

# EXHIBITING TIPS

## PRE-SHOW PLANNING

*The following are eight critical areas to be addressed in the Pre-Show planning process.*

1. SET SPECIFIC GOALS AND OBJECTIVES
2. DECIDE ON THE IMAGE YOU WANT TO PROJECT
3. DECIDE ON THE CONTENT OF YOUR EXHIBIT
4. DECIDE HOW MUCH SPACE YOU WILL NEED
5. PLAN YOUR PRE-SHOW PROMOTION
6. ESTABLISH A BUDGET
7. DEVELOP AN EFFECTIVE LEAD RETRIEVAL SYSTEM
8. SELECTION AND EVALUATION OF YOUR SHOW STAFF

## AT-SHOW PARTICIPATION

*There are 3 Primary Ingredients to a successful, well-managed trade show experience.*

1. MOVE-IN / MOVE-OUT TIPS
2. PROPER BOOTHMANSHIP
3. SELLING TECHNIQUES

## POST-SHOW

*According to the Trade Show Bureau: "The majority of Trade Show sales take place within the first 11 months after the show." Therefore, it is very important to:*

1. FOLLOW UP ON YOUR LEADS
2. EVALUATE YOUR SHOW RESULTS

## Pre-Show Planning

### **1. Set Specific Goals and Objectives**

Planning and goal setting is possibly your most difficult task - yet it is by far the most important element of your participation. If you go into a show without specific objectives, you may never know if the show was a success for your company.

### **COMMON GOALS:**

- "I want to generate 150 new leads".
- "I want to make 1,500 attendees aware of the benefit of my new product".
- "I want to demonstrate my services to 1,000 people".

*To determine if these expectations are realistic you must ask yourself these questions:*

- How much booth space will we require?
- Whom do we want to talk to?
- What do we want to communicate?
- How many prospects can we expect to see?
- How many salespeople will be staffing the booth?
- How many hours are in the show?
- How many sales presentations can each person make in an hour?

This process will help you determine the goals that make the most sense for your company.

*There is no set formula, as each product, company and show is different.*

## **2. Decide on the Image You Want to Project**

Think about the impression you want to make. Use appropriate corporate and manufacturers' identification, proper and adequate lighting, and establish a visual focal point that attracts the right person to your booth. But most importantly, keep in mind that quality, service and fair pricing are the keys to selling in today's market. In this economy, the most successful exhibitors are those who present themselves as value marketers. How can you be a value marketer?

- Offer products that perform.
- Give more than the customer expects.
- Give guarantees.
- Avoid unrealistic pricing.
- Build relationships.

Value marketing means much more than slashing prices or offering show "deals". It means giving more: an improved product with added features and enhanced service - all at a better price. This is the image you should be striving for in order to best achieve your goals as an exhibitor.

## **3. Decide on the Content of Your Exhibit**

**In a busy show you have only a matter of seconds to capture an attendee's attention.** In that short time frame you must convey three critical pieces of information:

- Who you are ----- Your company name
- What you do -----Your product/service
- How you can help them ----- Your image and/or company slogan

**Keep the concept simple.** Use clear, strong, graphics and direct your message to your customers. You can use working products, hands-on demonstrations, audio-

visuals, and other special effects, but everything should draw attention to your products and/or services.

Determine whether you will be exhibiting specific products from your complete line. If so, which ones? If you are having trouble figuring out which products to take to the show and how this will affect the size of your booth, the following guidelines can help:

1. Feature new products. Place them towards the front edge of the exhibit or in any other highly visible location.
2. Feature hot products. As previously stated, give them a spot in a high traffic area. Call attention to them with extra signage, colour, sound and lighting.
3. If you have a slightly mature product, show it, but don't feature it. If it is the only product you have, think about featuring a new application or a new and interesting use.

Will you be demonstrating any new products or offering new services at this show? Will you require photographs, ad blowups, handout literature, incentives, contests, specialty advertising or gifts?

If you find yourself struggling with these questions, we suggest you work with a professional exhibit designer / producer to provide a design and build simple displays or elaborate structures. You can also rent or buy stock exhibits, modular units, or self-contained units or contact your manufacturer or distributor for available displays. Whatever you ultimately decide now is the time to determine the content of your exhibit and how it will be displayed.

