



# CTSM PORTFOLIO

2024

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Marketing Director of Events & Public Relations  
IMMI

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# CRITERIA #1

## VITAL STATISTICS

### **About Me**

- Responsibilities

### **Meet the Team**

### **About IMMI**

- Quick Facts
- Markets
- Products & Services
- Competitors

# ABOUT ME

I've always been someone who thrives on organization—whether it's managing projects, people, budgets, or even closets. As I was preparing for college, I initially thought I would pursue a career in the financial industry. However, during my studies, I discovered my passion for project management and marketing through my elective courses. I attended Butler University in Indianapolis, where the business school required two internships to graduate.

The search for my second internship came right after 9/11, a time when many companies had cut costs and were not taking on interns. I had scheduled a meeting with IMMI's CFO to discuss potential connections he had in the financial industry, but during that meeting, he offered me an internship at IMMI instead, beginning in the fall of 2002. I became one of IMMI's first interns, starting in the accounting department. My main duties involved processing invoices and expense reports, but it gave me valuable insight into the business by helping me understand the financial flow and relationships within the company.

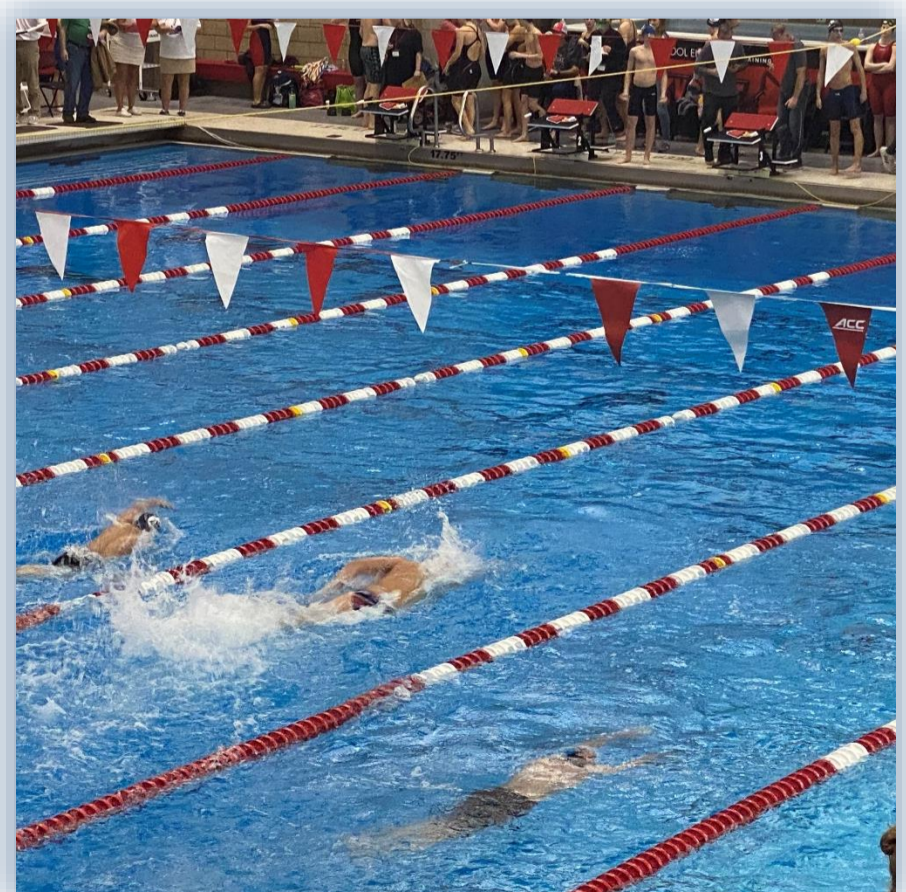
As my internship was nearing its end, a sales manager approached me with the opportunity to stay on for another semester. This arrangement would allow both of us to determine if it was a good fit before committing to a full-time role. In May 2003, I graduated from Butler with a Bachelor of Science in Business Administration, focused on Finance. I then began my career in an Inside Sales position in IMMI's Outdoor division, where I learned the ERP software, order entry processes, and, unknowingly at the time, started gaining experience in marketing. This division operated separately from corporate, so I had the chance to work on projects like package design, photo shoots, and trade shows.

In 2005, I moved to IMMI's corporate marketing department as their trade show manager, a position I held until 2007. I then left IMMI to help a friend start a business in Kentucky, called Corevalus, which produced digital music stands for churches. I was brought on to help market their product launch and manage their trade shows. It was a thrilling experience being part of a startup, and I gained a lot of practical knowledge in marketing analysis during my time there.

I returned to IMMI in 2010, working remotely from Kentucky, to resume my role with the marketing team as the trade show and advertising manager. Over the years, my responsibilities grew, and in February 2024, I was promoted to my current position as Marketing Director of Events and Public Relations.

I have over 20 years of experience in trade shows and corporate events, working across various industries within the manufacturing sector. Throughout my career, I've had the privilege of hosting IMMI's customers and national media outlets (such as Good Morning America, CBS News, Today Show, 60 Minutes, etc.) to highlight IMMI's testing capabilities and product offerings. In collaboration with the executive teams of the companies IMMI serves, I have helped launch new products into the market. My role has provided me with a deep understanding of not only the transportation market but also how different industries interact with the professionals they work with.

When I'm not working, you'll usually find me outdoors. I'm passionate about snow skiing, hiking, biking, taking walks with our two Bernese Mountain Dogs, or paddleboarding on the lake. These activities help me unwind and recharge while also keeping me active. I'm also a proud mom to an amazing 16-year-old, and we spend a lot of time at the swimming pool watching him thrive in a sport he loves. It's a joy to support him as he pursues his passion.



# RESPONSIBILITIES

As Marketing Director, I currently serve as a liaison between sales and marketing, focusing on IMMI's event and promotional strategies across specific industries. I oversee the planning and management of both domestic and international trade shows, customer events at our facility, and internal corporate events. Recently, I was promoted to also handle public relations, managing our media relations and ensuring our brand's visibility across top-tier outlets. Additionally, I oversee the management of our corporate trademarks with external counsel, source branded giveaways and apparel, and manage the creation and submission of our corporate marketing budget, including global advertising placements.

In addition, I have the pleasure of working with external guests at the IMMI Conference Center who host their corporate events, nonprofit fundraisers, and ministry-related activities. The IMMI Conference Center is a separate building of 12,000 square feet of corporate event space. This building's events and scheduling fall under my responsibilities to manage and execute.

I have the privilege of working with an incredible team at IMMI, where our internal marketing team supports all 10 of our global locations, addressing both sales and corporate needs. Over time, we've developed an in-house agency that provides comprehensive support across the business. I've worked remotely for 14 years, but this hasn't impacted our team's efficiency or our ability to collaborate effectively by leveraging each other's strengths.

I regularly collaborate with our designers, photographers, editors, and writers to produce visuals and content for the events I manage. Additionally, I partner closely with the sales team to ensure they have everything they need at the events they staff. My personal goal for each event is to make sure that when the sales team arrives, everything is ready to go—no missing items, show services are prepared, and the setup is seamless so they can focus on what they do best.

I also work with the engineering team, particularly when we're showcasing new products that have not yet been launched. For larger corporate and customer events, I engage with upper-level management and the C-suite to ensure their involvement where necessary for trade shows and key events.

# MEET THE TEAM

I would love to take a moment to introduce you to the incredible team I have the privilege of working alongside every day. Each person brings something unique to the table, contributing to the success of the group in their own way. We have all honed our individual specialties, and over time, we have learned to recognize where each of us excels—and how we can support one another in areas where we may need a little extra help. It's truly a collaborative effort, and I could not be prouder to work with such a talented team.



## Julie Cooley

### VP of Corporate and Marketing Communications

Before joining IMMI, she worked as a news producer for a local affiliate, where she honed her incredible storytelling skills. Now, she uses those talents to showcase IMMI's mission of Bringing Safety to People in a compelling way. As a manager, she's equally impressive—she consistently encourages her team to grow and develop, supporting them in pursuing whatever next steps they feel drawn to. Her leadership and dedication to her team are truly unmatched, making her one of the best managers I have ever had the privilege to work with.

## Suzanne Mueller

### Senior Director of Corporate and Marketing Communications

She oversees the design for all the presentations delivered by IMMI, both internally and externally. She has a unique talent for taking someone's message and turning it into a presentation that is not only clear and concise but also visually captivating. Many customers and internal team members specifically request her involvement in their projects, knowing that her work will elevate their message and make it shine. Her ability to blend clarity with striking visuals makes her an invaluable asset to every project she touches.



## Brian Mulligan

### Marketing Video and Digital Director

He is one of the best visual storytellers in the business. He takes Julie's compelling storylines and transforms them into stunning videos. IMMI's product offerings can be challenging to convey through static images, but he has mastered the art of showcasing our products and their real-world applications in highly creative ways. Most of the videos you have seen on our YouTube channel, website, or social media likely originated from his creative vision and talent.



# Rachel VanMatre

## Senior Digital Marketing Communications Specialist

She is a gifted photographer and video production artist who first joined IMMI as an intern through a program with her local high school, where her learning experience was mutually beneficial. Since then, she has become an invaluable member of the team, working behind the camera and in post-production to create multimedia content for our global locations, events, and trade shows. Her talent and dedication have made a significant impact in elevating our visual storytelling across the company.



# Arielle Ordas

## Marketing Communications Designer

As the newest member of the IMMI team, she has quickly made her mark as a graphic designer. She has already played a key role in enhancing our internal communications and has been working behind the scenes on numerous visuals for trade shows and customer events held at our facility. Her fresh perspective and design expertise have been instrumental in elevating our visual communication efforts.

# Robbyn Kizer

## Marketing Graphic Design Specialist

She has a true passion for booth design and an exceptional ability to translate stories into visually captivating booth spaces. IMMI has greatly benefited from her talents—not only through her creative vision but also by saving significant costs, as she designs our booths and then partners with vendors to bring her ideas to life. In addition to her booth design expertise, she is a highly skilled graphic designer, working on everything from cut sheets and instruction manuals to ads and other internal design needs. Her versatility and creativity have been a tremendous asset to our team.




# Karl Kroening

## Marketing Logistics Coordinator

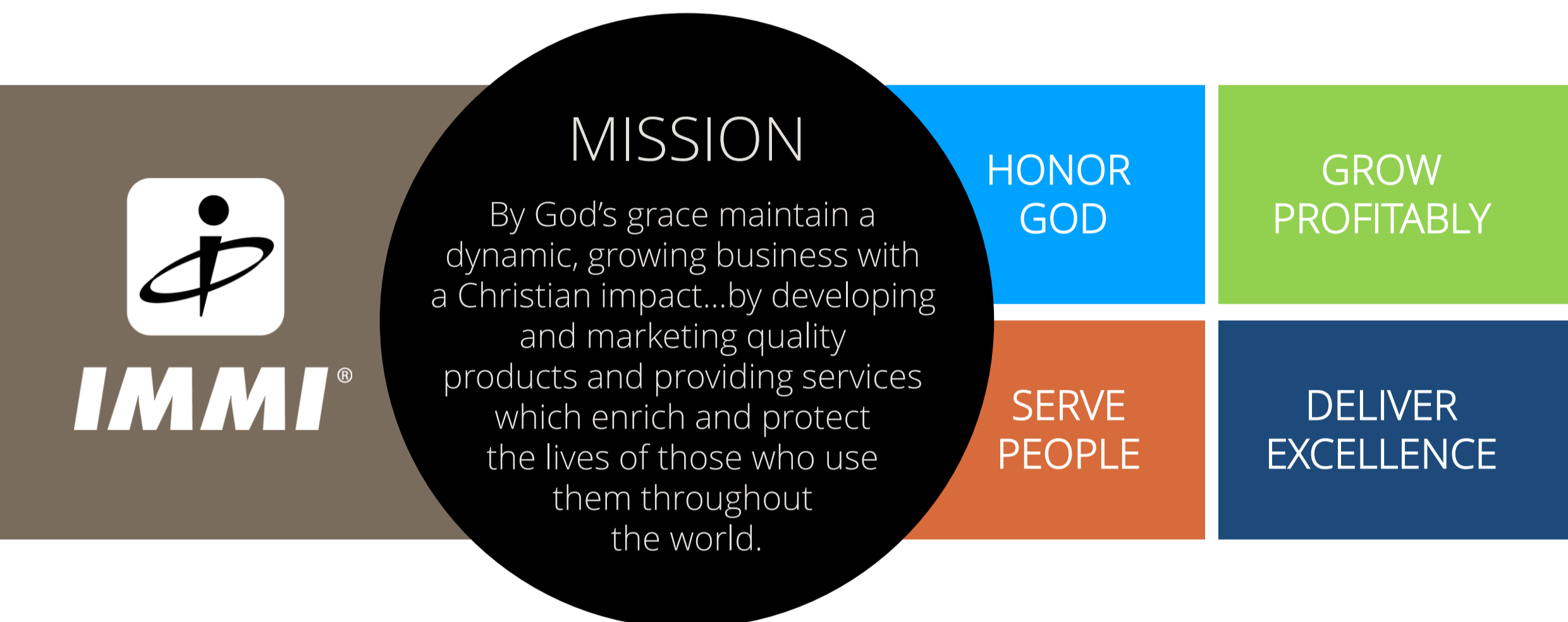
He oversees the setup and AV operations for the IMMI Conference Center and assists with physically packing shipments for trade shows. With a background in camera and lighting work, he is an asset to our video team, stepping in to provide extra support when needed. Additionally, he helps manage the AV needs for external guests who rent our event space, ensuring everything runs smoothly. His technical expertise and hands-on assistance make him an essential part of our team.

# ABOUT IMMI



IMMI® is the trusted global leader in safety solutions, dedicated to protecting millions of lives every day. For over 60 years, IMMI has led the way in the development, design, testing, and manufacturing of innovative safety restraints, airbags, and advanced systems. IMMI's products are found around the world in car seats, heavy trucks, school buses, recreational/off-road vehicles, military and emergency services, motor coaches, and construction vehicles. As an employee-owned company headquartered in Westfield, Indiana, with nine additional global facilities, IMMI is also proud to be home to IMMI VIP steering wheels and CAPE®, the world's premier state-of-the-art testing facility.

Bringing Safety to People is IMMI's life-long mission as a company born of tradition but built for the future. Guided by the mission statement, "By God's grace maintain a dynamic, growing business with a Christian impact...by developing and marketing quality products and providing services which enrich and protect the lives of those who use them throughout the world," IMMI strives to make a meaningful difference. Founded in 1961 as Auto-Safe, they started with just four employees and two sewing machines, manufacturing and distributing seat belts for automotive applications. Over the years, they evolved into Indiana Mills and Manufacturing, Inc., and ultimately became IMMI. In June 2022, IMMI proudly announced the transition to employee ownership through an Employee Stock Ownership Plan (ESOP) after 61 years as a privately held company. They have been blessed to be a leader that has transformed the conversation around safety and are currently the oldest privately owned seat belt manufacturer in the world.



The mission is at the heart of IMMI and that has translated to four Core Values that guide their culture.

- **Honor God:** Team members live and work with integrity, respect, and compassion through their actions and decisions, because they choose to walk with grace and humility.
- **Serve People:** Team members pursue helping people in the work and in their whole life, by being diligent in all commitments and putting their hands to work.
- **Deliver Excellence:** Team members give their best efforts, their best motivation, their best service, and their best creativity, always striving to exceed expectations.
- **Grow Profitably:** Team members earn rewards by managing all resources efficiently and responsibly, because they care about all resources, they work to grow and give as a result.

## QUICK FACTS

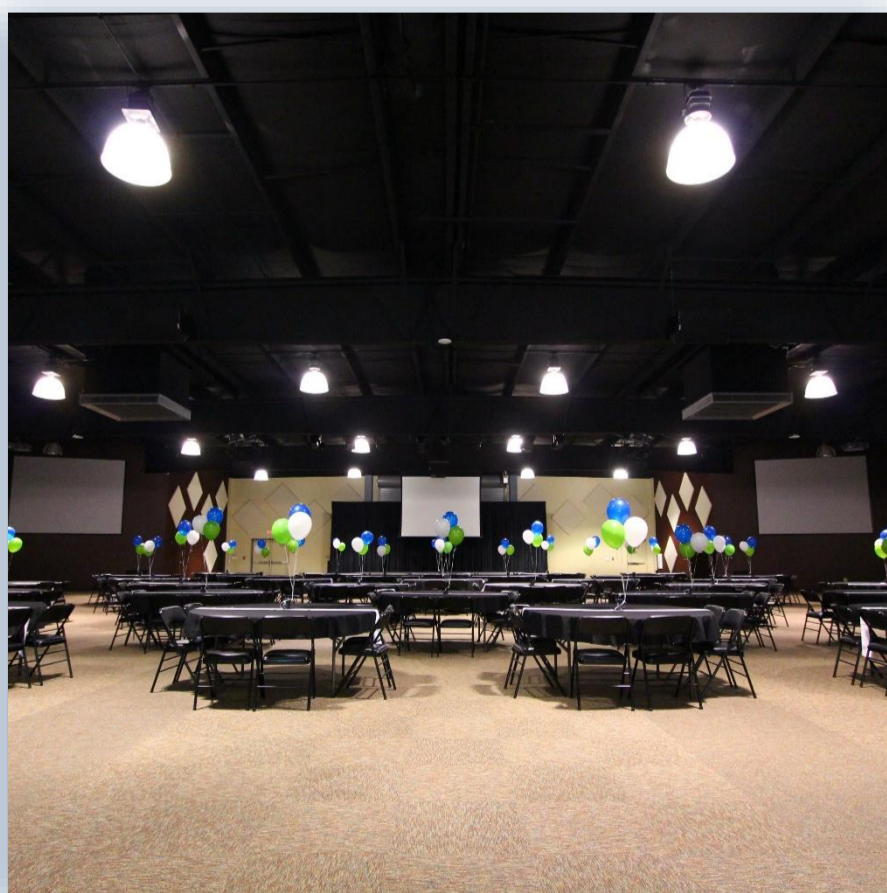
IMMI is a global company with 10 locations worldwide, supporting over 2,300 team members. As an employee-owned business, they do not publicly disclose their revenue figures. The corporate headquarters is situated on the north side of Indianapolis in Westfield, IN, where they house many corporate departments alongside a production facility. Additionally, the campus features two other significant facilities.



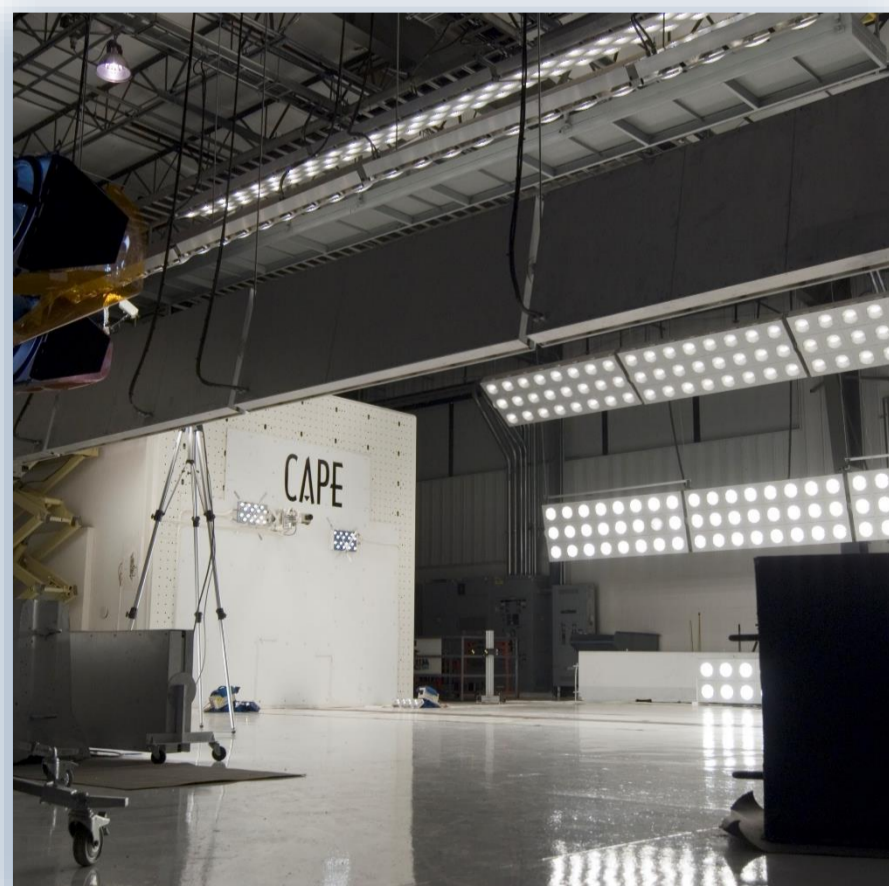
Campus Layout

The IMMI Conference Center, added in 2007, serves as a venue for internal meetings and is also shared with the music ministry of Cru, which engages in various global ministries to share the gospel.

