Mart are travel

operators/ agent, hotels, tourist attraction, airline service, other transportation service, and many other tourism related business. Unlike many other travel exhibitions, Travel Mart TTC utilizes attractive features such as no prior appointment/ free meeting, after event entertainment and free-flow refreshments for its participants.

To encourage participation and market the event, Mr. Tedjo Iskandar uses the network he has through social networking and horizontal networking, directly to the people on other events such as Majapahit Travel Fair Surabaya, Jogja Travel Mart, Bengawan Travel Mart Solo, JTX Bandung, Natas Singapore, Matta Kuala Lumpur and ITC Asia in Singapore. Other participants familiarize themselves from the information gathered from previous participants. Travel Mart TTC is not exclusive to the buyers, which means that buyers do not have to pay to attend the event. However, they are expected to book for attendance.

The planning and preparation of Travel Mart TTC take approximately five months prior to the due date. The major activities involve sending proposals, inviting agent and finally the event itself. Despite the magnitude of the fair, there are only 7 people including the organizer who are in charge in the area of project coordination, general affairs, venue and sound system management, documentation, finance and as receptionist. At the same time all of them are doing customer service as well. Several contractors are often outsourced to help on the technical aspects.

1.3. Problems Identified

As exhibition industry advances, event organizers face inevitable competition. This can be seen from the significant growth of members of IECA over the years in which event organizers account for 62% of the total members (HKECIA, 2003). Organizers of trade show need to guarantee their exhibition potentials to produce quality exhibition in order

to attract the right group of exhibitors as many as possible and visitor, and compete in the global market.

There are three parties related to exhibition: visitors, exhibitors and the organizers. Previous studies have emphasized on visitors and exhibitors and through their perspective, and their benefit derived from exhibition and convention centers to supporting facilities as well. However, limited amount of research is dedicated to find more information from event organizer point of view.

Event organizer is an important link to study in the exhibition industry, as they are the main party that generates the exhibition motion. The lack of theory development and empirical study has made it difficult for organizers to evaluate their data and gain valuable information to help them provide better platform for the next trade show. Moreover, the lack of performance framework from the internal area creates difficulties for organizers to assess their performance and find the benchmark to measure against.

As Phillip Mondor, senior vice president of Canadian tourism council (cited from Silvers, 2012) stated *“As an emerging and growing profession, the changes that have impacted the industry present an opportunity and an imperative: EO must demonstrate competency against an industry recognized standard. To compete successfully in the global market and continue to be productive domestically, the event industry requires more advanced skills and education and frequent renewal of skills; it must invest in **skilled human capital** in order to thrive.”*

Travel Martins a popular choice for travel industries to stay in sync with each other. It is an efficient tool for travel industries to widen the network of their services and it is where they can seek for cooperation with fellow participants. Moreover, due to the changing nature in this industry, attendance to Travel Mart convention plays a vital role for the

competitiveness of the company. As quoted from a loyal travel participant in Travel Mart, “Every 6 months, there is a new face and new competition in travel industry, so participation in Travel Mart is crucial to keep our company ahead in competition”.

Despite a high demand for Travel Mart convention, there has been a decline in business-to-business (B2B) Travel Mart in Indonesia. For instance, Tourism Indonesia Mart and Expo (TIME) or Pasar Wisata Indonesia (an international travel mart that represents Indonesia and has been listed in the calendar of international travel mart) was showing a declining trend through recent year. The drastic drop from year 2009 – 2011 is observable in the following graph:



Figure 1.2. Number of Buyers and Sellers of Pasar Wisata Indonesia year 2009 – 2011

Source: www.pasarwisata.com

On the other hand, Travel Mart TTC is experiencing growth in the recent year. The graph below depicts the number of participants of Travel Mart TTC on 2009 – 2011:

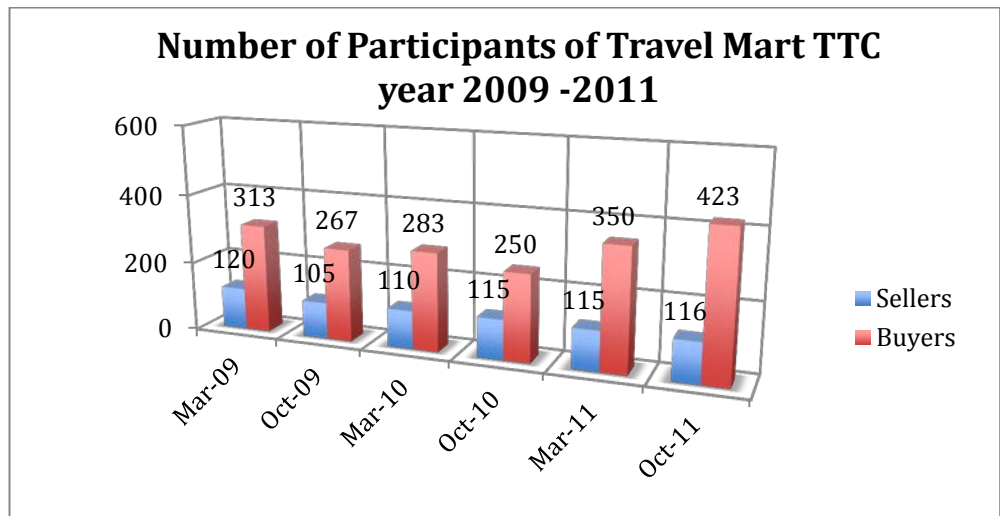


Figure 1.3. Number of Buyers and Sellers of Travel Mart TTC year 2009 – 2011

Source: Secondary Data from Organizer

The graph below shows a side-by-side comparison of Travel Mart based on the number of the buyers and sellers. Travel Mart TTC is showing a slow growth while PWI number of attendance is declining.

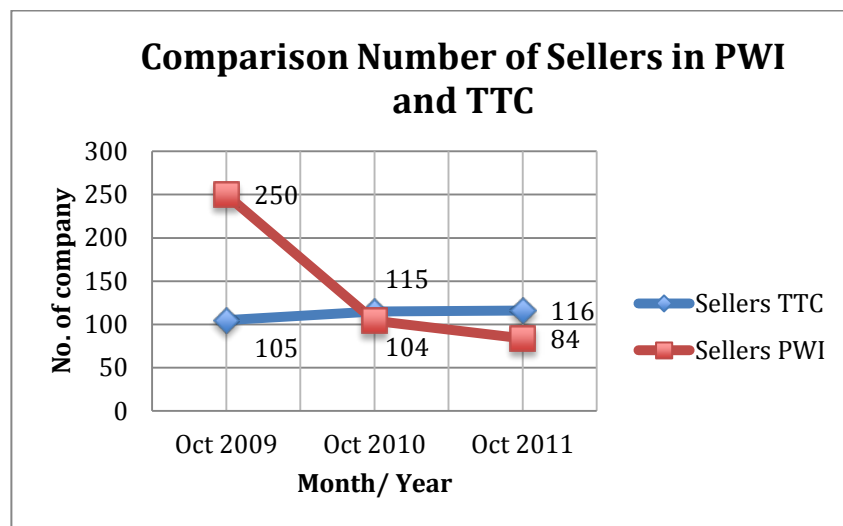


Figure 1.4. Comparison Number of Sellers in PWI and TTC year 2009 – 2011

Source: Secondary Data from Organizer and www.pasarwisata.com

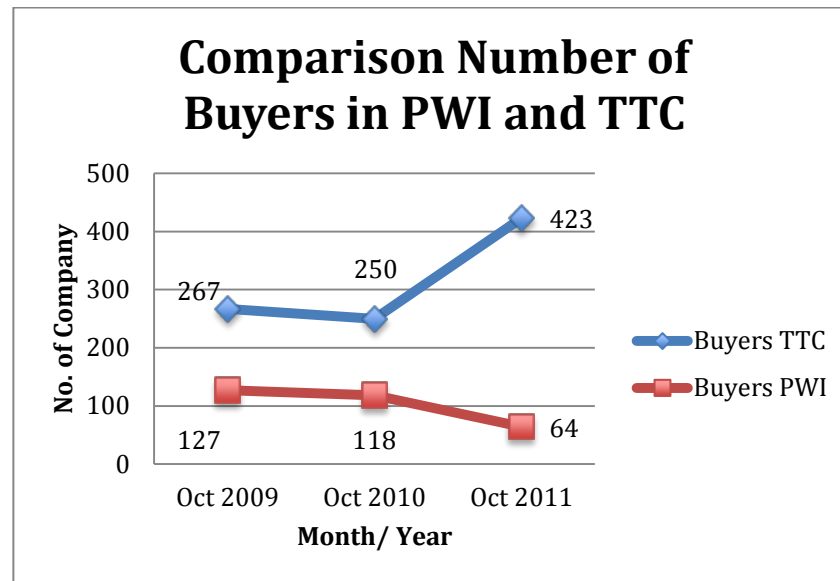


Figure 1.5. Comparison Number of Buyers in PWI and TTC year 2009 – 2011
 Source: Secondary Data from Organizer and www.pasarwisata.com

1.4. Statement of the Problem

This research is about determining the factors that contribute to the competitive advantage of Travel Mart TTC through personnel differentiation. The researcher intended to find the aspects of personnel differentiation strategy that can cause the growth of Travel Mart TTC Table Top.

Thus, the researcher aims to answer the following questions:

“What are the dominant factors of personnel differentiation strategy used in Travel Mart TTC to maintain its competitive advantage in travel trade fair?”

1.5. Research Objective

The objective of this research is to discover the main factors that contribute to the growth of Travel Mart TTC through personnel differentiation method. By analyzing the underlying factors through participant’s perspectives, the researcher will gain enough information to

understand the extent on which these factors affect competitiveness in the setting of Travel Convention Mart. Based on the following aim and the consideration of several limitations; it is advisable to approach the problems with quantitative methods.

1.6. Significance of the Study

This research will benefit Mr. Tedjo Iskandar as the Event Organizer of this event by locating the strengths of his team and the personnel value that directly affects the participants' interest and loyalty to the event. Moreover, the result will allow Mr. Tedjo to train and set a quality benchmark for Travel Mart service.

The sellers will benefit from a more efficient and responsive Travel Mart and will consequently bring competitive advantage and growth to their companies. The buyer will have a wider range of choices and can find better products through wide market research. Above all, the participants will gain extensive social networking and brand/ company awareness.

The researcher will gain further knowledge on competitive advantage in event settings as the researcher is establishing her event planning company. This research will provide a deep understanding of customer's perspective and with that make a better approach in delivering event services. Moreover, this research provides an opportunity for the researcher to learn about conducting a research in addition to completing her Bachelor Degree of Economics.

1.7. Theoretical Framework

The theoretical framework that researcher used is taken from combination of Phillip Kotler's (2008) types of differentiation and Parasuraman, Zeithaml and Berry's criteria of service quality, since there is little definition offered under Kotler's spectrum. The researcher will focus all

six dimensions of personnel differentiation: *competence, courtesy, credibility, reliability, responsiveness and communication*. To further describe the criteria, the researcher will elaborate the definition of following terms by Parasuraman, Zeithaml and Berry (1985):

- a.) **Competence** – Strategic efforts to create the impression that you have all the required skills and knowledge and that they are superior to the competition (Kotler, 2008); refers to the possession of skills and knowledge in specific area (Parasuraman, Zeithaml and Berry, 1985)
- b.) **Courtesy** – Strategic efforts to create the impression that you are friendly, respectful and considerate (Kotler, 2008); refers to factors such as politeness, respect, consideration and friendliness of the contact personnel; consideration for the customer’s property and a clean and neat appearance of contact personnel (Parasuraman, Zeithaml and Berry, 1985)

