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EVALUATION  
OF CCAC EXHIBITS PROGRAM

Final Report



Consommation  
et Corporations  
Canada

Consumer and  
Corporate Affairs  
Canada

EVALUATION  
OF CCAC EXHIBITS PROGRAM

Final Report



Program Evaluation Division  
Bureau of Policy Coordination  
Consumer and Corporate Affairs Canada

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## EVALUATION OF CCAC EXHIBITS PROGRAM

### EXECUTIVE SUMMARY

Purpose of the report: This report presents the findings and conclusions of an evaluation study of the exhibits program of Consumer and Corporate Affairs Canada (CCAC). It makes recommendations for implementing a performance monitoring system and for increasing the effectiveness of exhibits.

Four specific aspects of this question were examined and evaluated: objectives of exhibits, achievement of objectives, use of performance indicators and determination of the impacts and effects associated with exhibits.

Findings: In 1986-1987, CCAC organized and executed 73 exhibits. Of these, 11 were planned by headquarters staff, while 62 were the work of regional office staff. The headquarters units most active in organizing exhibits were the Bureau of Corporate Affairs and the Bureau of Competition Policy. At the regional level, the majority of exhibits were organized for the Bureau of Consumer Affairs.

The exhibits fielded by the Department can be divided into three categories according to the target audience: exhibits in shopping centres, which are intended for the general public; specialized exhibits, which are directed at a specialized clientele; and exhibits at trade shows, which are geared to a business clientele.

The organization and operation of exhibits generates significant costs. In the course of the evaluation, it was estimated that the total cost for the Department of the 73 exhibits operated in 1986-1987 was between \$300,000 and \$500,000. The wide range in the cost estimate reflects the fact that there is currently no mechanism for collecting cost data and no overall cost accounting system for determining the total costs of exhibits.

The evaluation also indicted that very little use is made of performance indicators for evaluating exhibits. While there are certain indicators which could and should be used, there is currently no standard process in place for determining the impact and effects of exhibits.

The formulation of objectives is a vital step in the planning, execution and evaluation of exhibits. The evaluation revealed however, that the objectives set for exhibits

are formulated in vague and general terms and lack quantitative criteria. Still, the majority of individuals questioned during the evaluation believe that the current objectives set for exhibits are being met. However, in order to better gauge the achievement of objectives, it is necessary to formulate more specific and attainable objectives than those currently in use.

A careful examination of the use of exhibits revealed that exhibits at CCAC are used simultaneously as a communications tool and as an operational tool. Exhibits are considered an operational activity in the same way, for example, as inspections, conferences and letters to traders. Exhibits complement these activities and, in certain cases, are used to replace them. Exhibits also serve as an important mechanism for the distribution of departmental pamphlets and publications.

An examination of the division of roles and responsibilities in the organization and operation of exhibits revealed that three major participants are involved in this process: the Canadian Government Expositions Centre (CGEC) of the Department of Supply and Services; Communications Branch staff; and staff of the operational Bureaux both at headquarters and in the regions.

For the Communications Branch, their role is currently limited to technical aspects associated with exhibits. There was some criticism however, of a perceived lack of a well-defined communications strategy which impacted negatively on all communications activities, including the exhibits program.

Recognizing that 1987 is the 20<sup>th</sup> Anniversary of the Department, certain program managers associated with exhibits felt that this offered a unique occasion to participate in special events that are or could be associated with the Anniversary. This could also serve to raise the public profile of the Department and, through exhibits, heighten public awareness of the link between the Department and various policy initiatives.

### Recommendations

Recommendations deal both with the implementation of performance monitoring of exhibits activity and suggested changes to the development and operation of exhibits, intended to improve their ultimate effectiveness. They take into account the constraints staff face in organizing and operating exhibits. In recommending adoption of a standard process to be put in place for monitoring the performance of



CCAC exhibits, the study presents a monitoring tool that is intended to be simple, inexpensive and easy for program personnel to administer. The goal of the process is to measure the performance of specific exhibits and collect information about costs to ultimately serve as input in planning future communications activities.

Key recommendations of the evaluation are as follows:

- ° Adopt a standardized evaluation process at the department-wide level for monitoring the performance of exhibits and assign specific responsibility for this task. Appendix D details a proposed monitoring scheme.
- ° Make greater use of performance indicators to determine the extent to which the target audience has been reached.
- ° Implement a uniform cost accounting system for exhibits and assign specific responsibility for this task.
- ° Increase the role of the Communications Branch, and particularly the Programs and Regional Services Division's role, in the organization and operation of exhibits.
- ° Elaborate the strategic objectives and ensure, insofar as possible, that clear and measurable objectives relating to the target audience for exhibits are formulated.
- ° Make a special effort to mark the 20<sup>th</sup> Anniversary of the Department during the organization and operation of exhibits, heightening the public profile of the Department.
- ° Conduct an evaluation of publications related communication activities in order to take into consideration the comments received on this subject during the evaluation. A planning report will be prepared and submitted to the Advisory Committee for approval of the mandate.

## 1. INTRODUCTION

### 1.1 Purpose of the Report

The purpose of this report is to present the findings of an evaluation study which examined the organization and operation of exhibits. This report presents the evaluation findings and conclusions and makes recommendations for improving the effectiveness of exhibits at Consumer and Corporate Affairs Canada (CCAC).

### 1.2 Background

In the summer of 1986, the Communications Branch recognized the need to conduct an evaluation of selected Communications Program activities. It was agreed that the Program Evaluation Division would develop a plan for conducting an evaluation study in the communications field.

Following consultations with program managers, it was recommended that an evaluation of exhibits and related activities be conducted. This decision reflected the needs expressed by the Communications Branch and took into account existing resource constraints. It was also agreed that the need to conduct an evaluation of publications and communications strategy developments would be reassessed in light of the findings of the evaluation of exhibits.

### 1.3 Purpose of the Evaluation

The mandate of the evaluation of exhibits was to examine four specific aspects: objectives of exhibits; achievement of objectives; use of performance indicators and determination of the impact and effects associated with exhibits.



## 2. METHODOLOGY

A number of data collection methods were used in the course of the evaluation. The use of a variety of methods ensured more accurate and reliable findings. The principal methods used are described below.

A file review was undertaken in order to collect basic information on the program. This method enabled familiarization with the details of the program and identified missing data which could not be collected through other data collection methods. A communications expert was consulted in order to obtain input regarding the best way to conduct the evaluation of exhibits and the performance indicators best suited for this type of communication tool. A review of the literature was also conducted. This review provided the means to identify the factors which should be incorporated in a performance evaluation process for exhibits. A review of evaluation studies carried out by other federal departments in the communications field was conducted. The purpose of this review was to examine how the Communications Branches of other departments operate and identify possible solutions to problems encountered in this Department. Interviews with communications program staff were conducted in order to gain an understanding of the mandate of the Branch, its organization, the division of roles and responsibilities among Program staff and clients, and to identify clients and their needs and the way in which their needs were being met. More than fifteen interviews were conducted with Communications Branch staff. Through interviews with communications program clients, both at headquarters and in the regions, information was received which confirmed the roles and responsibilities of program clients, identified the process used to organize and operate exhibits, identified the objectives of exhibits and the criteria used to determine their success or failure. These interviews also shed light on the kinds of indicators used to determine the performance, impact and effects of exhibits as well as costs and sources of funding. More than 35 interviews were conducted with communication program clients. Finally, observation in the field represented the method "par excellence" for gaining a practical understanding of the organization of exhibits. Three different exhibits were visited: an exhibit in a shopping centre in St-Bruno, Quebec, during Police Week, a specialized exhibit in Montreal, Quebec, during the 10th 'Congrès de l'Association d'éducation pré-scolaire du Québec' and finally a trade show, Inter Can 87, held in Edmonton, Alberta, during Petroleum Week. An analysis framework was developed for the methodical and organized observation of these exhibits.