On their campus, they also have the state-of-the-art Center for Advanced Product Evaluation (CAPE) testing facility. CAPE provides a range of testing capabilities for IMMI's products and external clients, featuring the largest known barrier wall in the world and the only known 90-degree rollover impact machine. These resources are particularly beneficial for the large vehicles their customers regularly test.



IMMI Conference Center



CAPE Crash Hall

These two facilities allow IMMI to showcase their capabilities to customers, offering them the opportunity to host large corporate events on their campus while also providing live crash demonstrations.

In addition to their headquarters, IMMI operates nine other locations globally. Most of these facilities cater to customers with nearby manufacturing plants or in regions where safety standards may vary. Each location has its own unique product mix and focuses on building sales opportunities tailored to specific markets. For instance, while IMMI manufactures many of the harnesses and buckles used in children's car seats, regulations differ between the US and Europe, necessitating that the local teams stay informed about relevant legislation in their respective regions.

**HEADQUARTERS**  
Westfield, Indiana, US

**46 COUNTRIES SERVED**

**2300 TEAM MEMBERS WORLDWIDE**



**10 GLOBAL FACILITIES**

**US**  
Westfield, IN  
Headquarters & CAPE Test Facility  
Antioch, IL  
Hutchison, KS  
Laredo, TX  
High Point, NC  
Macon, GA

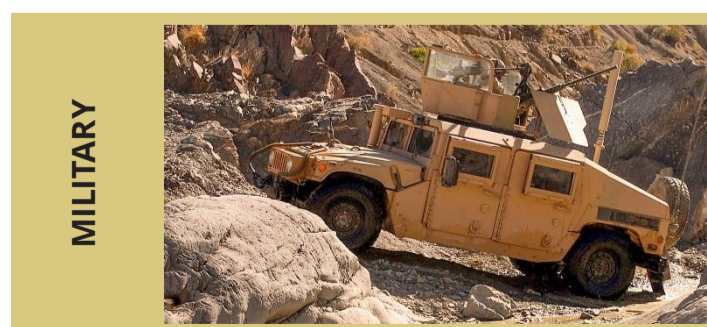
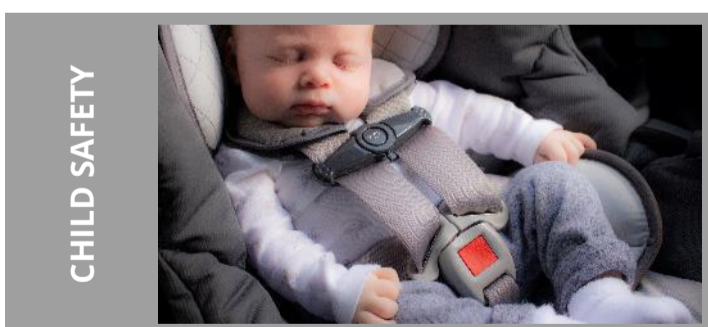
**MEXICO**  
Saltillo, Coahuila  
**EUROPE**  
Morpeth, UK  
Turin, Italy  
**CHINA**  
Wuxi, Jiangsu

**63+ YEARS OF SAFETY**  
Founded in 1961

**EMPLOYEE OWNED SINCE 2022**

[imminet.com](http://imminet.com)

**MARKETS**



# PRODUCTS & SERVICES



SEAT BELTS



AIRBAGS



STEERING WHEELS



SEATING



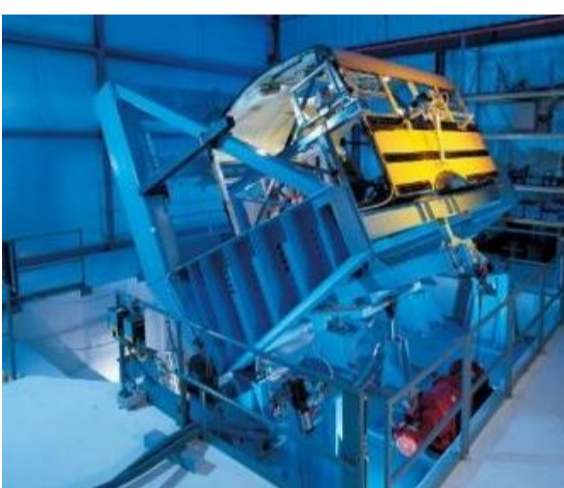
CARGO SECUREMENT



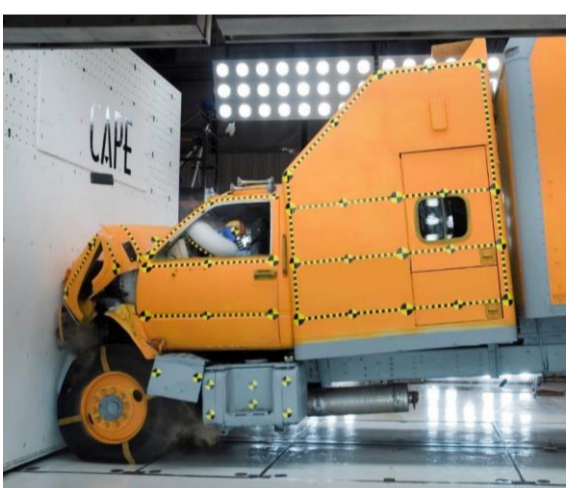
CHILD RESTRAINTS



ENGINEERING SERVICES



ROLL TESTING



BARRIER TESTING

When you buckle your seatbelt in your vehicle, you might not even think about the brand or whether it includes any additional safety enhancements. IMMI provides a range of proven safety solutions, including restraint systems, airbag protection, seating solutions, steering wheels, tie-downs, and testing services. Many of these products are customized to meet the specific needs of OEMs, adhere to legal specifications, and accommodate various applications and vehicle installations. IMMI's focus on tailored solutions ensures that safety is prioritized in every industry they serve.

## COMPETITORS

Each industry that IMMI serves has a unique market share breakdown due to the specific product offerings tailored to each individual market. For my project submission, I would like to focus on the Fire/EMS market, where IMMI has made significant strides in advancing safety over the past two decades. This sector is unique because safety is a top priority in all areas of their day-to-day work, making it somewhat easier to integrate safety features into vehicles. Although it still requires considerable development time and investment, we have successfully gained market share.

In the fire market specifically, IMMI commands 100% of the market for seatbelts and airbags. Takata previously competed in the airbag sector but faced a major recall, which opened the door for IMMI to capture the remaining market share. While airbags are not universally standard in all fire vehicles as they are in personal automobiles, IMMI's airbags can be specified for fire trucks.



Furthermore, IMMI holds 100% of the steering wheel market for fire trucks, leaving no competitors in this product line.

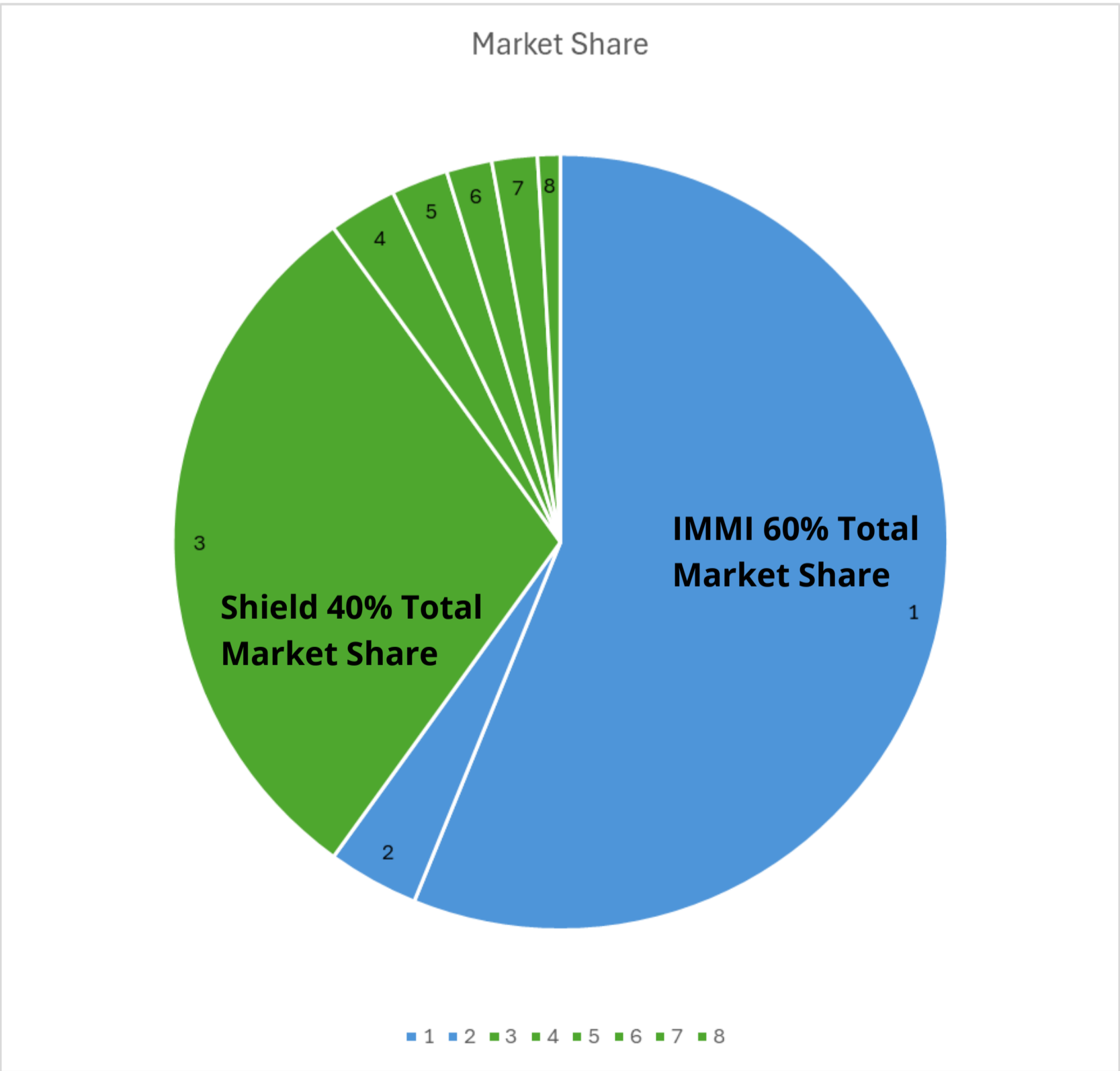
In the EMS market, IMMI faces only one competitor, Shield, in the seat belt segment. IMMI is actively working to replace the seat belts in the back of ambulance cabs, as many of these are not used due to comfort issues and job-related limitations. The MBrace product aims to become standard equipment in every vehicle straight from the assembly line. Shield is a significant competitor for IMMI overall in the seat belt business, as they also operate in other markets, including child restraints, off-highway equipment, commercial trucks, and UTVs.

Similar to the fire market, the EMS sector has no current competitors in the airbag product line, giving IMMI an advantage.



Due to IMMI's policy of not disclosing financials, outlining the companies that make up the market share in the ambulance sector can be challenging. Below is a breakdown of the market share held by each Original Equipment Manufacturer (OEM) in the ambulance market IMMI serves as their supplier, along with their respective market shares for the vehicles, without naming the companies:

AMBULANCE OEM	MARKET SHARE	BELT OWNER
1	56%	IMMI
2	4%	IMMI
3	30%	Shield
4	3%	Shield
5	2%	Shield
6	2%	Shield
7	2%	Shield
8	1%	Shield



This breakdown illustrates the distribution of market share within the ambulance restraint sector, with IMMI holding 60% of the market share with two OEMs and the remaining 40% attributed to their only other competitor in this market, Shield, with them having the business of the other six OEMs.

A few additional competitors IMMI faces in other markets include:



Engages in commercial truck safety products, offering a range of seat belts and restraint systems.



Specializes in seat belts, child restraints and wheelchair restraints.



Provides seating solutions to various markets.



Focusing on multipoint harnesses that compete in the UTV market



Provides safety solutions for military applications, competing in both the vehicle and personal restraint markets.



Known for its innovative solutions in UTV and ATV markets, catering to recreational vehicle safety.

These competitors operate in various segments and present challenges across the diverse markets IMMI serves.

# CRITERIA #2

## OVERVIEW & SHOW SCHEDULE

# OVERVIEW

Although IMMI has a global presence, international events have been somewhat limited to date, with most of the trade show schedule focused domestically in the US. IMMI participates in 50-60 events annually and typically host 7-10 internal and customer events on-site. For the 2023 year, when this project was developed, the event schedule included:

<b>TRADE SHOWS EXHIBITED</b> Note: 8 additional events were budgeted but removed from the schedule for various business reasons	<b>48</b>
<b>INTERNAL EVENTS PLANNED</b>	<b>7</b>
<b>TRADE SHOWS INVOLVED WITH BUT NO EXHIBIT</b> This includes sponsorship coordination, supporting an OEM and organizing teams to attend	<b>10</b>
<b>OUTSIDE RENTERS FOR THE IMMI CONFERENCE CENTER (ICC)</b> While many of these groups handle their direct logistics, it remains my responsibility to discuss their events, finalize proper agreements, confirm layouts, and manage billing afterward.	<b>24</b>
<b>TOTAL EVENTS</b>	<b>89</b>

Each market has its own Sales Director responsible for overseeing their respective teams and market needs. I collaborate with each Sales Director individually to lay out the annual schedule and identify opportunities for overlapping markets at specific events. For example, we may attend an event that encompasses both our truck and outdoor product lines, and we work together in these instances to ensure that everyone's sales potential is maximized.

Since assuming this role, I have focused on establishing processes for our trade show planning, given the volume of events with just me managing logistics. This has involved more detailed budgeting and logistics planning while striving to centralize all information within one software platform for easy access. We utilize Salesforce to track all events, allowing me to monitor associated costs, shipping information, travel arrangements, and upload supporting documents. This centralized approach enables the Sales and Marketing teams to view all event details in one place.

One area I aim to improve is in strategic planning for the year's program for each market. We often operate at a fast pace and find ourselves reacting rather than proactively planning for potential market developments. I believe that preparing in advance will allow us to convey the best messaging upfront. However, due to my current workload, I have not been able to dedicate as much time to this aspect as I would like.

# SHOW SCHEDULE

From the statistics mentioned, you can find the complete event listing in [Appendix A: Pages 57-58](#). It is my responsibility to manage all the coordination for these events. IMMI organizes everything by market, and I report the same information within Salesforce for effective reporting and coordination. This structure enables each Sales Director and their specific market team to access an event listing relevant to their market while also allowing them to see other markets for potential collaboration.

## Current Challenges in Trade Show and Event Planning

### Lack of Integration with IMMI Conference Center Schedule:

IMMI currently does not have a way to link the trade show schedule with the IMMI Conference Center schedule. This limitation hampers our ability to present a comprehensive overview of the entire event calendar, making it difficult to understand the full scope of work I manage. Ideally, we would have a single software tool to manage the master calendar, including materials used for internal meetings at the IMMI Conference Center and those taken on the road for trade shows.

### Challenges in Showcasing Component Manufacturing:

Serving various industries as a component manufacturer presents unique challenges. It can be difficult to effectively highlight a small but vital component without it appearing as though we manufacture the entire seat, vehicle, or larger assembly displayed in the booth. This challenge requires careful planning to ensure our products are represented accurately and compellingly in the context of our broader offerings.

Trade Show Name	Status	Market	Start Date	End Date	Location	Booth Size	Total Expense	Budget
Pierce Manufacturing Sales Meeting	Exhibit	Fire & EMS	1/5/2023	1/7/2023	Scottsdale, AZ			
Fire Department Safety Officers Association (FDSOA) Symposium	Exhibit	Fire & EMS	1/8/2023	1/11/2023	Gilbert, AZ			
Gulf Coast Association of Pupil Transportation (GCAPT)	Exhibit	Bus	2/18/2023	2/20/2023	League City, TX			
California School Transportation Office (CASTO) Annual Conference	Exhibit	Bus	2/24/2023	2/26/2023	Burbank, CA			
Tactical Wheel Conference	Exhibit	Defense / Gov	2/27/2023	3/1/2023	Columbus, OH			
Truck Manufacturers Council (TMC) Annual Conference	Exhibit	Truck	2/27/2023	3/2/2023	Orlando, FL			
National Truck Equipment Association (NTEA) - Work Truck Show	Exhibit	Truck	3/8/2023	3/10/2023	Indianapolis, IN			
ConExpo	Exhibit	Construction	3/14/2023	3/18/2023	Las Vegas, NV			
REV Group - Horton Product Launch	Exhibit	Fire & EMS	3/14/2023	3/16/2023	Westfield, IN			
Fire Apparatus Manufacturers Association (FAMA) - Spring Meeting	Exhibit	Fire & EMS	3/18/2023	3/23/2023	Ft. Lauderdale, FL			
Thomas Built Buses Dealer Meeting	Exhibit	Bus	3/29/2023	3/29/2023	National Harbor, MD			
National School Board Association (NSBA) Conference	Exhibit	Bus	4/1/2023	4/3/2023	Orlando, FL			
Fire Department Instructors Conference (FDIC) International	Exhibit	Fire & EMS	4/24/2023	4/29/2023	Indianapolis, IN			
National Private Truck Council (NPTC) Annual Conference	Exhibit	Truck	5/7/2023	5/9/2023	Orlando, FL			
National Head Start Conference	Exhibit	Bus	5/8/2023	5/11/2023	Phoenix, AZ			
Indiana Child Passenger Safety Conference	Exhibit	Bus	5/10/2023	5/11/2023	Indianapolis, IN			
Student Transportation News (STN) Expo - East	Exhibit	Bus	6/4/2023	6/5/2023	Indianapolis, IN			
Tennessee Association of Pupil Transportation (TNAPT)	Exhibit	Bus	6/5/2023	6/6/2023	Pigeon Forge, TN			
Alabama School Transportation Association (ASTA)	Exhibit	Bus	6/6/2023	6/7/2023	Mobile, AL			
Virginia Association of Pupil Transportation (VAPT)	Exhibit	Bus	6/20/2023	6/20/2023	Roanoke, VA			
North Carolina Pupil Transportation Association (NCPTA)	Exhibit	Bus	6/20/2023	6/21/2023	Wilmington, NC			
Georgia Association of Pupil Transportation (GAPT)	Exhibit	Bus	6/21/2023	6/21/2023	Jekyll Island, GA			
Texas Association of Pupil Transportation (TAPT)	Exhibit	Bus	6/24/2023	6/25/2023	Woodlands, TX			
American Ambulance Association (AAA)	Exhibit	Fire & EMS	6/26/2023	6/28/2023	Las Vegas, NV			
Florida Association Pupil Transportation (FAPT)	Exhibit	Bus	6/27/2023	6/29/2023	Wesley Chapel, FL			
Student Transportation Association of Indiana (STAI)	Exhibit	Bus	6/28/2023	6/30/2023	Westfield, IN			
New York Association of Pupil Transportation (NYAPT)	Exhibit	Bus	7/10/2023	7/11/2023	NY			
Southeastern States Pupil Transportation Conference (SESPTC)	Exhibit	Bus	7/10/2023	7/11/2023	Myrtle Beach, SC			
National School Transportation Association (NSTA) Annual Conference	Exhibit	Bus	7/16/2023	7/19/2023	Pittsburgh, PA			
Student Transportation News (STN) Expo - West	Exhibit	Bus	7/16/2023	7/19/2023	Reno, NV			
Iowa Association of Pupil Transportation (IAPT)	Exhibit	Bus	7/17/2023	7/18/2023	Des Moines, IA			
California School Transportation Office (CASTO) Mechanics & Maintenance	Exhibit	Bus	7/20/2023	7/20/2023	Tahoe, CA			
Jericho ATV Festival	Exhibit	Outdoor	8/4/2023	8/5/2023	Berlin, NH			
National Private Truck Council (NPTC) - National Safety Conference	Exhibit	Truck	9/6/2023	9/8/2023	Orlando, FL			
Hay Days	Exhibit	Outdoor	9/9/2023	9/10/2023	North Branch, MN			
Speed Sports Super Show	Exhibit	Outdoor	9/15/2023	9/17/2023	Coatesville, PA			

# CRITERIA #3

## SHOW OF FOCUS

### **Overview**

- Demographics of Show
- Target Audience

### **Event Strategies and Measurable Goals**

# OVERVIEW

FDIC International is the leading firefighter convention in the US and brings together fire and EMS professionals for education, training, and a trade show showcasing the products they use every day to protect the lives of the people they serve. There are many sessions that are peer to peer instruction and then some lead by industry professionals. By the time the show opens, they have had a few days of instruction already, so most attendees are excited to get on the show floor and see what new things are coming. This show is unique to IMMI because it is not only the largest show participated in each year, but also is only a few miles South of corporate headquarters. It allows IMMI to bring not only sales, marketing and engineering team members to the show to help staff, but also to reward some of the production team members with the chance to see the products they produce each day in the vehicles they are designed for and talk with the end users who use them.