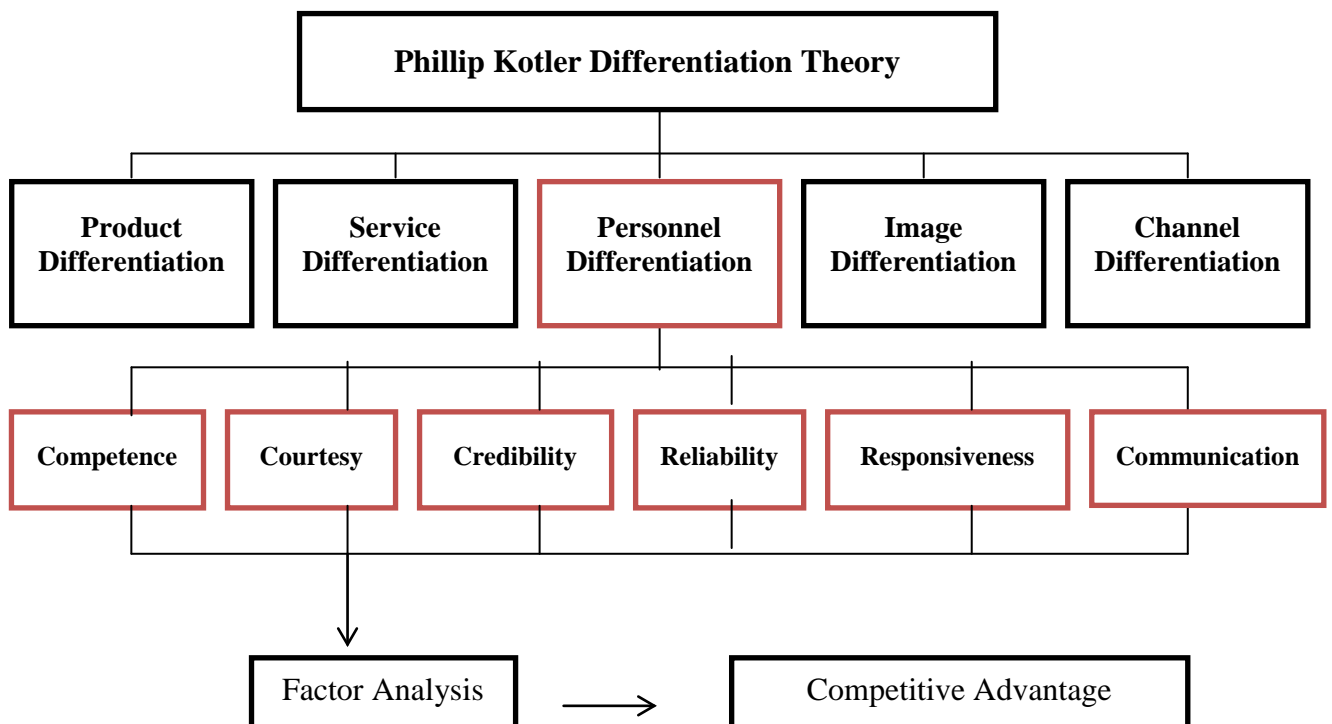


Figure 1.6. Theoretical Framework

Adapted from Kotler’s Differentiation Theory

Source: Kotler (2008); Constructed by the Researcher

- c.) **Credibility** – Strategic efforts to create the impression that you are trustworthy (Kotler, 2008); factors such as trustworthiness, believability and honesty. It involves having the customer’s best interest at heart. It may be influenced by company name, company reputation and the personal characteristics of the contact personnel (Parasuraman, Zeithaml and Berry, 1985).
- d.) **Reliability** - Strategic efforts to create the impression that you are consistent and accurate (Kotler, 2008); refers to ability to perform promised service in dependable and accurate manner, where service is performed correctly on the first occasion (Parasuraman, Zeithaml and Berry, 1985).
- e.) **Responsiveness** – Strategic efforts to create the impression that you are quick to respond to consumer request and have sense of urgency (Kotler, 2008); refers to the willingness of employees to help customers and to provide a prompt timely service (Parasuraman, Zeithaml and Berry, 1985).
- f.) **Communication** - Strategic efforts to create the impression that you will make an effort to understand and to communicate clearly (Kotler, 2008); refers to ability to communicate to participant in a language that they understand and demonstrate ability to listen (Parasuraman, Zeithaml and Berry, 1985).

1.8. Scope and Limitation of the Study

There are several limitations that prevented the researcher to do extended research and consequently limit the scope of the research:

1. The focus of the research is to find the competitive advantage of Travel Mart Event through personnel differentiation strategy. The effect of other differentiation strategy or any other strategy will not be considered.

2. The subject of this research is a Travel Mart, which is a B2B travel exhibition. The result and implication of this research may differ to the settings of B2C travel exhibition or other type of exhibition.
3. The respondent of this research is limited to the companies that participated on Travel Mart TTC Jakarta on 28-29th April 2012.

1.9. Definition of Terms

- a) The term of trade fair will be used interchangeably with exhibition, expo and trade show.
- b) The term exhibitors will be used interchangeably with sellers and participants, while visitors will be used interchangeably with buyers in this setting.

B2B: Business to business; describes commerce transaction between businesses such as travel operator to other travel operators or travel operator to hotel.

EO: Event Organizer or Event Planner; refers to people or team who plan and organizes special events

IECA or ASPERAPI: Indonesia Exhibition Companies Association or known in Indonesia as Asosiasi Perusahaan Pameran Indonesia

Inbound tourism: Non-residents travelling into the host country. It is the situation where tour operators are promoting tour package to bring travelers within their own country.

MICE: Meeting, Incentives, Conferences (or Conventions) and Exhibitions (or Events). MICE is used to refer a particular type of tourism in which large groups, planned well in advance, are brought together for a particular purpose. Recently MICE is also referred as 'meetings industry' or 'events industry'.

Outbound market: Residents travelling to another country. It is the situation where tour operators are selling tour package to bring host country residents to travel abroad.

Tabletop: Term used to describe the usage of table as form of structure used for sale or display of products at the Travel Mart

TIME or PWI: Tourism Indonesia Mart and Expo or Pasar Wisata Indonesia is an annual international travel mart that brings together Indonesia's sellers to market and negotiate with international buyers of Indonesia tourism products.

Travel Mart Tourism Training Centre (TTC): Convention or market fair where travel companies market travel products or their own company to other travel companies. The event is organized by Mr. Tedjo Iskandar and takes form of tabletop.

CHAPTER II

LITERATURE REVIEW

2.1. Trade Fair

A trade fair is an event bringing buyers and sellers and interested persons together to view and or sell products, services and other resources to a specific industry or the general public (Silvers, 2011). It is also the place where companies can showcase and demonstrate their latest products and services, study activities of rivals and examine recent market trends and opportunities. The term trade fair is used interchangeably with trade show, exhibition or expo.

Traditionally, trade fair have been classified as vertical or horizontal based on the market coverage (Gopalakrishna and Lilien, 1994). The different nature of audience in terms of product interest and objectives will have important bearing on performance measure. Few researchers have argued that the use of vertical show bear positive significance to performance of exhibitors and attractiveness of an event to the visitors (Kerin and Cron, 1987; Dekimpe, Francois, Gopalakrishna, Lilien and Van den Bulte, 1997; Seringhaus and Rosson, 2004).

Vertical	Horizontal
Narrow focus and attracts specific types of visitors and exhibitors	Wide focus and attracts wider audience, interest in any one product category is low
Example: Travel Mart	Example: National Design Engineering Show

Table 2.1. Definition of vertical and horizontal exhibition

Constructed by the Researcher

Travel Mart TTC falls under the category of vertical trade show. This is due to the nature of TTC that is B2B and focuses on businesses that

revolved around travel industries such as travel operator, accommodation, transportation, tourist attraction, etc. The objectives of exhibitors in Travel Mart are focused on securing qualified leads to be converted into sales, through follow up activity, instead of making on site sales (Serिंगhaus and Rosson, 2004).

2.2. Research on Exhibition Trade Show

Studies of trade fair performance are emerging and more perspectives are discovered through the advancements of the research. Many literatures in regards to trade fair are centralized on the visitors, exhibitors and performance of the trade fair.

Evaluations	Studies
Exhibitor - oriented	Gopalakrishna and Lilien (1994); Hansen (1996, 1999, 2004); Alkibay and Songur (2000); Wu, Dasgupta and Lilien (2003); Serिंगhaus and Rosson (2004); Fowdar (2006); Reinhold, Reinhold and Schmitz (2009); Kang and Schrier (2011); Chen, Lee, Chen and Chang (2012);
Visitor – oriented	Berne and García-Uceda (2008); Whitfield and Webber (2010); Lee and Palakurthi (2011)
Organizer - oriented	Kay (2007), Lin (2010)

Table 2.2. Review of Academic Exhibition Studies

Constructed by Researcher

There is little systematic and agreed system on performance assessment among researchers above. The ambiguity and lack of agreed basis made it difficult for future researchers to build upon the theory (Gopalakrishna and Lilien, 2004; Hansen, 1999 as cited from Kay, 2007)

2.2.1. Previous Studies on Trade Show Organizer

No	Name of the Researcher(s)	Title	Abstract/ Purpose	Method	Findings
ORGANIZER'S PERSPECTIVE					
1	Li Kuen Andrew Kay (June 2007)	International Exhibitor Organizers in China and Their Performance	<ul style="list-style-type: none"> Examine external & internal factors affecting performance Examine level or performance expected from international EO Explore and analyze organizer performance through post-show evaluation Factors most influential on attendees' perception of the trade show 	Quantitative & Qualitative	<ul style="list-style-type: none"> Reputation and branding is a major factor of competitive advantage
2	Yeqiang Lin (2010)	An Exploratory Study of Organizer Oriented Post-Show Evaluation	<ul style="list-style-type: none"> Explore relevant issues of exhibitor satisfaction and develop measurement approach with comparison to Vavra's importance Grid 	Quantitative	<ul style="list-style-type: none"> The reliability of management and staff is the highest importance of performance factor & success factor for every TS organizer Quality of personal contacts with fair management and staff & understanding of fair management and staff is key satisfiers for exhibitors
3	Michael Reinhold, Stephan Reinhold, and Christian Schmitz (2009)	Exhibitor Satisfaction in B2B Trade Shows	<ul style="list-style-type: none"> Determines exportation problems that automotive export supplier firms faces through participation in international fairs from firm and organizer point of view 	Quantitative	<ul style="list-style-type: none"> Excellent service by organizer is ranked 7th biggest impediments faced during fair Problem solving personnel is ranked the 11th biggest impediments faced during fair
4	Dr. Sanem Alkibay & Dr. Nese Songur (2000)	Exportation Problems in Companies that Participated in International Fairs			
VISITOR'S PERSPECTIVE					
5	Carmen Berne & M.E. García-Uceda (2008)	Criteria Involved in Evaluation of Trade Shows to Visit	<ul style="list-style-type: none"> Establish criteria that are important for visitors in evaluating TSs to visit Construct underlying structure of the criteria 	Quantitative & Qualitative	<ul style="list-style-type: none"> More emphasis on relationship marketing between exhibitors & visitors should facilitate encounters & interaction. Focus on supplying customer oriented (vertical) TS, emphasis on visitors marketing objectives

Table 2.3 Previous Studies Related to Organizer Oriented Trade Show

2.3 Competitive Advantage in Event Industry

Competition is a fixed challenge that EO has to face in exhibition business. As Kay (2007) emphasized in his studies that in emerging market like exhibition industry, competition is still in process, consequently exhibitors and visitors can choose from among many exhibitions. Goldblatt (2005) and Silvers (2012) added that ‘maintaining *competitive advantage* in EO is the secret to success in long term business development’ and to ‘*differentiate* your unique qualities to promote profitability’.

As competition is higher and higher qualities are demanded from EO to compete, there is an increased demand for skilled event personnel (Tassiopoulos, Damster and Tolly, 2005). Exposure to international standards and competition is pushing higher level of professionalism. Few researchers (Perry, Folly and Rumpf, 1996: 85-93; Getz 1997: 18 as cited from Tassiopoulos et al., 2005) and International Special Events Society (ISES, 1996: 49 as cited from Tassiopoulos et al., 2005) have attempted to define the standard and attributes of professional EO leader and manager. However, no standard have been given to describe the standard and expectation for EO staff and personnel.

Competitive strategy creates firm’s superiority by building sustainable competitive advantage (resources) over other firms. Sustainable competitive advantage is benefits that are valuable, rare, inimitable and non-substitutable. According to Porter (1990), there are three different ways to establish competitive advantage: cost leadership and differentiation (Porter, 1990). Cost leadership is the ability to efficiently produce a comparable value, product or service with the lowest price in the market. Meanwhile, differentiation is the ability to provide unique and superior value to the buyers in terms of quality, special features, or after sale services (Porter, 1990).

2.3.1. Differentiation

Differentiation is a well-known notion popularized by Michael E. Porter (1990) through the typology of generic competitive strategies: cost leadership and differentiation. Kotler (2003) defined differentiation, as “an action of designing a set of differences meaningful to differentiate what company has to offer compare to other competitors”. While Thompson and Strickland (1998) pointed out that differentiation strategies are “an attractive competitive approach when preference are too diverse to be fully satisfied by a standardized product or when buyer requirements are too diverse to be fully satisfied by sellers with identical capabilities”. In short, a strategy of differentiation tries to make unique and specifically superior products than those sold by the competitors.

On the other hand, uniqueness does not lead to differentiation unless it is valuable to the buyer (Porter, 1998 as cited from Wu et al., 2006). Valuable uniqueness will create opportunities to excel in the competition. According to Porter, 1998, some typical strategy that leads to uniqueness involves: 1.) Product features and services provided, 2.) Linkage, 3.) Timing, 4.) Location, 5.) Integration (vertical or horizontal), and 6.) Economies of scale. Similarly, Kotler (2008) introduces five factors of differentiation, which are products, services, personnel, channel and image.

2.3.1.1. Personnel Differentiation

Service organizations can gain strong competitive advantage through people. (Kotler, 2008). Highly motivated and skilled personnel are important factor on the exhibition as they convey EO’s image and reputation of the service. According to Kotler (2008), personnel differentiation is the attitude of employees that exhibit *competence* (skill and knowledge), *courtesy* (respect and consideration), *credibility* (trustworthiness), *reliability* (consistent and accurate performance),

responsiveness (a sense of urgency) and *communication* (desire to understand customers and communicate clearly).