#### **4. Decide How Much Booth Space You Will Need**

**Booth size depends upon your show budget, the product selection that you want to bring to the show, desired objectives and the available show space and personnel capabilities.** Keep in mind that the size of your exhibit will have a direct bearing on the results of your show. For example, if your major objective at a show is to generate new leads, the amount of actual leads you can generate will be affected by this limited space.

The physical exhibits (products and displays) generally occupy approximately thirty percent of your available space. In a ten-foot by ten-foot booth (100 square feet), your exhibit will cover approximately thirty square feet. That leaves only seventy square feet for exhibitors and attendees. The average person uses less than twenty-five square feet of personal space. If you have seventy square feet of space available for people, at less than twenty-five square feet per person, then approximately three people can fit into your booth, **INCLUDING SALESPEOPLE!** The rule of thumb is that no more than two salespeople should work each 100 square feet of space. With two salespeople in this booth and one booth visitor it could still be very crowded.

**Avoid congestion!** Your exhibit should be open and inviting to the attendees, not cluttered and claustrophobic. Booth visitors tend to stay away from areas they perceive as crowded or confining. A booth visitor will take approximately three seconds to walk past a ten-foot by ten-foot booth. However, a visitor will take eight seconds to walk by a booth that is ten-feet by twenty-feet. Those few extra seconds could be the difference between someone seeing your message and buying your product, or walking past you to see the competition.

Perhaps the size and number of your products, your demonstration requirements, and / or your selling process has already dictated your booth size. Regardless, it is a good idea to mark off the space you are considering on the floor (in your warehouse, showroom, living room, etc.) and try to actually fit your products, equipment, tables, chairs, etc., into this space. This procedure will act as a "dress rehearsal" for the show and will allow you the opportunity to catch any potential problems with your display before you get on site. You may realize that you need to reserve more space and that you cannot possibly fit everything you planned in this display area. Needless to say, this is the time to find out and make any adjustments.

### **5. Plan Your Pre-Show Promotion**

Advance planning is a key tool in getting the word out about your participation at the show. Not only will you alert existing and prospective customers to be on the lookout for your exhibit ahead of time, but you will also establish yourself as a major player in the industry. Pre-Show promotions/ Marketing will significantly enhance the final results of your exhibition efforts by increasing the number of qualified visitors who will seek you out at the Show. **The Centre for Exhibition Research found that 33% of visitors to a booth do so because they received some type of pre-show promotion from the Exhibitor**

EXAMPLES OF COMMONLY USED PRE-SHOW PROMOTIONAL TECHNIQUES:

- DIRECT MAILING
- TELEMARKETING
- INTERNET
- ADVERTISING
- SPONSORSHIPS
- PRESS RELEASE

**DIRECT MAILINGS** - Direct mail cannot only become an effective awareness tool for your participation at the show, but it should also be consistently and repeatedly applied with your best prospects to generate commitments to your product after the show. That is why it is so important to plan your direct mail campaign well in advance. Your Pre-Show direct mail effort is designed to create interest and excitement about your company and your products. Your Post-Show direct mail effort is designed to motivate buying decisions and deliver sales. Don't wait until the

Show is over to develop the second phase of your direct mail campaign. It should be ready to roll the day the Show closes. Some helpful Pre-Show mail tips:

- Add special lines of invitation to the show to company stationary.
- Add stickers about the Show to company envelopes
- Send free passes to clients & prospects
- Prepare special literature for mailings to key prospects.
- Offer incentives or giveaways to those who visit your booth.

**TELEMARKETING** - A telemarketing campaign from your sales staff can also increase booth traffic substantially. Extend a personal invitation to visit your display and follow-up with discount coupons to encourage attendance.

**INTERNET** - Bringing the Internet into your exhibit marketing program doesn't mean rethinking your entire promotions strategy. It simply means a little strategic integration.

**ADVERTISING** - Advertise your participation in the Show in all magazine advertising appearing during the month before the Show. Also, advertise in Show supplements and directories.

**SPONSORSHIPS** - Become a sponsor of a special Show event and increase your on-site exposure.

**PRESS RELEASE** - Alert your local media and Show Management about any new products / services that will be on display in your booth that might be newsworthy.

## **6. Establish a Budget**

Obviously, to track your return on investment, you need to track your costs. By preparing your budgets well in advance, you will be in a better position to control your expenses and avoid any unnecessary surprises on-site.