### 3. PROFILE OF CCAC EXHIBITS

This section presents a brief description of the exhibits operated by CCAC which were selected as references for the purposes of this evaluation. This section describes the main activities involved in organizing and operating exhibits and presents a profile of these activities within the Department.

#### 3.1 Legislative Basis

According to section 6.1d of the Act establishing the Department of Consumer and Corporate Affairs, the Department is to "undertake, recommend or assist in programs to assist the Canadian consumer to be more fully informed about goods and services offered to the consumer".

In order to achieve these objectives, the Communications Branch undertakes a number of communication projects, including the organization of exhibits. The Communications Branch works closely with the staff of various operational programs to implement exhibits.

The Communications Branch breaks down its communication projects into approximately 25 categories. Exhibits represent one of these categories. Consequently, exhibits constitute only a small part of the Department's overall communications activities. A list of Communication Branch projects for 1986-87 is given in Appendix A of this report.

#### 3.2 Objectives of Exhibits

In the public sector, the primary reason for organizing an exhibit is to increase public awareness of a particular issue or subject. What makes this communication tool attractive is the opportunity for personal contact with visitors.

At Consumer and Corporate Affairs Canada, the use of exhibits is motivated by the same kind of objectives. These objectives are summarized as follows:

- increase public awareness of departmental programs;
- increase public understanding;
- make the Department better known;
- explain the programs;
- establish contact with the public.

#### 3.3 Exhibits Activity in 1986-87

During 1986-87, 73 exhibits were implemented by the Department. Headquarters staff were involved in organizing 11 of these exhibits, while 62 were organized by regional

office staff. The majority of the exhibits produced by headquarters staff were the work of the Bureau of Corporate Affairs and the Bureau of Competition Policy, since the majority of their staff are concentrated at headquarters. Most of the exhibits produced at the regional level were the work of the Bureau of Consumer Affairs, since the majority of this Bureau's staff is located in the regions. Table 1 below presents a breakdown of exhibits by operational Bureau and by region for 1986-87.

<u>TABLE 1</u>	
<u>Breakdown of Exhibits by Operational Bureau and by Region for 1986-87</u>	
<u>National level</u>	
Bureau of Consumer Affairs	2
Bureau of Corporate Affairs	3
Bureau of Competition Policy	4
Others	<u>2</u>
Sub-total	11
<u>Regional level</u>	
Atlantic Region	9
Quebec Region	13
Ontario Region	18
Prairies Region	19
Pacific Region	<u>3</u>
Sub-total	62
Total	<u>73</u>

Appendix B presents the list of the exhibits for 1986-87 and the dates on which they were held.

### 3.4 Types of exhibits

The 73 exhibits may be broken down into three different categories according to the target audience.

Exhibits in Shopping Centres are used by regional office staff and primarily used by the Bureau of Consumer Affairs. These exhibits are geared to the general public. The presence of the Department in shopping centres is often requested during specific regional or local activities.

Specialized exhibits are used primarily by regional office staff, especially by the Bureau of Consumer Affairs. These exhibits are geared to a specialized clientele in the context of specific activities.

Trade Shows are used mainly by headquarters staff of the Bureau of Corporate Affairs and the Bureau of Competition Policy. These exhibits are specifically geared to business clientele. The principal target of the two bureaux are the managers of small and medium-sized businesses.

### 3.5 Roles and Responsibilities

When addressing the question of roles and responsibilities it is important to identify the main participants involved in the exhibit process. They are the Canadian Government Expositions Centre (CGEC) of the Department of Supply and Services (DSS), the Communications Branch and the various operational Bureaux both at headquarters and at the regional level.

In September 1982, Treasury Board formulated an administrative policy (chapter 395 Exhibitions) designed to ensure that Departments obtain all exposition, display and related services from a centralized source. Since the Canadian Government Exposition Centre (CGEC) was designated as this sole source, DSS took steps to ensure that the CGEC was able to provide exposition services to departments as required.

The specific division of responsibilities between the CGEC and the client departments is presented in Appendix C of this report. The following passage from the Administrative Policy Manual summarizes the main features of this division:

- a) client departments are responsible for obtaining authority to mount an exhibition, for defining exhibit needs and requirements and for the operations of exhibits, once they are erected; and
- b) CGEC is responsible for matters relating to the fulfillment of clients requirements, including design, costing, contracting, fabrication, shipping and erection of the exhibit.

This general division of responsibilities does not in any way prevent CGEC from delegating tasks to its clients, or vice versa.

Within CCAC, two different groups are involved in this process, the Communications Branch staff comprising Programs and Regional Services Division staff and Creative Services Division staff and the staff of the various operational Bureaux, both at headquarters and in the regions. It should be noted that the Programs and Regional Services Division is responsible for meeting the needs of the Department's operational Bureaux and the five regional offices. In order to do this, communications officers from this Division develop

strategies and communication plans and formulate communication projects. Moreover, the Creative Services Division is responsible for providing technical support for each communication project. Communications officers of the Programs and Regional Services Division are therefore responsible for communicating client needs to the communications officers of the Creative Services Division. This division of roles and responsibilities may be summarized as follows:

#### National level

For exhibits planned and executed at the national level, the responsibilities of the Communications Branch may be summarized as follows:

- obtain funding and liaise with the CGEC;
- send letters of invitation, where required;
- provide the necessary publications and funding; and
- develop objectives, themes and message (shared responsibilities)

Communications program clients, i.e. the staff of the operational Bureaux, assume the following responsibilities:

- identify opportunities for organizing exhibits;
- select the exhibits in which they wish to participate;
- develop objectives, themes and message (shared responsibilities);
- provide the necessary personnel to staff the exhibit;
- train exhibit staff;
- conduct the evaluation of the exhibit; and
- assume the costs of operating the exhibit.

#### Regional level

At the regional level, departmental staff do not use the services of the Canadian Government Expositions Centre. Regional office staff therefore have full responsibility for exhibits, i.e. both content and technical aspects. The Communications Branch provides a certain amount of financial support to the regions (\$30,000 in 1986-87, i.e. \$6,000 per region) and supplies the publications needed by staff for distribution in the exhibits.

### 3.6 Organization and Implementation of Exhibits

This section summarizes the process generally used at CCAC to organize and implement an exhibit at the national level. In order to do this, communications officers must develop strategies and communications plans and formulate communication projects. The following constitutes a reasonably accurate summary of the steps followed by the communications officers.

### Development of communication plans

- . Identification of clients' needs with the communications officers of the Programs and Regional Services Division;
- . Establishment of project priorities by the communications officers and clients;
- . Development of a communications strategy by the communications officers responsible for liaison with the operational Bureaux;
- . Preparation of the communications plan for each of the operational Bureaux by the communications officers responsible for liaison with these Bureaux;
- . Approval of the communications plan by the Assistant Deputy Ministers of the operational Bureaux and the Communications Branch;
- . Allocation of budgets within the Communications Branch;

### Process followed for exhibits

- . Consultation between Programs and Regional Services Division officers and the Creative Services Division;
- . The Creative Services Division contacts the Canadian Government Expositions Centre (CGEC) through the officer responsible for exhibits;
- . Implementation of the exhibit by the Creative Services Division officer responsible for exhibits;
- . Operation of the exhibit by the client; and
- . Evaluation of the exhibit by the client.

