

COMMUNICATING WITH TWO PUBLICS: A USES-AND-GRATIFICATIONS AND INTEGRATED MARKETING COMMUNICATION EVALUATION OF EXHIBITOR & BUYER COMMUNICATION AT IFEX 2026

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ABSTRACT

This study aims to evaluate exhibitor and buyer communication experiences at the 2026 edition of the Indonesia International Furniture Expo (IFEX), Indonesia's leading B2B furniture trade show, using Uses and Gratifications Theory (U&G) and Integrated Marketing Communication (IMC) theory as its framework. Using a mixed methods design, 193 exhibitors (purposive sampling) and 270 buyers/visitors (accidental sampling) completed an on site, QR code based questionnaire; closed ended items were analyzed descriptively, and open ended items were analyzed using reflexive thematic analysis. Results show buyers mainly attended IFEX to gratify cognitive/informational needs (market and trend updates, 43%) and social/integrative needs (business relations, 24%) rather than transactional needs (placing orders, 11%); these needs were largely met (99% found the products sought; interaction with exhibitors, $M = 4.55/5$). Organizer exhibitor communication was rated strongly ($M = 3.29/4$), while promotion effectiveness ($M = 3.09/4$) and visitor quality/engagement ($M = 2.95/4$) scored lowest. Sixty two percent of exhibitors reported quality leads, 70% reported at least one transaction, 51% of buyers had purchased, and 99.6% intended to return. These findings imply that IFEX gratifies buyers' informational needs effectively but needs stronger business matching and buyer acquisition mechanisms to convert engagement into measurable commercial outcomes.

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INTRODUCTION

Despite this practical importance, peer reviewed evaluations of Indonesian trade shows remain rare, and most available assessments are internal, organizer commissioned reports rather than academic studies with an explicit communication framework. A further gap concerns Integrated Marketing Communication (IMC) research in Indonesia specifically: a recent review of IMC studies published in Indonesian communication journals found that most still

operationalize the concept narrowly, around brand centered promotional messaging, with little extension to organizational or event based settings such as B2B trade shows (Estaswara, Yulastini, & Kurniasari, 2023). This study addresses both gaps by proposing and applying a two public communication evaluation model combining Uses and Gratifications Theory, Integrated Marketing Communication theory, and a public relations perspective on stakeholder relationship management to a B2B trade show in Indonesia, using the 2026 edition of the Indonesia International Furniture Expo (IFEX) as its case.

The first theoretical lens is Uses and Gratifications Theory (U&G) (Katz, Blumler, & Gurevitch, 1973, 1974), which conceives the audience as active rather than passive: individuals purposively select and use a communication source to satisfy specific needs, and the degree of gratification obtained, rather than the source's persuasive intent alone, shapes their evaluation of and continued engagement with that source. Although originally developed to explain audiences' selection among mass media, U&G has since retained its explanatory power well beyond that original context; Ruggiero (2000) argues that the theory's core logic becomes, if anything, more relevant as communication sources multiply and compete for audience attention, and Gao and Feng (2016) show empirically that the specific gratifications audiences seek directly shape how effectively brand related content is received. Treating IFEX itself as a communication event that buyers "use" makes it possible to classify their stated reasons for attending into recognizable gratification categories cognitive (information seeking), social/integrative (relationship maintenance), personal evaluative (assessing future participation), and behavioral/transactional (placing orders) and to assess how far each need is met.

The second lens is Integrated Marketing Communication (IMC). Schultz, Tannenbaum, and Lauterborn (1993) treat a brand's communication as effective to the degree that all audience touchpoints website, social media, direct invitation, word of mouth, and face to face interaction are experienced as a synchronized message, and hold that communication should ultimately be judged by the measurable response it elicits, not merely by the exposure it delivers. Duncan and Moriarty (1998) extend this into a communication based model built on three intersecting elements messages, stakeholders, and interactivity and Kliatchko (2008) later refines the construct into four pillars stakeholders, content, channels, and results placing particular weight on results as IMC's defining outcome criterion. Framing IFEX through IMC allows this study to evaluate how consistently exhibitors and buyers experience the organizer's communication, how effective the interpersonal (booth level) channel is once contact is made, and how far communication outcomes translate into an accountable response.