The best way to save money is to READ THE EXHIBITOR MANUAL. The manual contains all pertinent logistical information, order forms for furniture, electricity, labour, etc., and money saving deadlines. If any questions arise, do not hesitate to contact Show Management for assistance. We will be glad to walk you through the process.

## **7. Develop an Effective Lead Retrieval System**

Leads are the main reason most Exhibitors participate in Shows. Some might actually write orders on the Show floor, but most take leads.

**Leads represent the return on your investment.** When the Show is over and everything is packed up, the only thing you have left for the money spent are the

leads your staff has generated. Conexsys Registration Services will be available to Alberta Foodservice Expo.

Another way of collecting Leads is by using what is called a lead card. A lead card is a simple piece of paper that causes many other things to happen:

**A lead card can:**

- initiate the qualifying process.
- indicate the next step to take - i.e., sending literature or making a sales call.
- provide research data about your attendee's interest and preferences.
- provide another name for your mailing list.

**The physical attributes of a lead card are important.** If it's too big, too small, too thin, or doesn't contain the right spaces to fill in FOR YOUR BUSINESS, then it will not do the job. The following are three simple steps to designing a lead card that your salespeople will use:

1. Make it small. A good lead card fits in your hand (3" x 5" index card).
2. Print it on card stock. It will give staff a surface to write on when holding it in their hand.
3. Consider using a multi-part form. You can send one copy to the person who is sending out the literature, another part to the person who is sorting leads for immediate follow-up and the last to keep as a permanent record.

**8. Selection and Evaluation of Your Show Staff**

You certainly would not want to send a green inexperienced sales trainee to call on a hot prospect in the field. For the same reason, you don't want to have a rookie working your booth at a Show. You want the best salespeople you have to be there waiting for these qualified attendees. An extension of this rule is that a Show is not a place for sales training. The atmosphere is noisy, crowded, intimidating, and highly charged - hardly conducive for training. Your investment in the show is high. This is simply not the place to risk that investment.

**You want your booth staff to be ready for action, to take advantage of every opportunity to reach your objective.**

**There are many things to consider when choosing your sales show staff:**

1. The staff should have similar interests as those of the audience.
2. Salespeople should have a good personality and excellent prospecting skills.
3. The staff should be technically knowledgeable.
4. They must be product knowledgeable.
5. The salesperson must make it easy for the attendee to stop and talk.

6. The salesperson must have a good attitude about Shows and the role that they play in the company's marketing strategy.

You may have an on-duty team of four or five in a 20-foot booth. In that team, there should be a mixture of ages & sexes.

## **At-Show Participation**

### **1. Move-in / Move-out Tips**

Once you get to the Show, there are three Primary Ingredients to a successful, well-managed trade show experience.

This section will address each of these critical areas so that you will be better prepared to do everything right the first time in order to achieve the objectives you have now set for your company.

The first step toward a smooth move-in/move-out process is to READ THE EXHIBITOR MANUAL, and read it carefully. The most common exhibitor mistake is to put this thick stack of papers aside for later, but later never comes and important details may be overlooked. If you have any questions after reading the manual, call a member of our Show Management Team immediately for clarifications. Most importantly, you should:

- Order all services prior to the deadlines and save up to 25-30%.
- Order everything you need in the correct size, colour and quantities.
- Have as much work done on your exhibit before it is packed or shipped.
- Number and label your crates and boxes according to contents for easy set-up.
- Provide instructions for any electrical requirements.
- Arrive at the hall early to see your booth location and find the service desk(s).
- Confirm, revise, or initiate orders for rentals and services that you will require.
- Obtain work passes/ exhibitor badges for yourself and your personnel.

**In effect you will be setting up a temporary office for your company at the Show.**

### **YOU SHOULD BRING AND/OR CONTRACT FOR:**

- Carpeting
- Tables & chairs
- Electricity
- Telephone service
- Plants and/or decorations
- Linens and drapery for tables

- Cleaning of booth
- Lead Retrieval System

#### **EXHIBITOR OFFICE SUPPLY LIST:**

- The product that you are selling
- Literature, handouts, and pamphlets
- Business cards and holders
- Free drawing slips and a drawing box, if applicable
- Appointment books and calendars
- Scotch tape, staples and stapler, staple remover, paper clips, scissors, rubber bands, clipboards, post-it notes, and other assorted office supplies.
- Ballpoint pens, pencils, and markers
- Lead cards - if applicable
- Order forms
- All show documents including contract, proof of payment etc...
- Office letterhead, notepaper, envelopes, and stamps
- Extra cash, traveler's cheques, and/or credit cards

### **2. Proper Boothmanship**

Trade show studies have shown that 80% of show attendees remember MORE about the salespeople staffing the booth than the booths themselves! This statistic tells us one thing your success depends largely on the collective talent, product knowledge and energy level of your sales staff.