- a.) **Competence** – Strategic efforts to create the impression that you have all the required skills and knowledge and that they are superior to the competition (Kotler, 2008); refers to the possession of skills and knowledge in specific area (Parasuraman, Zeithaml and Berry, 1985)
- b.) **Courtesy** – Strategic efforts to create the impression that you are friendly, respectful and considerate (Kotler, 2008); refers to factors such as politeness, respect, consideration and friendliness of the contact personnel; consideration for the customer’s property and a clean and neat appearance of contact personnel (Parasuraman, Zeithaml and Berry, 1985)
- c.) **Credibility** – Strategic efforts to create the impression that you are trustworthy (Kotler, 2008); factors such as trustworthiness, believability and honesty. It involves having the customer’s best interest at heart. It may be influenced by company name, company reputation and the personal characteristics of the contact personnel (Parasuraman, Zeithaml and Berry, 1985)
- d.) **Reliability** - Strategic efforts to create the impression that you are consistent and accurate (Kotler, 2008); refers to ability to perform promised service in dependable and accurate manner, where service is performed correctly on the first occasion (Parasuraman, Zeithaml and Berry, 1985)
- e.) **Responsiveness** – Strategic efforts to create the impression that you are quick to respond to consumer request and have sense of urgency (Kotler, 2008); refers to the willingness of employees to help customers and to provide a prompt timely service (Parasuraman, Zeithaml and Berry, 1985)
- f.) **Communication** - Strategic efforts to create the impression that you will make an effort to understand and to communicate clearly (Kotler, 2008); refers to ability to communicate to participant in a language that they understand and demonstrate ability to listen (Parasuraman, Zeithaml and

Berry, 1985).

Gopalakrishna and Lilien (1995) study supported this theory, that selection and training of the people who will staff the operation is very crucial in pre fair planning activities. Studies from CEIR (2009) also pointed out the importance of organizer's personnel to work together with exhibitors to achieve trade show success. Evidently, the EO companies in US that understood the substance of top personnel as part of competitive advantage have maximized their effort in hiring and retaining top talent as part of the team (Kirkwood, 2004).

Proper customer care and effective teamwork are crucial factors in delivering a good event. Well-trained and skilled personnel are effective marketing tool. Event industries have been facing challenges to find skilled personnel. Rogers (1998:25 as cited from Tassiopoulos, 2005) estimates that about 80% of corporate organizers have received little training in event planning and organizing. Alkibay and Songur (2000) also showed that customer service on event is on the top 10 problems that exhibitors experience in trade shows industry.

An awareness of how things will appear from customer perspective should be developed in all the personnel. The *verbal presentation* and *the way event personnel treats the participant* will influence how the event is perceived (Tassiopoulos et al., 2005). There are various systems to control quality of an event and EO itself. In particular quality control depends on: 1) Gaining and responding to customer feedback, 2) The role played by event personnel in delivering quality service (Bodwin et al., 2011).

CHAPTER III

RESEARCH METHODOLOGY

3.1. Research Method

Generally research method is divided in two ways namely qualitative and quantitative method. Qualitative research is an interpretative approach concerned with understanding the meanings of certain observed phenomena or action and finding explanations of reasons and associations by examining, analyzing and interpreting observations (Ritchie and Lewis, 2003; Royse, 1999 as cited from Thesis Guidelines Quantitative). On the other hand, quantitative research uses numbers to prove or disprove a notion or hypothesis. It uses data that are structured in the form of numbers and provides fundamental connection between empirical observation and mathematical expression of quantitative relationship (Ross, 1999 as cited from Thesis Guidelines Quantitative).

As the research objective is to discover the main factors that contribute to the growth of Travel Mart TTC through personnel differentiation method, the researcher will use quantitative research and factor analysis to process the data. Quantitative research was used as it is suitable for 'theory testing' and suits the large number of population and respondents that researcher will use in this study. (Cooper and Schindler, 2006, p.216).

Moreover, based on the previous studies related to trade show in literature review, quantitative measures were used more frequently than qualitative, or mixed methods (Gopalakrishna and Lilien, 1994; Alkibay and Songur, 2000; Wu, Dagupsta and Lilien, 2003; Seringhaus and Rosson, 2004; Reinhold, Reinhold and Schmitz, 2009; Lin, 2010; Chen, Lee, Chen and Chang, 2012; Lee and Palakurthi, 2011; Whitfield and Webber, 2011; Kang and Schrier, 2011)

3.2. Research Instrument

3.2.1. Data Collection Methods

3.2.1.1. Survey

The researcher used primary data in this research. Primary data refers to data originated by the researcher specifically to address the research problem. (Malthora and Peterson, 2002). Survey through questionnaire was the primary data collection procedure that the researcher used. The questionnaire was self-administered by the researcher because personnel differentiation variable has never been used to measure the effectiveness of trade show in previous literature.

Prior to the pre-test and survey, the researcher has asked for permission to distribute questionnaire to Travel Mart participants on the exhibition day. The organizer agreed to help the distribution of the questionnaire through on-air announcement on the exhibition day. The data collection process took two days to complete, from April 28, 2012 – April 29, 2012 in La Grandeur Hotel, Jakarta.

In order to acquire a valid and reliable result from a self-administered questionnaire, the researcher conducted validity and reliability test. On the first day of data collection process, there are 155 participants on the trade fair. Prior to the survey, the researcher came to the exhibition area to find the organizer and present the questionnaire as courtesy. Afterwards, the researcher handed out 23 questionnaires and 15 questionnaires returned. Some of the questionnaires were rejected as the attendants were full and most people do not have time to fill the questionnaires. The participation rate on the first day was 65% and the rejection rate was 35%.

The next day, after researcher found the result of questionnaire's reliability and validity, the researcher came back to the venue early and

discussed the participation behaviour of the participants in regards to the questionnaire. In order to encourage participation, the organizer agreed to help distribution of the questionnaire through on-air announcement. The attendants on the second day were 85 companies in total. At the end of the Travel Mart, researcher collected 62 questionnaires. The participation rate on the second day was 73% and the rejection rate was 27%.

3.2.1.2. Interview

In order to enrich the data of the survey, the researcher conducted an Internet interview through email. There are 8 open-ended questions regarding company profile and factors related to organizing TTC. The email was sent on May 19th, 2012 and the organizer replied on the next day. This method was chosen due to the limited amount of time of the organizer and researcher. To see the questions and answer, please refer to Appendix 3

3.2.2. Questionnaire Design

The questionnaire design consists of three sections, which are: introduction, respondent demographic data and survey questions on personnel differentiation approach. The questionnaire is constructed in English language only as the participants of Travel Mart TTC are mostly international.

The introduction section is the section where researcher explains about the purpose and objective of the research. The researcher informed the respondent that the answers would be used for the purpose of research study in fulfilment of the researcher's Bachelor Degree of Economics.

The second section of the questionnaire is the personal data of the respondent, which consists of: 1) Company, 2) Position, and 3) Gender. This information will give the researcher demographics to better analyse

the behaviour of the participant and possible correlation of demographics to the results. Name is not included in this section to protect respondents' identity and provide them discretion.

The third section of the questionnaire is the 25 survey questions about variable being studied, personnel differentiation. The researcher is using Likert Scale rating system where respondent are given answer box to fill in their answers based on scale one until five. The respondents were asked to read the statement and answer the following statement with their opinion, which is Strongly Agree (5), Agree (4), Neither Agree nor Disagree (3), Disagree (2), Strongly Disagree (1).

The survey questions are based from six dimensions of personnel differentiation theory from Kotler: *competence, courtesy, credibility, reliability, responsiveness and communication*. There are five questions attributed to competence variable and four questions attributed to the remaining dimension, resulting to 25 questions in total. In attempt to minimize bias from unconscious answer patterning, the statements were listed randomly. The following list of statements based on personnel differentiation dimensions are as follows:

Table 3.1. Personnel Differentiation Questionnaire Statement

Personnel Differentiation Variables	Statement	No in the Questionnaire
Competence	TTC staff have advanced knowledge of participating companies	6
	TTC staff are proactive in matching and promoting the exhibitors to other participants	9
	TTC staff are able to help me solve problems I encounter on the fair	17
	TTC staff give sufficient information to help me understand what I need and achieve my objective in the fair	20

	TTC staff are able to direct and provide me to resources that help me on the fair	25
Courtesy	TTC staff are polite and friendly	3
	TTC staff are considerate and respectful to my needs and opinions	7
	TTC staff ask my permission before they move my belongings/ event stuff	11
	TTC staff appearance are clean, neat and easy to recognize/ differentiate	14
Credibility	TTC staff treat me fairly with other participants	2
	TTC staff distribute the same information to all participants	4
	I can trust TTC staff to take care of my belongings when I am away (lunch, toilet, etc.)	22
	TTC staff have good reputation to my company	23
Reliability	TTC staff are punctual and prompt in giving service	1
	TTC are able to introduce me with potential buyer and new participants	10
	TTC staff give accurate and correct data of buyers and sellers' attendance	15
	TTC staff deliver service as requested and promised	21
Responsiveness	TTC staff service are speedy and effective	8
	TTC staff are constantly available and demonstrate preparedness to help	13
	TTC staff are eager to help with any problems	18
	TTC staff are attentive to critics and complaints	19
Communication	TTC staff ensure that I get the event information (participant, event flow, etc.) clearly	5
	TTC staff are able to speak in a language that I understand	12
	TTC staff are able to listen and understand my questions	16
	TTC staff make sure that I understood the information that was communicated to me	24

Source: Self-administered questionnaire by the researcher

After the reliability and validity test are being constructed, five questions were eliminated from the questionnaires. The remaining variables categorized in the personnel differentiation variables are depicted as follows:

Table 3.2. Valid and Reliable Personnel Differentiation Questionnaire Statement

Personnel Differentiation Variables	Statement	No in the Questionnaire
Competence	TTC staff have advanced knowledge of participating companies	6
	TTC staff are able to help me solve problems I encounter on the fair	13
	TTC staff give sufficient information to help me understand what I need and achieve my objective in the fair	16
	TTC staff are able to direct and provide me to resources that help me on the fair	20
Courtesy	TTC staff are polite and friendly	3
	TTC staff are considerate and respectful to my needs and opinions	7
	TTC staff ask my permission before they move my belongings/ event stuff	9
	TTC staff appearance are clean, neat and easy to recognize/ differentiate	11
Credibility	TTC staff treat me fairly with other participants	2
	TTC staff distribute the same information to all participants	4
	I can trust TTC staff to take care of my belongings when I am away (lunch, toilet, etc.)	18
	TTC staff have good reputation to my company	19
Reliability	TTC staff are punctual and prompt in giving service	1
	TTC staff deliver service as requested and promised	17
Responsiveness	TTC staff service are speedy and effective	8
	TTC staff are constantly available and demonstrate preparedness to help	10

	TTC staff are eager to help with any problems	14
	TTC staff are attentive to critics and complaints	15
Communication	TTC staff ensure that I get the event information (participant, event flow, etc.) clearly	5
	TTC staff are able to listen and understand my questions	12

Source: Self-administered questionnaire by the researcher

3.2.3. Data Analysis

After the data was gathered, data analysis is the next step to process the raw data. In order to perform data analysis on this subject, the researcher will use Likert Scale, Reliability and Validity Test, and Factor Analysis

3.2.3.1. Likert Scale

Likert Scale is a scale that is commonly used in research that utilizes questionnaire. According to Kumar (2008), Likert Scale consists of a set of items to which the subject responds with agreement or disagreement. It allows the researcher to discover the degree of emphasis and variation of the underlying phenomenon through the choices of the respondents. Besides its simplicity, reliability and popularity, Likert Scale is chosen because its suitability to use in case that the researcher is testing.

The respondents were given five range of Likert Scale in this questionnaire, starting from Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, and Strongly Disagree in scale 5, 4, 3, 2, and 1 respectively.

Answer	Scale
Strongly Agree	5
Agree	4
Neither Agree nor Disagree	3

Disagree	2
Strongly Disagree	1

Table 3.3. Likert Scale

3.2.3.2. Reliability and Validity Test

Reliability Test is a measure of consistency of a measuring instrument that is the self-administered questionnaires in this case. A reliability coefficient is determined by assessing the degree of relationship between scores on the same test administered on two different occasions (Field, 2005). The researcher used Cronbach's Alpha as it is the most commonly used method and suitable to determine inter-item reliability for multiple item choices test such as Likert Scale. (Gliner and Morgan, 2009). Cronbach's Alpha measures the correlation between the true score and observed score, where observed score is the sum of true score and the measurement error (Jackson, 2012). According to Nunnally (1978, p. 245) recommended that instruments used in basic research have reliability of about 0.70 or better as acceptable. Reliability test was done by inputting all valid variables to SPSS 19.0 program. The formula of Cronbach's Alpha is presented below.

the researcher used was Corrected Item – Total Correlation using Cronbach’s Alpha result from SPSS.