A third, complementary lens is public relations and event communication, which treats a planned event as a two way tool an organization uses to build mutually beneficial relationships with multiple stakeholder publics at once in this case exhibitors, buyers, media, and the wider furniture industry (Broom & Sha, 2013). From this view, the organizer functions less as a seller of booth space and more as a manager of the relationship between two publics with different informational needs, and event success is judged partly by how well it serves the perceptions of each public, not only by the sales it generates for one of them. This becomes especially relevant when, as in this study, the two publics report markedly different needs and expectations of the same event.

Indonesia International Furniture Expo (IFEX) has functioned for decades as one of the country's principal international showcases for wood, rattan, and bamboo based furniture, and Indonesia's Deputy Minister of Industry has publicly described it as the country's largest furniture and handicraft exhibition (VOI, 2025). The 2026 edition was notable for two reasons. First, it was staged for the first time at a new venue, ICE BSD, representing a structural change to the event's physical and experiential touchpoints. Second, it took place amid a business environment marked by soft global demand, geopolitical uncertainty, and rising logistics costs that continue to pressure Indonesia's furniture export sector. These conditions make a structured, theory informed evaluation particularly useful, both to document exhibitor and buyer experience at the new venue and to identify communication priorities for the organizer's subsequent planning cycle.

Specifically, this study aims to: (1) profile the exhibitor and buyer/visitor respondents; (2) map IFEX's communication channels and touchpoints and assess their consistency and effectiveness from an IMC perspective; (3) examine buyer motivation as a pattern of need gratification and assess how far those needs are met; and (4) identify, through open ended responses, priority areas for strengthening IFEX as a stakeholder communication platform.

METHOD

This study used a descriptive mixed method design combining quantitative descriptive statistics with reflexive thematic analysis of open ended responses, consistent with common approaches to event and trade show evaluation (Gopalakrishna & Williams, 1992). Data was collected on site during IFEX 2026 through a self administered digital questionnaire accessed via QR code. Field surveyors assisted respondents in understanding the questionnaire and confirmed that participation was strictly voluntary; if a prospective respondent declined, no further attempt was made to collect data from that individual.

Two sampling strategies were used for the two respondent groups. Exhibitors were recruited through purposive sampling, first from an organizer provided list of mandatory respondents and then from other willing exhibitors until the minimum sample size required for analysis was reached; inclusion required that a respondent (a) represent a formally registered IFEX 2026 exhibitor, (b) be present at an active booth during the four day survey period, and (c) provide informed consent. Buyers/visitors were recruited through accidental sampling, in which field surveyors approached willing visitors across different areas of the venue; inclusion required that a respondent (a) be physically present at the venue during the survey period, (b) be attending in a professional or business capacity rather than as event staff, and (c) provide informed consent. The sampling target for buyers was approximately 70% international and 30% domestic. The final dataset comprised 193 valid exhibitor responses and 270 valid buyer/visitor responses.

A margin of error and confidence level are statistical properties of an estimate obtained through probability (random) sampling; because purposive and accidental sampling are both non probability methods, no valid margin of error or confidence interval can be computed for the resulting data. The frequently cited figures of a 95% confidence level and a $\pm 5\%$ margin of error were therefore used only as a conventional heuristic to set a minimum target sample size before data collection began, not as a claim about the statistical precision of the final results. Accordingly, the findings reported below describe the respondents actually surveyed and should not be interpreted as statistical estimates generalizable to the full population of IFEX exhibitors or buyers.

Each device's unique IP address was recorded solely to flag and remove duplicate submissions from the same respondent, consistent with Indonesia's Personal Data Protection Law (Law No. 27 of 2022). IP addresses were stored separately from substantive survey responses, were not linked to any named individual in the analysis dataset, and were not retained beyond the data cleaning stage; no financial account numbers, national identification numbers, or other sensitive personal data were collected, and the only identifying information gathered respondent name, company, and job title was provided voluntarily for verification purposes only.

The questionnaire combined single response, multiple response, rating scale, and open ended items. Closed ended items were analyzed descriptively using frequency distributions, percentages, and weighted averages on 4 or 5 point satisfaction scales; items describing awareness channels, promotion, and organizer/exhibitor interaction were then mapped onto the message, stakeholder, and interactivity pillars of IMC (Schultz, Tannenbaum, & Lauterborn, 1993; Duncan & Moriarty, 1998), while items describing buyers' reasons for attending were classified into the gratification categories of U&G (Katz, Blumler, & Gurevitch, 1973, 1974).