Table 2 on the next page illustrates, in schematic form, the process described above.

### 3.7 Costs of Exhibits

The organization and implementation of exhibits generates costs for the Department. These costs are assumed by the Communications Branch and by the operational Bureaux. For that reason, it was very difficult to obtain specific data on exhibit costs as a whole, since no individual was responsible for gathering information on this subject. It is therefore important to define the elements which make up

TABLE 2  
CCAC EXHIBIT COMMUNICATION PROCESS

Development of Communication Plans

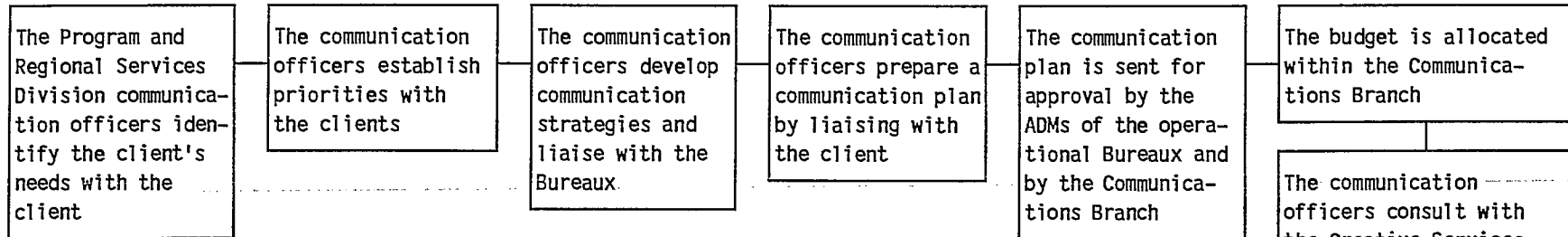
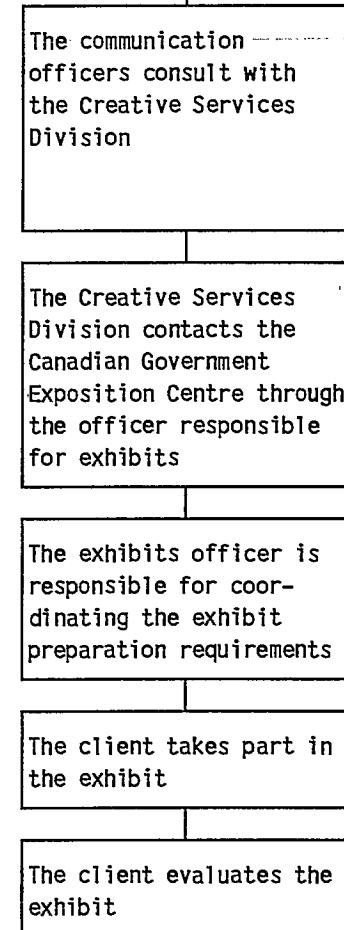


Exhibit Process





the costs of an exhibit before presenting an estimate of the total costs for exhibits held in 1986-87. The costs involving exhibits are defined as follows:

Direct costs:

- rental of space;
- services of the CGEC;
- documentation distributed; and
- letters of invitation and advertising.

Direct costs are assumed entirely by the Communications Branch and represent between 30% and 40% of the total cost of an exhibit.

Indirect costs:

- transportation;
- accommodation and meals;
- overtime for the preparation, storage and assembly of the exhibit;
- overtime required to staff the exhibit; and
- overtime for travel.

Indirect costs are assumed by the operational Bureaux and represent between 60% and 70% of the total costs of an exhibit. In addition, it must be emphasized that indirect costs do not include regular employee time since exhibits are used by the operational Bureaux as an operational activity.

As mentioned earlier, it was very difficult to establish the total costs for all exhibits implemented by the Department in 1986-87. The total costs for all exhibits are estimated as follows:

- ° according to information obtained during the evaluation, 11 exhibits were organized by headquarters staff and it was suggested that the average cost for implementing this type of exhibit was between \$20,000 and \$30,000. The total cost of these exhibits would therefore be between \$220,000 and \$330,000.
- ° 62 exhibits were organized by regional office staff and it was suggested that the average cost for implementing this type of exhibit was between \$1,500 and \$2,500. The total cost of these exhibits would therefore be between \$93,000 and \$155,000.

Based on this information, it is estimated that the total cost to the Department of the 73 exhibits organized in

1986-87 falls between \$300,000 and \$500,000. These cost estimates do not include regular employee time and the cost of publications distributed during the exhibits.

Table 3 below presents the data collected during the evaluation on the costs of exhibits implemented by headquarters staff. The table confirms the estimate of \$220,000 to \$330,000 for exhibits implemented by headquarters.

Specific data on the costs of exhibits implemented by the regional offices will not be presented since no exhibit costs were provided.

TABLE 3

Costs of Exhibits  
Organized and Executed by Headquarters in 1986-87

	<u>Direct Costs</u>	<u>Indirect Costs</u>	<u>Total Costs</u>
<u>Bureau of Consumer Affairs</u>			
° Binkley and Doinkel - summer program	\$ 1,300.00	\$ 2,414.00*	\$ 3,714.00
° National Health Show - Montreal	N/A	N/A	N/A
<u>Bureau of Corporate Affairs</u>			
° Winnipeg Chamber of Commerce	\$ 6,096.63	\$ 8,851.00	\$ 14,947.63
° Toronto Hi-Tech Show	\$ 9,767.75	\$ 12,752.00	\$ 22,519.75
° Salon Le Monde des Affaires - Montreal	\$12,106.75	\$ 31,224.00	\$ 43,330.75
<u>Bureau of Competition Policy</u>			
° Winnipeg Chamber of Commerce	\$11,022.26	\$ 20,470.00*	\$ 31,492.36
° Salon Le Monde des Affaires - Quebec	\$12,036.60	\$ 22,353.00*	\$ 34,389.60
° Salon Le Monde des Affaires - Montreal	\$ 8,396.11	\$ 15,592.00*	\$ 23,988.11
° B.C. Business Information Show - Vancouver	\$ 7,537.71	\$ 13,988.00*	\$ 21,525.71
<u>Others</u>			
° La Semaine francophone - Toronto	\$ 952.00	\$ 1,768.00	\$ 2,720.00
° Energy Conservation Day - Hull	N/A	N/A	N/A
Total	\$69,215.91	\$129,412.00	\$198,627.91

N/A = information not available

\* Estimate is based on the experience of the Corporations Bureau and may not be applicable to the Consumer Bureau or Competition Bureau. Assuming that direct costs represented 35% of total costs, it was estimated that indirect costs represented 65% of total costs.

#### 4. EVALUATION FINDINGS

The purpose of this section is to summarize the evaluation findings. These findings are based on the various data collection methods described earlier in section 2. Table 4 below summarizes the main findings of the evaluation.

TABLE 4

Key Evaluation Findings

- Exhibits at CCAC are used as both a communications tool and as an operational tool.
- The roles and responsibilities of the Communications Branch in the planning and execution of exhibits are currently limited to technical aspects.
- The objectives set for exhibits are formulated in vague and general terms, and lack quantitative criteria.
- Very little use is made of performance indicators for evaluating exhibits. There are certain indicators which could and should be used.
- The majority of individuals questioned during the evaluation believed that the current objectives of the exhibits were being met.
- There is currently no standard process for determining the impact and effects of exhibits. However, the use of exhibits by CCAC generates significant impacts and effects.
- There is currently no accounting mechanism for collecting the appropriate data to determine the total costs of exhibits.
- Certain observers note that CCAC lacks a communications strategy and that this has negative consequences.
- A number of interviewees expressed their desire to participate in special events marking the 20th Anniversary of the Department.
- Publications are an essential tool for the successful implementation of exhibits and certain shortcomings have been noted in this regard.