3.2.3.3. Factor Analysis

Factor analysis represents a structure analysing procedures used to identify the interrelationships among a large set of observed variables and then, through data reduction, to group smaller set of these variables into factors that have common characteristics (Nunnally and Bernstein, 1994 as cited in Pett, Lackey and Sullivan, 2003). Factor analysis consists of two types of variables, which are latent and manifest variable.

Latent variable is the variables that are inferred based on the pattern of observed or manifested variable. In this research, the latent variables are adapted from personnel differentiation theory, which are competence, courtesy, credibility, reliability, responsiveness and communication. On the other hand, manifest variable are the variables that can be directly observed and measured from the event. In this research, the manifest variables are good feedback on customer service, reputation of the organizer and staff, loyal participants, high satisfaction and more competitive advantage.

The researcher will use factor analysis method because it allows the researcher to identify the correlation between personnel differentiation variable and competitiveness. For this reason, the researcher will use Exploratory Factor Analysis (EFA). The raw data from questionnaire result were processed with SPSS 19.0.

Loading Factors	Minimum Sample Taken
.30	350
.35	250
.40	200
.45	150
.50	120

.55	100
.60	85
.65	70
.70	60
.75	50

Table 3.4. Factor Loading based on Sample Size

Source: Hair, Black, Babin, and Anderson (2006) as cited from Wijaya (2012)

3.3. Sampling Instruments

3.3.1. Target Population

The target population of this research was the participants of Travel Mart TTC on 28th – 29th April 2012 in La Grandeur Hotel Jakarta. The number of participants on 28th April 2012 was 155 participants and 85 participants on 29th April 2012. On 28th April 2012, 23 questionnaires were distributed for reliability and validity testing, 15 questionnaires were returned; which amounted to 65% participation rate and 35% rejection rate. On 29th April 2012, 85 questionnaires were distributed and the 62 questionnaires were returned, which totalled to 73% of participation rate and 27% of rejection rate.

In addition, the researcher also uses Slovin formula to ensure that the amount of participated respondents is significant enough to represent the population. The formula is stated below:

$$n =$$

the researcher must get is 60. Therefore, the total number of 62 is sufficient to represent the population of 85 companies.

3.4 Limitation

The research encounters several limitations during the gathering and finalization of the research:

- 1) Travel Mart TTC was held for 2 days only in Jakarta during the time the researcher was doing the research, which is on 28th – 29th April 2012. Travel Mart TTC is held 2-3 times in a year. The limited amount of time provided small number of respondents. In addition, the result of this research is limited to the perception of the companies that attend Travel Mart TTC during the following time.
- 2) There were some questionnaires that were not returned and not responded. The respondents answered the questionnaire voluntarily, which indicates that the respondents participated because of their own interests or the availability of time. The result of the sample may portray the perspective of the certain type of respondents only who may tend to differ from the rest of participants who did not complete the questionnaire.
- 3) The research scope was in Jakarta, while Travel Mart TTC was held in other provinces such as Medan, Bandung, Bali, and Surabaya as well. Due to the time and cost limitation, the researcher was unable to extend the survey further to other provinces.
- 4) The topic that was analyzed in the survey was the dominant factors of personnel differentiation that contributes to the competitiveness of Travel Mart TTC. Other factors that may contribute to the level of competitiveness were not accounted in the survey.
- 5) Since trade fair is considered a new topic among researchers, there was dearth of researches on trade fair from or regarding the organizer's effectiveness and personnel differentiation in travel exhibition in Indonesia.

CHAPTER IV

ANALYSIS OF DATA AND INTERPRETATION OF RESULTS

In this chapter, the researcher will present extensive and in depth analysis of the data gathered, from respondents profile to results of quantitative analysis. The first part of the chapter will be the examination of respondents' demographic and its implications to the results. The second part will discuss the reliability and validity results of the questionnaire performed on the first day of research. The last part will be the data analysis using frequency data analysis, factor analysis and the interpretation of the data based on the result of the factor analysis.

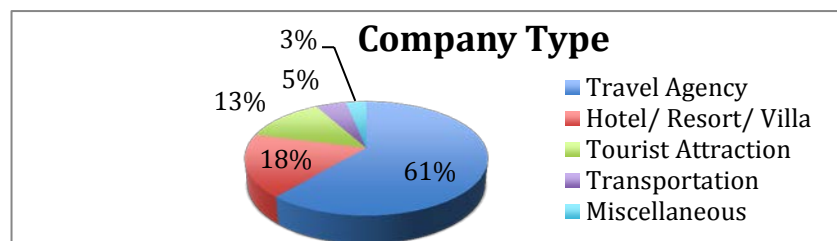
4.1. Respondents Profile

Respondent Profile will be divided into four categories: company type, gender, position and number of participation. Below is the analysis of the demographics of the respondents that participated the survey during 28th – 29th April 2012.

4.1.1. Company Type

The following graph represents the frequency distribution of the respondents based on their company type.

Figure 4.1. Company Type of Respondent



Source: Primary data, constructed by the Researcher

Based on the figure above, the highest percentage of respondents represents Travel Agency with 61%. Travel Agency is a public service that offers tourism products and related services, including accommodation, transportation, and even visa. This result is anticipated because Travel Mart is B2B business where the addressed participants are travel agencies. Following travel agent, hotel/ resort/ villa is the second highest percentage with 18%. Accommodation is inevitably the most related business and required services in travel agent business. The next rank of respondent is the Tourist Attraction companies with 13%. The tourist attraction is categorized based on: historical, cultural, amusement, or natural or manmade beauty. The transportation companies consist of 5% among the respondents, where it includes airline, cruises, car, and train services companies. The last 3% is the miscellaneous companies. These companies do not strictly relate to travel services; however they play a part in travel agency operation such as tourism organization, accounting system for travel agency and telecommunication.

4.1.2. Position of Respondents

Subsequent to the company types, the researcher will analyze the job position of the respondents in their company. Below is the graph of respondents' position in percentage.

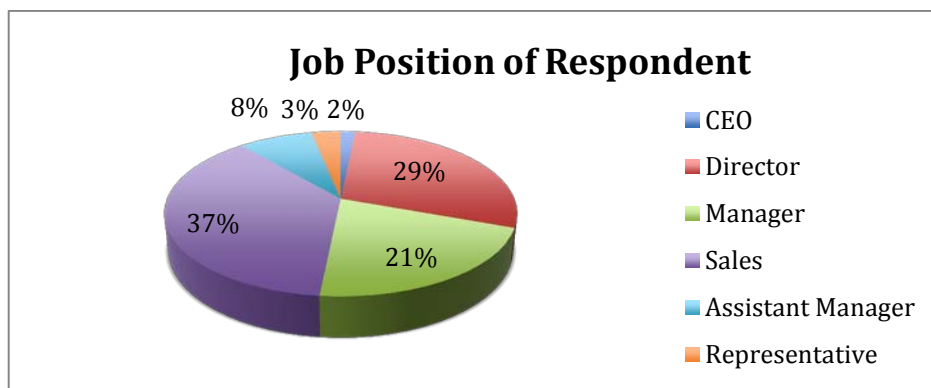


Figure 4.2. Job Position of Respondent
Source: Primary Data

The job position of respondents that participated on the survey is in majority Sales, Director and Manager with 37%, 29% and 21% respectively. Evidently, Sales division personnel occupy the highest rate of respondent. This is in accordance to Webster 1984:273 as cited from Alkibay and Songur, 2000, Seringhaus and Rosson, 2004) that trade fair is an opportunity to make direct sales, sales leads and training opportunity for sales personnel. The second highest majority of respondents are Directors, who communicates the significance and benefits of Travel Mart TTC to the companies. High status personnel such as Director or CEO are sent for non-selling activities such as information gathering, image building and relationship building (Hansen, 1999). The remaining respondent consists of Assistant Manager (8%), Representative from Indonesia (3%) and CEO (2%).

4.1.3. Gender of Respondents

The next demographic graph will depict the gender of the respondents that participated in the survey, as shown below:

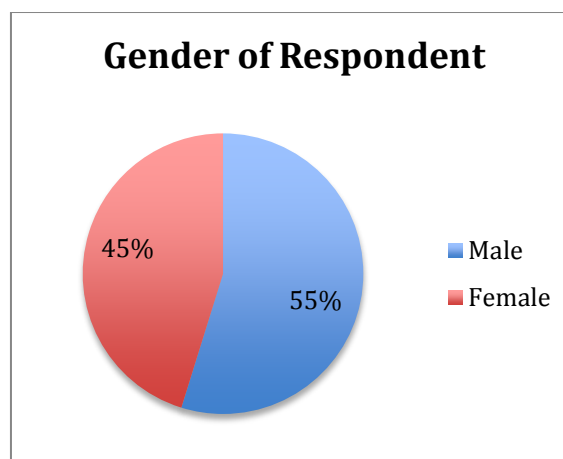


Figure 4.3. Gender of Respondent

Source: Primary Data

As shown from the figure above, the gender of respondent is fairly equaled. Male respondents are slightly higher with 55%, while the female respondents are 45% from the total.

4.1.4. Number of Respondents Participation

Another category being examined in the demographic data of the respondents is their number of participation in Travel Mart TTC. The graph will present the number of times they have participated, as follows:

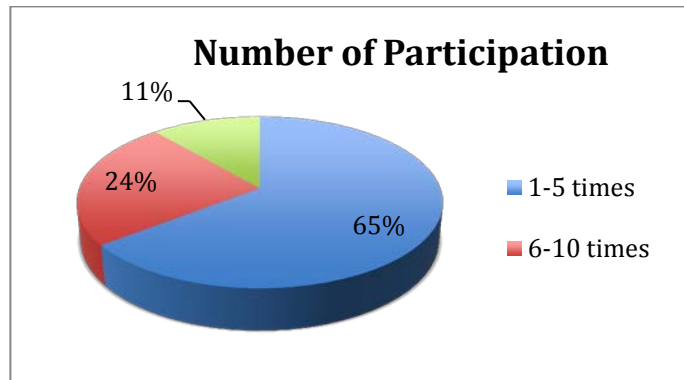


Figure 4.4. Number of Company's Participation

Source: Secondary Data from Organizer

Based on the result above, the majority of the respondents' companies, which is 65%, have participated between 1-5 times. This result reflects that Travel Mart TTC continuously attracts new participants and is gaining more popularity within 1-5 years. Next in rank, 24% of respondents have participated between 6-10 times, and 11% of respondents have participated more than 10 times.

4.1.5. Foreign/ Non-Foreign

Last but not least, the researcher will inspect the percentage of foreign and non-foreign respondents that participated in Travel Mart TTC. The following graph is gathered from secondary resources, as follows:

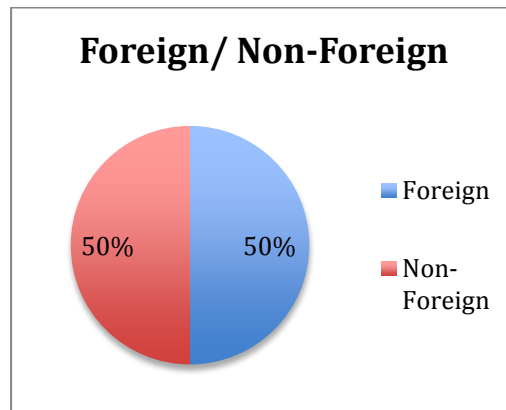


Figure 4.5. Foreign/ Non-Foreign Respondent

Source: Secondary Source, data from the organizer

The following figure was constructed from the data that was sent by the organizer. As shown from the figure above, the foreign (50%) and non-foreign (50%) participants are balanced, which reflects the internationality and diversity of Travel Mart TTC. As mentioned on Chapter One, TTC focuses on outbound market, hence the high number of foreigner. The term non-foreign in this context means Indonesian citizen while foreign is the nationality other than Indonesian.

4.2. Reliability and Validity Test Result

In order to acquire a reliable and valid result, self-administered questionnaire must be tested prior to the survey. The researcher conducted reliability and validity test to 15 respondents on the first day of research. The questions that were not reliable and valid will be removed from the questionnaire. According to Nunnally (1978, p.245), Cronbach's Alpha value must exceed the rule of thumb of 0.7 to be considered reliable. Based on the automated computation of the SPSS 19.0, the Cronbach's Alpha value was 0.947, which exceeds the limit reliability.

