

Agricultural Fairs Management: A Literature Review

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Abstract

Agricultural fairs constitute highly significant events within the agribusiness sector, facilitating the exchange of products and services while also contributing to society through lectures, training sessions, and technology exhibitions. Nonetheless, the literature remains notably scarce in addressing the administrative and managerial aspects of such events. The article aims to discuss managerial aspects of fairs and the societal impacts generated, as well as update the scientific community on research conducted in the field. A literature review was conducted, encompassing a total of 13 articles, which were categorized based on the thematic focus: geographical location, social impact, and management aspects. The limited number of countries studied is justified by the limited attention this subject has received within the scientific community. The surveyed articles predominantly emphasize the societal impacts generated by agricultural fairs, providing only superficial coverage of topics related to event planning and management. There is a clear need for more comprehensive research endeavors, encompassing a specific spectrum of agricultural fairs, to develop a specific and replicable methodology for such events. Additionally, efforts should be directed towards establishing mechanisms that enable ongoing monitoring processes to be undertaken by the responsible managers overseeing agricultural fair organization.

Keywords: Agricultural fairs, Management, Events, Agribusiness, Literature review

1. Introduction

In the global economic scenario's growth, agribusiness is one of the most important sectors. With the advancement of computational systems and society, brute labor and manual work, have been replaced by comfort in air-conditioned agricultural machinery equipped with GPS (Global Positioning System), spray drones, and embedded technologies used to facilitate the work of rural producers and increase the primary sector's productivity of agribusiness (Lunner-Kolstrup et al., 2018). Nevertheless, information related to research and technologies, as well as techniques used in cultivated products, must be disseminated in society, especially to the producers. The agricultural fairs serve the mentioned purpose, being divided into two types of events: farmer's markets and agribusiness fairs. Farmer's markets are organized events aimed at marketing products primarily from family farming. Small producers move to urban centers to offer consumers variations of products found in markets, typically industrialized, with differences in product quality, such as pesticide-free tomatoes (organic) (Moura Araujo & Magalhães Ribeiro, 2018). The role of agribusiness fairs is to disseminate knowledge of agricultural techniques and technologies used in large-scale production, including marketing, as well as the organization of pavilions for marketing products from family farming (Gazolla & Schneider, 2015).

Alongside international impact fairs, smaller-scale fairs (national and regional) also take place, contributing to a portion of the annual financial activity in the Brazilian agribusiness conducted within the domestic market. In fairs in general, animals (cattle, pigs, sheep, horses), grains, inputs, agricultural machinery, technologies (which can be traded through a product or service provided by a technology-based company), and products from family farming are traded (Nunes & Melo, 2022). However, even with the advancement of computing, some agricultural fairs still lack management tools. Among the issues that arise, data becomes disconnected between event organizers and exhibitors, thus hindering data retrieval and the measurement of economic performance and social impact (Fratari et al., 2022).

The importance of agricultural fairs is increasingly remarkable for society and the economic sector through the quantitative expansion of events, both in the number of editions held and in the realization of new fairs. According to

the Organic Fairs Map produced by the Brazilian Institute of Consumer Defense (Idec), there are 895 farmer's markets in Brazil where the marketing of organic or agroecological products takes place (Instituto Brasileiro de Defesa do Consumidor, 2023). Regarding agribusiness fairs, in 2023, 85 events were held only in the state of Rio Grande do Sul (Secretaria de Agricultura, Pecuária, Produção Sustentável e Irrigação do Rio Grande do Sul, 2023).

The two types of fairs are increasingly coming together. Agribusiness fairs allocate spaces for the marketing of products from family farming, as well as promoting seminars and workshops aimed at small producers and improving organic production (Severo, 2018). An example is Expoagro, organized by the Association of Tobacco Growers of Brazil in the city of Rio Pardo, Rio Grande do Sul, whose theme is entirely focused on family farming (Pereira et al., 2020).

However, for the success of an event, it is indispensable to carry out planning in advance. There are several ways to plan and manage an event, using one or more methodologies, based mainly on the scope, requirements, and objectives of the event (Coutinho, 2010). However, planning is not observed in agricultural fairs. The lack of organization not only affects the event organizers but also the vendors and visitors. Among the main management problems are the lack of available infrastructure and the lack of management and control over the products marketed and the allocated vendors (Coelho & Pinheiro, 2009).