Open ended items were analyzed using reflexive thematic analysis following Braun and Clarke's (2006, 2019) six phase procedure: (1) familiarization with the full set of open ended responses; (2) generating initial codes inductively from the data; (3) searching for candidate themes by clustering related codes; (4) reviewing candidate themes against the coded data and the full dataset for coherence; (5) defining and naming final themes; and (6) producing the narrative account presented in the Result and Discussion section. Consistent with the reflexive tradition, coding was treated as an interpretive act shaped by the researchers' disciplinary background in communication studies rather than as neutral extraction of pre existing meanings; the two authors coded an initial subset of responses independently and then compared and discussed their codes to refine the coding frame before one author completed the remaining coding, a form of investigator triangulation intended to strengthen interpretive credibility rather than to establish inter rater reliability in the positivist sense.

One methodological limitation should be flagged at the outset. The closed ended items used to classify buyer motivation into U&G categories, and the items used to describe communication channels through an IMC lens, were adapted from an existing organizer designed evaluation instrument rather than from a purpose built, validated gratification

sought/gratification obtained scale of the kind used in classical U&G research (Palmgreen & Rayburn, 1979). The resulting categories in Table 3 should therefore be read as a post hoc, researcher derived conceptual mapping rather than a direct psychometric test of U&G or IMC theory; this point is revisited in the Limitations section

RESULT AND DISCUSSION

Respondent Profile

A total of 193 exhibitor responses were verified, dominated by respondents in commercial functions such as sales, marketing, and business development (34%), followed by managerial/decision making roles (19%). Exhibitors were concentrated in living room (77%), dining room (59%), and family room (49%) furniture, with wooden (69%), rattan (48%), and bamboo (33%) as the dominant materials. Business scale was mostly small to medium (49% below USD 500,000; 42% between USD 500,000–1,000,000), and participation history showed a mix of loyal returning exhibitors and newcomers (11% attending for the first time). On the buyer side, 270 valid responses were obtained from a broadly international audience approximately 31 countries, 63% international and 37% domestic, led by Italy (11%), the United States (8%), Australia (6%), and Germany (6%) with Interior Design & Architecture (32%), Furniture Manufacturer (14%), and Exporter (13%) as the largest business type segments. Thirty eight percent of buyers were first time visitors, while the remainder had attended previous editions, most commonly 2025 (30%). The findings below are organized first around IFEX's communication channels and touchpoint consistency, interpreted through IMC (Schultz, Tannenbaum, & Lauterborn, 1993; Duncan & Moriarty, 1998), and then around the needs buyers sought to gratify, interpreted through U&G (Katz, Blumler, & Gurevitch, 1973, 1974).

Communication Channels and Message Consistency (IMC Perspective)

Exhibitors' awareness of IFEX 2026 was driven almost entirely by organizer owned channels: email from the organizer (51%) and the official website (46%) were the dominant sources, followed at a distance by prior participation experience (17%), invitation from a fellow exhibitor (12%), and Instagram (12%). Buyers' awareness was more evenly distributed across owned and interpersonal channels: the official website (26%) and Instagram (25%) led, but invitation from exhibitors (22%) and colleague recommendation (21%) both interpersonal, stakeholder to stakeholder channels were nearly as influential, together with prior visits (20%). This pattern is consistent with Duncan and Moriarty's (1998) argument that brand relationships are built through the interplay of owned/mass media and interpersonal communication: buyers' broader channel mix suggests they are reached through a genuinely integrated set of touchpoints, whereas exhibitor awareness remains concentrated in a single organizer controlled channel. At the same time, exhibitors rated event promotion effectiveness only $M = 3.09/4$ (83% satisfied or very satisfied) among the lower scoring items in Table 1 and, when asked which support they needed most, 91% selected marketing and promotion, far ahead of certification process (40%) and branding (39%). Interpreted through IMC theory, this indicates a message reach problem rather than a channel absence problem: the organizer's channels function and are used, but exhibitors do not yet perceive them as generating a sufficiently large or relevant audience precisely the accountable, response based criterion Schultz, Tannenbaum, and Lauterborn (1993) argue IMC should be judged against, rather than exposure alone.