#### 4.1 Exhibits as a Communication and Operations Tool

Exhibits are one of many communications activities. They are used as a communications tool to deliver a specific message to a target audience and to promote departmental programs. However, following interviews with program clients, it became evident that exhibits were also used, to a considerable extent, as an operational tool. Exhibits, therefore, are also a means of meeting the strategic objectives of the Department's operational programs. It was found that the staff of the operational Bureaux view exhibits as an operational activity in the same way, for example, as inspections, conferences and letters to traders. Exhibits are used to complement these activities and in certain cases to replace them. Exhibits at CCAC are therefore used both as a communications tool and an operational tool.

#### 4.2 Division of Roles and Responsibilities

As mentioned earlier, three major participants are involved in the process of implementing exhibits. These are the CGEC, Programs and Regional Services staff, and Creative Services staff of the Communications Branch, and the staff of the operational Bureaux. The division of roles and responsibilities among these various participants seems to be relatively well defined.

A careful examination of this division reveals that the Communications Branch has a very limited role in the implementation of exhibits at CCAC. The Creative Services Division provides essential technical assistance for exhibits organized by headquarters staff. On the other hand, no specific role is played by the Communications Branch for exhibits organized by regional office staff.

The evaluation reveals that there would be distinct advantages in having the Communications Branch, and particularly the Programs and Regional Services Division, play a more active role in the implementation of exhibits both at headquarters and in the regions. The clients of exhibits would benefit from the expertise of communications officers in such areas as formulation of objectives, use of performance indicators, identification of costs, training of staff and evaluation of exhibits. Communications officers could act as communications consultants to clients. Although exhibits are widely used as an operational tool, they are primarily a communications tool, consequently the importance of tapping the expertise of communications officers in this field should not be overlooked.

#### 4.3 Formulation of Objectives

It is impossible to measure the achievement of objectives unless the objectives are clear and measurable. The formulation of objectives, therefore, constitutes a vital step in the planning, execution and evaluation of exhibits. During this step, it is important to specify the changes or behaviour that one would like to see in the target audience or the extent to which one has reached that target audience. Furthermore, the conditions under which the exposition takes place must be considered. The clearer and more specific the objectives are, the easier it will be to evaluate the attainment of the objectives.

The evaluation revealed considerable variety in the major objectives set for exhibits. Exhibits provide an opportunity to transmit a message to a target audience by means of the structure, personnel and documentation available at the exhibit. An exhibit represents much more than an assemblage of panels. For example, in the private sector and in the field of administration, the objectives are to increase sales volume and create new contacts. In the public sector, promoting awareness of various issues seems to be the primary objective for participating in an exposition. This is the type of objective largely pursued by CCAC. The opportunity to establish direct contact with visitors makes this tool even more attractive.

The evaluation also demonstrated that the objectives pursued at CCAC were formulated in vague and general terms and lacked quantitative criteria. These objectives are presented in section 3.2 and, as previously noted, it is difficult to use these objectives to formulate performance indicators for measuring the extent to which the target audience has been reached.

The formulation of clear and measurable objectives would have major advantages for determining the ability of exhibits to reach the target clientele and enhance the use of performance indicators. Program clients could benefit greatly from the expertise of communications officers in this field. Currently, the objectives of exhibits seem to reflect the strategic objectives of departmental programs. These objectives are related to strategic operations rather than the communications field. This is explained by the fact that exhibits are used mainly as an operational tool.

The evaluation also demonstrated that it was possible to formulate certain quantifiable objectives for exhibits in addition to the strategic objectives currently used. For example:

- 01 Make 5,000 contacts among the general public.
- 02 Within the target audience of 14,000 business executives:
  - 021 Make contact with 5,000 business executives
  - 022 Increase understanding of the Program among these business executives from 20% to 50%.

The achievement of objectives 01 and 021 is easily measurable since the number of persons who stopped at the exhibit can be counted. In addition, the number of letters of invitation mailed out can also be an indication of the total number of persons reached by the program.

The achievement of objective 022 requires the use of more sophisticated techniques. A survey of two samples of persons, one taken before and one taken after the exhibit, would be necessary. A comparison of the before and after results would indicate whether the objectives have been met.

#### 4.4 Use of Performance Indicators

The evaluation revealed that very little use is made of performance indicators for evaluating exhibits and in particular for determining the ability of exhibits to reach the target audience. The number of contacts established, the number of publications distributed and subjective evaluations made after the exhibit constitute the principal tools currently used to determine the ability of exhibits to reach the target audience. However, a review of the literature in this field reveals that there are more formal indicators which could and should be considered at CCAC.

A list and a description of the principal indicators identified during the review of the literature which could be applied to CCAC exhibits are provided below. As you will note, these indicators are related primarily to the target audience, and are designed to determine the ability of the exhibit to reach its target audience.

Reach: obtained by calculating the number of visitors to the exhibit. This provides information on the audience reached and the attraction created by the exhibit.

Traffic: the total number of visitors to the booth divided by the number of hours the exposition lasted. This ratio indicates whether the number of staff at the exhibit was sufficient.



Another method would be to determine the number of passers-by per hour. To do this, the number of passers-by is calculated over a period of one minute. This number is multiplied by 60 and then weighted by dividing this new figure by the average observed length of visits to the exhibit.

Documentation distributed: the number and type of publications, pamphlets, brochures, etc., requested by visitors as well as those distributed by staff indicate which documentation aroused the most interest. In the case of government exhibits, an inventory of the publications distributed would be an indicator of the interest aroused by the exhibit's message.

Effectiveness rate: effectiveness describes the extent to which the objectives were met, i.e. the extent to which the target audience was reached. To evaluate the effectiveness of an exhibit, the ratio between the target audience and the audience reached may be calculated. According to the literature, an exhibit may be considered effective when this ratio is between 20% and 60%.

Requests for information: estimating the number of requests for information is a fairly common technique. It is only an estimate of traffic. On the other hand, it allows analysis of the quality of the message transmitted and can be helpful in calculating the cost per visitor. If the exhibit attracted relatively few visitors and the number of requests for information was lower than anticipated, it is appropriate to ask whether the location and arrangement of the exhibit, as well as the advertising, were suitable.

Impressions of exhibit staff: every person at the exhibit makes a subjective evaluation of the exhibit. For example, comments could be formulated concerning the average time spent at the exhibit by visitors, the quality of visitors, their reactions to the various activities which took place during the exhibition, the documentation and the information provided.

Cost per contact: the cost per contact determines an exhibit's potential return on investment. This element is frequently used to justify future participation in an exhibition and could be very useful for CCAC exhibits. It is compared with the costs generated by other means of achieving the same objectives. In this way, the effectiveness of each communication tool can be determined. If the performance of the exhibit is not satisfactory, alternative solutions can be considered. According to the literature, the average cost per contact for exhibits appears to be much lower than for other communications tools.

Statistics: another way to evaluate participation in an exhibition would be to use the statistics published by the organizers. This data can be compared with those gathered at the exhibit in order to determine whether, and to what extent, the target audience was reached.

The evaluation demonstrates that indicators exist in the field of exhibits. The performance indicators presented above can be used alone or in combination. However, it would be preferable to use more than one indicator at a time for the sake of more accurate measurement of the ability of exhibits to reach its target audience and the attainment of objectives. The use of a single indicator would be likely to excessively restrict the scope of the evaluation.