According to Getz (2007), the management of events in general must be based on 4 pillars: (i) Planning and managing festivals; (ii) Personal antecedents and choices, (iii) Patterns and processes; and (iv) Outcomes and the impact. The first pillar is linked to the pre-event period, where stakeholders and interested parties in the event are determined, as well as the sources of financing for the event and the goals and objectives to be achieved. The Personal antecedents and choices pillar correspond to the need and reason for holding the event, having cultural, tourist and community justifications, in addition to its restrictions. In the third pillar, a temporal recap is carried out to seek standards and methodologies that were used in past editions or similar events, and there may also be the creation of new knowledge about the required processes. In Outcomes and the impact, the results obtained by holding the events are measured, mainly in social, political, cultural, economic and environmental aspects.

The present literature review aims to discuss managerial aspects of agricultural fairs and the societal impacts generated, as well as update the scientific community on research conducted in the field. The argumentation regarding the impacts that events have on the involved exhibitors and society at large, as well as how planned and managed, is essential, considering the relevance of agricultural fairs in the agribusiness sector, both in commercial and instructional contexts (Nunes & Melo, 2022).

The text is structured as follows. Based on the discussed arguments, research gaps were identified in Section 1. Section 2 contains the research protocol defined for the literature review. Section 3 groups the selected articles into categories to facilitate an organized discussion while considering similarities and differences. Finally, in Section 4, the article's conclusions, as well as existing gaps, are presented.

2. Method

The literature review is based on the execution of a survey of previously published articles on a specific topic, to conduct an analysis of the discussion and controversies existing in the scientific community (Galvão & Ricarte, 2019). The research questions to be answered were defined as: (i) What managerial practices are used?; and (ii) What social impacts are generated by an agricultural fair?

The search string employed for article retrieval was: ("Agricultur* fest*" OR "Rural fest*" OR "Rural fair" OR "Agricultur* fair") AND ("manage*" OR "performance" OR "administrator*" OR "organizer*" OR "exhibitor*"). The chosen indexing library for the research was Scopus, based on the large number of articles available.

The terms "Agricultur* fair" and "Rural fair" are the most common titles used for agricultural events aimed at product marketing. The terms encompass both fairs held in rural areas and those where the products being marketed originate from the countryside, mainly from family farming, also known as colonial products. To avoid limiting the search, the term "fest*" was also used to designate rural festivals that occur in small localities, another designation used for fairs and expos. Meanwhile, the terms "Administrator*" and "Organizer*" serve the purpose of referencing the managers responsible for the execution and management of the agricultural event. Similarly, the term "Manage*" was used to search for the persona related to the role of event manager, as well as possible methodologies used for event management. Finally, the term "Performance" was chosen to encompass articles related to the topics of performance and quality of agricultural fairs.

Subsequently, duplicate articles outside the scope, books, proceedings of events, and similar publications were excluded. Figure 1 depicts the exclusion criteria, with "n" representing the number of selected articles. In the end, a total of 13 articles were identified, detailed as shown in Table 1.