Organizer Exhibitor and Administrative Communication

The channels through which the organizer communicates directly with exhibitors information and guidance ($M = 3.29/4$, 95% satisfied), the booking space system ($M = 3.20/4$, 90% satisfied), booth set up support ($M = 4.11/5$, $\approx 75\%$), and overall organization and management ($M = 4.23/5$, $\approx 80\%$) were consistently the highest rated items in the entire exhibitor dataset (Table 1).

This finding indicates that IFEX's administrative, organizer facing communication is executed with a high degree of message clarity and reliability; the interpretive implication is that this reliability gives the organizer a strong foundation of trust on which to build stronger promotional and audience facing communication, an implication consistent with survey based evidence that exhibitors' engagement readiness with an organizer is itself associated with the relationship quality that drives perceived exhibition performance (Lai & Wong, 2021).

Table 1. Evaluation of Satisfaction and IMC Touchpoints from the Exhibitor's Perspective

Evaluation Aspect (Exhibitor)	IMC Touchpoint	Weighted Avg.	Scale	% Satisfied+
Organization and management	Process/admin. channel	4.23	1–5	≈80%
Ease of booth set up	Process/admin. channel	4.11	1–5	≈75%
Information/guidance from organizer	Organizer–exhibitor channel	3.29	1–4	95%
Overall exhibition experience	–	3.28	1–4	93%
Booking space system	Process/admin. channel	3.20	1–4	90%
Event promotion effectiveness	Promotional channel	3.09	1–4	83%
Booth price	Economic factor	3.01	1–4	76%
Visitors' interest and engagement	Interpersonal channel	3.03	1–4	81%
Quality of visitors/prospective buyers	Interpersonal channel	2.95	1–4	75%

Note. *M* = weighted mean; % Satisfied+ = percentage rating the item “satisfied” or “very satisfied.”

Source: IFEX 2026 Exhibitor Survey Data

Interpersonal Communication at the Booth (Interactivity)

Interactivity, the third pillar of Duncan and Moriarty's (1998) model emerges as one of IFEX 2026's clearest strengths. Buyers rated their interaction with exhibitors at $M = 4.55/5$ (93% rating 4 or 5), the highest scoring item in the entire buyer dataset (Table 2), indicating that once contact is made, the booth level encounter is experienced very positively. Exhibitors, however, rated the quality of visitors/prospective buyers as the lowest item overall ($M = 2.95/4$, 75% satisfied) and visitors interest and engagement only slightly better ($M = 3.03/4$, 81% satisfied). Read together, these two findings suggest that the interactivity channel itself performs very well once a buyer and an exhibitor meet, but exhibitors aggregate perception of who they are reaching through it the intended stakeholder remains the weakest link in IFEX's communication system; this asymmetry between encounter level and aggregate level evaluation echoes findings from other trade fairs that relationship quality and perceived performance can diverge across levels of analysis even within the same event (Lai & Wong, 2021).

Table 2. Evaluation of Satisfaction and IMC Touchpoints from the Buyer's Perspective

Evaluation Aspect (Buyer)	IMC Touchpoint	Weighted Avg.	Scale	% Satisfied+
Interaction with exhibitors	Interpersonal channel	4.55	1–5	93%
Product variety, quality and availability	Message content	3.44	1–4	≈99%
Overall exhibition experience	–	3.38	1–4	≈97%
Venue services and facilities	Experiential channel	3.38	1–4	≈97%
IFEX hospitality services	Experiential channel	3.34	1–4	≈97%

Note. *M* = weighted mean; % Satisfied+ = percentage rating the item “satisfied” or “very satisfied.”

Source: IFEX 2026 buyer/visitor survey data.

Experiential/Physical Touchpoints

The venue itself functions as a communication touchpoint through which buyers and exhibitors experience IFEX's brand promise. Buyers rated venue services and facilities and overall exhibition experience at $M = 3.38/4$ each (≈97% satisfied or very satisfied) and IFEX hospitality services slightly lower at $M = 3.34/4$, their relatively weakest experience dimension, though still positive. Open ended responses from both groups converged on specific frictions at this touchpoint overly cold air conditioning, limited food and rest areas, and uneven traffic distribution between halls at the new ICE BSD venue indicating that the first time relocation introduced experiential inconsistencies that partially offset otherwise strong administrative and interpersonal communication.