I selected this event because it had been some time since we had the opportunity to conduct a targeted product launch with a customer, especially since the pandemic. Additionally, the event was conveniently local for the IMMI team. As the leading provider of products in this market, this is the most significant corporate event of the year, requiring extensive planning and execution. IMMI has been attending this event for over 20 years, and it has proven to be an excellent platform for promoting the brand, reinforcing IMMI's position in the industry, and offering a variety of opportunities for product launches.

For many years, FDIC was primarily focused on fire professionals. However, after the pandemic, they introduced a subevent in partnership with the Journal of Emergency Medical Services (JEMS) during the show, specifically targeting EMS professionals. This new focus was beneficial for IMMI as we began planning the product launch. It was determined that this would be the ideal launch point, as it is now the largest combined fire and EMS event in the U.S. With the added emphasis on EMS, the team was confident that attendance would reflect this broader focus.



Personally, this is my favorite event of the year. It's a chance for our entire team to come together, especially since it's close to the office. The C-suite usually attends as well, which brings us the most corporate support. When we say "FDIC week" around the office, everyone understands its importance to the company, and this event has played a key role in helping us become the industry leader with the largest market share. The atmosphere at the event is energizing, with attendees who are passionate about safety. Ultimately, both our team and the event participants share a common goal: to "bring safety to people".

In conjunction with the trade show, IMMI has been hosting a private event the evening before it opens, specifically for contacts at the OEMs. This is held in a private dining area at a local restaurant that is well known in the area. Since all the OEMs have booths at the show, IMMI staff does not always have the opportunity for one-on-one interaction on the floor. This event is an important part of the objectives for the show, as it provides a dedicated space to engage with existing customers and support the launch of this product.

## DEMOGRAPHICS OF SHOW

**Total Attendees:** 34,357 from the Fire and EMS Community

- **Certifications:** 37% held EMS certification
- **First-Time Attendees:** 40% of attendees did not attend in 2022
  - This show typically experiences a high turnover rate, with approximately 40% of attendees being new each year. Many fire departments and EMS organizations send only a few representatives from their municipality annually for specific training or as recognition for their contributions throughout the year.
- **Decision Makers:** 64% of attendees are decision makers, with over half actively sourcing products.
- **Countries Represented:** Attendees came from 75 countries, including Ecuador, Mexico, China, the UK, Brazil, Japan, and more.

**Total Exhibitors:** 800+

## TARGET AUDIENCE

**Fire/EMS Professionals:**

- Chiefs: 25%
- Officers: 24%
- Firefighters: 28%
- Paramedics/EMTs: 7%
- Other Roles: 16%

This demographic breakdown highlights the diversity and reach of the event, showcasing a wide range of professionals dedicated to fire and EMS services.

With a significant turnout of **34,357 attendees** from the fire/EMS community, the FDIC show presented an excellent opportunity for IMMI to showcase their offerings. They exhibited in a **20'x30' space** at the event, held at the Indianapolis Convention Center and Lucas Oil Stadium. The booth was strategically positioned across the aisle from the product-launching partner OEM, Horton Emergency Vehicles, which allowed the two to maximize visibility and engagement. Insights gained from a previous product launch event with Horton just a month prior provided valuable feedback to the messaging, ensuring IMMI was well-prepared for the larger audience.

To ensure alignment on messaging, booth preparation, and next steps, we met weekly with Horton from the beginning of February until the week before the FDIC event. However, just weeks before the show, I suffered a severe concussion that necessitated a last-minute adjustment to my role. Although I had invested considerable effort into planning for this event, the lights, sounds, and sirens proved overwhelming given my injury. Consequently, I was only able to participate during setup and assist with the Wednesday night private event, as well as the show opening on Thursday morning. After that, I relied on the sales, marketing, and engineering teams to execute the plan and measure our goals for the event.

The team was incredibly supportive, understanding my needs while recognizing the importance of our collective efforts. They were committed to helping me achieve my goal of obtaining the CTSM certification. Together, we created a care plan for my recovery and assigned point people for each day to help execute our objectives effectively. Their collaboration and dedication truly demonstrated the spirit of teamwork that defines IMMI.

See [Appendix B: Page 59](#) for further details on the plan established for my condition.



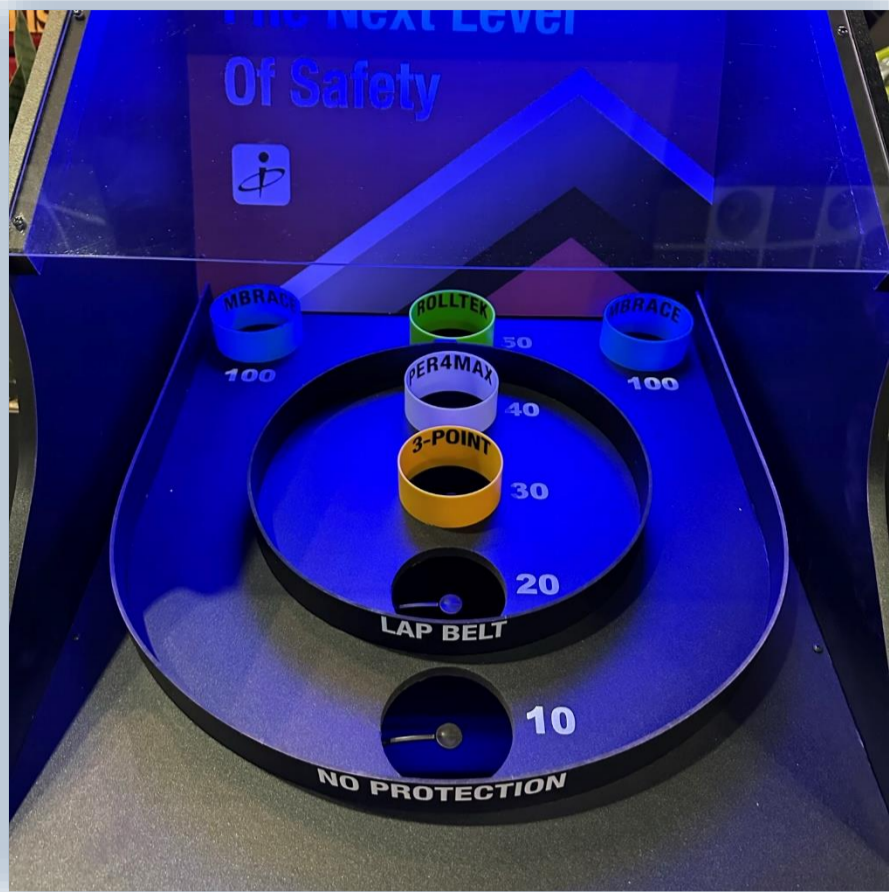
**IMMI Booth Location #4632**

# EVENT STRATEGIES AND MEASURABLE GOALS

Overall Strategies	Tactics	Assessment Methods	Measurable Goals
Increase Interactions in Booth	Use publication ads and digital communications to attract decision-makers.	Count interactions with a hand counter	390 Interactions.
Draw Connections with Product Launching Partner	Add graphics for both IMMI and OEM to cross promote	Count options presented	To achieve at least 5 options to cross promote.
Increase Guest Count at Private Event	Send digital and physical invitations; email follow up individually.	Count remaining gifts to see how many were distributed	60 Total Guests (43 Previous Year)
Engage Engineers for Booth Interaction	Schedule attendance and staffing from engineering team.	Count total engineers in attendance and staff hours	At least one engineer per booth shift of at least 4 hours each. 23.5 available hours
Improve Marketing Messaging	Staff to keep record of interactions with attendee confusion.	Post-event review and feedback.	Each of the 3 sales staff members to bring feedback afterward

For the FDIC show, I always hold pre-event and post-event meetings. Unlike smaller market events that may not require extensive manpower, messaging, and follow-up, FDIC demands collaboration across multiple departments for staffing and execution. As I learned in [271 – Maximize Event Impact through Sales and Marketing Alignment](#), we collaborated closely with the sales team to set clear objectives and define each department’s role within the booth. This alignment ensured a cohesive approach, where each team member understood their responsibilities and contributed to our overall event goals. A week before the event, I meet with all involved parties to review key messaging, event plans, measurable goals, and show logistics, as I had learned in [2004 – Don’t Skip the Meetings – Pre-, At- and Post- Guidepost to Success](#).

## Increase Interactions in Booth



**Skee-Ball Rebranded**

To draw attention on the show floor hopefully resulting in more interactions, we planned to customize a Skee-Ball machine that reflected the levels of safety associated with our product launch, replacing the traditional point values. This interactive element was designed to engage attendees, encouraging them to try out our offerings after playing.

Recognizing a common misconception in the industry—that EMS professionals cannot perform their duties while buckled up—we wanted to demonstrate the practicality of the products. As a component manufacturer, we lack off-the-shelf display options, so we collaborated with our lead engineer and in-house prototype shop to create a custom seat display showcasing the new belt and airbag system. This allowed attendees to experience firsthand how they could maneuver in an ambulance while safely secured.



**Seat Display to Try the Product**

CAPE crash testing provides a science-backed foundation for IMMI's product development, demonstrating a clear, evidence-based approach to safety. This data-driven perspective allows booth staff to educate attendees on how they can achieve similar protection levels in their emergency vehicles as they would in a passenger car. We understood that hands-on experience was essential to dispel the common misconception that being buckled up would limit their ability to perform their job. As learned in [674 – Seven Reasons why Empathic Experiences Belong](#), by allowing attendees to interact directly with the product, booth staff could effectively convey how the design overcomes this barrier, reinforcing IMMI's commitment to safety without compromising functionality.

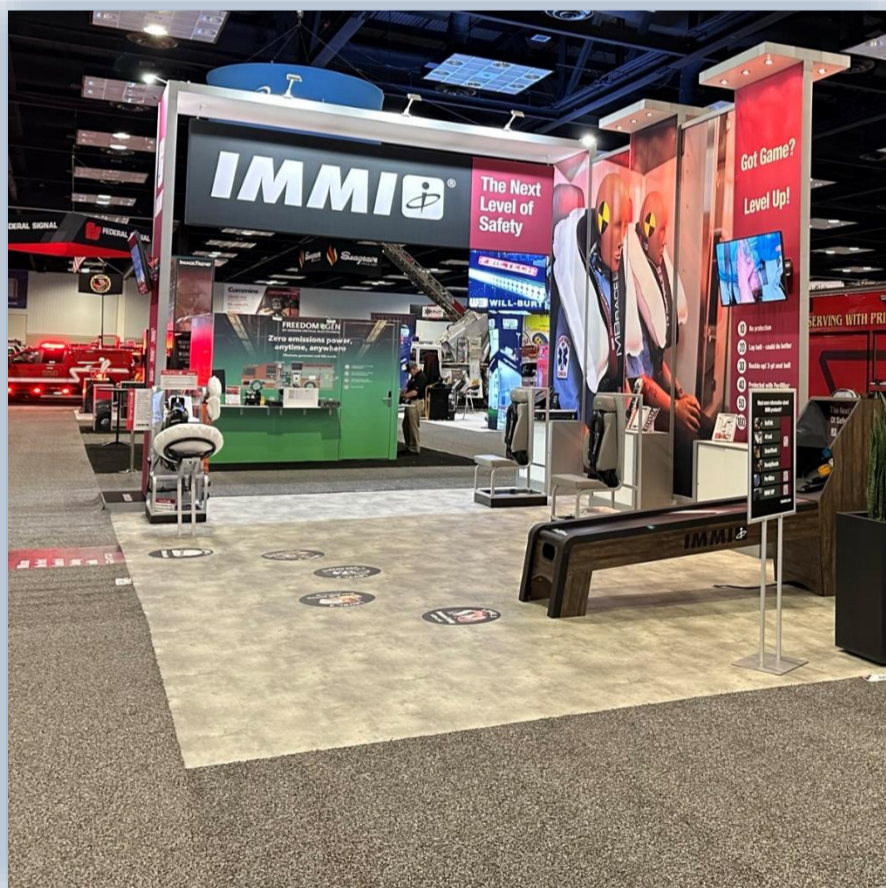
## Increase Interactions in Booth



**Floor Decal Visually Connecting to OEM Across Aisle**

As learned in [3050 – Focus on Attention: How to Optimize your Messaging on the Trade Show Floor](#), Robbyn and I strategized on how to capture attendees' attention and make the booth stand out among the lights and sounds dominating the show floor.

In a last-minute effort to showcase our partnership with the OEM debuting the product, we approached show management again for potential exceptions. Although they declined our initial booth design request, they permitted us to lay down a custom decal to visually bridge the two booths. We chose to feature a large image of the product, as it was the first time anyone would see this innovative airbag. By incorporating the floor decals, we encouraged people to look down rather than always up at the lights and trucks, helping us break through the visual noise.



**Vinyl Flooring with Decals**

Additionally, we opted for vinyl flooring, intentionally setting the booth apart from the surrounding carpeted spaces to enhance visibility and create a distinct experience for those passing by.

We also ensured the booth remained accessible for IMMIE staff to assist attendees as they waited to play Skee-Ball. Our strategy emphasized the importance of interactivity in generating buzz based on previous experiences at the show. Attendees would stand on graphics detailing each safety level before playing the game. Their highest score would determine the prize they received.



From the start of product development, we planned to give away quality neck pillows as the ultimate prize for our OEM customers and show attendees. To create a visual connection with our brand, the Skee-Ball prizes were designed to reflect this theme. A low score would earn attendees a red keychain labeled "Buckle Up," while mid-level scores earned inflatable neck pillows, and the top two corners offered the premium foam neck pillows.



## Draw Connections with Product Launching Partner

The partnership between IMMI and Horton Emergency Vehicles successfully showcased both companies' brands while leveraging their combined resources for greater impact. The collaboration allowed IMMI to promote its product with the benefit of Horton's larger marketing capabilities, including branding, vehicle graphics, videos, and booth visuals. The joint messaging emphasized that Horton was the first to bring the product to market, supported by IMMI's role in research and development. This alignment was further enhanced by placing the two booths across from each other, facilitating seamless cross-promotion—guests could easily transition between the displays to explore the product and engage with knowledgeable teams.

With our in-house designers, it is essential for me to communicate in their language, particularly when discussing materials, timelines, and design options that align with our budget. The [6017 – Graphics Boot Camp: The Basics Every Event Manager Should Know](#) class knowledge became even more valuable when collaborating with the OEM's agency, enabling smoother discussions on shared artwork, like vehicle wraps and window clings. Understanding the design vernacular allowed me to make informed decisions and streamline the coordination between both teams for a cohesive presentation.

The product logo shared IMMI's branding, adding value to both partners and increasing IMMI's visibility. Eye-catching graphics on the ambulance exterior set expectations for attendees, while the inclusion of IMMI's crash test dummy (ATD) inside the vehicle added credibility by highlighting the rigorous testing and research involved. Additionally, the booth video integrated these testing efforts, reinforcing the thoroughness of the development process and promoting CAPE's services. The partnership demonstrated how collaborative marketing can enhance brand presence and effectively communicate complex product stories to target audiences.



Logo Branding on Vehicle



ATD in Horton's Booth



Product Logo

# Cross Promotion with Horton



Vehicle and Graphic Placed Strategically for Floor Decal Bridge



One of Two Wrapped Vehicles in Horton's Booth Highlighting the Product

# Cross Promotion with Horton



Window Decals Highlighting Testing



Crowd Interaction at Back of Vehicle



Second Vehicle with Additional Promotional Pieces and Vehicle Wrap

## Increase Guest Count at Private Event



Harry & Izzy's Ready to Receive Guests

IMMI has consistently hosted a private event at a local restaurant over the past few years to provide the sales, engineering, and executive teams an opportunity to engage with customers before the show opens, when one-on-one interactions become more challenging. This event has been developed over time to boost attendance, with a goal set for 60 attendees. Invitations are sent out via email, followed by a physical invitation. I conducted personal follow-ups with contacts to encourage their participation.

## Engage Engineers in Booth Interactions

IMMI's products are highly technical, and at events like FDIC, booth staff are often asked detailed questions that require consistent, informed responses. To address this, IMMI considered it essential to have engineers both present in the booth to listen to user and spec writer pain points and questions, and to explore the event to discover new opportunities for innovation and design. With these needs in mind, we set a goal of ensuring that at least one engineer would be in the booth for each shift, which ranged from 4 to 6 hours. Additionally, we aimed to involve as many engineers from other industries as possible to walk the show, learn about the market, observe the products we develop for it, and identify ways to extend our safety solutions to other markets IMMI serves. This type of on-site research often leads to discovering new applications for products originally designed for specific markets.

## Improve Marketing Messaging

With the introduction of the MBrace product, which was unprecedented in the industry, we understood the importance of staying attentive to feedback. We set a goal to have booth staff actively listen and take note of attendees' reactions, questions, fears, and overall comments to refine our messaging as needed. Although we had already worked with the Horton's dealer network to shape initial messaging, capturing feedback at the show was essential for real-time insights. This proactive approach ensured we could make adjustments and enhance our promotion strategy for MBrace as it continued to enter the market.

# CRITERIA #4

## EXHIBIT DESIGN & PRODUCTION

## EXHIBIT DESIGN & PRODUCTION

As mentioned earlier, our designer Robbyn and I collaborate closely on the booth design. While she focuses on the visual elements, I oversee the project's practical constraints. We engage a booth builder one to three times a year for large booth production, installation, and dismantling. I manage the product-specific components, which we store onsite at the IMMI Conference Center.

For the 2023 show schedule, we had initially requested a new booth to coincide with our product launch, but this request was rejected from the capital expense budget in January. Consequently, we decided to reskin the existing booth, which is modular and adaptable for various markets. Although the materials for the booth itself fall under the capital expense budget, the graphics production is covered by the trade show expense budget. This worked to our advantage this year since we had already allocated funds for new graphics before the booth approval was denied.