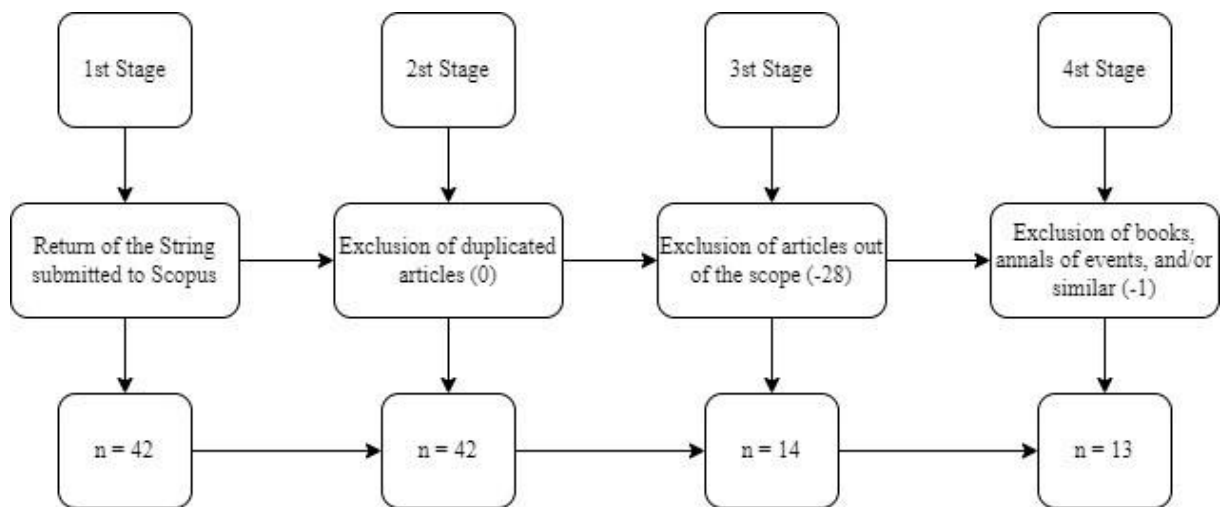


Figure 1. Stages for elimination articles.

Table 1. Articles selected.

Article	Title
Mitchell (2006)	Conflicting threat perceptions at a rural agricultural fair
Gates (1984)	Modernisation as a function of an agricultural fair: the Great grangers' picnic exhibition at Williams Grove, Pennsylvania 1873- 1916
Kyle & Chick (2002)	The social nature of leisure involvement
Kwiatkowski et al. (2019)	The assemblers of rural festivals: organizers, visitors and locals
Larsen (2017)	Getting a Sense of Agriculture: Visitor experiences from an agricultural fair
Havlíková & Kolářová (2015)	Why do agricultural producers exhibit at Bread Basket?
Brannstrom & Brandão (2012)	Two hundred hectares of good business: Brazilian agriculture in a themed space
Leão & Vital (2011)	Evolution and current situation of ecologically based agriculture in Pernambuco
Lillywhite et al. (2013a)	A portrait of the US fair sector
Hjalager & Kwiatkowski (2018)	Entrepreneurial implications, prospects and dilemmas in rural festivals
Olson e Rajagopal (2018)	Needs-based training and online resource for managers of rural festivals, fairs, and events
Gonçalves (2020)	Agricultural corridors as 'demonstration fields': Infrastructure, fairs and associations along the Beira and Nacala corridors of Mozambique
Lillywhite et al. (2013b)	Designing a better fair: How important are the animals?

Following the article selection, a qualitative assessment was conducted to verify the alignment of each study with the topic addressed in the literature review. Questions were formulated in line with the initial research expectations and the uncertainties that arose from the examination of the pre-textual elements. Additionally, a scoring system was developed to quantify the article's quality and relevance to the review and the subject matter. A scoring range of 0 to 3 points for each article was implemented. For each query, the following options were considered for marking: (i) Yes (1.0 point); (ii) No (0.0 points); and (iii) Partially (0.5 points).

Three statements were devised to encompass relevant issues: Were self-collected data used in the research's development? Are social issues related to the social impact caused by agricultural fairs addressed? Have solutions to the issues identified in agricultural fairs been proposed throughout the article? The first question pertains to the source of the data used in article development. The objective of the question is to ascertain whether the data was gathered through surveys conducted within the events themselves. If so, a higher level of consistency is associated with the sources, grounded in the reality experienced by both exhibitors and managers, thereby bringing greater fidelity and truthfulness to day-to-day activities at the fairs. The aim of the second question is to analyze if social issues are addressed in the article. Most agricultural fairs generate an impact within family farming, offering opportunities for the marketing of cultivated and produced products, as well as providing access to knowledge about the technologies used in the field. The third and final question pertains to the articles' conclusion. The purpose is to understand whether proposals for solutions to address the issues found within agricultural fairs have been established. The solutions can range from technological applications to methodologies to be implemented to facilitate the management and organization processes of agricultural fairs.

Table 2 shows the scores obtained by each article on the questions asked, as well as the individualized scores for questions. If a question cannot be answered by the respective article due to any existing limitation, a value of "--" was assigned in the table, resulting in a sum of 0.0 points.

Table 2. Scoring of articles in questions.