#### 4.5 Achievement of Objectives

As noted earlier, it is difficult to deal with the issue of achievement of objectives when the latter are formulated in vague, general and non-quantifiable terms.

The evaluation demonstrated that the majority of those questioned believed that the current objectives of exhibits were being met. This conclusion is based on a subjective judgment by exhibits staff. To accurately gauge the achievement of objectives, it would be necessary to formulate objectives which are more specific than those currently used. These objectives should be formulated with a view to accurately measuring the ability of an exhibit to reach its target audience.

#### 4.6 Determining Impact and Effects

There is currently no standard evaluation process at the Communications Branch for determining the impact and effects and the exhibit's performance. That doesn't mean that there is no process. At present, operational programs staff use tools they have developed on a trial-and-error basis to judge the performance of an exhibit and measure its effectiveness.

For example, in the Quebec region, a regional directive requiring the submission of a monthly report on communication activities was issued in March 1986. This directive stipulated that an evaluation report must be prepared after each exhibit has been held and that the following points be discussed:

- date and place of each exhibition;
- theme dealt with;
- activities represented;
- points of interest for visitors;
- estimated number of visitors;
- number of brochures distributed;
- a photograph of the exhibit.

According to the comments received, this evaluation process permits the collection of relevant data on each exhibit. This will in turn improve the planning of future exhibits and help accurately identify the points of interest of the target audience.

On the other hand, the Bureau of Corporate Affairs has a completely different approach, which also seems valid. After each exhibit is held, the officer responsible for the exhibit organizes individual meetings with all staff members who worked at the booth. Each team member's assessment of the exhibit is discussed. A group meeting is then organized with team members to discuss their experiences. Following these two sessions, an evaluation report is produced and distributed to the staff involved with exhibits, thereby enabling them to benefit from the experience gained. The information contained in this report is used to plan and organize future exhibits.

Based on the various processes used, the evaluation group was able to identify the following impacts and effects generated by exhibits at CCAC:

- greater visibility of the Department;
- better informed public;
- public more aware of departmental programs;
- better understanding of departmental programs;
- increase in the number of requests for information, noted especially by the District offices;
- good source of information for program staff; and
- valuable incentive for employees.

The use of exhibits therefore seems to generate major impacts and effects for CCAC.

The evaluation also demonstrated that it would be advantageous to implement a standard process for use by all staff in evaluating the results of exhibits. Many respondents indicated that such a process would be desirable, but that it should be simple, inexpensive and not require a lot of time to complete.

#### 4.7 Determining the Costs of Exhibits

As mentioned in section 3.7, it has been very difficult to establish the total costs associated with each exhibit. The major problem in this regard is that there is no consistency among the various parties involved concerning definition of the costs of an exhibit and no standard process, at present, for collecting this data. Furthermore, the fact that both the Communications Branch and the operational program staff absorb a portion of the costs associated with exhibits makes it difficult to ensure a uniform collection of cost data.

Costs for rental of space and for the services of the CGEC are assumed essentially by the Communications Branch, whereas the other costs are assumed by the operational programs.

The evaluation, therefore, demonstrated the need for more detailed accounting of the costs of exhibits and for a process to collect this information. The evaluation also demonstrated that this information can be obtained with a minimum of effort, particularly in light of the growing use of computers at CCAC. The evaluation team was able to calculate the costs of the three exhibits observed during the evaluation.

#### 4.8 Communications Strategy

A number of respondents indicated that the Department's communications strategy and related priorities need to be more detailed and explicit and better publicized. Some respondents felt that CCAC lacked a communication strategy and that this had adverse effects on the planning of their activities. The Department's communications strategy, therefore, needs to be made more detailed and explicit and better publicized, so that operational programs staff can plan their work in accordance with stated priorities.

#### 4.9 Comments on Exhibits

The purpose of this section is to summarize a number of comments made by interviewees which have not yet been addressed.

A number of respondents indicated that there was a need to improve, update and/or create new panels and equipment currently used for exhibits. Some respondents indicated that they would like to have panels which are easier to transport, handle and store and also that more specific instructions on how to assemble and disassemble an exhibit would be useful.

Others expressed the need to receive information on ways of dealing with the public, how to distribute documentation, and how to ensure that an exhibit is a success. This information could be provided by the Communications Branch.

Finally, some respondents expressed their desire to participate in special events marking the upcoming 20th Anniversary of the Department.

#### 4.10 Observations on Publications

The existence of exhibits would be seriously compromised without publications as publications and exhibits are closely linked. In the absence of exhibits, the distribution of publications to reach the target audience would also be limited. It is therefore inconceivable to plan an exhibit without publications. The evaluation revealed the following shortcomings in this area:

- the lack of publications in certain CCAC fields of activity;
- insufficient frequency of updates;
- number of publications sometimes limited;
- unreliable supply of documentation;
- the need to prepare information pamphlets to make up for the lack of publications in certain cases; and
- insufficient budgets for the development of new publications and for reprints.

It is difficult to obtain specific data on the number of publications distributed at exhibits. In this regard, it would be important to know whether distribution is effective and how much it costs the Communications Branch. Furthermore, it should be determined whether more strict control over distribution might be called for as a cost-reduction measure.

These remarks suggest that it would be desirable to examine the field of publications in the near future. There is therefore a need for an evaluation of publications-related communications activities.

## 5. CONCLUSIONS AND RECOMMENDATIONS

Recommendations of the evaluation are highlighted in Table 5. The recommendations deal both with the implementation of performance monitoring of exhibits activity and suggested changes to the development and operation of exhibits. They take into account the constraints staff face in organizing and operating exhibits and are intended to improve their ultimate effectiveness.

In recommending adoption of a standard process to be put in place to monitor the performance of CCAC exhibits, the study presents (in Annex D) a monitoring tool that is intended to be simple, inexpensive and easy for program personnel to administer. The goal of the process is to measure and collect information about costs to ultimately serve as input in planning future communications activities.

TABLE 5

### Key Evaluation Recommendations

- Adopt a standardized evaluation process at the department-wide level for monitoring the performance of exhibits and assign specific responsibility for this task. Appendix D details a proposed monitoring scheme.
- Make greater use of performance indicators to determine the extent to which the target audience has been reached.
- Implement a uniform cost accounting system for exhibits and assign specific responsibility for this task.
- Increase the role of the Communications Branch and particularly the Programs and Regional Services Division's role in the organization and operation of exhibits.
- Elaborate the strategic objectives and ensure, insofar as possible, that clear and measurable objectives relating to the target audience for exhibits are formulated.
- Make a special effort to mark the 20th Anniversary of the Department during the organization and operation of exhibits, heightening the public profile of the Department.
- Conduct an evaluation of publications related communication activities in order to take into consideration the comments received on this subject during the evaluation. A planning report will be prepared and submitted to the Advisory Committee for approval of the mandate.

## 5.1 Adoption of a Standard Evaluation Process

### 5.1.1 Proposed Monitoring Process

There is currently no standard evaluation process used by the Communications Branch to monitor exhibits and determine their impact and effects on the target audience. Furthermore, there are no specific directives assigning responsibility for assessing exhibits. At present, where it does occur, the program client performs this task.

**Recommendation 1:** Adopt a standardized evaluation process at the department-wide level for monitoring the performance of exhibits and assign specific responsibility for this task. A proposed monitoring scheme is detailed in Annex D of this report.