**FIRST** of all, every exhibitor should distribute an on-site manual that includes the following information:

- A staff schedule of who will be working the booth on a daily and hourly basis.
- A staff schedule of daily show activities.
- A staff schedule of pre-show and daily "wrap-up" meetings.
- Where they will be staying.
- A floor plan showing the facility and vicinity to your booth location.
- A diagram of your booth layout and booth number.
- A list of products being displayed.
- A product pricing structure.
- Explanation of pre-show advertising and promotion.
- Corporate objectives and goals to be met at the show.
- Sales goals and rewards for success.

**SECOND**, as you think about staff motivation, also consider how to avoid burnout. Here are some tips:

- Schedule an hour break after a staffing period of two or three hours.

- Check the show seminar schedule and anticipate peak traffic times. Let some staff go on a break during slow periods.
- Drink plenty of fluids. Most halls are very dry and dehydration can feel like fatigue.
- Eat and drink sensibly: it affects not just your physical well-being, but your mental attitude. This may sound like a simple thing, but you'd be surprised how many staff ignore their own health at shows.
- Know your limits and take time to rest when needed.
- Avoid using a "canned pitch". This will numb your brain and your listening skills. Instead, ask a few good qualifying questions, listen to the answers, and base your demonstration on what you've heard.

### **3. Selling Techniques**

The art of selling at a show is how well you can personally communicate and/or demonstrate your product or service, so that a Qualified Attendee can relate, understand, and respond to your presentation. Remember, selling at a show is much different than selling in the field, in a store, or on a telephone. It is much more intimidating. Even the strongest salesperson can have trouble selling at a show. Booth personnel should be knowledgeable, friendly, and approachable, not aggressive. Your ability to **ASK QUESTIONS** at the show, distinguish between a Qualified Attendee and a Qualified Prospect will determine the degree of success you will achieve. Your job will be to sell the Attendee on the **BENEFITS** of your product and your company in a minimum amount of time, to determine the attendee's **NEED, DESIRE** and **AFFORDABILITY**.

The issue is one of quality. Each of the following techniques can enhance the quality of the attendee's time with you. **In very few other selling situations will your prospect leave your presence and within several minutes be in the presence of your competition. You must look better and act better than your competition. This is not the time to offend because you won't have the time to recover. The following suggestions will help you differentiate yourself from your competition:**

1. Be available -Don't leave your booth unattended.
2. Be warm - smile and make good eye contact. Use good nonverbal communication.
3. Don't offend - No eating, drinking, sitting or chewing gum in your booth.
4. Make a positive impression - Dress upscale to your audience. Keep your clothes neat. Place your badge on the right side of your body (that comes forward when you greet your booth visitor making it easier to read).
5. Be actively involved with your booth visitor - Take responsibility for engaging the attendee in conversation. **SHAKE HANDS.**

Your body speaks before you say a word. You use your entire body because you are standing not sitting, as in most daily business situations. The show environment is public and every motion and gesture, no matter how slight, is a public one.

**THE STANCE** - When standing in the booth waiting for a qualified attendee, stand with your feet about shoulder width apart, weight evenly balanced, and your hands either hanging at your side or clasped behind your back. Such a stance is open and powerful. Never cross your arms or put your hands in your pockets. While talking, use open palmed gestures with your elbows away from your body. Keep your hands unclenched and visible.

**THE HANDSHAKE** - This measures each other's strength and purpose. Offer your hand to the attendee first, but wait for him or her to let go first. Never end a handshake too early. Do not use two-handed shake unless you know the person well. Shake hands firmly but do not crush the person's bones.

**EYE CONTACT** - The salesperson at a show must make a special effort to maintain solid eye contact with the person to whom he or she is talking. There are many other interesting things to look at; however, maintaining consistent eye contact is crucial.