Cronbach's Alpha	N of Items
0.947	25

Table 4.1. Reliability Statistics

Source: SPSS Version 19.0 and Primary data

Validity testing was done using SPSS 19.0 using Corrected Item-Total Correlation from the result of Cronbach's Alpha. The researcher used 15 (n=15) respondents for validity testing. According to the *r* computation table, with significance level of 5% and $n - 2 = 13$, the value of *r* was 0.514. If the Corrected Item – Total Correlation value is higher than the *r* Value, then the statement is valid. If the Corrected Item – Total Correlation value is lower than the *r* Value, then the statement is invalid. The validity table is presented below:

Table 4.2. Validity Testing Table
Source: SPSS 19.0 and Primary Data

No	Statements	Corrected Item-Total Correlation	<i>r</i> Value	Remark
1	TTC staff are punctual and prompt in giving service	.861	.514	Valid
2	TTC staff treat me fairly with other participants	.796	.514	Valid
3	TTC staff are polite and friendly	.748	.514	Valid
4	TTC staff distribute the same information to all participants	.648	.514	Valid
5	TTC staff ensure that I get the event information (participant, event flow, etc.) clearly	.628	.514	Valid
6	TTC staff have advanced knowledge of participating companies	.716	.514	Valid
7	TTC staff are considerate and respectful to my needs and opinions	.788	.514	Valid
8	TTC staff service are speedy and effective	.766	.514	Valid
9	TTC staff are proactive in matching and promoting the exhibitors to other participants	.461	.514	Invalid
10	TTC are able to introduce me with potential buyer and new participants	.484	.514	Invalid
11	TTC staff will ask my permission before they move my belongings or event stuff	.669	.514	Valid
12	TTC staff are able to speak in a language	.056	.514	Invalid

	that I understand			
13	TTC staff are constantly available and demonstrate preparedness to help	.738	.514	Valid
14	TTC staff appearance are clean, neat and easy to recognize/ differentiate	.948	.514	Valid
15	TTC staff give accurate and correct data of buyers and sellers' attendance	.200	.514	Invalid
16	TTC staff are able to listen and understand my questions	.766	.514	Valid
17	TTC staff are able to help me solve problems I encounter on the fair	.763	.514	Valid
18	TTC staff are eager to help with any problems	.794	.514	Valid
19	TTC staff are attentive to critics and complaints	.698	.514	Valid
20	TTC staff give sufficient information to help me understand what I need and achieve my objective in the fair	.538	.514	Valid
21	TTC staff deliver service as requested and promised	.733	.514	Valid
22	I can trust TTC staff to take care of my belongings when I am away (lunch, toilet, etc.)	.809	.514	Valid
23	TTC staff have good reputation to my company	.948	.514	Valid
24	TTC staff make sure that I understood the information that was communicated to me	.450	.514	Invalid
25	TTC staff are able to direct and provide me with resources that help me on the fair	.645	.514	Valid

Based on the above table, there were 20 valid variables out of 25 variables. Five variables were considered invalid, as the result of r computation (Corrected Item-Total Correlation) did not exceed the r Table value of 0.514. Thus, the researcher eliminated invalid variables and used only 20 variables for the questions spread to respondents. Below table showed valid questions used by the researcher:

Table 4.3. Result of Valid Variables
Source: SPSS 19.0 and Primary Data

No	Statements	Corrected Item-Total Correlation	rValue	Remark
1	TTC staff are punctual and prompt in giving service	.861	.514	Valid
2	TTC staff treat me fairly with other participants	.796	.514	Valid
3	TTC staff are polite and friendly	.748	.514	Valid
4	TTC staff distribute the same information to all participants	.648	.514	Valid
5	TTC staff ensure that I get the event information (participant, event flow, etc.) clearly	.628	.514	Valid
6	TTC staff have advanced knowledge of participating companies	.716	.514	Valid
7	TTC staff are considerate and respectful to my needs and opinions	.788	.514	Valid
8	TTC staff service are speedy and effective	.766	.514	Valid
9	TTC staff will ask my permission before they move my belongings or event stuff	.669	.514	Valid
10	TTC staff are constantly available and demonstrate preparedness to help	.738	.514	Valid
11	TTC staff appearance are clean, neat and easy to recognize/ differentiate	.948	.514	Valid
12	TTC staff are able to listen and understand my questions	.766	.514	Valid
13	TTC staff are able to help me solve problems I encounter on the fair	.763	.514	Valid
14	TTC staff are eager to help with any problems	.794	.514	Valid
15	TTC staff are attentive to critics and complaints	.698	.514	Valid
16	TTC staff give sufficient information to help me understand what I need and achieve my objective in the fair	.538	.514	Valid
17	TTC staff deliver service as requested and promised	.733	.514	Valid

18	I can trust TTC staff to take care of my belongings when I am away (lunch, toilet, etc.)	.809	.514	Valid
19	TTC staff have good reputation to my company	.948	.514	Valid
20	TTC staff are able to direct and provide me with resources that help me on the fair	.645	.514	Valid

4.3. Frequency Data Analysis

The researcher constructed 25 questions to discover the main factors from personnel differentiation method that contributes to the competitiveness level of Travel Mart TTC. After being subjected by reliability and validity testing, 20 questions were found reliable and valid. These questions incorporated six characters of Phillip Kotler's Personnel Differentiation Theory: *competence, courtesy, credibility, reliability, responsiveness, and communication*. This section will present the frequency distribution of respondents' answers based on the variables above.

4.3.1. Competence Indicator

The first dimension of Kotler's personnel differentiation is competence. Based on the four tested statements of competence, the frequency distribution table is presented as follows:

Table 4.4. Competence Indicator Results
Source: SPSS version 19.0 and Primary Data

No	Statement	Value									
		SD		D		NAD		A		SA	
		F	%	F	%	F	%	F	%	F	%
1	TTC staff have advanced knowledge of participating companies	0	0%	0	0%	4	6%	35	57%	23	37%

2	TTC staff are able to help me solve problems I encounter on the fair	0	0%	0	0%	2	3%	31	50%	29	47%
3	TTC staff give sufficient information to help me understand what I need and achieve my objective in the fair	0	0%	2	3%	9	15%	30	48%	21	34%
4	TTC staff are able to direct and provide me to resources that help me on the fair	0	0%	1	2%	4	6%	33	53%	24	39%

Based on the table above, staff's competence based on the respondents' perception is reviewed as follow:

1. Have advanced knowledge on the participating companies (V6)

Majority of the respondents, 57% agree that TTC staffs have advanced knowledge of the participating companies. Moreover, 37% of respondents strongly agree with this statement, while only a minor 6% neither agrees nor disagrees with the statement. Not a single respondent chose disagree or strongly disagree to this statement.

2. Help solve problems encountered (V13)

Exactly half of the respondents, 50% agree that TTC staffs have the capability to help them solve problem encountered in Travel Mart TTC. Supporting this statement, 47% respondents strongly agree and chose 5. The remaining 3% expressed neither agree nor disagree on the statement and none conveyed disagreement to this matter. According to Alkibay and Songur (2000), problem-solving personnel to render smooth service in the fair was not the biggest obstacle for international trade fair respondents. Based on the respondents of TTC, the respondents

supported the previous finding that this area of competence does not hinder the exhibition performance.

3. Give sufficient information to help respondent understand needs and objective achievement (V16)

As much as 48% respondents agree that TTC staff give sufficient information to help them understand what they need to do and how to achieve their objective in the exhibition. Another 34% respondents expressed a strong support to this statement. However 15% neither agree nor disagree with the statement and 3% of the respondents indicated that they disagree. No respondents chose strongly disagree. This finding supported previous studies as noted below.

Lack of detailed information on host country's markets and failing to disseminate to participating companies prior to the fair proved to be the major problem in international trade fair (Alkibay and Songur, 2000). Personnel portray competence when they are able to distribute the necessary information that will help participants to achieve their goals in the fair. Many researchers have pointed out that companies have both selling and non-selling objectives (Kerin and Cron, 1987; Hansen, 1999; Seringhaus and Rosson, 2004). The achievement of objective will lead the participants to recommend and attend fair in the future (Lin, 2010). Reinhold et al. (2009) further stated that the industry information that fair management and staff provide is a satisfier factor in B2B trade fair

4. Direct and provide with resources that help (V20)

For the last competence variable, 53% participants agreed that TTC staff direct and provide them with resources that help the participants on the exhibition. Strong agreement also comes from 39% respondents who chose 5 to this statement. Nonetheless, 6% respondents expressed

neither agree nor disagree, another 2% disagrees, and 0% strong disagrees with the statement.

The finding above shows that majority of respondents portray competency in providing or directing respondents to the needed resources. This ability portrays the personnel’s superiority in the trade fair. Resources such as communication media, transportation, food, accommodation, entertainment and stand layout are one of the service performance factors that organizer will be measured upon (Alkibay and Songur, 2000; Reinhold et al., 2009).

4.3.2. Courtesy Indicator

The second dimension of Kotler’s personnel differentiation is courtesy. Based on the four valid and reliable statements of courtesy, the frequency distribution table is presented as follows:

Table 4.5. Courtesy Indicator Results
Source: SPSS version 19.0 and Primary Data

No	Statement	Value									
		SD		D		NAD		A		SA	
		F	%	F	%	F	%	F	%	F	%
1	TTC staff are polite and friendly	0	0%	0	0%	0	0%	25	40%	37	60%
2	TTC staff are considerate and respectful to my needs	0	0%	0	0%	1	2%	34	55%	27	44%
3	TTC staff ask my permission before they move my belongings	0	0%	0	0%	0	0%	37	60%	25	40%
4	TTC staff appearance are clean, neat and	0	0%	0	0%	1	2%	39	63%	22	35%

easy to recognize										
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Based on the table above, staff's courtesy based on the respondents' perception is reviewed as follow:

1.) Polite and friendly (V3)

The view that TTC staffs are polite and friendly is strongly agreed by up to 60% of the participants. Following that, the remaining 40% expressed their agreement as well, while no respondent chose neither agree nor disagree, disagree or strongly disagree. This variable is the most dominant factor among courtesy factors

2.) Considerate and respectful to respondent's needs (V7)

Although the percentage is not as high as previous statement, up to 55% of the participants agree that TTC staffs are considerate and respectful to their needs. In addition, 44% demonstrated strong agreement to the subject. A minor percentage of the respondent with 2% showed neither agree nor disagree and no one disagrees with the statement.

3.) Ask permission before moving respondent's belongings or event stuff (V9)

As the last indicator of courteous behavior, 60% chose 4 as their agreement that TTC staffs are courteous enough to ask permission before moving respondent's belongings or their company's stuff. The remaining 40% stated that they strongly agree and 0% indicated neither agree nor disagree or disagreement on this subject.

4.) Appearance is clean, neat and easy to recognize or differentiate (V11)

Aligning with previous statements, 63% respondents agree that TTC staffs' appearances are clean, neat and easy to recognize and differentiate on the exhibition. Another 35% gave their strong agreement, while 2% neither agree nor disagree with the statement. None chose disagree or strongly disagree.

4.3.3 Credibility Indicator

The third dimension of Kotler's personnel differentiation is credibility. Based on the four valid and reliable statements of credibility, the frequency distribution table is presented as follows:

Table 4.6. Credibility Indicator Results
Source: SPSS version 19.0 and Primary Data

No	Statement	Value									
		SD		D		NAD		A		SA	
		F	%	F	%	F	%	F	%	F	%
1	TTC staff treat me fairly with other participants	0	0%	0	0%	1	2%	36	58%	25	40%
2	TTC staff distribute the same information to all participants	0	0%	0	0%	9	15%	31	50%	22	35%
3	I can trust TTC staff to take care of my belongings when I am away (lunch, toilet, etc.)	0	0%	0	0%	0	0%	35	56%	27	44%
4	TTC staff have good reputation to my company	0	0%	0	0%	0	0%	34	55%	28	45%

Based on the table above, staff's credibility based on the respondents' perception is reviewed as follow:

1.) Treat respondent fairly with others (V2)

With the percentage of 58%, the majority of respondents agree to this variable. Similar to previous responses, a large number of respondents with 45% strongly agree that TTC staffs treat them fairly with other participants. Followed by 2% that neither agree nor disagree and 0% that disagree or strongly disagree with the statement

2.) Distribute same information to all respondents (V4)

According to the survey answers, exactly half of the respondents agree that TTC staff distributed same information to all participants. Moreover, 35% of the respondents chose 5 as strongly agree while 15% of the participants were unsure about this. No respondents conveyed disagreement to this matter.

3.) Can be trusted to take care of belongings when respondents are away (V18)

Most respondents believe that TTC staff can be trusted to take care of their belongings when they are away from their exhibition table. As much as 56% choose agree and remaining 44% strongly agree. None of the respondents aired any disagreement regarding this subject

4.) Have good reputation to respondent's company (V19)

Exactly 55% of the respondent stated that TTC staffs portray good reputation to their company. In addition, another 45% asserted their strong agreement to this statement. None chose neither agree nor disagree, disagree or strongly disagree.

Credibility factor is one of the most featured factors among other personnel differentiation factor in trade fair researches. Many researchers have concluded that credibility is a major competitive

advantage and is generally expected through the branding of the staff and service (Kay, 2007; Reinhold, 2009). Differently, credibility was also measured through the quality and quantity of the exhibitors and visitors (Alkibay and Songur, 2000; Berne and Uceda, 2008). Based on the credibility results above, it was apparent that the majority supported the previous statements. No item of disagree or strongly disagree was found among the participants' answers.