We focused on two of the primary objectives in the booth design:

- Increase Interactions in Booth
- Draw Connections with Product Launching Partner

In preparation for the product launch, we adopted the key messaging theme "Next Level of Safety," which we communicated throughout the week's events. The graphic below was used as a talking tool to show the progression of safety IMMI had taken in the market with various product enhancements with the question mark leading to the MBrace product being launched.

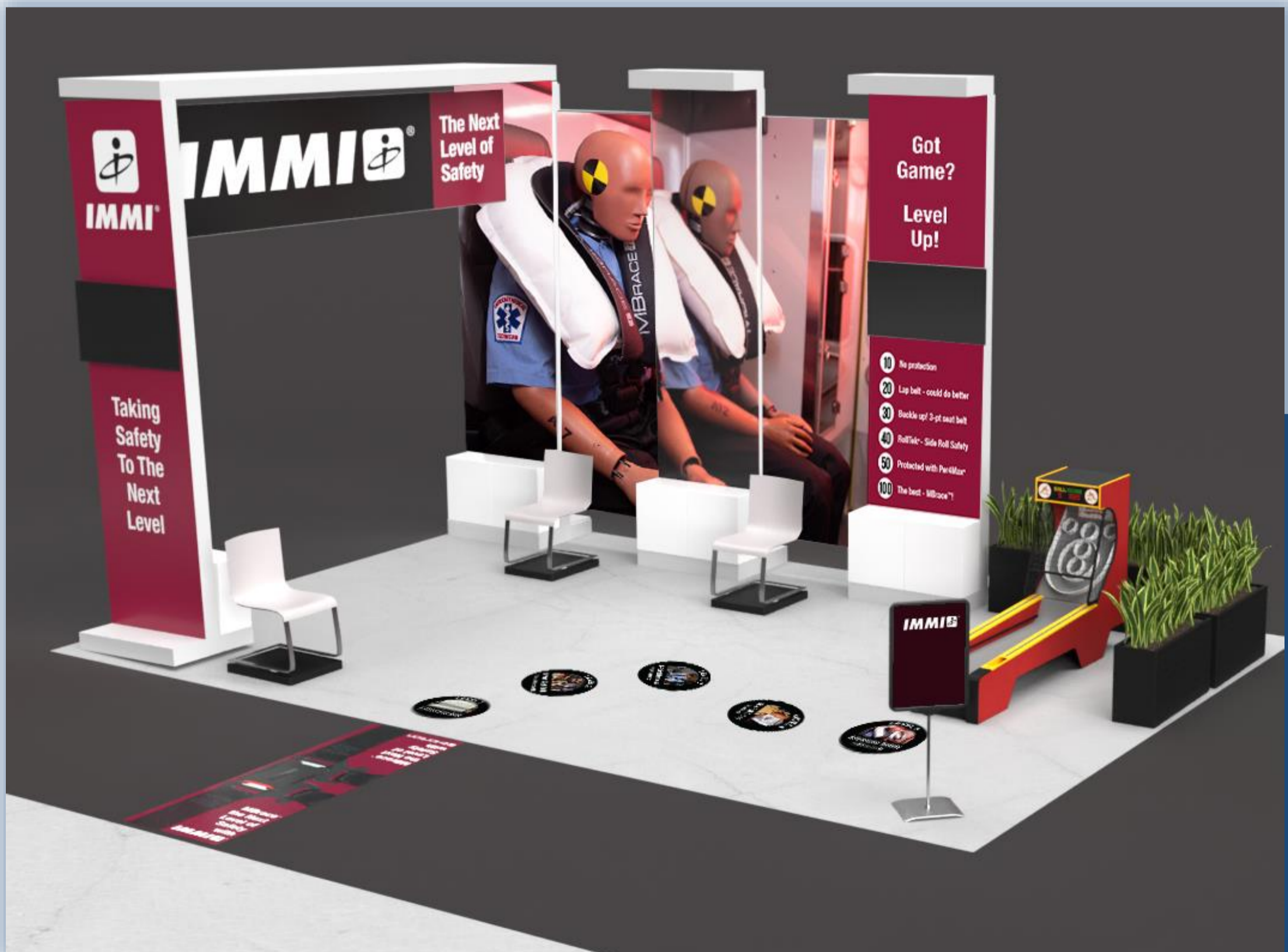
As learned in [6020 – The @show Experience: Understand the Essentials of Exhibit Design](#), we drew from past designs to adapt and repurpose elements, giving them fresh functionality while maintaining a consistent look to align with our messaging with new fabric skin proposals. We also made a point to consider how our design choices might impact show services, factoring in weight, flooring options, and the install & dismantle labor requirements to streamline setup and reduce potential complications.



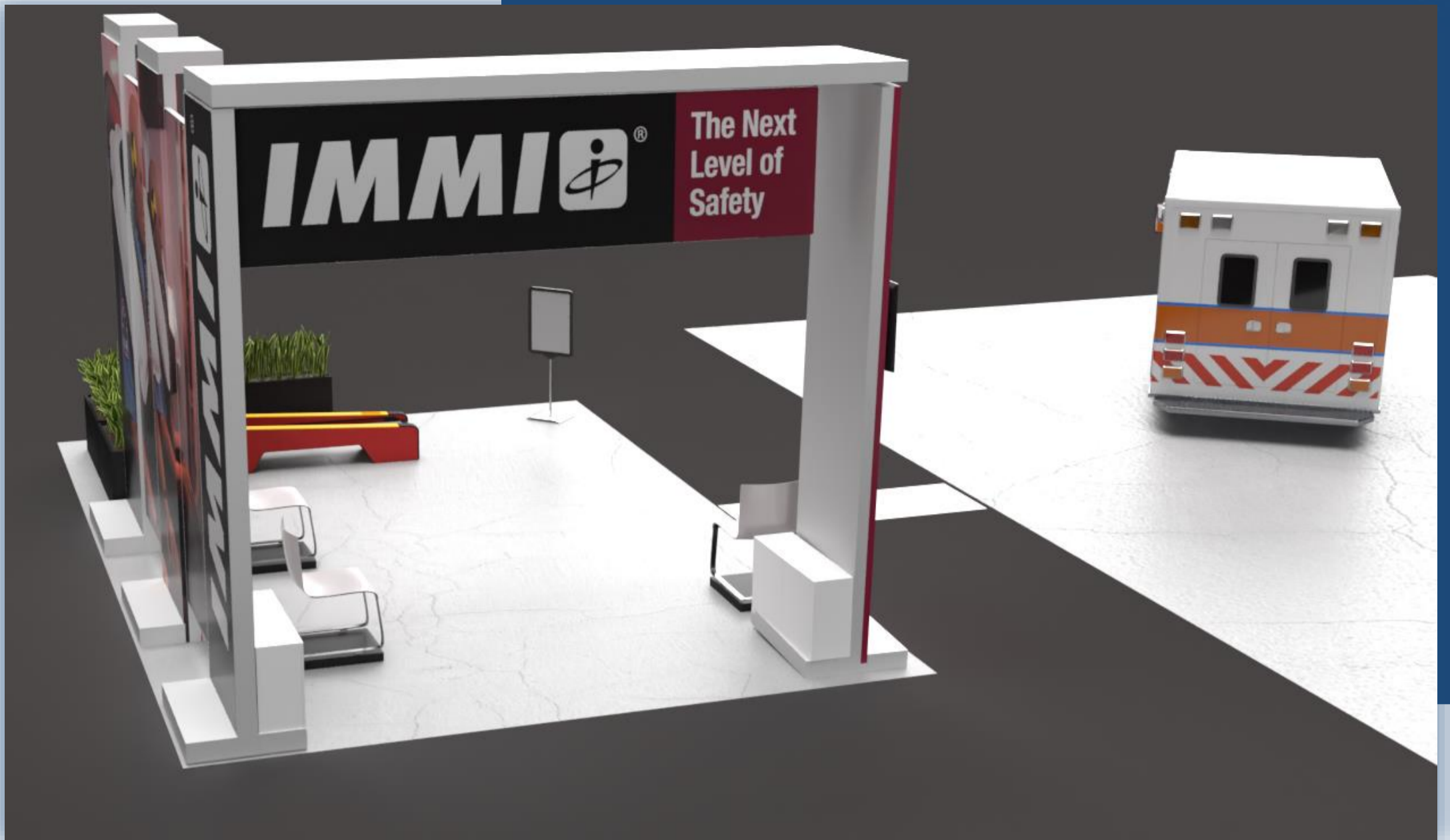
IMMI partners with Skyline Exhibits in Indianapolis, which built the current booth in 2018 and stores it for IMMI. We have been pleased with Skyline's work since our collaboration began in 2018, and our ongoing relationship has helped us understand each other's strengths.

Despite our initial disappointment regarding a new booth being approved, Robbyn and I pressed on in planning with an alternative, necessitating new graphics to ensure our product launch was effectively showcased. We wanted the booth to be open and inviting, allowing us to visually connect with our customers across the aisle, particularly since they were debuting a new product alongside us. Although our request to place an archway connecting our booth to the OEM partner was declined ([Appendix C: Page 60](#)), we aimed to guide attendees through the journey of discovering the new MBrace product and its enhanced safety features.

We then submitted the design concept below and on page 28 to Skyline Exhibits for them to quote a potential new booth arrangement, ensuring we explored all available options for an impactful presentation. They knew we would handle the Skee-ball machine and floor decals, but that we needed to see if Skyline could configure the existing booth materials for this type of configuration. With Robbyn's gift in booth design, it allowed IMMI to save the concept cost because she could design what we were thinking and then we needed to make sure Skyline could execute the idea.



IMMI Booth Concept - Overall



**IMMI Booth Concept - Side**



**IMMI Booth Concept - Back**

These same concepts that were instrumental in discussions with our team were also submitted to show management for approval. Due to the presence of larger vehicles on the show floor, prior submission of these designs is a requirement ([Appendix D: Page 61](#)). We were all pleasantly surprised by how much better the finished booth looked in person at this scale compared to the initial drawings. It truly showcased our vision effectively.



In the booth, I used what I learned in [3008 – Business Marketing Strategies and Trade Shows](#) to design three distinct areas for attendees to engage with our offerings.

## 1. Journey to the Next Level of Safety

As discussed in [3011 – How to Grow Your Brand: Incorporating Brand Marketing into Your Exhibit Program](#), the booth experience was designed to strategically engage attendees at each stage of their journey, beginning with those coming from the Horton booth next door. As attendees stood in line, they could observe safety advancements highlighted by floor decals, allowing our staff to initiate conversations about product features. The journey continued with a fun, interactive Skee-Ball game, where attendees could play, win a prize, and then be invited to try the new seat display on their way out.

## 2. Seat Displays for the New MBrace System

We featured two identical seat displays showcasing the innovative MBrace system, which will be standard equipment in Horton ambulances moving forward. This announcement was significant, as airbags in side-facing seats were a first in the industry. We wanted to ensure that attendees could physically get into the seats and experience them firsthand.

## 3. Core Fire Market Products

As IMMI has been a primary seat belt supplier for the fire market for over 20 years, we wanted to ensure we highlighted our core products despite debuting a product specifically for ambulances. The first display featured our seat belt system, airbag systems, steering wheel, and hands-free SCBA tank holder. This layout allowed booth staff to engage with attendees interested in these essential offerings while promoting the new innovations.

# IMMI®



## The Next Level of Safety

Got Game?  
Level Up!



- 10 No protection
- 20 Lap belt - could do better
- 30 Buckle up! 5-point seat belt
- 40 Protected with Pre-Filter
- 50 Roll-over - Side-Exit Escape
- 60 Rest - 100%!



# Journey to the Next Level of Safety

Attendees waited in line on the floor decals explaining the various levels of safety until they had a chance to play to win a prize.



## Seat Displays for the New MBrace System



Seat displays created for attendees to buckle up and try the product in our booth and in the ambulance across the aisle at the partner OEM.



# Core Fire Market Products



Fire equipment display used to interact with attendees and highlight products found in their trucks.



## BUDGET VS. ACTUAL

To prepare for this event, our team begins planning as soon as the budget has been submitted (September of the previous year). Since this is the biggest event of the year in terms of budget and takes place in the spring, we must act quickly once the budget is approved in January. We strive to have as many materials prepped as possible to start production on deliverables promptly.

We understood that we could easily exceed our budget in executing this booth plan but made the decision, in consultation with the sales manager, to cut costs from other events later in the year, if that became necessary. Our priority was to ensure that the message was communicated effectively and at the level required for this significant announcement while still being on target with the budget.

In the [2003 – The Nuts and Bolts of Budgeting for Results](#) course, I gained valuable insights into estimating hard and soft costs for event budgeting, which proved crucial for a large show like FDIC, especially given the uncertainties around participation for the product launch. This experience highlighted the importance of accurate budgeting and led me to improve my cost estimates. Since FDIC is the largest event I manage annually, I now track costs year over year to refine a template that helps prevent overlooked expenses and provides maximum estimates for specific categories. For instance, we discovered that using IMMI's freight forwarder for booth shipments is more cost-effective than Skyline's freight service, so we now coordinate directly with our forwarder to reduce shipping expenses.

As I laid out the template for what the budget would be for the show, it was important to highlight the other areas where expenses would be incurred that did not fall in the trade show budget. At IMMI, some items like promotional materials and booth production costs are not charged directly to the trade show budget because they are used across various events or for extended marketing purposes. By planning a larger quantity of promotional items and allocating booth materials to a separate budget line, the team gains flexibility in design and maximizes resource use over time, helping control costs while maintaining consistency. You will see that breakdown in the budget evaluation table to follow. That flexibility of the various accounts allows us to have a bottom-line number that was close to the target.

## BUDGET VS. ACTUAL

Item	Budget	Actual
<b>Trade Show Budget</b>		
Booth Space	\$ 19,800.00	\$ 19,800.00
Flooring	\$ 3,200.00	\$ 3,199.00
Decals	\$ 400.00	\$ 743.00
Skee-Ball graphics	\$ 350.00	
Skee-Ball machine	\$ 600.00	\$ 545.00
Harry & Izzy's Dining Bill	\$ 8,500.00	\$ 8,108.00
Install & Dismantle	\$ 4,250.00	\$ 4,250.00
Material Handling	\$ 6,000.00	\$ 5,136.00
Electric	\$ 1,000.00	\$ 415.00
Badges	\$ 700.00	\$ 329.00
Harry & Izzy's Invite	\$ 200.00	\$ 170.72
EAC Filing		\$ 150.00
	<b>\$ 45,000.00</b>	<b>\$ 42,845.72</b>
<b>Advertising Budget</b>		
Floor Decal		\$ 2,500.00
<b>Materials Budget</b>		
Graphics to reskin booth	\$ 15,000.00	\$ 17,084.00
Seats Produced	\$ 3,000.00	\$ 650.00
<b>Gift Budget</b>		
Key Tag		\$ 1,044.71
Inflatable Pillow	\$ 3,500.00	\$ 882.50
Memory Foam Neck Pillow		\$ 1,365.00
	<b>\$ 21,500.00</b>	<b>\$ 23,526.21</b>
<b>Total Overall</b>	<b>\$ 66,500.00</b>	<b>\$ 66,371.93</b>
	<b>Budget Remains</b>	<b>\$ 128.07</b>

The trade show budget came in under target, which helped to offset the last-minute addition of the floor decal advertising. Although reskinning the booth ended up costing more than anticipated due to the initial budget being based on a completely new build, this overage was balanced out by savings from the seat sample production. By utilizing our in-house prototype shop and engineer, we significantly reduced the cost of that display. As a result, the overall budget remained on track.

# CRITERIA #5

## INTEGRATED MARKETING COMMUNICATIONS

### **Measurable Objectives and Strategies**

- Planned Campaign Schedule

### **Results and Recommendations**

# INTEGRATED MARKETING COMMUNICATIONS

The **3015 – Integrated Marketing Communications** course underscored the importance of taking a holistic approach to the advertising plan, which helped me set measurable goals while effectively managing the budget across various platforms. The marketing plan aimed to build awareness and convey the significance of the new product, encouraging attendees to stop by the booth to explore its value and potentially consider it for future vehicle purchases. As I began planning for this product launch, the team explored various options to effectively communicate both before and after the event. Given the significant change this product represented for the industry, we aimed to maximize publicity surrounding the launch.

Our longstanding relationships with industry publications provided a solid foundation for promotion, but our partner's stronger ties—thanks to their larger annual investments—allowed us to collaborate on a robust publicity blitz in both print and digital formats. The goal was to establish IMMI as a leader in safety while highlighting that this product launch marked a significant advancement in user safety. We focused efforts to top fire and EMS publications, and through the launching partner, IMMI began developing a relationship with an additional publication, Firehouse, during the event.

We also pursued innovative advertising options that we had not previously explored, using this launch as an opportunity to test new strategies. For instance, we implemented two different Facebook ad styles. With EMS World, we opted for a single post following the event, while with JEMS, we adjusted the ad weekly to assess how different messages impacted campaign results.

To maintain brand visibility after the event, we planned several post-event pushes, including an application for an Innovation Award with EMS World, the results of which would be announced later in the year. This campaign would incorporate the award announcement, whether we were named a finalist or not, ensuring continuous engagement.

Recognizing that the market comprises diverse demographics, we targeted both those who read print magazines in firehouses and those who conduct research online. We kept our branding and messaging straightforward and consistent to eliminate any confusion about IMMI's leadership in safety options.

The final step in our marketing communications plan focused on internal alignment, ensuring that all booth staff and additional team members were well-prepared with the event's overall strategy and messaging. Our goal was to equip every IMMI representative with a clear understanding of the objectives and product messaging, so they could effectively communicate with attendees. For reference, event materials discussed during the prep meeting are included in [Appendix F: Pages 65-70](#).

# MEASURABLE OBJECTIVES AND STRATEGIES

Method of Communication	Rationale	Target Audience	Measurable Goals	Assessment Method	Results	Recommendations
Pre and Post Event Print ads with Fire and EMS Publications	Penetrate Market with Messaging and Build Branding	End Users and Vehicle Spec Writers	Negotiate at least 4 print ads with a reach of 40,000 in circulation	Budget review and publication report.	Placed 2 ads with 2 different publications with a circulation of over 40,000	Stronger call to action in the future.
Pre and Post Event Eblasts with EMS publications	Penetrate Market with Messaging and Build Branding	End Users and Vehicle Spec Writers	Achieve average open rate of 21.5% and click through rate of 2.3%	Budget review and publication report.	Click through rate of 2.71%, 1.11% and 3.15%	Continue to pursue this channel for brand building
Try a different ad option for new engagement	Target Social Media Platforms	End Users and Vehicle Spec Writers	100 shares from the post.	Publication generated report	80 shares, 26 comments	Continue to use this avenue for comparison over time
Promote crash test footage of system testing through YouTube link.	Visual Storytelling Best Supports Explaining the System and Building the Brand	Industry Representatives	Click through rate of 2.3%	YouTube statistics	Click through rate of 6.3%	Telling the story visually in this market performs well, as expected

While we received statistics from some of the ads, measuring print ad effectiveness proved challenging. In digital, IMMI had not executed similar campaigns like this before. Therefore, we relied on national averages as a baseline for performance evaluation.

