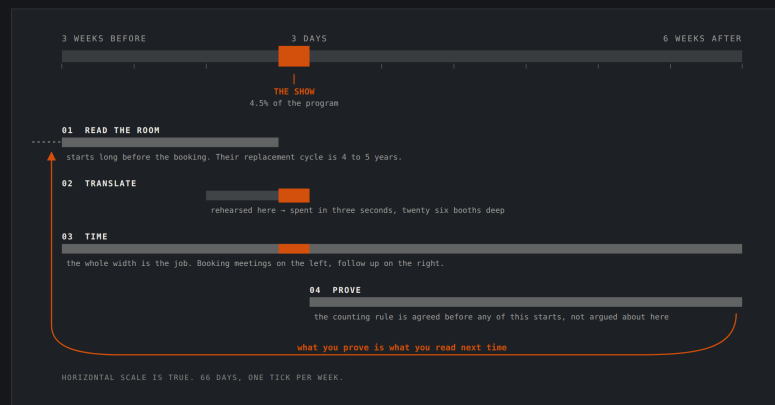


Four parts. One loop.

Everyone plans the three days. The three days are the smallest part of the job, and the four things that decide whether a show worked are not a checklist. They feed each other, and the last one feeds the first.



The bar is drawn to scale, which is the entire argument. Three days out of sixty six. Segment 03 is the only one that spans the whole width, and segment 04 is the only one that runs backward.

01 Read the room before you rent the floor

Who is actually walking past, and what is already keeping them up?

95% of winning vendors were already on the shortlist on day one, before a single seller conversation. And only about **5%** of your category is in the market at any given moment.

Skip it and you did not build a booth. You built a very expensive logo.

FOR THE ONE RUNNING IT

Write down the three real worries of the people attending, in their words, before you approve a single render.

FOR THE ONE FUNDING IT

Ask to see the three worries the booth is built around. If what comes back is a persona deck, you are funding decoration.

FOR YOUR FIRST SHOW

Most people walking past are not buying this year, and that is normal. Be useful to them anyway. They remember.

02 Translate. Do not demo.

Will this survive being repeated badly by a tired stranger?

3 seconds to make somebody stop walking, on their way through roughly **26** booths that day. Then it gets repeated to a buying committee of **9 to 11** people who were never there.

Skip it and you answer the question you find interesting instead of the one you were asked.

FOR THE ONE RUNNING IT

Rehearse three rungs out loud. The one line at twenty feet, the one minute about their Tuesday, the one hour that is a meeting.

FOR THE ONE FUNDING IT

The person at your booth is a messenger, not a buyer. Fund the sentence that survives the retelling, not the longer demo.

FOR YOUR FIRST SHOW

Saying let me grab the person who can actually answer that is the strongest move in the booth. It converts better than bluffing.

03 The show is the smallest part of the show

Is the work sized to nine weeks, or to three days?

Most attendees set their calendar before they board the plane, while over **half** of exhibiting teams start outreach inside four weeks. After the show, roughly **half** of leads are not touched within five business days.

Skip it and you pay for the floor and give away the follow up.

FOR THE ONE RUNNING IT

Write the follow up templates on the flight out. Hand execution to someone who did not work the floor and whose feet do not hurt.

FOR THE ONE FUNDING IT

The three days are under five percent of the program. Ask how the other ninety five percent is staffed, because that is where the money leaks.

FOR YOUR FIRST SHOW

The show ends and the actual job starts. Protect your first week back before you go, because you will not have the energy to.

04 Count the thing that survives the budget meeting

Which number is still standing in October?

98% of events teams struggle to justify the spend to leadership. **86%** cannot accurately attribute return. Meanwhile leadership grades almost entirely on sales outcomes.

Skip it and a show that plainly worked gets cut in a soft quarter.

FOR THE ONE RUNNING IT

Get the counting rule in writing in February while everyone is calm, not in October when the budget is already moving.

FOR THE ONE FUNDING IT

You grade on sales outcomes. Check whether the team has been given the tools to show them, before you read the result as a verdict.

FOR YOUR FIRST SHOW

Badge scans are not the score and everyone knows it. Meetings with the right people, and pipeline, are the score.

The list is not the point. The loop is.

Four does not follow three and stop. What you managed to prove about this show is what tells you who to read for the next one, which is why teams that never close the loop keep rebuilding the same booth for a room that moved on.

Sources. Day one shortlist: 6sense. Buyers in market at a given moment: LinkedIn B2B Institute with Ehrenberg Bass, the 95 / 5 rule. Three seconds to stop: Exhibit Surveys. Booths per show day: Freeman. Buying committee size: Gartner. Follow up within five business days: Exhibitor Magazine. Justification and attribution figures: Vendelux 2026 B2B events survey. How management evaluates exhibitions: CEIR.