4.3.4 Reliability Indicator

The fourth dimension of Kotler's personnel differentiation is reliability. Based on the two valid and reliable statements of reliability, the frequency distribution table is presented as follows:

Table 4.7. Reliability Indicator Results
Source: SPSS version 19.0 and Primary Data

No	Statement	Value									
		SD		D		NAD		A		SA	
		F	%	F	%	F	%	F	%	F	%
1.	TTC staff are punctual and prompt in giving service	0	0%	1	2%	1	2%	34	55%	26	41%
2.	TTC staff deliver service as requested and promised	0	0%	0	0%	2	3%	27	44%	33	53%

Based on the table above, staff's reliability based on the respondents' perception is reviewed as follow:

1.) Punctual and prompt in giving service (V1)

A significant amount of 55% agrees that TTC staffs are punctual and prompt in giving service. Supporting this statement, another 41%

strongly agree with the staff punctuality. Nonetheless, 2% of the respondents neither agree nor disagree and another 2% chose disagree. None of the respondents strongly disagree with the subject.

Based on the researcher's finding, there were no previous researches related to the punctuality aspect of trade fair service. It was assumed that in international market, punctuality was implicit requirements to every service. Nonetheless, the researcher observed that punctuality is a challenging factor to most companies in Indonesia. The finding above showed that the participants are satisfied with the punctuality of TTC's staffs in general.

2.) Deliver service as requested and promised (V17)

TTC staffs deliver service as requested and promised is a statement that most respondents, as much as 53%, strongly agree about. Following behind, 44% of the respondents indicated that they agree with the statement, while 3% neither agree nor disagree with the statement. No respondents disagree with the statement.

This finding supported Reinhold et al. (2009) who found that the reliability of fair management and staff to be the key performance factors among every other factors. The delivery of service as requested and promised ties closely with the reputation of the organizer, staff and fair. Evidently, this variable has the highest rate of strongly agree compared to the other reliability factor.

4.3.5 Responsiveness Indicator

The fifth dimension of Kotler's personnel differentiation is responsiveness. Based on the four valid and reliable statements of responsiveness, the frequency distribution table is presented as follows:

Table 4.8. Responsiveness Indicator Results

Source: SPSS version 19.0 and Primary Data

No	Statement	Value									
		SD		D		NAD		A		SA	
		F	%	F	%	F	%	F	%	F	%
1	TTC staff service are speedy and effective	0	0%	0	0%	2	3%	32	52%	28	45%
2	TTC staff are constantly available and demonstrate preparedness to help	0	0%	1	2%	8	13%	31	50%	22	35%
3	TTC staff are eager to help with any problems	0	0%	0	0%	2	3%	32	52%	28	45%
4	TTC staff are attentive to critics and complaints	0	0%	0	0%	10	16%	30	48%	22	36%

Based on the table above, staff's responsiveness based on the respondents' perception is reviewed as follow:

1.) Service is speedy and effective (V8)

Similar with the previous statement, 52% of respondents agree that TTC staff's services are speedy and effective. The second highest proportion is from those who strongly agree to this statement, which is 45%. Finally, the remaining 3% is attributed to respondents who neither disagree nor agree, while no respondents conveyed disagreement.

2.) Constantly available and demonstrate preparedness to help (V10)

50% of the respondents agree that TTC staff are constantly available and demonstrate preparedness to help with their needs and problems. Similarly, 35% of the respondents chose strongly agree on this matter.

Nonetheless, a considerable amount of 13% is choosing neither agrees nor disagrees and 2% disagrees with this statement.

3.) Eager to help with any problems (V14)

The majority of respondents, with 52% agree that TTC staffs are eager to help with any problems. In addition, 45% of respondents indicated that they strongly agree by choosing 5. The remaining 3% neither agree nor disagree, while 0% is attributed to respondents who disagree and strongly disagree.

According to Reinhold et al. (2009), the adaptability of services tailored to specific needs and the offer of any requires services through the fair organizer are a performance factor. On the other, it is viewed as a low performance factor.

4.) Attentive to critics and complaints (V15)

It is almost a proportionate amount of respondents that agree and strongly agree with this statement, with 48% and 36% respectively. While the remaining 16% respondents neither agree nor disagree that TTC staff are attentive to their critics and complaints.

Responsive service is expected in the Travel Mart TTC settings because of the short duration of the program. Reinhold et al. (2009) argued that the quality of service is a basic factor that may lead to dissatisfaction if neglected, though will not lead to more satisfaction when overachieved. On the other hand, Lin (2010) concluded that overall satisfaction of the service does not lead to positive recommendation or future attendance to exhibitors as much as it is to the visitors. The visitors will likely to participate and recommend when they are satisfied with the service, however, it was not the case of exhibitors.

4.3.6. Communication Indicator

The sixth dimension of Kotler's personnel differentiation is communication. Based on the two valid and reliable statements of communication, the frequency distribution table is presented as follows:

Table 4.9. Communication Indicators Results

Source: SPSS version 19.0 and Primary Data

No	Statement	Value									
		SD		D		NAD		A		SA	
		F	%	F	%	F	%	F	%	F	%
1	TTC staff ensure that I get the event information (participant, event flow, etc.) clearly	0	0%	1	2%	9	15%	35	56%	17	27%
2	TTC staff are able to listen and understand my questions	0	0%	2	3%	11	18%	32	52%	17	27%

Based on the table above, staff's communication based on the respondents' perception is reviewed as follow:

1.) Ensures that the respondent get the event information clearly (V5)

With the percentage of 56%, the majority of respondents agree that TTC staffs ensure the event information was conveyed clearly to them. An addition of 27% responded with strongly agree, while 15% of the respondents indicated neither agree nor disagree. 2% of the respondents portray disagreement and none expressed strong disagreement.

1.) Listen and understand respondent's questions (V12)

The pattern and answers of this response is similar with previous statement. Around 52% of the respondents agree that TTC staffs are able to listen and understand to their questions. Supported further by 27% of respondents who chose strongly agree while 18% chose neither agree nor disagree. A slightly higher percentage than before, with 3% convey disagreement, however no respondents indicated strong disagreement.

Alkibay and Songur (2000) concluded that lack of detailed information to be the main obstacle to participants in trade fair. Based on the frequency above, the majority of the respondents agree that communication level of TTC staff is still considered satisfactory.

4.4. Factor Analysis

After the data is collected from the survey, the researcher inputted the data into SPSS version 19.0 to be processed into useful information.

4.4.1. Principal Component Analysis

The first step after data input is to perform Principal Component Analysis using Kaiser-Meyer-Olkin (KMO) and Bartlett's Test to measure sampling adequacy. These test provide a minimum standard that should be passed before a factor analysis should be conducted (UCLA, n.d.). According to Field (2005), in order to measure appropriateness of factor analysis usage, KMO value must exceed 0.5. The standard value and ratings of KMO test are stated below:

KMO Value	Ratings
≥ 0.90	Excellent
0.8 - 0.9	Great
0.7 - 0.8	Good

0.5 – 0.7	Standard
≤ 0.5	Unacceptable

Table 4.10. KMO Value Table

Source: Field (2005)

The result of KMO also relates to the standard used in the Loading Factor. However, since this research aims to discover the factors that contributes to the competitiveness of a travel exhibition, it is found necessary to raise the KMO and thus the Loading Factor to a value that is higher than standard. Therefore the standard value that we will use for the KMO and Loading Factor must be above 0.7.

Factor analysis is used to measure relationship and the significance between them. In order for factor analysis to work, there must be some relationships between the variable. Thus, Bartlett's Test of Sphericity assesses the *significance* of the test; whether these relationships can be formed. The closer the Sig. to 0, the higher *significance* value it is. The value must be less than 0.05 to be considered significance value.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.894
Bartlett's Test of Sphericity	Approx. Chi-Square	965.796
	Df	190
	Sig.	.000

Table 4.11. KMO and Bartlett's Test

Source: SPSS 19.0 and Primary Data

The table above shows the result of KMO and Bartlett Test of Sphericity. According to the computation of SPSS, the value of KMO in this research is 0.894, which indicates that factor analysis is appropriate to be implemented to process this data. Furthermore, the Sig. result of Bartlett's Test of Sphericity is 0.000 reflects high significance which means that

relationship between the variables in this data is possible. In conclusion, factor analysis is suitable to process the following data.

4.4.2. Total Variance Explained

As stated by the title, this subchapter explained about the total variance of each variable or also called Eigen value. Eigen value can only accept value that is more than one, according to the setting of the parameter, therefore based on SPSS calculation; there are only three factors that exceed the value one.

Factor	Initial Eigen values		
	Total	% of Variance	Cumulative %
1	10.920	54.601	54.601
2	1.550	7.751	62.352
3	1.025	5.123	67.475

Table 4.12. Total Variance Explained
Source: SPSS 19.0 and Primary Data

From the table 4.12 above, we can conclude that the first factor explained for 54.601% of variance, while the second factor with 7.751% variance and third factor with 5.123% variance. In addition, based on the cumulative percentage data, we can gather that the three dominant factors accounted for 67.475% of the variance, which leaves 32.525% variance unexplained by the current findings.

4.4.3. Rotated Component Matrix

The rotation method used in this research is orthogonal matrix using Varimax rotation. As stated in Chapter 3 in 3.2.2.3 Factor Analysis, based on the amount of 62 samples taken, the loading factor of 0.7 (Hair, Black, Babin, & Anderson, 2006 as cited from Wijaya, 2012). Furthermore, it was found in the KMO test that the loading factor must be 0.7 or above to

be considered appropriate to measure competitiveness. Therefore, any component that exceeds or higher than 0.7 is considered significant. The remaining values that do not exceed 0.7 will be disregarded. Below is the Rotated Component Matrix with components that has values over 0.7:

Variable	Component		
	1	2	3
V17	.841		
V14	.803		
V19	.767		
V8		.814	
V20			.883
V5			.836

Table 4.13. Rotated Component Matrix
Source: SPSS 19.0 and Primary Data

4.5. Interpretation of the Result

In this subchapter, the researcher will attempt to explain the output produced by SPSS 19.0 and relate it to previous findings.

4.5.1. First Factor

The first factor represents more than half of total variance, with 54.601% of the total variance and total Eigen value of 10.920. The following table depicts the main factors of personnel differentiation dimension that affects the competitiveness of Travel Mart TTC:

No.	Variable	Dimension	Statement	Value
1.	V17	Reliability	TTC staff deliver service as requested and promised	.841
2.	V14	Responsiveness	TTC staff are eager to help with any problems	.803
3.	V19	Credibility	TTC staff have a good	.767

			reputation to my company	
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Table 4.14. First Factor

Source: SPSS version 19.0 and Primary Data

According to the output from SPSS 19.0, the first factor that affects competitiveness of Travel Mart TTC in personnel differentiation area is *reliability, responsiveness and credibility* with .841, .803, and .767 respectively. More specifically, the respondent viewed reliable service delivery, eagerness to help and good reputation to be significant behavior that will provide the organizer with major advantage.

According to Kotler (2008), reliability can be defined as ability to perform promised service in accurate, consistent and dependable manner. Parasuraman, Zeithaml and Berry (1985) further associate reliability as a service that is performed correctly on the first occasion. The researcher interpreted the following definition as ‘service performance as promised and expected’, which was the variable that most respondents agreed to be the reflection of TTC staff orientation. The service that was promised by Travel Mart TTC 2012 includes free flow beverages, meals, after party entertainment, specified equipment provided for every table, discounts for particular accommodation, specified number of buyers and sellers, international attendants, free entrants for visitors and travel agents.

The finding confirmed the frequency analysis result on this variable that majority strongly agree and agree on this statement with 53% and 44% respectively. Similarly, Reinhold et al. (2009) also concluded reliability of the management and staff as the highest importance of performance factor and success factor for every TS organizer. He explained that reliability has linear relation with customer satisfaction, which means that as the reliability of staff increases, so does the satisfaction of exhibitors and visitors. Some researchers further stated that excellent quality of food; accommodation, transport and entertainment are expected from organizer

and if not achieved, might affect the competitiveness (Munuera and Ruiz, 1999; Alkibay and Songur, 2000)

The next factor that occupies similar significance is responsiveness, which is the impression that the personnel are quick to respond to customer's request and followed by prompt and timely service (Kotler, 2008; Parasuraman, Zeithaml and Berry, 1985). More specifically, the variable of responsiveness that was chosen as TTC staff strength is the 'eagerness to help respondents with their problem'.

This result is substantiated by the previous frequency distribution analysis where majority agreed (52%) and strongly agreed (45%) with the statement while no respondents disagreed or strongly disagreed with the statement. In addition, Reinhold et al. (2009) also founded two variables related to responsive attitude that are grouped as performance factor. The adaptability of service tailored to respondents' special needs and personnel's commitment to offer any required services are related to respondent's satisfaction. The eagerness of the personnel to help was reflected through their immense help to the researcher's survey. The staffs were proactive in encouraging participants to fill the questionnaire and were very helpful in collecting the questionnaire as well, even if it means adding extra task to their job. This behavior models Reinhold et al.'s (2009) findings on the service adaptability and commitment to help.