**BY CONSCIOUSLY SENDING WARM, CONFIDENT, AND POSITIVE SIGNALS AT ALL TIMES, YOU ARE TELLING ATTENDEES THAT YOU ARE SOMEONE WORTH KNOWING.**

**The following are known as the "Four S's" of Show Selling:**

### **Stop Them**

Your first contact with a prospect is often made through a simple greeting and good eye contact. There are many polite and enthusiastic ways to greet prospects and introduce them to the features and benefits of your product or service.

Visitors should be welcomed with a firm handshake and a sincere smile. To start the conversation, your booth staff should be polite, professional and respectful. Try some of these "openers":

- "How are you familiar with (company name)?"
- "What attracted you to our display?"
- "What do you see that interests you?"

### **Speak to them and Listen**

After you have gained the prospect's attention with an interesting, open-ended question and attentively listened for the answer, identify the prospect's needs and qualify the prospect.

Ask the prospect to talk about themselves through questions which require more than a "yes or no" response. Listen carefully to their answers, and begin to develop your method and words to describe your benefits to satisfy their needs.

Be careful not to appear solicitous. Apply extreme courtesy. And, LISTEN! If your product should satisfy their needs, move to the next step in your plan. Otherwise, politely and briefly summarize your sales presentation and thank the prospect for their interest.

### **Set up an appointment OR sit them down, if possible**

By listening carefully and responding with polite and enthusiastic questions, you're ready to make your targeted presentation. You can describe your product's benefits verbally, with a demonstration, through sales and prospect interaction, or any of the many other sales techniques, which have been successful for your sales staff in one on one sales calls. How does your timetable look on all this?

### **Sell Them**

How would you like to proceed from here? While you have always been selling since first "stopping" the attendee with your opening qualifying questions, the final phase of achieving your goal with them should now be easy. Restate or summarize your product's prime advantages for the prospect, and have him acknowledge agreement with them. If appropriate, ask for the order; or gain agreement and commitment to the action you want them to take.

If you still don't achieve their commitment, explore, through polite and enthusiastic questioning, what is needed to satisfy the prospect's needs. And LISTEN! Keep questioning and responding with benefits (not just features) and advantages until you get the prospect to agree.

Lastly, remember these do's and don'ts when you are staffing your booth:

### **DO**

- Be enthusiastic
- Be carefully groomed
- Use prospect's name
- Know your competition
- Keep moving in the booth
- Be on time for your shift
- Get a good night sleep
- Appoint one person to work with the media
- Wear your badge on the right (because you shake with your right hand)
- Keep the booth clean
- Wear comfortable clothes and shoes
- Have the exhibitor manual handy
- Know the locations of the restrooms and restaurants

- Sell the company rather than the product
- Have money in your wallet
- Use mouthwash
- Establish a team atmosphere
- Smile: The first impression is always the last

## **DON'T**

- Sit or read in the booth.
- Eat or drink in the booth.
- Chew gum in the booth.
- Ignore prospects.
- Talk on the phone, other than for Show business.
- Be a "border guard".
- Talk with other booth personnel, unless business related.
- Cluster - two or more booth mates.
- Drink alcohol during Show hours.
- Put a pencil behind your ear or in your jacket breast pocket.
- Display product literature. - People take it and do not look at it.

## **Post Show**

### **1. Follow Up on Your Leads**

According to the Trade Show Bureau: "The majority of Trade Show sales take place within 11 months after the show."

Unfortunately, many exhibitors lose these additional sales because they fail to follow-up on a continual basis. Before the Show, you must develop a coordinated sales lead plan. Otherwise, you have wasted time, effort, and money. An effective follow-up system should be carefully planned as the rest of your Show activities. When you know you have a good follow-up system in place, then your qualifying and lead collecting activities at the Show take on far more meaning and urgency.

### **Here are several points for a good lead follow-up program:**

1. Set a realistic goal for the number of leads you plan to collect during the Show.
2. Plan your lead follow-up system well ahead of the Show. It should be ready to roll as soon as the Show ends.
3. Have a lead collecting system that makes recording and retrieval easy. Remember to prioritize and sort leads for easy follow-up. If large numbers are expected, make sure that the system will generate mailing labels without a lot of extra effort.
4. Use telemarketing to find the best prospects. Telemarketing will ensure that you are putting the very best leads into the hands of your sales force as

- quickly as possible and in a time frame that positions you competitively with those big exhibitors. Taking the time to telemarket is especially important if your sales force is small in relationship to the number of leads.
5. Set deadlines for all follow-up activities and brief all staff on the importance of meeting deadlines and their individual roles in the project.
  6. Set up a system to record and review the results of your follow-up program.
  7. Set a date for the final review.