# PLANNED CAMPAIGN SCHEDULE

Market	Publication	Type	Type	Issue	Period	Budget	Actual
EMS	EMS World	Digital	Product Showcase	Featured Product in Weekly Roundup Newsletter	4	\$	
EMS	EMS World	Social	Facebook	Facebook Social Post on their Account	5	\$	
EMS	EMS World	Digital	eblast	Eblast sent from EMS World's list	6	\$	
EMS	EMS World	Digital	High Impact Banner	August	8	\$	
EMS	EMS World	Digital	Product Showcase	Featured Product in Weekly Roundup Newsletter	8	\$	
EMS	EMS World	Digital	E-Newsletter	Top Stories Banner - 728x90	9	\$	
EMS	EMS World	Digital	Product Showcase	Featured Product in Weekly Roundup Newsletter	9	C	
EMS	EMS World	Digital	eblast	Eblast sent from EMS World's list	9	\$	
EMS	EMS World	Digital	Website	Banner - 300x250	10	C	
EMS	EMS World	Digital	eblast	Eblast sent from EMS World's list - Added due to winning award	10		
Fire	FDIC	Print	Floor Decal	Added before the show to bridge the aisle between the booths	4		
Fire	Fire Apparatus	Print	Half	Event Issue	4	\$	
Fire	Fire Apparatus	Print	Half	Focus on Apparatus Components	6	\$	
Fire	Fire Engineering	Print	Half	Event Issue	4	\$	
Fire	Fire Engineering	Print	Half	Focus on Safety	6	\$	
Fire	Firehouse	Digital	Webinar	Partnered with Horton on an interview/webinar	4		
EMS	-	Social	Video Push	Horton released the first delivery with IMMI's help	5		
EMS	JEMS	Social	4 x	Post Event Focus	5	\$	
EMS	JEMS	Digital	2 weeks	E-Newsletter	6	\$	
EMS	JEMS	Digital	Eblast	Post Event Push	8	\$	
<b>TOTAL CAMPAIGN SURROUNDING ANNOUNCEMENT</b>							\$3

IMMI successfully negotiated with their media partners to secure a few complimentary ads, which added value to the campaign. While the advertising expenses slightly exceeded the budget for the fire and EMS market, the management team believed that the added exposure justified the cost, especially for an important product announcement. Additionally, IMMI collaborated closely with Horton, leveraging their involvement in a webinar and their social media posts, creating a true partnership that enhanced the product's launch.

# RESULTS AND RECOMMENDATIONS

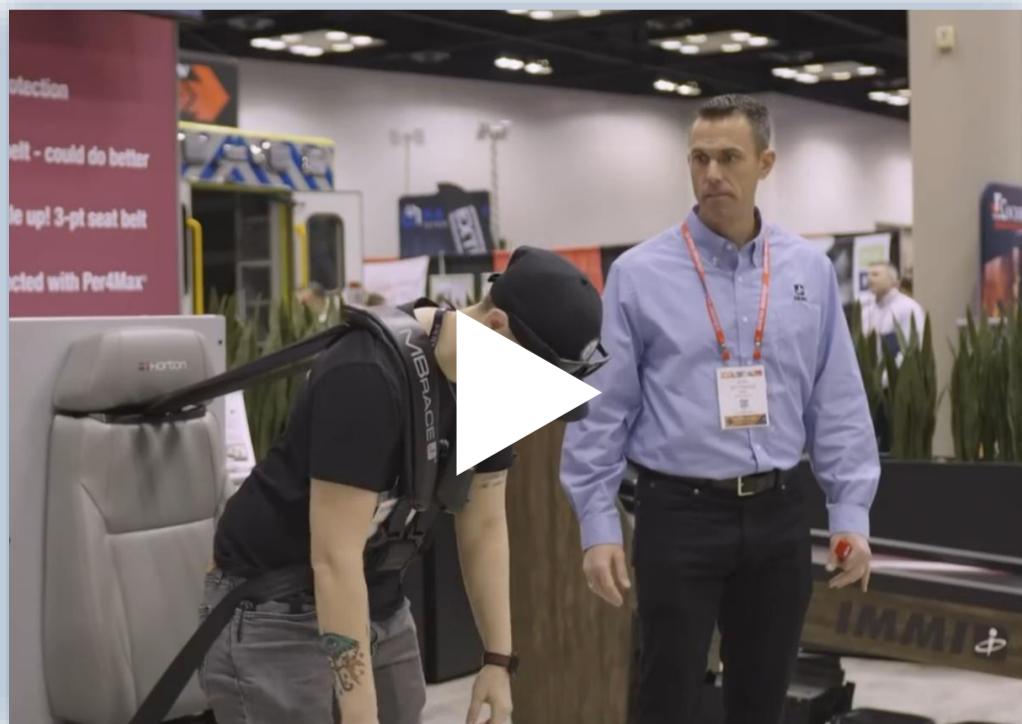
IMMI referenced the national averages from Campaign Monitor's 2022 benchmark report, which indicated an average open rate of 21.5% and a click-through rate of 2.3%. Using these benchmarks, we assessed our eblasts, all of which met or exceeded the open rate percentage. However, our click-through rates varied, achieving 2.7%, 1.11%, 3.15%, and 0.95%, respectively. While we fell short on two of the eblasts, the last one aligned with JEMS's reported averages.

The performance of print advertising was difficult to quantify, but we focused on publications with high circulation of over 40,000. Although we were satisfied with ad placements, we realized that incorporating a stronger call to action could have improved tracking effectiveness beyond merely inviting attendees to visit the booth.

Regarding social media, our engagement results from JEMS were particularly noteworthy. The ads promoting the MBrace airbag system had lower engagement rates compared to posts for a different product. We intentionally varied the focus to evaluate performance differences, but unfortunately, MBrace did not meet expectations. We speculated that the established awareness of the other product could have contributed to this disparity.

In light of these findings, I recommend that future campaigns include a comprehensive review of individual ad performance to identify which publications yield the best results and explore potential reasons behind these outcomes.

Please see [Appendix G: Pages 71-80](#) for additional visuals of the full ad campaign.



**FDIC 2023 Recap Video**

See [Source 1](#) for the Data Benchmark



**First MBrace Delivery Video**

# CRITERIA #6

## RESULTS REPORTING

# RESULTS REPORTING

Overall Strategies	Tactics	Assessment method	Measurable Goals	Results	Recommendations
Increase Interactions in Booth	Use publication ads and digital communications to attract decision-makers.	Counted interactions with a hand counter	390 Interactions.	611 interactions and 1,088 giveaways.	Be more aggressive in estimating interactions; gameplay was quicker than anticipated.
Draw Connections with Product Launching Partner	Add graphics for both IMMI and OEM to cross promote	Counted options presented	To achieve at least 5 options to cross promote.	Achieved with 7 choices: vehicle wrap, banners, window clings, floor decal, ATD, logo placement, and booth video	Establish relationships with other OEM partners to achieve the same effectiveness
Increase Guest Count at Private Event	Send digital and physical invitations; email follow up individually.	Counted remaining gifts to see how many were distributed	60 Total Guests (43 Previous Year)	74 RSVPs, 60+ in attendance	Use a hand counter for more accurate tracking
Engage Engineers for Booth Interaction	Schedule attendance and staffing from engineering team.	Count total engineers in attendance and staff hours	At least one engineer per booth shift of at least 4 hours each. 23.5 available hours	2-3 engineers per shift, except one day. 25 in total over entire event (some walk only).	None needed; this tactic worked well.
Improve Marketing Messaging	Staff to keep record of interactions with attendee confusion.	Post-event review and feedback from sales staff.	Each of the 3 sales staff members to bring feedback afterward	Gathered data and Q&A webinar feedback to hold a review meeting	Maintain ongoing conversations with customers for better communication.

## RESULTS REPORTING

The table outlines various strategies, and their corresponding tactics aimed at increasing attendance and engagement during an event. Key strategies included boosting guest count at a private evening event, enhancing interactions at the booth, and fostering connections with product partners. Notably, the guest count exceeded expectations with 74 RSVPs and over 60 attendees. Interaction goals were significantly surpassed, with 611 engagements recorded through activities like a Skee-Ball game. The event successfully featured seven different options that linked the company with its product partner. These included two vehicle wraps, banner packs, window clings, a floor decal, an ATD inside the vehicle, logo placement in various locations, and a booth video showcased on an outside wall. Recommendations for improvement included using hand counters for accurate tracking at the private event, maintaining communication with customers for feedback, and conducting longer-term testing of marketing strategies, particularly on social media. Overall, the outcomes indicate a successful event with valuable insights for future marketing efforts.

The event marked a significant shift in strategy by clearly communicating goals to every department represented in the booth staff, moving away from previous practices where Marketing and Sales primarily discussed targets without clear plans for achieving them. Given the lengthy sales cycle of IMMI's products—often requiring integration into specific vehicle types—setting concrete goals for lead generation and sales continues to prove challenging. The development and promotion of products can span several years, complicating the alignment of immediate event objectives with long-term sales outcomes. The new approach facilitated targeted planning, resulting in enhanced event performance, including exceeding attendance and engagement goals. Insights gained highlighted the need for measurable objectives and the aspiration to demonstrate a return on investment (ROI) for future events. Although the organization is still working on effectively calculating ROI, results have been shared with key stakeholders, including the Sales Director, VP of Corporate and Marketing Communications, and the VP of Sales. This collaboration extends to annual budget preparations, where detailed expense versus budget reports for the show schedule are provided, ensuring transparency across multiple accounting periods.

Additionally, this process helped the team better understand how to discuss measurement for achieving goals. The initial target for booth interactions seemed ambitious, calculated based on the number of hours the show ran, the number of attendees, and an estimate of 20 participants per hour engaging with the Skee-Ball game for approximately three minutes each. However, this estimate was ultimately found to be too high, demonstrating the need for more realistic goal-setting based on past performance and actual engagement levels.

The private event hosted prior to the trade show was a crucial component of the overall strategy, offering valuable one-on-one time with key customer contacts. While it did not impact the booth design or implementation, it provided a unique opportunity to discuss sales opportunities and foster deeper relationships with IMMI's key industry partners. The last hour, dedicated exclusively to contacts from REV Group, Horton's parent organization, further enhanced collaboration and positioned IMMI to strengthen the relationships with their stakeholders. See [Appendix H: Page 81](#) for photos of this event setup and the invitations.

An unexpected challenge arose during booth setup when we discovered a mistake made by a third-party flooring installer. Although the floor initially appeared properly covered and aligned under protective plastic, removing the plastic revealed that the installer had mistakenly cut the excess flooring in the center of the booth rather than along the edges. This left a visible and rough seam in the middle of the floor. With the setup already underway, dismantling part of the booth to replace the flooring was not an option.

After consulting with the floor vendor and Skyline, we decided to clean up the seam, stretch the floor for a smoother cut, and use a silver Sharpie to blend the exposed white vinyl line, minimizing its visibility. This experience underscored the importance of thoroughly inspecting flooring seams upon arrival—before any setup begins—and not assuming everything is correct beneath protective coverings. It was a valuable lesson in preparation and quick problem-solving under time constraints. See [Appendix: Pages 82-83](#) for photos of the error and the solution afterward.

# CRITERIA #7

## CONCLUSION

# CONCLUSION

The FDIC event was well-executed and showcased IMMI's shift toward more strategic event planning by clearly defining and communicating goals and expectations across all involved teams. This alignment between Marketing, Sales, and product development improved both the planning process and the event's outcomes. The event exceeded attendance and interaction targets, demonstrated by 74 RSVPs and over 60 attendees at the private event, and a substantial 611 booth engagements. These achievements underscore the benefits of structured, cross-departmental planning and emphasize IMMI's commitment to continuous improvement.

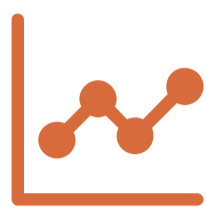
A key factor contributing to the event's success was the targeted ad campaign across multiple channels. While not all goals were met, the campaign highlighted new opportunities for growth in advertising platforms previously unexplored by IMMI. Notably, the digital marketing choices proved successful, with click-through rates surpassing the set goal in eblasts and the YouTube posting. This targeted focus and consistent messaging—from pre-event advertising through the show to post-event marketing—demonstrated the value of an integrated approach to product promotion and launch success.

Collaboration across the two organizations allowed for stronger brand visibility through shared resources like booth visuals, vehicle graphics, video and coordinated messaging. The ability to direct guests between booths for deeper product discussions enhanced attendee engagement and showcased the product's features effectively.

While many goals were exceeded, an unexpected challenge arose with the flooring installation, highlighting the importance of thorough preparation. Quick problem-solving mitigated the issue, but it emphasized the need for checking setups as soon as possible to avoid similar situations in the future. The event also revealed that initial engagement estimates were overly conservative, suggesting that future planning should better account for attendee enthusiasm and interaction times.

Given the long sales cycles for IMMI products, it remains difficult to measure direct ROI from events. However, this event demonstrated significant progress in aligning short-term event objectives with long-term product strategies. Lessons learned—such as the need for clearer performance metrics and consistent post-event feedback—will guide future improvements. Ongoing collaboration with stakeholders, through detailed reporting and budget tracking, will further support the continuous refinement of event strategies and ensure alignment with broader business goals.

There are several areas that need further attention to maximize future event effectiveness. I need to refine processes and strategies through the following recommendations:



## Improve Measurable Goals

- Use historical event data and feedback to establish more realistic and quantifiable interaction targets.
- Note attendee behavior, booth traffic patterns and product interest to ensure targets are achievable and relevant.

**Next Steps:** Develop a template to guide goal-setting with measurable data points for future events, learning from what we have done in the past at previous events in that market or others.



## Enhance ROI Measurement

- Collaborate with Sales to define specific metrics for tracking ROI, such as lead conversion timelines, engagement quality, and brand impact.
- Create a framework in Salesforce for linking event interactions with sales opportunities to better quantify value.

**Next Steps:** Bring together the sales managers from each market to design and implement a pilot ROI tracking model at upcoming events. Maybe there is one market willing to test it first before rolling out to the industries in the business.



## Leverage Stakeholder Feedback

- Regularly engage internal and external stakeholders to review event outcomes, ensuring alignment on goals and objectives. This may help improve collaboration for internal teams to be unified on future strategies

**Next Steps:** Schedule follow-up meetings with booth staff post-event for all National events to summarize goals and objectives before reporting to higher level managers; VP of Corporate/Marketing Communications, VP of Sales/Business Development, and CEO, when applicable.



## Focus on Long-Term Relationship Building

- Shift focus from immediate lead generation to nurturing long-term relationships with potential customers, recognizing the lengthy sales cycles.
- Implement a structured post-event follow-up plan to maintain engagement with attendees and partners over time.

**Next Steps:** Develop market follow-up strategies, leveraging the existing Salesforce tool to track and engage attendees along the sales cycle.



## Ongoing Training and Development

- Offer training sessions for new team members and existing staff on booth strategy, customer engagement, and best practices to ensure alignment across teams.
- Encourage cross-functional learning to create a proactive, collaborative event team.

**Next Steps:** Introduce brief training modules when new team members are hired to understand event strategies.

Host pre-event meetings for all National shows for each market to align marketing, sales, and booth staff on goals for the event, not just the large events.



## Continuous Improvement

- Establish a culture of continuous improvement to introduce a more formal post-event evaluation process to identify strengths, weaknesses, and actionable insights.
- Gather feedback from all attendees to improve future event planning and execution.

**Next Steps:** Create standardized post-event surveys and debrief meetings to capture feedback and track improvements over time and for the future to setup a process inside Salesforce for better tracking over time.

The FDIC event was a well-executed step toward more strategic event planning. Implementing these recommendations will help IMMI further refine its processes, align short-term actions with long-term objectives, and strengthen collaboration across teams. By focusing on measurable goals, enhanced ROI tracking, long-term relationship building, and continuous improvement, IMMI will be better positioned to optimize future event performance and sustain long-term growth.

# APPENDIX

## FILE SUMMARY

### **Appendix**

- A: Show Schedule
- B: FDIC Plan for Jess
- C: Booth Concept for Over Aisle
- D: Booth Submission to Show Management
- E: Booth Images
- F: Pre-Show Staff Meeting
- G: Ad Campaign
- H: Private Customer Event
- I: Flooring Challenge