The last dominant factor is credibility. As comprehensively described by Parasuraman, Zeithaml and Berry (1985), credibility refers to trustworthiness, believability and honesty of the organizer and personnel. In trade show setting, credibility also relates to the reputation, branding and experiences of the company and personnel as a whole. The notion of credibility that was exposed in the result is the 'reputation of the staff to the respondent's company', which marked significantly as TTC staff's competitive advantage

Several researches have included credibility, reputation or experiences of the personnel as part of the research variable. Kay (2007) analyzes four renowned EO companies in China and found that reputation and branding is a major factor of competitive advantage. Moreover, some findings show that attendants perceive organizer's experience and reputation based on the quality and quantity of the attendants (Alkibay and Songur, 2000; Berne and Uceda, 2008). They also concluded that reputation was the second biggest criteria for visitors to choose TS. Evidently, the organizer stated that Travel Mart TTC was built and marketed upon the organizer's networking and reputation. On a different angle, Reinhold et al. (2009) examination from exhibitors' point of view pointed that both the reputation of the organizer, personnel and the fair itself are implicitly important to the customers but not explicitly. It means that customers do not expect these factors to be part of the offered service, however they strongly advanced overall satisfaction and contribute to 'wow' factor when presence.

It is logical that in order for TTC staff to have a good reputation among the respondent's company, they must first deliver the expected and promised service. Satisfied participants will share and recommend information about TTC and thus establishes the reputation of TTC staff. According to the newly attended companies in TTC 2012, they became aware of TTC from their partner companies who have attended previous Travel Mart TTC. Moreover, the researcher also found a review blog from one of the TTC participant who openly expresses the satisfaction and recommendation to this exhibition. Additionally, he also added that the review blog was made merely based on his initiative.

“Ini bukan blog review yang dibayar oleh owner TTC, Om Tedjo Iskandar, tapi murni dari rasa puas saya atas perhelatan ini yang kebetulan punya blog untuk di sharing.”
(<http://boyindra.com/category/marketing/>).

Nonetheless, Lin (2010) argued that sellers who are overall satisfied with the fair service does not necessarily recommend fair to other companies or attend fair in the future. He claimed that one of the significant factors that influence sellers to attend in future or recommend to other company is the seller's objectives to promote new products and satisfaction to the quality of buyers. On the other hand, Lin (2010) founded that buyers will likely to participate in future event and recommend the fair to others if they are overall satisfied with fair service

4.5.2. Second Factor

The second factor accounted for 7.751% of total variance and Eigen value of 1.550 with only 1 manifest variable. The following table shows the variable that is accounted as the second most dominant factor in personnel differentiation:

No.	Variable	Dimension	Statement	Value
4.	V8	Responsiveness	TTC staff service are speedy and effective	.814

Table 4.15. Second Factor

Source: SPSS 19.0 and Primary Data

Based on the following table, responsiveness dimension is the second factor to affect competitiveness with value of .814. "Speedy and effective service" is regarded to be the second main factor that differentiates level of competitiveness. As noted in the frequency distribution analysis, this variable has 52% of agree respondents and 45% of strongly agree respondents with none whom voted disagree or strongly disagree.

As mentioned before, responsiveness is defined as an attitude that shows eagerness and commitment to fulfill customer's request. In this dimension, the researcher will inspect the context of responsiveness in terms of speediness and effectiveness of the service. The term speediness and

effectiveness here means producing desired and intended result as requested in timely manner.

In Travel Mart TTC, speedy and effective staff is an important factor because the duration of TTC is short compared to other Travel Exhibition. The organizer also stated further that time is the biggest limitation as the negotiation is based on free appointment; consequently they cannot afford to have delay or shortage of help. The amount of participants compared to the staff would require the personnel to perform in the most effective manner to cater every need. Travel Mart TTC successively gains a strong competitive advantage by responsive factors despite the challenges it poses under the hectic circumstances. It is also noted by Reinhold et al. (2009) that duration bears a significant influence to the performance and satisfaction of the participants. In this case, the short duration of Travel Mart TTC means that the organizer and staff must ensure that they have enough staff to cater all the needs.

4.5.3. Third factor

Third factor has percentage of total variance of 5.123% with the Eigen value of 1.025. The third factor consists of two manifest variables from competence and communication dimension. The following table portrays the third factor that differentiates the personnel from the other competitors:

No.	Variable	Dimension	Statement	Value
5.	V20	Competence	TTC staff are able to direct and provide me with resources that help me on the fair	.883
6	V5	Communication	TTC staff ensure that I get the event information (participant, event flow, etc.) clearly	.836

Table 4.16. Third Factor

Source: SPSS 19.0 and Primary Data

The first variable is manifested from competence dimension with value of .883, followed by communication dimension with value of .836. Precisely, respondents are choosing *ability to direct and provide useful resources and clear communication of event information* to be another important factors in personnel differentiation level of competitiveness.

Competence explained by Kotler (2008) as the possession of required skills and knowledge that are superior to the competition. Personnel are considered competent not only based on the skills and knowledge but by their ability to utilize those abilities and use them to help, direct and solve problems for the customers. According to the respondents, competency in the context of Travel Mart staff is related to their ability to direct and provide useful resources that will help them in the fair. The resources mentioned in the factor are complete table/ booth equipment, media (screen, etc.), booth space, facilities for social interaction and problem-solving attendants.

The topic of competence is very broad, yet only small number of researchers mentioned a few character of competence in their research. Based on the previous frequency analysis finding, as much as 53% and 39% respondents agreed and strongly agreed on that the personnel are competent in directing them to useful resources while 6% and 2% responded neither agree nor disagree and disagree. According to Alkibay (2000), competency in terms of problem solving personnel, providing useful communication media resources, and excellent services of stand layout are not major obstacle that exhibitors faced in TS. Providing useful resources are noted as the 13th biggest impediments out of 15 major problems exhibitors faced in international TS.

In addition, providing resources in terms of the ability of personnel to set up accessible and spacious table (booth) space has been reviewed more frequently. Many researchers have found the positive effect of booth or

table space size in relation to customer attraction (Gopalakrishna & Lilien, 1994; Dekimpe et al. 1997; CEIR, 1997, Seringhaus and Rosson, 2004). Thus, the personnel and organizer's competency to construct sizeable table space to support interaction will attract more visitors to the participants' table and consequently increase the satisfaction and competitiveness of the fair.

Based on Kotler (2008) definition, communication is the effort to understand and communicate clearly. Furthermore, Parasuraman, Zeithaml and Berry (1985) summarized communication to be the ability to communicate to the other party in a language that they understand and demonstrate ability to listen. The interpretation of communication factor that was chosen as the personnel's strong point is the ability of the staff to ensure that respondents get information regarding event clearly. The information of the event includes the buyer and seller's data, event flow, photocopy name card of attendants and other useful information in regards to attending the event prior, during and after the exhibition.

The finding is supported by Alkibay and Songur (2000), where they found that the lack of detailed information prior to the fair and insufficient information flow was the biggest impediment that customers had in the TS. Moreover, they found that to companies who have attended TS for 4-6 times mostly experiences lack of effective hosting and translating services to facilitate them. Reinhold et al. (2009) also added that the quality of personal contacts and industry information with the fair management and staff are the basic factor that customer needs in B2B, which means that organizer and staff must deliver good personal communication and information flow with the exhibitors at or above expected to avoid dissatisfaction. Nonetheless, overachieving this factor does not lead to advanced satisfaction TS. On the other hand, in the setting of business to customer (B2C), the higher the quality of the personal contacts with the staff, the more satisfied they are.

Lin (2010) stated further that organizer’s constant communication prior to the event regarding other participants have great significance to the likeliness that sellers will recommend to other companies. By communicating actively, organizer regularly reminds participants of their non-selling objectives: to build image and compete with other sellers. Berne and Uceda (2008) also pointed that clear participants information will attract and encourage participation, as it will make them more aware of the competition.

In conclusion, the dimension and factors of personnel differentiation strategy that affects the level competitiveness of the organizer are depicted as follows:

No.	Factor	Dimension	Description
1.	1 st Factor	Reliability	Service delivery
		Responsiveness	Eagerness to help
		Credibility	Good reputation
2.	2 nd Factor	Responsiveness	Speedy and effective service
3.	3 rd Factor	Competence	Ability to direct to helpful resources
		Communication	Clear event information

Table 4.17. Factor Description

Source: Primary Data and Literature study

There was a dearth of research on factor of courtesy and its role in exhibition competitiveness. Based on the factor analysis result, none of the courtesy variables was significant enough to be deduced as part of Travel Mart’s competitive factors of Travel Mart. Courtesy is defined as the attitude of friendliness, respect and consideration (Kotler, 2008). Parasuraman et al. (1985) further extended the definition of courtesy to consideration for the customer’s property and a clean and neat appearance of contact personnel. Although theoretically, courtesy is deemed important differentiate the quality of personnel; in the setting of travel exhibition courtesy factor is not very substantial.

On the other hand, the frequency data analysis showed that the majority of 60% participants strongly agreed that the personnel of Travel Mart TTC are polite and friendly. Compared to other courtesy variables such as being considerate and respectful and having neat and distinguishable appearances, the variable of politeness and friendliness is the most dominant.

Specifically, none of the variables was mentioned in the researches that the researcher found, however in general Reinhold et al. (2009) concluded that the quality of personal contacts with the fair management and staff is a satisfier factor in B2B trade fair. This means that courtesy factor is a factor that is not expected or considered as part of the service; however the presence of this factor will lead to a wow factor.

CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1. Conclusion

By analyzing the information resulted from factor analysis output, the researcher was able to conclude that personnel differentiation, though often disregarded, is a potential factor to achieve competitive advantage in travel fair settings. To achieve the objective of this research, the researcher will refer back to problem statement mentioned in Chapter 1:

“What are the dominant factors of personnel differentiation strategy used by Travel Mart TTC organized by Tedjo Iskandar to maintain its competitive advantage in travel-event industry?”

The researcher found five dominant factors out of six personnel differentiation factors that influenced the competitiveness of Travel Mart TTC. Specifically, the variables embedded within the factors were the crucial aspects to maintaining a good competitive advantage:

1.) Reliability

Reliability reflects the accomplishment of service as promised. Reliable organizer will seek to deliver event services as promised and even at better quality than expected. Specifically, the *reliability of service deliverance* is regarded as the most dominant variable among other reliable variables such as punctuality. This is especially true because the majority percentage of respondents is new to Travel Mart. The service reliability is an indicator for participants to measure the competitiveness of Travel Mart TTC compared to other travel trade fair.

2.) Responsiveness

Responsiveness refers to the ability of personnel to portray effectiveness, eagerness and promptness in delivering service and handling problems. In this research, responsiveness is the most frequent dimension to be included in the major factors. The first factor is perceived from *eagerness to help* and second factor is accounted from the *speedy and effective service*. This is quite expected as TTC's duration is considered short in comparison with the amount of participants joining. TTC personnel prove that small amount of staffing does not hinder their commitment to deliver smooth and prompt service.

3.) Credibility

Credibility refers to the degree of trustworthiness, integrity and reputability usually gained from previous experience that participants had with the organizer. Credibility marks the first factor with *good reputation* as the significant variable that leads to high competitive advantage. Credibility is highly important for organizer because the entire career of organizer depends on their credibility to the customer. Based on the interview that the researcher had with the organizer, the increasing number of new companies that participated in TTC is based on word of mouth and other companies' experience in TTC. Thus, it is understandable that credibility is placed as one of the major advantage to compete.

4.) Competence

Competence behavior is reflected through personnel's skills and ability in handling problems and superiority among others. Competence dimension is emphasized in the third significant factor after the ability of personnel to *direct and provide helpful resources* to participants. Competency for personnel in exhibition is emphasized in their ability to

provide spacious transaction area (booth layout), communication or media resources and problem solving initiative.

5.) Communication

Communication refers to the ability and method of personnel to convey information and also demonstration of effort to listen and understand the participant. The most important variable from communication dimension is clear event information, as the third factor in factor analysis. Based on the informal interview with participants, several of them noted that the organizer possessed excellent communication skills. Evidently, the organizer uses relational marketing to encourage participation. During the survey, the researcher observed that the organizer have been actively engaged in social interactions with participants. After the result from factor analysis came out, it was apparent that communication skills affect the competitiveness of TTC Travel Mart.

The last factor that was not included as TTC's personnel competitive factor is the courtesy factor. Courtesy refers to the ability of personnel to convey hospitality, politeness and respect to the participant. Even though courtesy was not a dominant factor to TTC staff's competitiveness, the frequency data analysis showed that the participants agree that politeness and friendliness is part of TTC staff's character.

5.2. Recommendations

5.2.1. Recommendations for Company

- 1. Create regular updates print or electronic media to constantly alert and attract participants.**

The organizer and personnel have been sending out a copy of visitor's name card to each seller and publish sellers' company prior to the event. This approach is effective to alert previous sellers of the competition in

the fair. This idea can be extended further by making a website or mini magazine updates in prints or electronic media. The content will be informative with the profile of participants who have joined in the previous fair and up to date with the ones who are planning to. In addition, comments, preview achievement, future milestone, media review and promotional offer can be included to boost the reputation. Small but catchy updates will be an informative reminder for participants and simultaneously add prestige to the company.