The purpose of this process is to amass specific information on exhibits in order to be able to improve their performance from year to year. This process is intended for all staff involved with exhibits and takes into account the comments received during the interviews. It was recommended that the process be simple, inexpensive and not require a lot of time to complete.

The adoption of a standard evaluation process would ensure uniformity in the collection of data on each exhibit and would constitute a valuable source of information for future planning.

### 5.1.2 Greater Use of Performance Indicators

As reported in section 4.4, the use of performance indicators to measure the impacts and effects of exhibits is currently very limited. However, the evaluation revealed that there are indicators which could be used to measure the achievement of objectives and to determine the extent to which the target audience had been reached. These have been incorporated into the performance monitoring model detailed in Annex D.

**Recommendation 2:** Make greater use of performance indicators to determine the extent to which the target audience has been reached.

The adoption of a standard evaluation process would promote greater use of performance indicators.

### 5.1.3 Need for Accurate Cost Accounting

The evaluation revealed that there was no consistency in the definition of the costs of an exhibit nor the responsibility for the accounting of these costs. A portion



of the cost is assumed by the Communications Branch and another portion by the operational Bureaux.

**Recommendation 3: Implement a uniform cost accounting system for exhibits and assign specific responsibility for this task.**

The adoption of a standard evaluation process would ensure greater uniformity in cost accounting.

#### **5.2 Enhanced Role and Responsibility for the Communications Branch**

The evaluation revealed that the role and responsibilities of the Communications Branch in the implementation of exhibits are rather limited. The fact that exhibits are used as an operational tool may, in part, explain this situation. It must, however, be emphasized that exhibits are, above all, a communications tool and that in this regard the expertise of communications officers is indispensable. Expertise offered, both at headquarters and in the regions, in areas involving the formulation of objectives, use of performance indicators, identification of costs, staff training and performance monitoring of exhibits would improve the effectiveness of exhibits at CCAC.

**Recommendation 4: Increase the role of the Communications Branch, and particularly the Programs and Regional Services Division's role, in the organization and operation of exhibits.**

#### **5.3 Formulation of Clear and Measurable Objectives**

The objectives currently set for exhibits are typically vague, general and difficult to measure because they are more related to strategic objectives than to operational programs. The evaluation found however, that it is possible to formulate quantifiable objectives related to the target audience for exhibits.

**Recommendation 5: Elaborate the strategic objectives and ensure, insofar as possible, that clear and measurable objectives relating to the target audience for exhibits are formulated.**

#### **5.4 Twentieth Anniversary of the Department**

This year the Department is celebrating its 20th Anniversary. Certain program managers associated with exhibits felt that this offered a unique occasion to participate in special events that are or could be associated with the anniversary.

Recommendation 6: Make a special effort to mark the 20th Anniversary of the Department during the organization and operation of exhibits, heightening the public profile of the Department.

At the same time, this could serve to raise the public profile of the Department and, through exhibits, heighten public awareness of the link between the Department and various policy initiatives.

#### 5.5 Need to Evaluate Publications

One of the functions of the exhibits is to serve as a mechanism to distribute departmental publications. As reported in section 4.10, a number of comments and questions regarding publications were made by both headquarters and regional staff which warrants further investigation. It is therefore recommended:

Recommendation 7: Conduct an evaluation of publications-related communication activities in order to take into consideration the comments received on this subject during the evaluation. A planning report will be prepared and submitted to the Advisory Committee for approval of the mandate.

APPENDIX A

List of Communications Branch Projects

for 1986-87



## Fiscal Year Report on Communications Branch Projects 1986-87

R - Released C - Cancelled	April		May		June		July		August		Sept.		Oct.		Nov.		Dec.		Jan.		Feb.		March		TOTAL		
	R	C	R	C	R	C	R	C	R	C	R	C	R	C	R	C	R	C	R	C	R	C	R	C	R	C	
Minister's Speeches	7	2	7		4	2	2		1		1	2		4	1	2			3		3	3	35	9			
Other Speeches	2			2	4			1			2	1	3		12		1				1		26	3			
Speech Invitations		3		2		3		4		3	6			1		1		2				1	0	26			
News Releases	1				6		1	1	1		5	1	1		3	1	4	2	1	1	1		1	2	25	8	
Information Bulletins								1			2				1				1				3	2			
Warning Bulletins							1								2								3	0			
Media Communiqués							1				1	1											2	1			
Backgrounders/Info. Sheet			1		5		1	4			1	3	1	1			2		1		2		16	6			
Fact Sheets			8																		7		15	0			
Posters			2														1						3	0			
Reports/Manual							10	1				1			3	1		1					14	3			
Advertisements										1		1									1		3	0			
Audio Tapes												1			1								2	0			
Slide												1											1	0			
Video Tapes (I = internal)														1				1		1			1	2			
V Reprints																							0	0			
Films												1											1	0			
Exhibits/Displays			2	1						4		3		1			1						11	1			
Publications		1					1	2				1	1			3		1			2		10	2			
Brochures/booklets										1								1			1		2	1			
Pamphlets/folder		1					1			2	1			1			1	1			2		6	4			
Other printed Material	1		4		3	1	5		5		7		3		13		7	1	3			3		54	2		
Reprints			3	4		2	3		2		2		1	1	1	2	3		6	1	6		7		37	7	
Disc. graphics (tables, charts, etc.)	1				4		2		4		1		10		4		1	1	1		3		1		31	2	
Other/A/V Misc./Photo	1	3	7		12	6	1	1		6	2	4	2	4		5	2	5	4	11		28		90	14		
TOTAL	13	13	35	5	40	6	34	10	19	3	29	15	35	7	35	6	44	8	23	12	26	1	58	7	391	93	



APPENDIX B

List of CCAC Exhibits

for 1986-87

List of Exhibits for 1986-87National Level

<u>Bureaux</u>	<u>Date</u>
<u>Bureau of Consumer Affairs (2)</u>	
° Binkly and Doinkel summer program	Summer 1986
° Salon National de la Santé Montreal, Quebec	November 1986
<u>Bureau of Corporate Affairs (3)</u>	
° Winnipeg Chamber of Commerce Winnipeg, Manitoba	May 1986
° Toronto Hi-Tech Show Toronto, Ontario	September 1986
° Salon Le Monde des Affaires Montreal, Quebec	September 1986
<u>Bureau of Competition Policy (4)</u>	
° Winnipeg Chamber of Commerce Winnipeg, Manitoba	May 1986
° Salon Le Monde des Affaires Montreal, Quebec	September 1986
° Salon Le Monde des Affaires Quebec, Quebec	October 1986
° B.C. Business Information Show Vancouver, British Columbia	October 1986
<u>Others (2)</u>	
° La Semaine francophone Toronto, Ontario	October 1986
° Energy Conservation Day Hull, Quebec	January 1987



Regional LevelRegionsDateAtlantic (9)

- ° Registered Nurses Association of Canada  
World Trade & Convention Center  
Halifax, Nova Scotia June 1986
- ° Annual Convention  
Consumers Association of Canada  
St. John's, Newfoundland June 1986
- ° Home Economics Conference  
Charlottetown, P.E.I. July 1986
- ° Old Home Week  
Charlottetown, P.E.I. August 1986
- ° Newfoundland Telephone Safety Group  
Family Night Activities  
Chemical Display Unit September 1986
- ° Food Fair Atlantic  
International Food Show September 1986
- ° Women's World '86  
Moncton, New Brunswick September 1986
- ° Fantasy '86  
Memorial Stadium  
St. John's, Newfoundland October 1986
- ° Consumer Week  
Labrador City Shopping Centre  
Labrador City, Newfoundland-Labrador October 1986