# Appendix A – Show Schedule

Trade Show Name	Status	Market	Start Date	End Date	Location	Booth Size	Total Expense	Budget
Pierce Manufacturing Sales Meeting	Exhibit	Fire & EMS	1/5/2023	1/7/2023	Scottsdale, AZ	1		
Fire Department Safety Officers Association (FDSOA) Symposium	Exhibit	Fire & EMS	1/8/2023	1/11/2023	Gilbert, AZ	1		
Gulf Coast Association of Pupil Transportation (GCAPT)	Exhibit	Bus	2/18/2023	2/20/2023	League City, TX	1		
California School Transportation Office (CASTO) Annual Conference	Exhibit	Bus	2/24/2023	2/26/2023	Burbank, CA	1		
Tactical Wheel Conference	Exhibit	Defense / Gov	2/27/2023	3/1/2023	Columbus, OH	1		
Truck Manufacturers Council (TMC) Annual Conference	Exhibit	Truck	2/27/2023	3/2/2023	Orlando, FL	1		
National Truck Equipment Association (NTEA) - Work Truck Show	Exhibit	Truck	3/8/2023	3/10/2023	Indianapolis, IN	1		
ConExpo	Exhibit	Construction	3/14/2023	3/18/2023	Las Vegas, NV	1		
REV Group - Horton Product Launch	Exhibit	Fire & EMS	3/14/2023	3/16/2023	Westfield, IN	10		
Fire Apparatus Manufacturers Association (FAMA) - Spring Meeting	Exhibit	Fire & EMS	3/18/2023	3/23/2023	Ft. Lauderdale, FL	5		
Thomas Built Buses Dealer Meeting	Exhibit	Bus	3/29/2023	3/29/2023	National Harbor, MD	2		
National School Board Association (NSBA) Conference	Exhibit	Bus	4/1/2023	4/3/2023	Orlando, FL	1		
Fire Department Instructors Conference (FDIC) International	Exhibit	Fire & EMS	4/24/2023	4/29/2023	Indianapolis, IN	2		
National Private Truck Council (NPTC) Annual Conference	Exhibit	Truck	5/7/2023	5/9/2023	Orlando, FL	1		
National Head Start Conference	Exhibit	Bus	5/8/2023	5/11/2023	Phoenix, AZ	1		
Indiana Child Passenger Safety Conference	Exhibit	Bus	5/10/2023	5/11/2023	Indianapolis, IN	1		
Student Transportation News (STN) Expo - East	Exhibit	Bus	6/4/2023	6/5/2023	Indianapolis, IN	2		
Tennessee Association of Pupil Transportation (TNAPT)	Exhibit	Bus	6/5/2023	6/6/2023	Pigeon Forge, TN	1		
Alabama School Transportation Association (ASTA)	Exhibit	Bus	6/6/2023	6/7/2023	Mobile, AL	1		
Virginia Association of Pupil Transportation (VAPT)	Exhibit	Bus	6/20/2023	6/20/2023	Roanoke, VA	1		
North Carolina Pupil Transportation Association (NCPTA)	Exhibit	Bus	6/20/2023	6/21/2023	Wilmington, NC	1		
Georgia Association of Pupil Transportation (GAPT)	Exhibit	Bus	6/21/2023	6/21/2023	Jekyll Island, GA	1		
Texas Association of Pupil Transportation (TAPT)	Exhibit	Bus	6/24/2023	6/25/2023	Woodlands, TX	1		
American Ambulance Association (AAA)	Exhibit	Fire & EMS	6/26/2023	6/28/2023	Las Vegas, NV	1		
Florida Association Pupil Transportation (FAPT)	Exhibit	Bus	6/27/2023	6/29/2023	Wesley Chapel, FL	1		
Student Transportation Association of Indiana (STAI)	Exhibit	Bus	6/28/2023	6/30/2023	Westfield, IN	1		
New York Association of Pupil Transportation (NYAPT)	Exhibit	Bus	7/10/2023	7/11/2023	Saratoga Springs, NY	1		
Southeastern States Pupil Transportation Conference (SESPTC)	Exhibit	Bus	7/10/2023	7/11/2023	Myrtle Beach, SC	1		
National School Transportation Association (NSTA) Annual Conference	Exhibit	Bus	7/16/2023	7/19/2023	Pittsburgh, PA	5		
Student Transportation News (STN) Expo - West	Exhibit	Bus	7/16/2023	7/19/2023	Reno, NV	2		
Iowa Association of Pupil Transportation (IAPT)	Exhibit	Bus	7/17/2023	7/18/2023	Des Moines, IA	1		
California School Transportation Office (CASTO) Mechanics & Maintenance	Exhibit	Bus	7/20/2023	7/20/2023	Tahoe, CA	1		
Jericho ATV Festival	Exhibit	Outdoor	8/4/2023	8/5/2023	Berlin, NH	2		
National Private Truck Council (NPTC) - National Safety Conference	Exhibit	Truck	9/6/2023	9/8/2023	Orlando, FL	1		
Hay Days	Exhibit	Outdoor	9/9/2023	9/10/2023	North Branch, MN	2		
Sand Sports Super Show	Exhibit	Outdoor	9/15/2023	9/17/2023	Costa Mesa, CA	4		
Emergency Medical Services (EMS) World	Exhibit	Fire & EMS	9/18/2023	9/22/2023	New Orleans, LA	1		
Utility Expo	Exhibit	Truck	9/26/2023	9/28/2023	Louisville, KY	1		
National Ready Mix Concrete Association (NRMCA) - Concreteworks	Exhibit	Truck	9/29/2023	10/3/2023	Nashville, TN	1		
REV Group - Fire Truck Training Conference (FTTC)	Exhibit	Fire & EMS	10/3/2023	10/4/2023	Lansing, MI	1		
International Boatbuilders Exhibition (IBEX)	Exhibit	Outdoor	10/3/2023	10/5/2023	Tampa, FL	1		
Sutphen Dealer Meeting	Exhibit	Fire & EMS	10/17/2023	10/19/2023	Urbana, OH	1		
Camp RZR	Exhibit	UTV	10/27/2023	10/28/2023	Glamis, CA	2		
National Association of Pupil Transportation (NAPT) Annual Conference	Exhibit	Bus	10/30/2023	10/31/2023	Columbus, OH	2		
Specialty Equipment Manufacturers Association (SEMA)	Exhibit	Outdoor	10/31/2023	11/3/2023	Las Vegas, NV	1		
National Association of State Directors of Pupil Transportation (NASDPTS)	Exhibit	Bus	11/4/2023	11/7/2023	Arlington, VA	1		
Tree Care Industry (TCI) Expo	Exhibit	Construction	11/16/2023	11/18/2023	St. Louis, MO	1		
Transporting Students with Disabilities (TSD)	Exhibit	Bus	11/17/2023	11/19/2023	Frisco, TX	1		
<b>Additional Internal Events Planned</b>								
IMMI Sales Meeting	Corporate	Internal	2/7/2023	2/9/2023	Westfield, IN	1		
IMMI Awards	Corporate	Internal	3/1/2023	3/1/2023	Westfield, IN	1		
IMMI All Company	Corporate	Internal	6/7/2023	6/7/2023	Westfield, IN	1		
IMMI Owner's Day	Corporate	Internal	7/19/2023	7/19/2023	Westfield, IN	1		
IMMI Serves Charity Golf Outing	Corporate	Internal	8/29/2023	8/29/2023	Westfield, IN	1		
IMMI Growth Strategy Summit	Corporate	Internal	10/11/2023	10/12/2023	Westfield, IN	1		
IMMI Christmas	Corporate	Internal	12/19/2023	12/19/2023	Westfield, IN	1		
<b>Additional Trade Shows Involved with but No Exhibit</b>								
National School Transportation Association (NSTA) Winter Conference	Sponsored	Bus	1/22/2023	1/24/2023	San Diego, CA	A		
Advanced Clean Transportation (ACT) Expo	Attended	Bus	5/1/2023	5/4/2023	Anaheim, CA	A		
Juvenile Product Manufacturers Association (JPMA) Summit	Attended	Child	5/1/2023	5/1/2023	Washington, DC	A		
Transportation Administration of Arizona	Attended	Bus	6/19/2023	6/23/2023	Flagstaff, AZ	A		
Defence and Security Equipment International (DSEI)	Attended	Defense / Gov	9/12/2023	9/15/2023	London, UK	A		
Truck Manufacturers Council (TMC) Fall Meeting	Attended	Truck	9/17/2023	9/21/2023	Cleveland, OH	A		
American Truck Association (ATA) - Management Conference & Exhibition	Attended	Truck	10/14/2023	10/17/2023	Austin, TX	A		
Lifesavers Conference	Speaking	Child	4/2/2023	4/4/2023	Seattle, WA	A		
National Tank Truck Carriers (NTTC) Annual Conference	Speaking	Truck	5/20/2023	5/23/2023	Boston, MA	A		
Kidz in Motion Conference	Speaking	Child	8/24/2023	8/26/2023	Oklahoma City, OK	A		

# Appendix A – Show Schedule (Continued)

Trade Show Name	Status	Market	Start Date	End Date	Location	Booth Size	Total Expense	Budget
Additional Coordination for Outside Renters for the IMMI Conference Center (ICC)								
Automatic Pool Covers	IMMI CC	Outside	2/1/2023	2/2/2023	Westfield, IN			
Life Church	IMMI CC	Outside	3/11/2023	3/11/2023	Westfield, IN			
Prayer Breakfast	IMMI CC	Outside	4/19/2023	4/19/2023	Westfield, IN			
TCM Summit	IMMI CC	Outside	4/27/2023	4/28/2023	Westfield, IN			
Westfield High School	IMMI CC	Outside	5/6/2023	5/6/2023	Westfield, IN			
Youth Assistance	IMMI CC	Outside	5/10/2023	5/10/2023	Westfield, IN			
Crossroads	IMMI CC	Outside	6/2/2023	6/2/2023	Westfield, IN			
State of City	IMMI CC	Outside	6/15/2023	6/15/2023	Westfield, IN			
Dream Sports Group	IMMI CC	Outside	6/17/2023	6/17/2023	Westfield, IN			
IN Refresher Course	IMMI CC	Outside	7/12/2023	7/12/2023	Westfield, IN			
HSE	IMMI CC	Outside	8/7/2023	8/7/2023	Westfield, IN			
Ag Reliant	IMMI CC	Outside	8/14/2023	8/17/2023	Westfield, IN			
Genesis	IMMI CC	Outside	9/2/2023	9/2/2023	Westfield, IN			
Service Awards	IMMI CC	Outside	9/13/2023	9/13/2023	Westfield, IN			
Indiana AAC Summit	IMMI CC	Outside	9/21/2023	9/22/2023	Westfield, IN			
IN Family Institute	IMMI CC	Outside	10/14/2023	10/14/2023	Westfield, IN			
Pete Ochs Event	IMMI CC	Outside	9/23/2023	9/25/2023	Westfield, IN			
IMMI Serves Event	IMMI CC	Outside	9/25/2023	9/25/2023	Westfield, IN			
Open Enrollment	IMMI CC	Outside	10/25/2023	10/25/2023	Westfield, IN			
Rise Church	IMMI CC	Outside	11/19/2023	11/19/2023	Westfield, IN			
Carrington	IMMI CC	Outside	12/6/2023	12/6/2023	Westfield, IN			
Coramdeo	IMMI CC	Outside	12/8/2023	12/8/2023	Westfield, IN			
IMMI Serves Fair	IMMI CC	Outside	12/13/2023	12/13/2023	Westfield, IN			
WPF Rally	IMMI CC	Outside	12/27/2023	12/29/2023	Westfield, IN			
Originally Budgeted to Exhibit but Removed from 2023 Schedule for Various Business Reasons								
Demers Dealer Meeting	Exhibit - Saved	Fire & EMS	2/1/2023					
REV Group Dealer Meeting	Exhibit - Saved	Fire & EMS	8/1/2023					
Kind & Jugend	Exhibit - Saved	Child	9/7/2023	9/9/2023	Koln, Germany			
Blue Bird Dealer Advisory Council	Exhibit - Saved	Bus	10/1/2023					
Thomas Built Buses Institute Training - West	Exhibit - Saved	Bus	10/1/2023		Denver, CO			
Original Equipment Manufacturer (OEM) Dealer Meeting	Exhibit - Saved	Bus	10/30/2023	11/3/2023	Scottsdale, AZ			
Life Line Emergency Vehicles Dealer Meeting	Exhibit - Saved	Fire & EMS	12/1/2023					
Original Equipment Manufacturer (OEM) Demo Day	Exhibit - Saved	Outdoor	12/1/2023					

# Appendix B – FDIC Plan for Jess

## FDIC Plan for Jess

4/20/23

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### Monday:

- Go to Exhibitor Live at 11:30 am in Louisville and then head to Indy after that.
- If I'm feeling okay after the drive, I'll still check in with Skyline at the booth to see where we are for the next morning. If not, I'll call Drew instead.

### Tuesday:

- Meet Amie and Robbyn at the booth for setup.
- Get all the badges and add notes for who is sharing. I'm a nerd and doing a mail merge so I can insert that in the nametag. 😊
- Melissa Dobbs is bringing the ATD in for Horton with Tony and Chris in her vehicle. They are coming down to work on an airbag in HME's booth already.

### Wednesday:

- I'll go to the office in the morning for a few things that need done.
- Head back to the hotel before Harry & Izzy's event at 4:30 pm.
- Melissa and Julie are running point there. Melissa is bringing the giveaways in her car.

### Thursday:

- I'm going to walk the show at 8 am before it opens at 10 am for Lucas Oil and 11 am for ICC, so I can see what's all there when it's quiet and not all the lights.
- Open the booth up and give the keys to Justin for the week because he's there at the start and close each day.
- I'll probably head out at that time and try to avoid the bag pipes.
- Matt Chaplin is going to come in and work the booth in my spot with skee ball until the production people arrive around 1 pm. He'll then tour them. Melissa can be point on that after he leaves.

### Friday:

- Justin can open the show.
- Amie is coming earlier now to help. I'm going to ask her to be point on skee ball.
- When she has to leave (I'm assuming around 3 pm) we'll likely be a little slower anyway, but I'll make sure Josh or Justin is point at the end.

### Saturday:

- Karl is confirmed to come help with teardown after the show closes.
- I also will talk to the sales team at my meeting tomorrow at the end to confirm who else.
- Robbyn and I will get that worked out after the booth is setup on Tuesday.
- Melissa and/or Josh will return the ATD to CAPE from their vehicle after the show.

## Appendix C – Booth Concept Over Aisle



This initial concept involved connecting the booths with a visual archway to create a cohesive display. However, when submitted to show management for approval, it was declined. As a result, IMMI had to return to the drawing board to devise an alternative solution.

Booth Concept Over Aisle



Booth Concept Over Aisle with Proposed Artwork

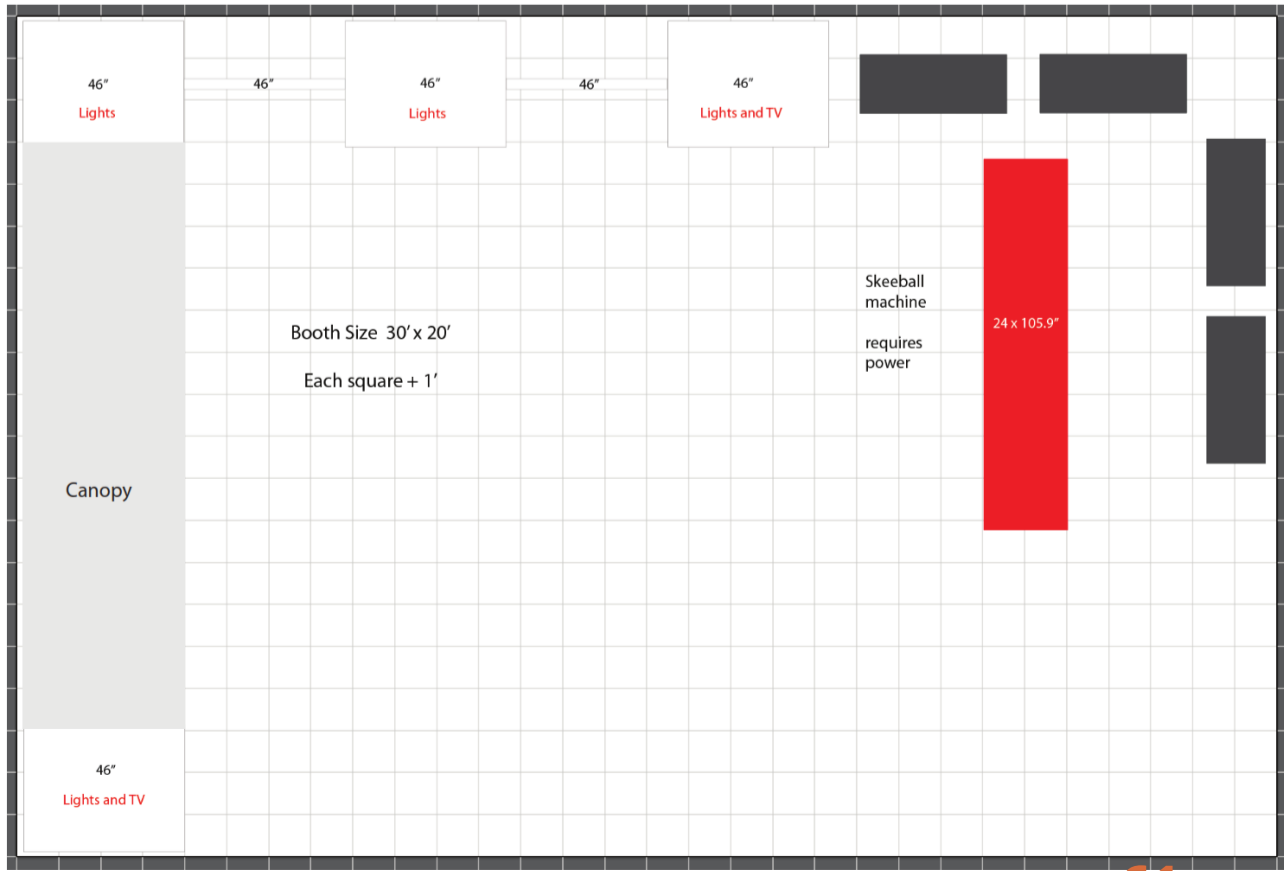


Booth Concept Over Aisle Close with Neck Pillows as Wall

# Appendix D – Booth Submission to Show Management



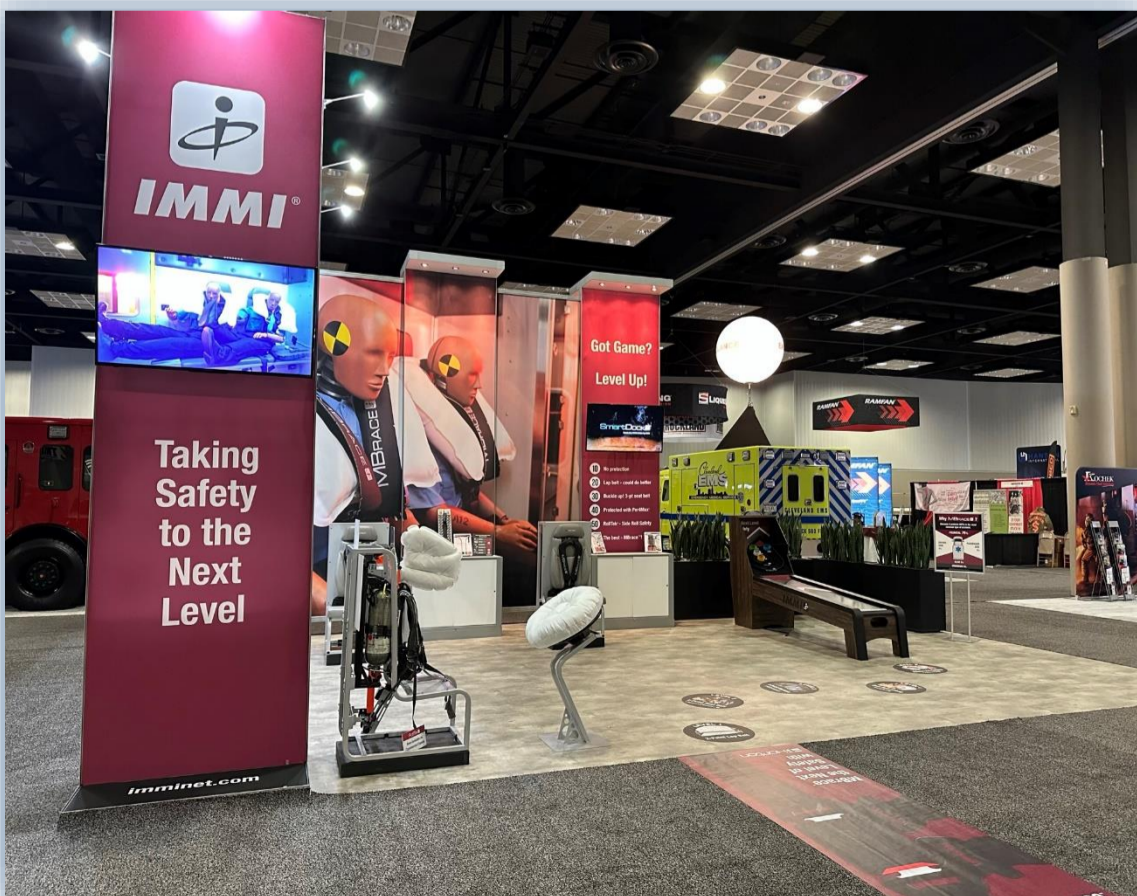
I submitted these images, along with an overhead diagram, for approval of our booth layout. The show management confirmed that the height of the towers complied with the event regulations.



# Appendix E – Booth Images



Finished Booth



Finished Booth – Video Monitor and Floor Graphic



Finished Booth – Archway

# Appendix E – Booth Images (Continued)



Finished Booth – Backside



Finished Booth – Viewing Partner OEM



Finished Booth – Backside of Archway

# Appendix E – Booth Images (Continued)



Finished Booth – Side



Opening Day



Opening Day – Bagpipe Parade

# Appendix F – Pre-Show Staff Meeting



FDIC Prep 2023

## Trade Show Logistics

- Wardrobe and shift reminders
- Product Updates (MBrace, RX100, RollTek, etc.)
- Badges
- Booth #4632

## Main Messaging Highlights

- Next Level of Safety – next generation of advanced safety to better protect our first responders. We continue to design, engineer and test products to offer added safety into the vehicle.
- MBrace - Nearly 80% of ambulance accidents that result in serious injuries and fatalities for EMTs occur during frontal collisions.\* After years of research and development, MBrace is the next level in advanced safety to better protect our first responders. When a frontal collision occurs, a sensor detects the impact in a fraction of a second. Airbags are deployed from the multi-point harness, protecting the first responders head and neck. MBrace is the first of its kind in the ambulance industry, and only available on Horton Emergency Vehicles. MBrace includes a restraint system that gives EMTs the freedom to move and work while remaining safely buckled up.

\*NTHSA Fatality Analysis Reporting System 1991-2000; Green J., et al, "Reducing Vehicle Crash-Related EMS Worker Injuries Through Improvement in Restraint Systems," World Congress on Safety & health at Work. 9/05

[MBrace - The Next Level in Safety for EMTs - YouTube](#)

MBrace provides the same flexibility and freedom to work as Per4Max, but takes safety to the Next Level with the advanced airbag system to better protect EMTs in frontal collisions.

- RollTek - IMMI's RollTek combines side airbag protection with a restraint system that's designed specifically for fire apparatus. Custom engineered, RollTek works in the blink of an eye, deploying in a quarter of a second to significantly reduce the potential for serious injury or death in a rollover. You wouldn't drive a car without airbags – and fire apparatus should be no different. RollTek – available through your OEM dealer. Ask for it by name.
- 4Front - The second leading cause of death for firefighters on the job is accidents in their apparatus. When a head-on collision is the most likely kind of crash they'll face, frontal airbag protection is a must. IMMI's 4Front works in the blink of an eye to reduce the risk of death or serious injury.
- IMMI – Designs and manufactures the safety equipment on your emergency vehicle. From seatbelts to airbag systems and SCBA holders... we want to make sure you get home safely to your family. Please buckle up!