Buyer Motivation as Need Gratification (U&G Perspective)

Consistent with U&G theory's premise that audience members actively select a communication source to satisfy specific needs (Katz, Blumler, & Gurevitch, 1974), buyers' stated reasons for attending IFEX 2026 map onto distinct gratification categories (Table 3). The most frequently cited reason, obtaining market and trend updates (43%), reflects a cognitive/information seeking need; visiting a business partner's booth (24%) reflects a social/integrative need; evaluating future participation (21%) reflects a personal evaluative need; and placing a purchase order (11%) reflects a behavioral/transactional need. This distribution shows that, for most buyers, IFEX is used primarily to gratify informational and relational needs rather than to complete an immediate transaction. This finding is not unique to IFEX: qualitative research on B2B trade fairs elsewhere has similarly found that visitors rarely prioritize on the spot buying, and that the most experienced visitors tend to devalue immediate purchasing the most, treating fairs instead as a relationship building and market scanning channel (Sarmiento, Farhangmehr, & Simões, 2015) a pattern corroborated in this study by the factors buyers weighed when deciding to attend a furniture exhibition at all, led by keeping up with furniture trends (36%), the tourism appeal of the destination country (34%), and product price (33%).

Table 3. Distribution of Reasons for Buyer Attendance Based on Uses and Gratifications (U&G) Needs Categorization

Reason for Attending IFEX 2026 (Buyer)	U&G Need Category	%
Get market update & trend	Cognitive (information seeking)	43%
Visit business partner's booth	Social/integrative (relational)	24%
Evaluate for future participation	Personal evaluative	21%
Place order of purchase	Behavioral/transactional	11%
Other (e.g., study visit, internship)	–	1%

Note. Percentages reflect the single most cited reason for attending.

Source: IFEX 2026 buyer/visitor survey data.

Content Gratification and Outcome

The specific content buyers said they could find at IFEX but not easily elsewhere unique Indonesian products (64%), reasonably priced options (52%), and the ability to inspect quality directly (33%) functioned as the core content that IFEX offers as a communication source, and buyers evaluation of that content was strongly positive: 99% reported finding the product categories they considered important, and product variety, quality, and availability was rated $M = 3.44/4$ ($\approx 99\%$ satisfied or very satisfied), the highest scoring item in the buyer dataset besides interaction with exhibitors. Following U&G's premise that successful need gratification predicts continued source use (Katz et al., 1974), this near complete gratification of buyers content needs is consistent with the very high buyer return intention observed later (99.6%), even though a large share of buyers had not yet converted that gratification into a purchase during the event itself.

From Gratification to Response

Schultz, Tannenbaum, and Lauterborn (1993) argue that IMC should ultimately be judged by its ability to elicit an accountable response, not merely to deliver exposure or satisfaction. Measured against that standard, IFEX 2026's communication produced a real but incomplete behavioral response. On lead generation, 62% of exhibitors reported generating quality leads, 23% answered "possibly," and 15% answered "no"; on transactions, 70% confirmed at least one transaction occurred while 30% did not. Fifty six percent of deals reportedly began as a first meeting at IFEX, while 44% developed only through post event follow up, and 75% of exhibitors reporting transaction counts recorded fewer than 10 transactions. On the buyer side, 51% had already purchased, 19% were planning to purchase, and 30% had not purchased at the time of the survey, broadly consistent with the U&G finding that only 11% of buyers attended primarily to place an order. Both sides nonetheless reported very high intent to return (98% of exhibitors, 99.6% of buyers) and rated IFEX above comparator events (75% and 74%, respectively), indicating that the shortfall lies specifically at the response/conversion stage of communication rather than in overall message reception or satisfaction.

Open Ended Findings

Thematic analysis of exhibitors open ended responses converged on five themes, most of which concern specific communication touchpoints: (1) the need for greater and more relevant buyer traffic and stronger promotion (message reach); (2) structural concerns about booth layout, visitor flow, and uneven exposure between halls (experiential channel); (3) venue comfort issues, most frequently overly cold air conditioning and limited food and rest facilities (experiential channel); (4) requests for more structured business matching and industry knowledge sharing sessions (interactivity); and (5) scheduling and accessibility concerns, including a preference among some exhibitors for the previous JIExpo venue (channel continuity). On the buyer side, five themes emerged: (1) product curation was viewed as strong, with only minor gaps in niche categories (content gratification largely met); (2) trust in suppliers depended heavily on communication quality, responsiveness, and professionalism (interpersonal channel); (3) global economic conditions and import regulations/trade policy were identified as the dominant external pressures on buyers businesses (60% and 54%, respectively); (4) buyers wanted Indonesian manufacturers to strengthen branding, quality consistency, distinctive design, and export readiness (message and content); and (5) buyers requested clearer exhibitor information, better wayfinding, and more structured business matching (message clarity and interactivity).