Quebec (15)

- ° Salon de la Femme  
Sherbrooke April 1986
- ° Super Salon de l'alimentation  
Place Bonaventure, Montreal April 1986
- ° Salon de l'Industrie et de Commerce  
Beauport May 1986
- ° Carrefour de l'Estrie  
Sherbrooke May 1986



Regional Level (cont'd)RegionsDateQuebec (cont'd)

- ° Exposition Régionale Agricole  
Centre Sportif Georges Vézina, Chicoutimi June 1986
- ° Carrefour de Trois-Rivières Ouest  
Trois-Rivières June 1986
- ° Salon Expo-Achat Bijouterie 86  
Palais des Congrès, Montreal July 1986
- \* ° Salon Le Monde des Affaires  
Place Bonaventure, Montreal September 1986
- ° Carrefour du Nord  
St-Jerome October 1986
- \* ° Salon du Monde des Affaires  
Quebec October 1986
- ° Salon Nursing 86  
Palais des Congrès, Montreal November 1986
- ° Galeries Jonquiere  
Jonquière November 1986
- ° Le Village Place Cartier  
Hull November 1986
- ° Complexe Guy-Favreau  
Montreal December 1986
- ° Centre d'achats Carrefour Laval  
Laval March 1987

Ontario (19)

- ° St. Catharines Children's Aid Society April 1986
- ° Hamilton Convention Centre May 1986
- ° Pen Centre  
St. Catharines May 1986
- ° Elliot Lake May 1986

\* Headquarters involved in organizing the exhibit.

Regional LevelRegionsDateOntario (cont'd)

° Smiths Falls	May 1986
° Tillsonburg	May 1986
° Sault Ste-Marie	May 1986
° Fall Fair, Thunder Bay	August 1986
° EMO	August 1986
° Verner	August 1986
° Western Fair London-Goderich	September 1986
* ° La Semaine Francophone Toronto	October 1986
° New Sudbury Centre Sudbury	October 1986
° Norfolk Country Fair Hamilton	October 1986
° Brantford Mall	October 1986
° Kingston Mall	November 1986
° Belleville Mall	November 1986
° Orleans Mall Ottawa	November 1986
° Science North Sudbury	December 1986

Prairies (19)

° Government of Canada Information Days Edmonton, Alberta	April 1986
° Government of Canada Information Days Estevan, Saskatchewan	April 1986

\* Headquarters involved in organizing the exhibit.



Regional LevelRegionsDatePrairies (cont'd)

° Royal Winter Fair Brandon, Manitoba	April 1986
° Manitoba Association of Nurses Winnipeg, Manitoba	April 1986
° Hazardous Waste Days Winnipeg, Manitoba	May 1986
° Government of Canada Information Days Red Deer, Alberta	May 1986
° Government of Canada Information Days Winnipeg, Manitoba	June 1986
° Mall Display Lloydminster, Saskatchewan	July 1986
° Mall Display Saskatoon, Saskatchewan	July 1986
° Baby Week Display, The Bay Winnipeg, Manitoba	September 1986
° Government of Canada Information Days Saskatoon, Saskatchewan	October 1986
° Children's Fair '86 Parks and Recreation Board Edmonton, Alberta	November 1986
° Christmas Toy Fair Lethbridge, Alberta	November 1986
° Children's Toy Fair Alberta Children's Hospital Calgary, Alberta	November 1986
° Parent and Child Educators Annual Display Winnipeg, Manitoba	November 1986
° Regina Agribition Regina, Saskatchewan	November 1986

Regional LevelRegionsDatePrairies (cont'd)

- |  |               |
|--|---------------|
| ° Mall Display<br>Melfort, Saskatchewan          | December 1986 |
| ° Mall Display<br>Edmonton, Alberta              | January 1987  |
| ° Children in Hospital Week<br>Edmonton, Alberta | March 1987    |

Pacific (4)

- |   |              |
|---|--------------|
| ° Greater Victoria Hobby and Craft Show<br>Victoria, British Columbia | April 1986   |
| ° Babies in the 80's  | October 1986 |
| * ° B.C. Business Information Show<br>Vancouver, British Columbia     | October 1986 |
| ° Lougheed Shopping Centre<br>Vancouver, British Columbia             | October 1986 |

\* Headquarters involved in organizing exhibit.



APPENDIX C

Division of Responsibilities  
Between the CGEC and the Client Department

## Distribution of responsibilities

Principal Activity	Sub Activity Description	Responsibility		
		CGEC	Client	Other
1. Development of Annual Exhibition Program Plans and other Long Range Exhibition Plans	a) Definition of overall requirements		*	
	b) Definition of operational requirements		*	
	c) Definition of programming requirements		*	
	d) Preparation of preliminary cost estimates (for CGEC services)	*		
	e) Determination of method of program execution, including determination of need for consultants	*		
	f) Preparation of TB submissions for program approval if required		*	
	g) Certification that program approval exists		*	
2. Individual Exhibits: Development of Pre-production Package	a) Definition of project requirements; including objectives, content, theme, quality, funds available, time and place		*	
	b) Approval of requirements definition and scope		*	
	c) Coordination of interdepartmental participation if required		*	CUIC, External Affairs Canada and Adv. Com.
	d) Preparation of TB submissions for project approval if required		*	
	e) Certification that project approval exists		*	
	f) Development and execution of design plan, including:	*		
	i) make or buy options	*		
	ii) design standards	*		
	iii) supply of design	*		
	iv) delivery schedule	*		
	v) costing	*		
	g) Approval of design		*	



Principal Activity	Sub Activity Description	Responsibility		
		CGEC	Client	Other
3. Individual Exhibits: Production and Procurement Package	h) Calculation of project cost (CGEC services)	*		
	i) Approval of project budget		*	
	j) Determination of project schedule	*		
	a) Development and execution of production plan, including:	*		
	i) make or buy options	*		
	ii) quality standards	*		
	iii) supply of all exhibits	*		
	iv) sourcing interdepartmental inventory	*		
	v) delivery schedule	*		
	vi) costing	*		
	b) Project approval		*	
	c) Development and execution of procurement plan, including:	*		
	i) acceptance of client documentation	*		
	ii) selection of bidders	*		
	iii) bid solicitation	*		
	iv) bid evaluation and supplier selection	*		
	v) contract negotiation	*		
	vi) preparation and issuance of contract	*		
	vii) compliance with procurement cash commitment and cash flow plan	*		
	viii) payment of suppliers	*		
	ix) audit of invoices for cost-plus projects		*	
4. Utilization of Exhibits	a) Determination of programming requirements		*	
	b) Transportation of exhibits to site	*		
	c) Negotiations with venue management	*		
	d) Administration of associated contractual agreements	*		
	e) Installation of new exhibits, including:	*		
	i) work by sub-contractors	*		

Principal Activity	Sub Activity Description	CGEC	Responsibility	
			Client	Other
	ii) project management supervision	*		
	g) Acceptance of new exhibits on site	*	*	
	h) Reuse and refurbishment of exhibits	*		
	i) Staffing of exhibits		*	
5. Optional Services	a) Development of operational requirements	*	*	
	b) Development of programming requirements	*	*	
	c) 'On Site' project management during exhibition	*	*	
	d) Dismantling	*	*	
	e) Transportation from sites	*	*	
	f) Storage or warehousing	*	*	
	g) Disposal	*	*	
	h) Staffing and administrative support	*	*	
6. Individual Exhibits: Evaluation	a) Evaluation of sub-contractor	*		
	b) Evaluation of exhibit		*	
	c) Evaluation of CGEC service		*	
7. All Exhibitions: Standards, Authorities	a) Development and/or revision of minimum exhibit quality standards	*	*	Adv. Com.
	b) Development and/or revision of exhibit evaluation standards	*	*	Adv. Com.
	c) Development of Government inventory of exhibit stock	*	*	Adv. Com.
	d) Resolution of disputes	*	*	T.B. of C.
	e) Provision of information about expenditures on exhibitions		*	
	f) Obtaining exemptions from policy requirements		*	
	g) Obtaining approval for rate structures	*		



APPENDIX D

Proposed Standard Evaluation Process  
for Monitoring Exhibits

## 1. INTRODUCTION

The goal of this evaluation report is to present a process to be used for gathering information about CCAC exhibits in order to monitor their performance. In order for the process to be feasible, it must be simple, inexpensive and easy to administer.