# Appendix F – Pre-Show Staff Meeting



FDIC Prep 2023

	H&I	Exhibit			Tear Down	
	Wed 4/26	Thurs 4/27	Fri 4/28		Sat 4/29	
	IMMI Branded	Dress shirt with black pants	Golf Shirt and black pants		1/4 Zip with gray or black pants	
Show Hours	4-8:30 pm	10-5:30 LOS, 11-5:30 ICC	9-5 LOS, 10-5 ICC		9-1 All	
Shift Hours	4 - 9 pm	11:00 - 5:30 P	9:00 A - 1:00 P	1:00 - 5:00 P	8:30 - 1 pm	1 pm - ??
Jess	x	x				
Justin	x	x	x	x	x	?
Steve W	x	x	x	x	x	?
Josh	x	x	x	x	x	?
Melissa D	x	x	x	Walk	x	
Melissa K			x	Walk		
Mike C		x				
Mikhail H			Walk	x		
Conner H			Walk	x		
Carlos			x	Walk		
Andrew D			x	Walk		
Amie			x	Leave at 3		
Matt C		Staff/Tour Production				
Robbyn					Arrive 11 am	x
Karl						x
Chris G	x	x	Walk	Walk		

**Booth:**



# Appendix F – Pre-Show Staff Meeting



FDIC Prep 2023

## Skee Ball:



Highest level in their try gives prize below:

- 10-20: Buckle Up Key Chain
- 30-50: Inflatable neck pillow
- 100: Nice neck pillow
- If someone got (4) 100 in a row, take a picture and ask if we can share. If they have a group with them, give them all a nice pillow.

## Products:

- **MBrace**
  - Improves an EMT's chance of walking away from the deadliest kind of crash they can face – a frontal crash
    - While there are challenges in advancing safety for these occupants due to the side-facing seating and design specifically, this new innovation is certain to save the lives and reduce injuries of those who put their own lives on the line to save ours.
  - Available for the squad bench and CPR Positions
    - Attendant seat still offers Per4Max
  - Airbag deploys around the head and neck to protect during a crash
  - Four retractors give EMTs freedom to move, reach and stand while tending to patient
  - Single buckle for quick securement and easy exit
  - Only available on Horton Ambulances
    - Standard with a new truck as of April 1<sup>st</sup>.
  - Rev Ambulance continually seeks to develop, design and test the next level of safety products and continually partners with IMMI to achieve their vision to reduce injuries and save more lives of their end users.
- **RollTek** side roll protection – advanced seat belt systems working with side airbags
  - Deploys within a quarter of a second
  - Minimizes occupant movement increasing survivable space
  - Test and proven to dramatically increase the safety/survivability in rollover
  - Available on both National and Sears seat platforms
  - Select models at all major heavy truck OEMS in North America
  - Available on all custom fire apparatus
  - Available at all REV ambulance brands, Braun and Life Line

# Appendix F – Pre-Show Staff Meeting



FDIC Prep 2023

- **4Front** frontal collision protection – frontal airbag protection for fire trucks
  - Advanced Frontal Crash Protection System
  - Minimizes occupant movement
  - Steering wheel and option knee bolster airbag options (for both driver and passenger)
    - Sub points
      - Frontal Crash Sensor Deploys Airbags and Belt Pretensioners (where applicable)
      - S4S System Deploys to Pull Suspension Seats to Lowest Position (where applicable)
      - Can Work in Conjunction with RollTek to Deploy Multi-Mode Protection
- **SmartDock** hands-free SCBA holder – single motion insertion, hands-free release
  - No straps or levers to slow them down
  - In a collision, top claws clamp down preventing the SCBA from becoming a projectile
  - Can be retrofitted to a wide variety of seats
  - 90 degree valve and inline valve (both on display)
  - Does NOT replace the seat belt (this is a fairly common question)
- **ReadyReach** – buckling up is hassle free – the only product of its kind on the market
  - Easy to use
  - One hand grab and buckle
  - High visibility belts
  - Eliminates hassles that prevent seat belt use
  - Meets FMVSS
  - On USSC Seat, can spec on Pierce, talk to your OEM about availability on other trucks
- **Per4Max (all REV except Horton)**
  - Driving Innovation
  - Controlled Decelerator: absorbs energy and slows deceleration
  - One buckle for easy on and quick egress
  - 4-point retractor (quick fit and clean storage when not in use)
  - Fully retractable system (freedom of movement)
  - Four points of protection, one point of connection
- **CAPE Tested**– IMMI is the leading provider of fire apparatus testing
  - Unsurpassed Quality
  - Credibility
  - Responsiveness
  - Precise Results
- **Seat Belt Systems**
  - IMMI manufactures 90 percent of seat belts used in custom fire apparatus.
  - Soon to be 100%!!
- **4pt Retractor (non Per4Max)**
  - No controlled decelerator or sleeve
  - Lifeline
  - Demers – working on it but not launched.

# Appendix F – Pre-Show Staff Meeting



FDIC Prep 2023

## OEM Product Debut at FDIC:

- HME – 4Front
- Spartan – 4Front
- Life Line – RollTek
- Horton – MBrace

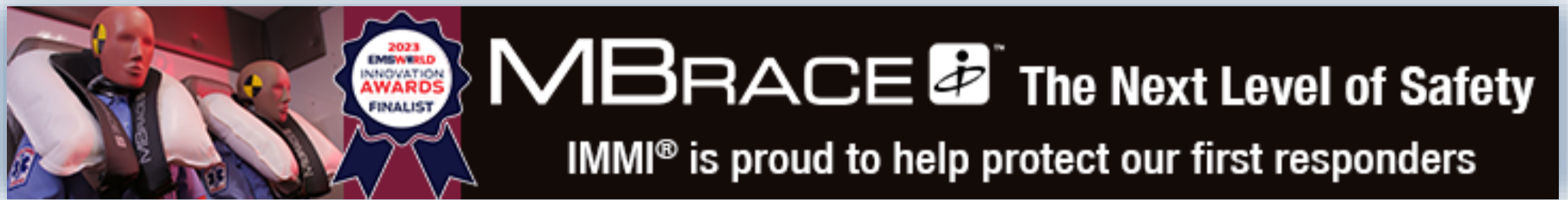
## OEM Product Offering:

- MBrace
  - Horton Ambulances starting April 1st
- RollTek
  - All Custom OEM Fire Apparatus
    - Spartan, Rosenbauer, Seagrave, E-One, Ferrara, KME, HME, Sutphen, Pierce
  - Braun, Life Line and all REV ambulances (Road Rescue, Wheeled Coach, AEV, Horton)
  - Freightliner in M2 (Pierce M2 Driver, Officer Positions and Crew Cab)
  - Navistar in MV/HV (Ordered through them for driver and passenger position only)
- 4Front
  - All Custom OEM Fire Apparatus except Seagrave  
Spartan, Rosenbauer, E-One, Ferrara, KME, HME, Sutphen, Pierce
  - No Seagrave
  - No ambulances or truck chassis
- Per4Max
  - REV Ambulances only
    - AEV, Horton, Leader, Road Rescue, Wheeled Coach

# Appendix F – Pre-Show Staff Meeting

Event			Setup		H&I	Exhibit				Tear Down
Date			Mon 4/24	Tues 4/25	Wed 4/26	Thurs 4/27		Fri 4/28		Sat 4/29
Clothing					IMMI Branded	Dress shirt with black pants	Golf Shirt and black pants		1/4 Zip with gray or black pants	
Badge (20)	Shirt	Department	Shift Hours		4 - 9 pm	11:00 - 5:30 P	9:00 A - 1:00 P	1:00 - 5:00 P	8:30 - 1 pm	1 pm - ??
<b>Staffing the Show</b>										
1	x	Marketing	Jess	Checkin	Booth	x	x			
2	x	Sales	Justin			x	x	x	x	?
3	x	Sales	Steve W			x	x	x	x	?
4	x	Sales	Josh			x	x	x	x	?
5	x	Engineering	Melissa D		Airbags	x	x	x	Walk	x
6	x	Sales Support	Melissa K					x	Walk	
7	x	Sales Support	Mike C				x			
8	x	Engineering	Mikhail H					Walk	x	
9	x	Engineering	Conner H					Walk	x	
10	x	Engineering	Carlos					x	Walk	
11	x	Engineering	Andrew D					x	Walk	
1	x	Marketing	Amie		Booth			x	Leave at 3	
13		Sales	Matt C				Staff/Tour Production			
6	x	Marketing	Robbyn	Checkin	Booth					Arrive 11 am
15		Marketing	Karl							x
12	x	Engineering	Chris G		Airbags	x	x	Walk	Walk	
17	x	Sales	Dan V			x				
<b>Walking the Show</b>										
1		Marketing	Julie			x	x			
6	x	Sales	Rebecca				x			
7		CAPE	Bob B					x	x	
8	x	Engineering	Tony		Airbags		x			
8		Engineering	Kristian							x+1
9		Quality	Troy				x			
9		Engineering	Nathan							x
10		Sales	Gabe				x			
11		Engineering	Nick A				x			
13		Engineering	Mat					x		
13		Engineering	Diego						x	
14	x	Sales	Jason					x		
14		Engineering	Matt						x	
14		Quality	Brytnei				x			
15	x	Marketing	Brian				x	x		
15	x	Sales	Justin G			Flex and walk			x	
16	x	Marketing	Rachel V				x			
16		Engineering	Eric W					x		
16	x	Sales	Ryan S			Flex and walk			x	
18		Engineering	Suresh				x			
18		Engineering	Doug						x	
19		Sales	Larry				x			
19		Engineering	Chris J						x	
19		Sales	LG3							x
20		Production	Joanie			1	x			
20		Production	Heather			1		x	x	
21		Production	Ken B			2	x			
21		Product	Steve M			2		x	x	
22		Production	Taylor			3	x			
22		Engineering	Madhu			3		x		
22		Quality	Mike H			3			x	
23		Production	Trey			4	x			
23		Engineering	Connor C			4		x		
23		Quality	Xavier			4			x	
24		Production	Adawn			5	x			
24		Production	Avinash			5		x		
24		Engineering	Shirish			5			x	
25		Production	Judy H			6	x			
25		Engineering	Jeff K			6		x		
25		Engineering	Garrett			6			x	
26		Production	Denise			7	x			
26		Sales	Gamil			7		x		
26		Engineering	Sam			7			x	
27		Production	Brianna			8	x			
27		Engineering	Jim			8		x		
27		Engineering	Nitish			8			x	

# Appendix G – Ad Campaign: EMS World



High Impact Banner - August



### Protecting EMTs in the most common type of crash

According to research, nearly 80% of ambulance accidents resulting in serious injuries and fatalities for EMTs occur during frontal collisions. MBRace™ by IMMI, a global safety engineering and manufacturing company, offers a solution that addresses this critical issue. MBRace is the first advanced safety system of its kind for ambulances and is exclusively available on Horton Emergency Vehicles.



### Full Circle Safety from the Industry Leader

IMMI works every day to make sure our First Responders come home safely. That's why our team of engineers has developed a full circle of products designed to Bring Safety to People®.



**RollTek®**  
RollTek combines side airbag protection with the latest advances in seat belt technology. Custom engineered for each truck model, RollTek works in the blink of an eye, deploying in a quarter of a second to significantly reduce the potential for serious injury or death in a rollover.



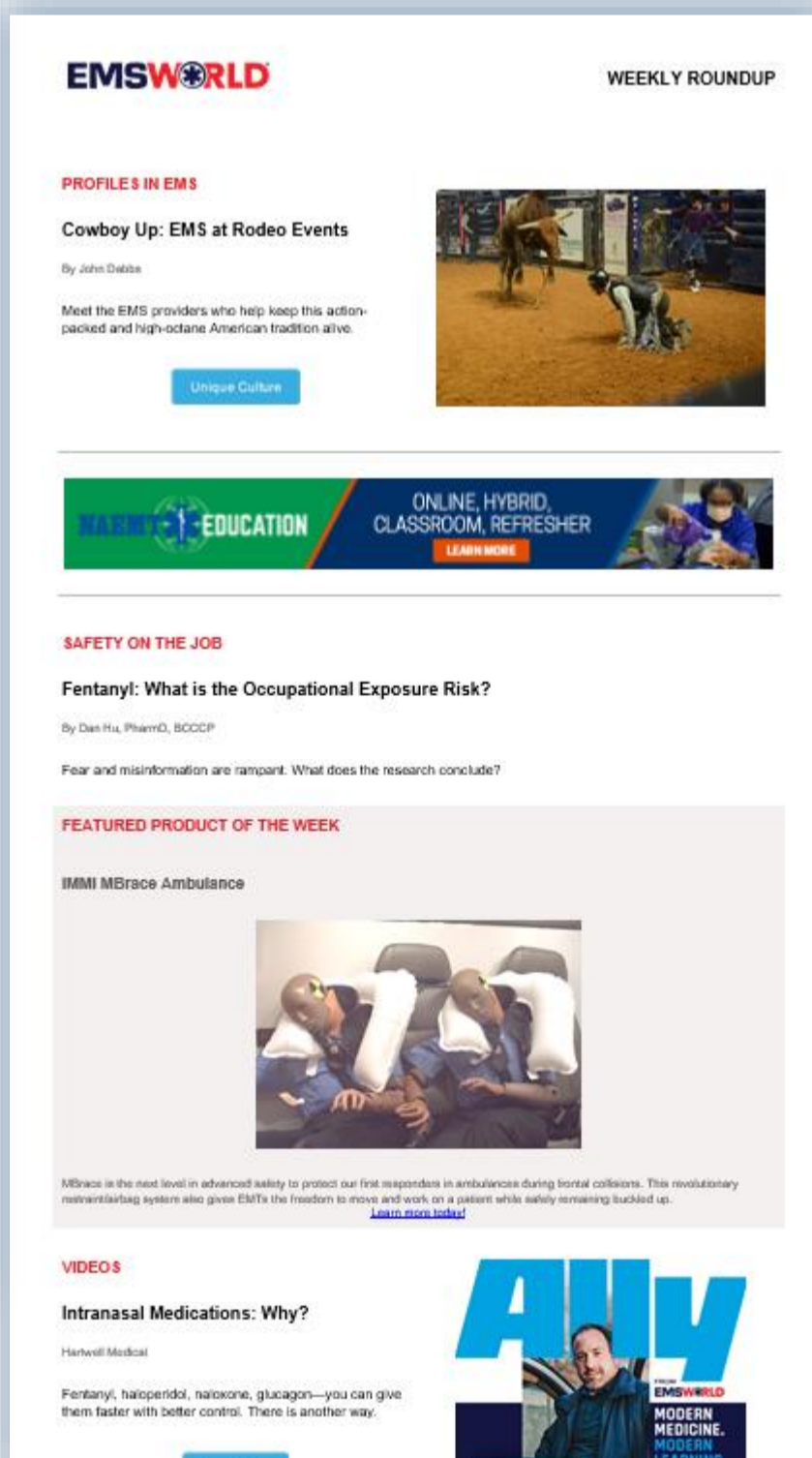
**Per4Max®**  
Per4Max with controlled decelerator technology allows EMTs to reach where they need to reach and even stand while safely buckled up. Not only is Per4Max easy to use, but the controlled deceleration technology absorbs crash energy and slows deceleration which can reduce the chance of a serious injury.

[Learn more about IMMI safety products](#)

Eblast - June



Facebook Social Post - May



Product Showcase - April

# Appendix G – Ad Campaign: EMS World

**EMSWORLD** WEEKLY ROUNDUP

**BREAKING NEWS**

**Maui's Wildfires Among the Deadliest in U.S. in Over a Century**

By Julia Mallick

The search for missing persons in Maui continues in the wake of what has now become the deadliest wildfire in U.S. history in over a century.

[Inside the Disaster Response](#)

---

**WASHTU+ EDUCATION** ONLINE, HYBRID, CLASSROOM, REFRESHER [LEARN MORE](#)

---

**BONUS CONTENT**

**E-book Series: The Role of EMS in Wildfire Response**


By Nam Flooker

The year 2008 saw a key turning point in how EMS operates as a key part of the wildfire team. Do you know why?

---

**FEATURED PRODUCT OF THE WEEK**

**IMMI MBrace Ambulance**



MBrace is the next level in advanced safety to protect our first responders in ambulances during frontal collisions. This revolutionary airbag/seatbelt system also gives EMTs the freedom to move and work on a patient while safely remaining buckled up. [Learn More](#)


---

**VIDEOS**

**Bigger Than Ever: Our Story Continues in the Big Easy**

EMS World Expo

If you've always had EMS World Expo on your bucket list, this is the year to join us in New Orleans. We are turning 35 and we can't wait to celebrate with you. Don't miss out!



## Product Showcase - August

**EMSWORLD** WEEKLY ROUNDUP


**PODCASTS**

**Dr. Matthew Levy on Stop the Bleed**

Host: Mike McCabe

Mike McCabe sits down with Matthew Levy to learn more about this campaign that has made a significant impact in training the civilian population on lifesaving techniques related to exsanguination.

[Listen Now](#)




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**WASHTU+ EDUCATION** ONLINE, HYBRID, CLASSROOM, REFRESHER [LEARN MORE](#)

---

**ASSOCIATION NEWS**

**National Registry Launches Key Initiative Webpage and QR Code**


National Registry of Emergency Medical Technicians

The two initiatives are designed to create a convenient hub for the EMS community.

---

**FEATURED PRODUCT OF THE WEEK**

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---

**VIDEOS**

**Bigger Than Ever: Our Story Continues in the Big Easy**



## Product Showcase - September

Booth 1343 at EMS World

**Mbrace** 

The Next Level of Safety

from **IMMI**



2023 EMSWORLD INNOVATION AWARDS FINALIST

### Protecting EMTs in the most common type of crash

According to research, nearly 80% of ambulance accidents resulting in serious injuries and fatalities for EMTs occur during frontal collisions. MBrace™ by IMMI, a global safety engineering and manufacturing company, offers a solution that addresses this critical issue. MBrace is the first advanced safety system of its kind for ambulances and is exclusively available on Horton Emergency Vehicles.

**How it works** 



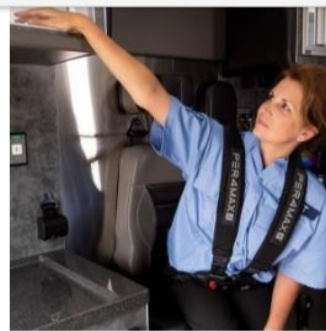
### Full Circle Safety from the Industry Leader

IMMI works every day to make sure our First Responders come home safely. That's why our team of engineers has developed a full circle of products designed to Bring Safety to People®.



**RollTek®**

RollTek combines side airbag protection with the latest advances in seat belt technology. Custom engineered for each truck model, RollTek works in the blink of an eye, deploying in a quarter of a second to significantly reduce the potential for serious injury or death in a rollover.



**Per4Max®**

Per4Max with controlled decelerator technology allows EMTs to reach where they need to reach and even stand while safely buckled up. Not only is Per4Max easy to use, but the controlled deceleration technology absorbs crash energy and slows deceleration which can reduce the chance of a serious injury.

[Learn more about IMMI safety products](#)



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## Eblast - September

**IMMI**

**Mbrace** 

The Next Level of Safety

Always remember to buckle up!



2023 EMSWORLD INNOVATION AWARDS FINALIST

### IMMI is honored to be a finalist for the 2023 Innovation Award by protecting EMTs in the most common type of crash.

According to research, nearly 80% of ambulance accidents resulting in serious injuries and fatalities for EMTs occur during frontal collisions. MBrace™ by IMMI, a global safety engineering and manufacturing company, offers a solution that addresses this critical issue. MBrace is the first advanced safety system of its kind for ambulances and is exclusively available on Horton Emergency Vehicles.