2. Increase the table space or facilitate networking area

As the participants in TTC increases, more spaces will be needed. The organizer stated that space is becoming a challenge with the increasing number of attendants. Since allocating spacious transaction (table) space is part of the expected service, the organizer might consider moving to a bigger venue or finding a more effective arrangement for table booth. Another option would be providing extra spaces near condiments for people to network further.

3. Hiring and training personnel

Although TTC staffs have portrayed excellent responsiveness and helpfulness to other participants, more personnel will be needed when TTC expands. As stated previously, reliability and credibility of personnel service is the main character of TTC's competitiveness. The organizer must ensure that they have sufficient staff to handle more workload. Training will also be needed to ensure that the staffs possess the competency to better communicate and have initiative in handling problems.

4. Further networking and participation in other exhibitions.

Relationship marketing or horizontal marketing is an effective tool for the organizer to promote TTC. Clearly the organizer possess excellent communication and networking skills, thus participation in other exhibitions will continue to support the growth and increase awareness in the market. By active participation in other travel event, the organizer can enhance the reputation of TTC service and advance to bigger market.

5. Neat and distinguishable uniform

Courtesy is the least substantial factor in the competitiveness of TTC personnel, which show that this factor can be improved to increase the performance of TTC service. The area that TTC personnel can improve is the unity of their appearance to differentiate them with the other people. TTC personnel can also be trained to show attention and consideration to participants needs.

5.2.2 Recommendation for Further Research

1.) Explore the relationship of TTC Mart success with other factors

This research is limited to the personnel and staffing side of TTC's competitiveness. There are many factors that contribute to a success and competitiveness of an exhibition such as choice of strategy, time, duration and location, marketing etc. By identifying key factors that relates to TTC competitiveness, it can enhance Indonesian service business especially organizers industry in the global market.

2.) Examine the personnel differentiation theory in different trade fair settings

Personnel differentiation theory is fairly applicable in all service industry that uses manpower; however the extent of the influence may differ in different exhibition settings. For example, B2B and B2C participants have different service expectation in exhibition (Reinhold et al., 2009). More

research in trade fair through organizer's perspective will help organizers to establish a ground and basis for better understanding and decision-making.

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TRAVEL MART TTC QUESTIONNAIRE

This questionnaire is in fulfillment of a research study entitled “Factor Analysis of Personnel Differentiation in Travel TTC Study Case” for researcher’s accomplishment of Economics Bachelor Degree. Please take time to fill in the provided questionnaire truthfully.

SCALE

Company:

1 = Strongly Disagree 4 = Agree

Position:

2 = Disagree 5 = Strongly Agree

Gender:

3 = Unsure

Fill your answer in “Answer” box with the **scale** above

No	Statements	Answer
1.	TTC staff are punctual and prompt in giving service	
2	TTC staff treat me fairly with other participants	
3.	TTC staff are polite and friendly	
4.	TTC staff distribute the same information to all participants	
5.	TTC staff ensure that I get the event information (participant, event flow, etc.) clearly	
6.	TTC staff have advanced knowledge of participating companies	
7.	TTC staff are considerate and respectful to my needs and opinions	
8.	TTC staff service are speedy and effective	
9.	TTC staff are proactive in matching and promoting the exhibitors to other participants	
10.	TTC are able to introduce me with potential buyer & new participants	
11.	TTC staff will ask my permission before they move my belongings or event stuff	
12.	TTC staff are able to speak in a language that I understand	
13.	TTC staff are constantly available and demonstrate preparedness to help	
14.	TTC staff appearance are clean, neat and easy to recognize/ differentiate	
15.	TTC staff give accurate and correct data of buyers and sellers’ attendance	
16.	TTC staff are able to listen and understand my questions	
17.	TTC staff are able to help me solve problems I encounter on the fair	
18.	TTC staff are eager to help with any problems	
19.	TTC staff are attentive to critics and complaints	
20.	TTC staff give sufficient information to help me understand what I need and achieve my objective in the fair	
21.	TTC staff deliver service as requested and promised	
22.	I can trust TTC staff to take care of my belongings when I am away (lunch, toilet, etc.)	
23.	TTC staff have good reputation to my company	
24.	TTC staff make sure that I understood the information that was communicated to me	
25.	TTC staff are able to direct and provide me with resources that help me on the fair	

TRAVEL MART TTC QUESTIONNAIRE

This questionnaire is in fulfillment of a research study entitled “Factor Analysis of Personnel Differentiation in Travel TTC Study Case” for researcher’s accomplishment of Economics Bachelor Degree. Please take time to fill in the provided questionnaire truthfully.

SCALE

Company: **1 = Strongly Disagree** **4 = Agree**
 Position: **2 = Disagree** **5 = Strongly Agree**
 Gender: **3 = Unsure**

Fill your answer in “Answer” box with the **scale** above

No	Statements	Answer
1.	TTC staff are punctual and prompt in giving service	
2.	TTC staff treat me fairly with other participants	
3.	TTC staff are polite and friendly	
4.	TTC staff distribute the same information to all participants	
5.	TTC staff ensure that I get the event information (participant, event flow, etc.) clearly	
6.	TTC staff have advanced knowledge of participating companies	
7.	TTC staff are considerate and respectful to my needs and opinions	
8.	TTC staff service are speedy and effective	
9.	TTC staff will ask my permission before they move my belongings or event stuff	
10.	TTC staff are constantly available and demonstrate preparedness to help	
11.	TTC staff appearance are clean, neat and easy to recognize/ differentiate	
12.	TTC staff are able to listen and understand my questions	
13.	TTC staff are able to help me solve problems I encounter on the fair	
14.	TTC staff are eager to help with any problems	
15.	TTC staff are attentive to critics and complaints	
16.	TTC staff give sufficient information to help me understand what I need and achieve my objective in the fair	
17.	TTC staff deliver service as requested and promised	
18.	I can trust TTC staff to take care of my belongings when I am away (lunch, toilet, etc.)	
19.	TTC staff have good reputation to my company	
20.	TTC staff are able to direct and provide me with resources that help me on the fair	

Your cooperation is greatly appreciated
 ~ Have a wonderful day ~

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Hotmail – tif_21@hotmail.com

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Re: Company info [Back to messages](#)

To see messages related to this one, [group messages by conversation](#).

Tedjo TTC Documents | 5/20/20
To tifAny Fadjar R

3 attachments (total 178.6 KB) Hotmail Active

TEXT - TT...doc
[View online](#)
[Download \(60.6 KB\)](#)

DELEGATE ...doc
[View online](#)
[Download \(76.5 KB\)](#)

TX - SCHE...doc
[View online](#)
[Download \(41.6 KB\)](#)

Download all as zip

Following your request:
Please find the answer

How many people are in your team generally when you organize?

During preparation for almost 4 months in advance only myself and Iskandar my staff.
During the Travel Mart we are using part-timer job:

- > Tedjo Iskandar = Founder
- > Yani Iskandar (wife) = Finance
- > Iskandar (TTC Staff) = General Affairs
- > Alexander Rais = Project Coordinator (venue, sound system etc.)
- > Ade Cakung = Documentation
- > Receptionist = 2 Girls
- > Some helpers during preparation H-minus 1 day
- > Some outsource contractors: Partion, sound system etc,

How many years have TTC been established?

Starting in 1995 - but focus in TTC Travel Mart since 2005. (attached the list)
Then we have 2-times TTC Travel Mart Nusantara
Jakarta = 2 Agustus 201
Jakarta = 27 July 2011
We stop it as we will concentrate for TTC Travel Mart Indonesia and TTC TRavel Mart Philippines.

How did you start TTC and how do you market TTC?

Start in 1995 as the Tour Leader Training Course.
Then we represent some European Shopping Outlets, Overseas Land Operators, Tourism Boards etc.
Then in 2005 we start focus in TTC Travel Mart.TTC A
We do market TTC Travel Mart because of networkings and my reputation.

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Appendix 3 – Mail Interview with Organizer

Hotmail – tif_21@hotmail.com

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Contacts
Calendar
add some color

Is there an increase or decrease of buyer or seller lately? Why do you think is that?
Always increasing either sellers or buyers.
We always do the networkings in Indonesia and overseas - for attending:
> Majapahait Travel Fair in Surabaya
> Jogja Travel Mart
> Bengawan Travel Mart in Solo
> JTX in Bandung
> Natas in Singapore
> Matta in Kuala Lumpur
> ITB ASia in Singapore

Based on your information and graph (see attached graph), there is a significant decrease from the sellers on August 2010 and July 2011, why do you think contributes to that?
That figure for TTC Travel Mart Nusantara - you have to ignore it.
As my reply above.
You have to see the statistic of TTC Travel Mart International now we Change to TTC Travel Mart Indonesia.

How long does it take for you to plan an event like TTC?
ALmost 5 months in advance - to prepare the event.
Starting send all the proposal, preparation, inviting agents then the event.
Now we are preparing for next TTC TRavel Mart Philippines.

What is the hardest or areas that needs to be focused or maintained for TTC to be successful?
To invite the agents or buyers - to ask them to make the RSVP
To ensure the Buyers to come during the Travel Mart.

What are the resources that buyers usually need or request on Travel Mart TTC?
No certain reasons as each buyers have their own needs:
> Mice agents
> Leisure agents
> Pilgrimage agents
> etc.
> Attached the criteria of TTC Travel Mart Participants

What are the problems the sellers usually encounter or complain about??
Lack of space of the venue - now maximum for 160 IBM tables only.
Lack of time for negotiation as we make free appointment not a round robin Table Top.

Thanks,

Tedjo Iskandar
TTC - Destination Networking
Jl. Kran V No. 20 - Hotel New Dias - Kemayoran
Jakarta 10610 - Indonesia
Phone: + 62-21-4254667 Fax: +62-21-4254207
Email: tedjottc@indo.net.id

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Descriptive Statistics

	Mean	Std. Deviation	Analysis N	Missing N
Q1	4.3871	.61016	62	0
Q2	4.4355	.56164	62	0
Q3	4.5968	.49455	62	0
Q4	4.2258	.68758	62	0
Q5	4.1290	.71251	62	0
Q6	4.3226	.59435	62	0
Q7	4.4355	.53165	62	0
Q8	4.4355	.56164	62	0
Q11	4.4677	.50303	62	0
Q13	4.2097	.72738	62	0
Q14	4.3387	.51034	62	0
Q16	4.0484	.77729	62	0
Q17	4.4516	.56329	62	0
Q18	4.3871	.52338	62	0
Q19	4.2258	.68758	62	0
Q20	4.1452	.78608	62	0

Communalities

	Initial	Extraction
Q1	1.000	.687
Q2	1.000	.535
Q3	1.000	.660
Q4	1.000	.707
Q5	1.000	.779
Q6	1.000	.663
Q7	1.000	.704
Q8	1.000	.785
Q11	1.000	.627
Q13	1.000	.538
Q14	1.000	.680
Q16	1.000	.488
Q17	1.000	.660
Q18	1.000	.796
Q19	1.000	.570
Q20	1.000	.819

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.920	54.601	54.601	10.920	54.601	54.601
2	1.550	7.751	62.352	1.550	7.751	62.352
3	1.025	5.123	67.475	1.025	5.123	67.475
4	.869	4.344	71.819			
5	.844	4.218	76.038			
6	.765	3.824	79.862			
7	.623	3.117	82.979			
8	.542	2.708	85.687			
9	.476	2.381	88.068			
10	.458	2.291	90.359			
11	.354	1.769	92.128			
12	.309	1.546	93.674			
13	.261	1.304	94.978			
14	.234	1.170	96.148			
15	.212	1.061	97.209			
16	.149	.747	97.956			
17	.149	.743	98.698			
18	.100	.500	99.198			
19	.083	.414	99.613			
20	.077	.387	100.000			

Total Variance Explained

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	6.074	30.369	30.369
2	4.063	20.316	50.685
3	3.358	16.790	67.475
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			

Rotated Component Matrix^a

	Component		
	1	2	3
Q18	.803		
Q6	.667		.411
Q11	.655		
Q16	.650		
Q19	.624		
Q17	.623	.478	
Q14	.573	.404	.435
Q2	.570	.454	
Q13	.452		.430
Q8		.814	
Q1		.675	.440
Q3	.472	.624	
Q7	.573	.613	
Q20			.883
Q5			.836
Q4	.531		.595

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.



Jakarta, 6 June 2012

COMPANY'S CONFIRMATION LETTER

Here with, I am :

N a m e : Mr. Tedjo Iskandar
F u n c t i o n : Director
Company : TTC – Destination Networking
Address : Jl. Kran V No. 20 – Hotel New Dias - Kemayoran

confirms that:

N a m e : Ade Tifany Fadjar
Student ID : 011200800002
Faculty/Major : Economics / International Business
Universitas : President University

has done her research in our company in order to write the skripsi, title :

**An Analysis of Personnel Differentiation Factors as a Competitive Strategy in a Travel Bureau:
Case Study of Travel Mart TTC**

since March 1, 2012 until June 6, 2012, and has discussed with us the content of her skripsi, including the findings and recommendations.

Thank you and regards,

Tedjo Iskandar
Director