This appendix details a standard evaluation process which could be used to monitor the effectiveness of exhibits at CCAC, and to ensure the uniform collection of data. This process is also designed to promote the use of performance indicators and a uniform cost accounting system. The ultimate goal is to introduce a mechanism that monitors the performance and costs of exhibits to ensure that such information serves as input in planning future communications activities.

The elements of the proposed evaluation process are, on one hand, qualitative involving such items as a description of the exhibit, a description of the documentation, staff comments, a comparison with other exhibits and the perceived improvements to the exhibit and, on the other hand, quantitative involving performance indicators such as the collection of statistical data and accounting of costs.

2. DESCRIPTION OF THE EXHIBIT

The purpose of this section is to collect specific information on the organization and operation of an exhibit.

2.1 Presentation

Communications officer: \_\_\_\_\_

Client (person in charge): \_\_\_\_\_

Sub-activities represented: \_\_\_\_\_

Date of exhibition: \_\_\_\_\_

Duration of exhibition: \_\_\_\_\_

Place: \_\_\_\_\_

Objectives of exhibit: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Theme(s): \_\_\_\_\_

Message: \_\_\_\_\_

Target audience: \_\_\_\_\_

Booth space: \_\_\_\_\_

Audio-visual equipment: \_\_\_\_\_

Video(s) available: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Person(s) staffing exhibit: (name(s) and title(s)): \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



2.2 Information on the exhibits

Types of exhibits: (Exhibits in Shopping Centers,  
Specialized Exhibits, Trade Shows).

\_\_\_\_\_  
\_\_\_\_\_

Description of the event: \_\_\_\_\_

\_\_\_\_\_

Theme of the event: \_\_\_\_\_

\_\_\_\_\_

Types of exhibitors: \_\_\_\_\_

\_\_\_\_\_

Reasons for CCAC participation: \_\_\_\_\_

\_\_\_\_\_

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

3. DESCRIPTION OF DOCUMENTATION

This section provides a record and detailed description of all documentation distributed at the exhibit, the title and date of each publication distributed as well as the number distributed and the costs involved.

TITLES	Date	Number distributed	Unit cost	Total cost
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

#### 4. STAFF COMMENTS

##### 4.1 General Comments

The purpose of this section is to enable on-site staff to express their comments concerning the activities represented at the exhibit, the points of interest for visitors, the theme of the exhibit, the staff perception of the target audience and the audience reached, and the quality of the exhibit in comparison with other exhibits. Specific comments could be formulated with reference to the following variables:

- ° Identification of the department: \_\_\_\_\_
- ° Identification of the sub-activity: \_\_\_\_\_
- ° Originality of the exhibit: \_\_\_\_\_
- ° Panels: \_\_\_\_\_
- ° Photos: \_\_\_\_\_
- ° Video: \_\_\_\_\_
- ° Space: \_\_\_\_\_
- ° Lighting: \_\_\_\_\_
- ° Ease of access: \_\_\_\_\_
- ° Strategic location: \_\_\_\_\_
- ° Number of staff at the exhibit: \_\_\_\_\_
- ° Special attractions (specify): \_\_\_\_\_
- ° Themes: \_\_\_\_\_
- ° Relevance of the documentation: \_\_\_\_\_

Comments: \_\_\_\_\_

\_\_\_\_\_



## 5. PERFORMANCE INDICATORS

The purpose of this section is to promote greater use of performance indicators and to permit more uniform cost accounting.

### 5.1 Statistical Data to be Collected

- 5.1.1 Total audience: total audience means total number of visitors to an exhibition. Generally, the turnstile method is used to evaluate the number of visitors to an exhibition. \_\_\_\_\_
- 5.1.2 Target audience: the target audience is the group of visitors at whom the message is directed. According to the review of the literature, the target audience represents between 5% and 10% of the total audience. \_\_\_\_\_
- 5.1.3 Audience reached: the audience reached represents the number of visitors who have stopped at the exhibit or talked with exhibit staff. According to the review of the literature, the audience reached represents between 1% and 6% of the total audience or between 20% and 60% of the target audience. \_\_\_\_\_
- 5.1.4 Length of exhibition (in hours) \_\_\_\_\_

### 5.2 Cost Accounting

#### 5.2.1 Direct costs

- rental of space; \_\_\_\_\_
- services of CGEC; \_\_\_\_\_
- documentation distributed; and \_\_\_\_\_
- letters of invitation or advertising \_\_\_\_\_
- Total \_\_\_\_\_

#### 5.2.2 Indirect costs

- transportation; \_\_\_\_\_
- accommodations and meals; \_\_\_\_\_
- overtime for the preparation, storage and assembly of the exhibit; \_\_\_\_\_
- overtime spent at exhibit; and \_\_\_\_\_
- overtime for travel; \_\_\_\_\_
- Total \_\_\_\_\_

5.2.3 Total costs \_\_\_\_\_

5.3 Performance Indicators

5.3.1 Effectiveness rate: ratio between audience reached and target audience. When this ratio is between 20% and 60%, the booth may be deemed to be effective. \_\_\_\_\_

5.3.2 Costs per contact: ratio between total costs of the exhibit and audience reached. Cost per contact determines the potential return on investment of an exhibit. \_\_\_\_\_

5.3.3 Traffic: ratio between audience reached and length of exhibition in hours. This ratio makes it possible to determine whether the number of staff at the exhibit was sufficient. \_\_\_\_\_

5.3.4 Average time per visitor: average time spent by each visitor at the exhibit. \_\_\_\_\_



**6. COMPARISON WITH OTHER EXHIBITS/BOOTHES**

This section enables the exhibit in question to be compared with other government and non-government exhibits present at the same exhibition. The success of an exhibit depends on its ability to attract visitors. The attractiveness of the exhibit (presentation), its dynamism (originality and qualification of staff) and informational support (documentation) represent a set of variables which can be compared over time or at points between various exhibits.

VARIABLES	COMPARATIVE ASSESSMENT			Not applicable
	Inferior	Comparable	Superior	
Identification of department/sponsor				
Identification of sub-activity				
Special attractions				
Location of exhibit				
Information support				
Traffic at exhibit				
Size of exhibit				
Lighting				

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

7. WAYS IN WHICH EXHIBITS COULD BE IMPROVED

This section is intended to permit ongoing improvements regarding the presentation of exhibits. The point is to identify future improvements to exhibits on the basis of past experiences.

VARIABLES	ASSESSMENT		
	Could be improved	Adequate	Not applicable
Planning			
Staff training			
Exhibit objectives			
Advertising			
Documentation			
Area			
Arrangement of panels			
Innovation and creativity			
Number of staff at exhibit			

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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