**How it works** 



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[Learn more about IMMI safety products](#)



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## Eblast - October

**Mbrace** 

The Next Level of Safety

IMMI® is proud to help protect our first responders.



2023 EMSWORLD INNOVATION AWARDS FINALIST

## Web Banner - October

# Appendix G – Ad Campaign: FDIC



36"x120" Floor Decal – April (Trade Show)

# Appendix G – Ad Campaign: FDIC



36"x120" Floor Decal Layout Submission – April (Trade Show)

# Appendix G – Ad Campaign: Fire Apparatus

**MBrace™**  
**The Next Level Of Safety**

After years of research and development, introducing MBrace, the only advanced safety system of its kind in the ambulance industry that protects first responders during frontal collisions.

Now available on Horton Emergency Vehicles.

**SmartDock®**  
 Summer Six-Pack

Coming soon! Get ready to save with SmartDock Summer Six Pack!

Visit our booth at FDIC - #4632

**IMMI**   
 imminent.com

Print Ad – April

**MBrace™**  
**The Next Level Of Safety**

After years of research and development, introducing MBrace, the only advanced safety system of its kind in the ambulance industry that protects first responders during frontal collisions.

Now available on Horton Emergency Vehicles.

**SmartDock®**  
 Summer Six-Pack

The hottest sale of the summer is back! Buy 5 SmartDocks and get 1 FREE! \*



**IMMI**   
 imminent.com

 **SCAN**

\*See website for complete details.

Print Ad – June

# Appendix G – Ad Campaign: Fire Engineering



**MBrace™**  
**The Next Level Of Safety**

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 imminet.com

Print Ad – April



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SCAN

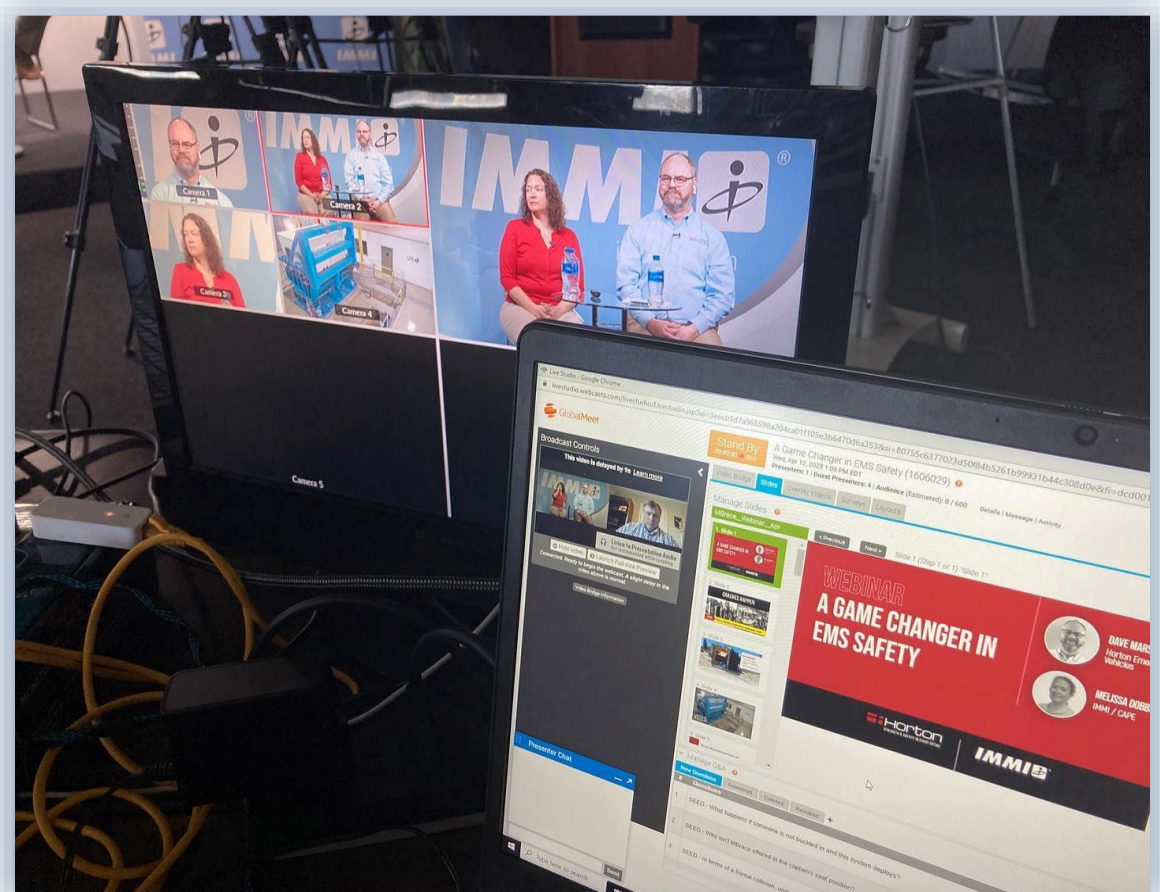
\*See website for complete details.

Print Ad – June

# Appendix G – Ad Campaign: Fire House



Live Webinar– April



Three camera shoot from IMMI with Firehouse streaming remotely.

# Appendix G – Ad Campaign: JEMS



Facebook Week 1 - May



Facebook Week 2 & 4 - May



Facebook Week 3 - May



## Protecting EMTs in the most common type of crash

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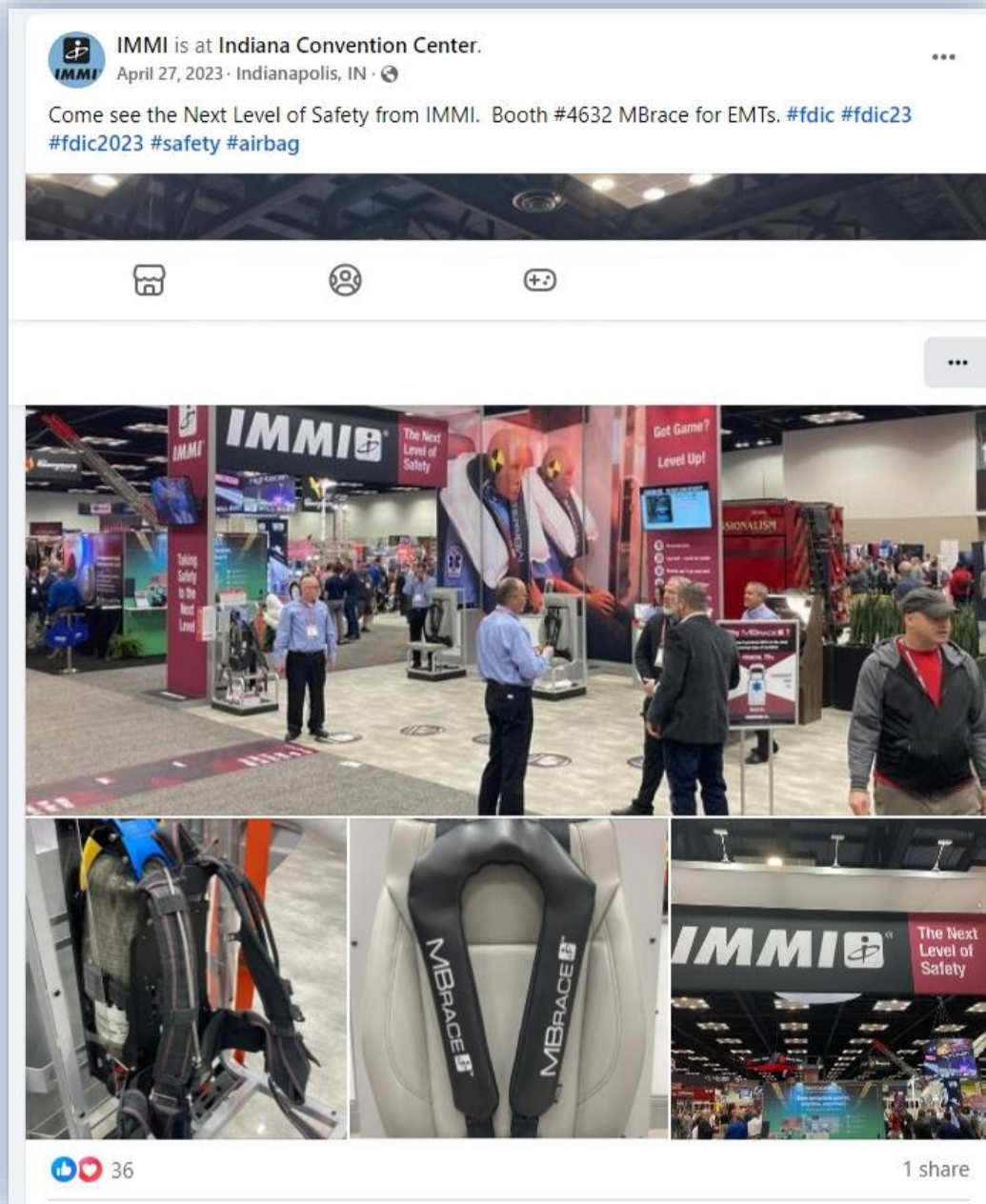


**Per4Max®**  
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Learn more about IMMI safety products

Eblast - June

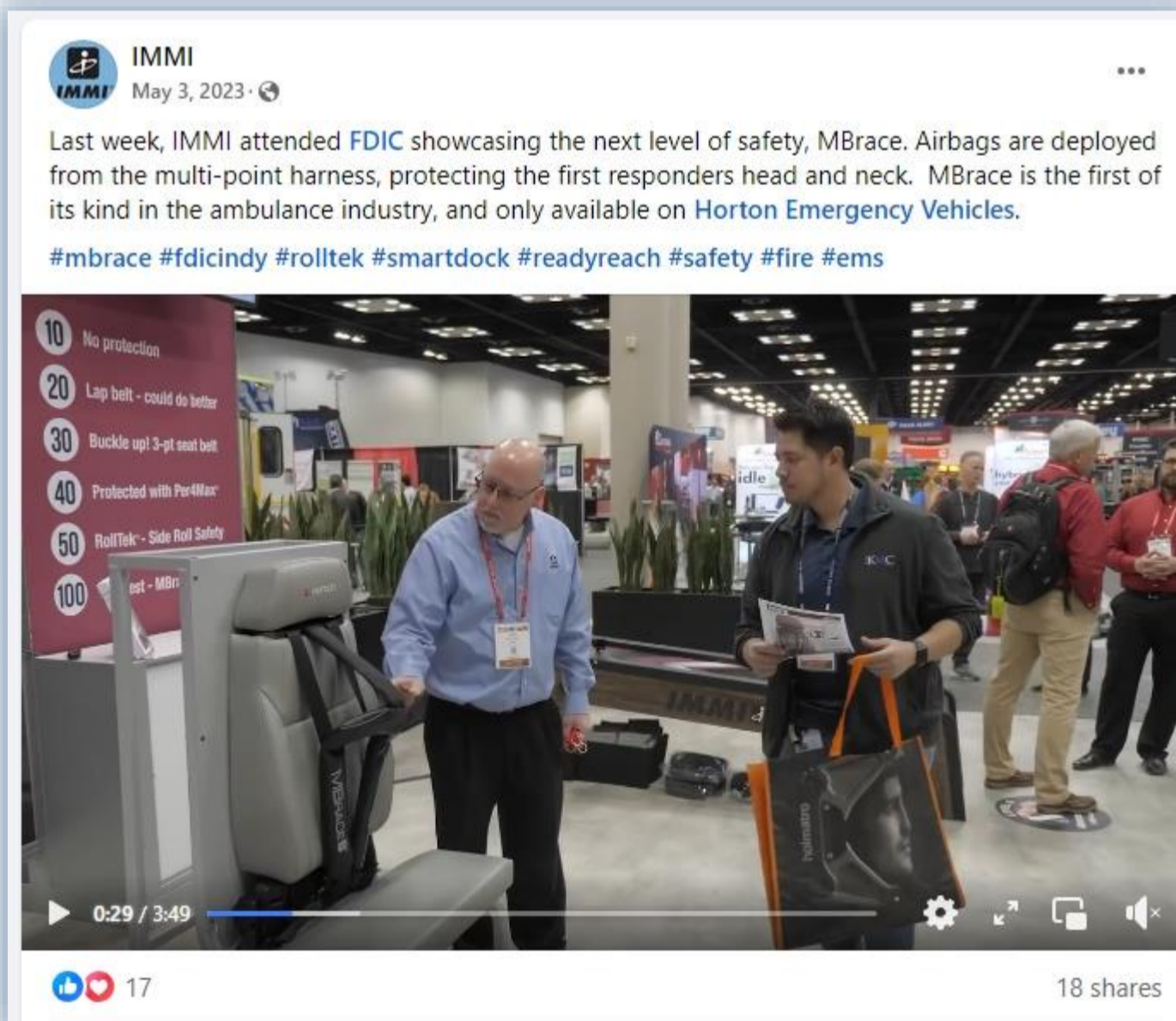
# Appendix G – Ad Campaign: IMMI Social Media



Show Promotion - April



Show Promotion - April



Post Show Promotion - May

# Appendix G – Ad Campaign: Horton Social Media



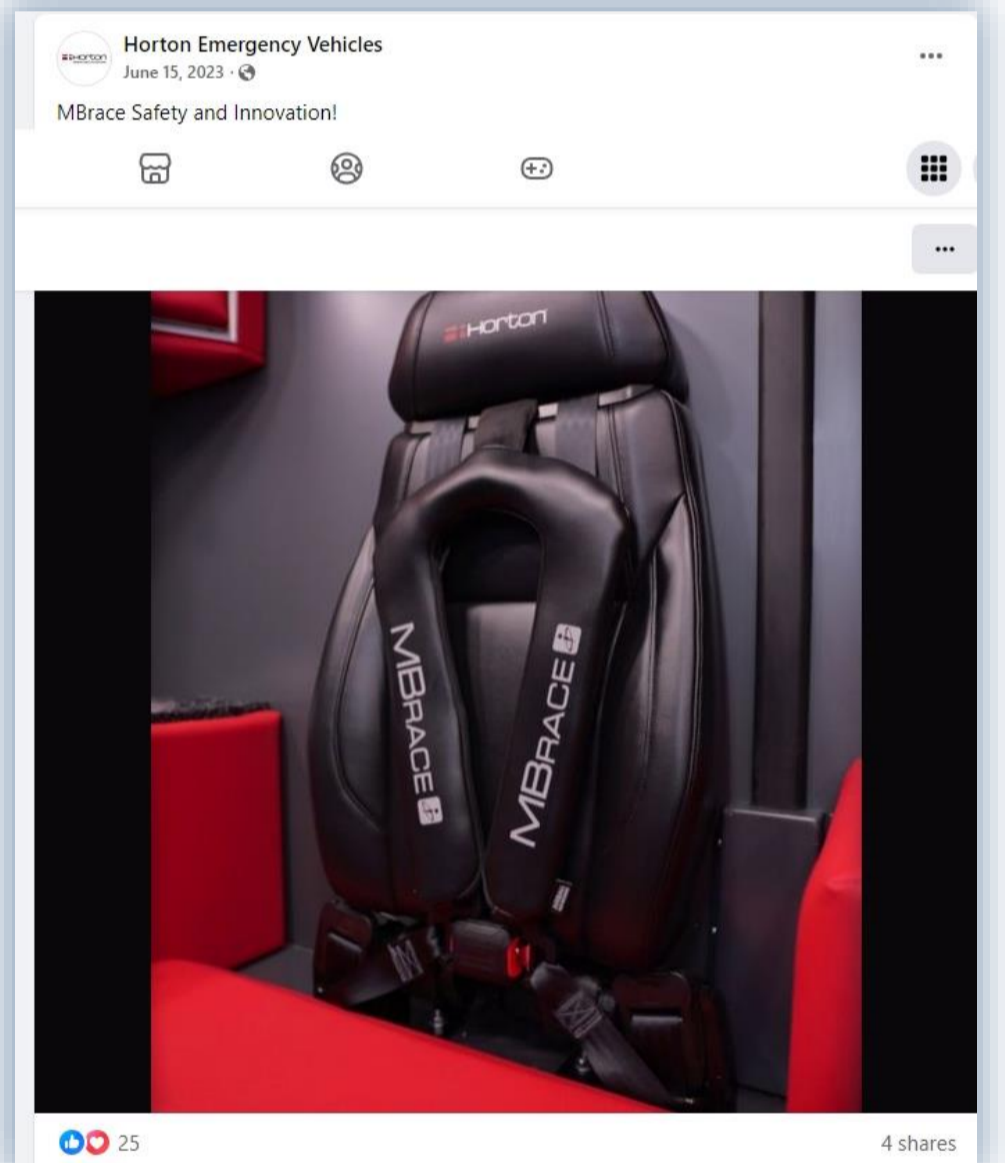
Webinar Promotion - April



Show Promotion - April



Post Show Promotion - May (1 min mark)



General Promotion - June



First Delivery – June

# Appendix H – Private Customer Event



IMMI hosted a cocktail hour at Harry & Izzy's, located just a few blocks away from the event venue. The private room offered a versatile space, with tables available for meetings and a spacious open area for mingling. In this industry, it is common for competitors to comfortably share the same space, allowing for open networking and conversations.



Private Room Setup with Tables and Standing Room



Private Room Setup with Gifts

**Celebrating Safety Leadership at Every Level**

Join IMMI for cocktails and appetizers

Wednesday, April 26  
4:30 pm - 6:30 pm

**HARRY & IZZY'S**  
153 South Illinois Street  
Indianapolis, IN 46225

Please RSVP to Jessica Tipton by April 19.  
jtipton@imminet.com



Event Invite to General Customers

**MBRACE** ™  
The Next Level Of Safety

Join us in celebrating the continuing safety innovation partnership of REV Group and IMMI!

Cocktails and appetizers  
Wednesday, April 26  
7 pm - 8:15 pm

**HARRY & IZZY'S**  
153 South Illinois Street  
Indianapolis, IN 46225

Please RSVP to Jessica Tipton by April 19.  
jtipton@imminet.com



Event Invite to Partner OEM

# Appendix I – Flooring Challenge



Before – Gap Visible



Before – Gap Size



After – Gap Slightly Noticeable

# Appendix I – Flooring Challenge (Continued)



After – Barely noticeable from a distance. The pattern of the flooring was to IMMI’s advantage.



# SOURCES

## SUMMARY

**Course References**

**Source References**

# COURSE REFERENCES

## **Page 24:**

2004 – Don't Skip the Meetings – Pre-, At- and Post -: Guideposts to Success

271 – Maximize Event Impact through Sales and Marketing Alignment (ELECTIVE)

## **Page 25:**

674 – Seven Reasons why Empathic Experiences Belong (ELECTIVE)

## **Page 26:**

3050 – Focus on Attention: How to Optimize your Messaging on the Trade Show Floor

## **Page 28:**

6017 – Graphics Boot Camp: The Basics Every Event Manager Should Know

## **Page 33:**

6020: The @show Experience: Understand the Essentials of Exhibit Design

## **Page 36:**

3008 – Business Marketing Strategies and Trade Shows

3011 – How to Grow Your Brand: Incorporating Brand Marketing into Your Exhibit Program

## **Page 41:**

2003 – The Nuts and Bolts of Budgeting for Results

## **Page 44:**

3015 – Integrated Marketing Communications

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5. Yulico, Nanci. 2023, May 4. It was great seeing you! [Email].

Return to [About IMMI](#) | Return to [Show Focus](#) | Return to [Measurable Objectives & Strategies](#) | Return to [Results & Recommendations](#)

# THANK YOU



Engineer Helping Move-in the ATD



## CTSM PORTFOLIO 2024

**Jessica Tipton**

Marketing Director of Events & Public Relations  
IMMI