Most importantly, make sure your staff follows through on all leads, inquiries, and requests for information as quickly as possible. ***Attendees react most favourably when sales are promptly followed. You should contact all of your leads within two weeks of the Show with at least a "thank you" or follow-up letter, and / or a telephone call.***

## **2. Evaluate Your Show Results**

If you are to extract the full benefit from the Show and maximize your investment, there are a number of things you should do in the days and weeks immediately following the Show.

- Conduct a post-show debriefing - This should be done as soon as the Show is over. Whatever method is used - staff meetings or evaluation forms - the review should take place while memories are still fresh in people's minds. Valuable feedback can also be obtained from your customers and other visitors. You can do this by talking to them on the phone, sending them a questionnaire, or employing an independent research company to do a survey for you.
- Analyze your immediate results - You should review the results immediately after the Show and compare them with the goals that were set. If your primary goal was to make sales at the Show, count the sales. Where lead collecting was the primary goal, you should have a stack of lead cards or printouts. Compare the number of leads with the goals you set in different categories.
- Analyze your costs and results in comparison with your goals - At some period, weeks or months after the Show, depending on your sales cycle, you should be able to bring together all of your costs, and the full results to date from the Show. These are tabulated against your goals and budget for each item. In addition to comparing the results with your goals, you should be able to come up with statistics which will indicate to you how successful the Show was for your company. By comparing results with non-Show sales costs, you will have a good yardstick by which to measure your current performance and that of future shows. For example:
  - Number of sales calls required to close a show lead.
  - Cost of obtaining each lead (or sale) at the Show.
  - Cost of each sale made as a result of the Show.

*Compare these results with your non-Show costs of everyday business activities such as:*

- Number of regular sales calls required to make a sale.
- Cost of obtaining a sales lead through advertising or other forms of promotions, such as direct mail, print or electronic media.
- Cost of each sale made as a result of non-Show activities.

Prepare a final report - Now is the time to bring together all of your information. It should be summarized in one final report that will act as a guideline for the planning of future shows, setting goals, and determining which shows are effective and which shows you should pass up.

*Your report should assess the following:*

1. The overall reaction of customers, staff, and others to your exhibit, highlighting strengths and weaknesses.
2. Recommendations for extra training, new approaches, etc., should all be included.
3. Make a comparison of actual costs to budget.
4. Compare actual results to corporate and individual goals.

### ***Checklist For Exhibitors:***

#### **Before The Show:**

- Research the attendees and check the statistics of your prospect to that of the attendee.
- Set measurable goals with clear objectives that enable you to evaluate results.
- Buy enough space to calculate for visitors, staff, displays, furniture, and equipment.
- Assign responsibilities to specific individuals for each exhibit task.
- Plan Pre-Show promotion and ask salespeople to call customers. Send invitations to prospects. Utilize your advertising.
- Inform your staff what your objectives are and what their responsibilities are in achieving them.
- Train your salespeople and agree on what constitutes a qualified lead. Make sure that all the staff can demonstrate equipment correctly and know what literature is available.

#### **At The Show:**

- Set up your booth, check all signs; run equipment.
- Look at other exhibits and make note of any new and innovative ideas.
- Monitor booth activities.
- Schedule staff meetings to share experiences daily.
- Reward and recognize those who make your exhibit successful

**After The Show:**

- Pack up exhibit carefully. The booth is an investment in your company's future.
- Evaluate the event and meet with all staff involved with the show for feedback.
- Follow up leads, make phone calls, send direct mail.
- Gather information, track all leads, appointments, sales, and keep a record for next year.
- Evaluate performance. Did you meet your objectives?

We sincerely hope that this brief guide to successful exhibiting has helped put you and your company on the right track toward success at the Show. It is our firm belief that shows are the most cost-effective vehicles available to companies competing in today's marketplace; and with the proper planning; your company will make the most of its investment in our services.