Synthesis

Read together, these findings show that IFEX 2026 succeeds strongly at the levels of content gratification (U&G) and interpersonal interactivity (IMC's interactivity pillar), but is comparatively weaker at the levels of message reach and stakeholder response accountability (IMC's message and stakeholder pillars). Because a large share of buyers use IFEX primarily to gratify cognitive and relational needs rather than to transact (43% versus 11%), this pattern is consistent with U&G theory rather than a sign of event failure but it explains why exhibitors, whose participation objectives are predominantly transactional (boosting sales, 66%; new contacts, 48%), perceive a gap that buyers themselves do not report experiencing. Read through a public relations lens, this is a case of an organizer successfully serving one public's relational and informational needs while a second public's need for a demonstrable communication return remains only partly addressed precisely the two public balancing problem event based public relations is meant to manage (Broom & Sha, 2013). This asymmetry between buyer side gratification and exhibitor side response accountability, a communication to commerce gap rather than any single weak channel, appears to be the central structural issue underlying IFEX 2026's results, compounded by the experiential frictions introduced by the first time relocation to ICE BSD.

Limitation

Two limitations should be noted. First, as flagged in the Method section, the questionnaire was originally designed as an organizer commissioned event evaluation instrument rather than a purpose built communication study; it does not include validated gratification sought/gratification obtained scales of the kind used in classical U&G research (Palmgreen & Rayburn, 1979), so the categories in Table 3 were derived by mapping existing items onto established typologies rather than measured directly, and the IMC touchpoint labels in Tables 1 and 2 reflect the same post hoc reclassification. Readers should therefore treat the communication theoretic interpretation offered in this article as an interpretive reading of business survey data rather than a first order psychometric test of U&G or IMC. Second, because both sampling techniques were non probability methods, findings describe the respondents surveyed and should not be generalized statistically to the full population of IFEX exhibitors or buyers. Future studies of IFEX or comparable trade shows would benefit from a purpose built instrument that measures gratifications sought and obtained directly, alongside communication specific outcomes such as message recall, perceived channel consistency, and relationship quality.

CONCLUSION

This study evaluated the 2026 edition of the Indonesia International Furniture Expo through a two public communication model combining Uses and Gratifications Theory, Integrated Marketing Communication theory, and a public relations perspective on stakeholder relationship management. The findings show that buyers primarily use IFEX to gratify cognitive/informational and social/integrative needs rather than to complete an immediate transaction (43% versus 11%), and that these gratifications are largely met, with strong content satisfaction and very positive interpersonal interaction with exhibitors. At the level of IMC's message and stakeholder response pillars, however, the event is comparatively weaker:

exhibitors do not yet perceive the buyer audience reaching them as sufficiently large or relevant, and a meaningful share of positive engagement does not convert into a documented transaction during the event itself even though both groups report very high return intentions (98% and 99.6%).

The study's main contribution is to show that this pattern is best understood not as an event failure but as an asymmetry between two stakeholder publics with different communication needs, and to offer a replicable framework gratification sought and obtained, message/stakeholder/interactivity/results, and two public relationship management for evaluating B2B trade shows in Indonesia and comparable emerging market contexts.

Practically, three priorities follow: (1) segmenting promotion by buyers predominant gratification type rather than treating the audience as undifferentiated; (2) strengthening the interactivity to results pathway through structured business matching, hosted buyer programs, and systematic post event follow up; and (3) improving the experiential touchpoints venue layout, wayfinding, and hall exposure equity that open ended responses identified as the most tangible source of friction at ICE BSD.

Future research should test this framework using validated gratification sought/gratification obtained scales and direct measures of message consistency and relationship quality (see Limitations), and could extend it longitudinally across future editions of IFEX to examine whether the communication to commerce gap identified here narrows as the organizer adopts more targeted, two public communication strategies.

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