Article	Question 1	Question 2	Question 3	Total
Hjalager & Kwiatkowski (2018)	1.0	1.0	1.0	3.0
Lillywhite et al. (2013a)	1.0	1.0	1.0	3.0
Lillywhite et al. (2013b)	1.0	1.0	1.0	3.0
Olson & Rajagopal (2018)	1.0	1.0	1.0	3.0
Havlíková & Kolářová (2015)	1.0	1.0	0.0	2.5
Kyle & Chick (2002)	1.0	1.0	0.5	2.5
Kwiatkowski et al. (2019)	1.0	1.0	0.5	2.5
Gonçalves (2020)	0.0	1.0	1.0	2.0
Larsen (2017)	1.0	1.0	0.0	2.0
Mitchell (2006)	1.0	1.0	0.0	2.0
Brannstrom & Brandão (2012)	0.0	1.0	0.5	1.5
Gates (1984)	--	1.0	--	1.0
Leão & Vital (2011)	0.0	1.0	0.0	1.0

Among the 13 selected articles, all the conducted research associates the occurrence of agricultural fairs with the resulting social impact. A fundamental role is played by the fairs in promoting local agriculture, providing a space for farmers to showcase products. Simultaneously, job creation and the encouragement of tourism are also facilitated, stimulating economic development in the regions. Raising awareness about the significance of sustainable agriculture

and the production of quality food, educating the population, and promoting responsible agricultural practices are also objectives of agricultural fairs.

The collection and utilization of self-gathered data are also observed in most of the articles. The chosen methodology plays a crucial role in conducting research to provide an opportunity for obtaining specific and up-to-date information about agricultural practices, market trends, the social impact incurred, and management methods used in agricultural fairs. Collaboration among exhibitors, fair organizers, and researchers fosters a more holistic and integrated approach to addressing complex challenges in the agricultural sector, compared to relying solely on data disclosed by both public and private entities responsible for organizing agricultural fairs.

Lastly, due to the fact that the majority of articles broadly address the historical context and the significance of fairs for society, the conclusions tend to discuss identified issues and suggest future work with a focus on data collection, as seen in Mitchell (2006). There were also discussions about the application of surveys or interviews to visitors, collecting positive and negative data from the fair, but without proposing objective solutions to the problems identified, as presented in Larsen (2017).

3. Results and Discussion

In this section, the surveys of themes concerning the selected articles are addressed, structured into three sections: (i) Geographical location (Section 4.1); (ii) Social impact (Section 4.2); and (iii) Managerial theme (Section 4.3).

3.1 Geographic Location

Table 3 identify potential countries where agricultural fairs generate impacts on economic and social indices and challenges in event management.

Table 3. Countries studied.

Geographic Location	Number of articles	Article
Denmark	3	Kwiatkowski et al. (2019), Larsen (2017) and Hjalager & Kwiatkowski (2018)
United States (general)	3	Lillywhite et al. (2013a), Olson & Rajagopal (2018) and Lillywhite et al. (2013b)
United States (Pennsylvania)	3	Mitchell (2006), Gates (1984) and Kyle & Chick (2002)
Brazil	2	Brannstrom & Brandão (2012) and Leão & Vital (2011)
Norway	1	Kwiatkowski et al. (2019)
Czech Republic	1	Havlíková & Kolářová (2015)
Mozambique	1	Gonçalves (2020)

An unequal division among the continents can be observed. Of the eight articles related to the American continent, six were conducted in the United States. The state of Pennsylvania has a historical connection to agriculture and livestock, having been one of the Thirteen British Colonies. With a strong influx of Swedish and Dutch immigrants, in addition to Native American inhabitants, Pennsylvania embraced agriculture and livestock as primary activities between 1790 and 1820. However, during the latter decades of the 19th century and the early 20th century, Pennsylvania faced increased urbanization processes, reducing the land allocated to agriculture and raising the costs for residents to remain engaged in rural activities (Larson et al., 2001). In order to continue the fairs and rural gatherings, organizers and responsible entities sought alternatives, with the main alternative being the incorporation of public entertainment activities, such as gambling and horse racing, thereby encouraging trade and tourism in the region (Duda, 2013). Another method used to

boost events was the addition of other sectors alongside agriculture, including general commerce, services, and industry, thus making the fairs multi-themed (Marsden, 2010).

With similar objectives to agricultural fairs in the United States, Denmark allocates approximately 65% of its territory to agricultural production. However, due to the process of industrialization and urbanization, agricultural products accounted for only 11% of the country's total export value at the end of the 20th century (Denmark, 2023a). To counter the decline in agricultural exports, Danish government agencies, along with producer associations and cooperatives, adopted a specific niche aimed at agricultural growth: the production of organic products. This strategy boosted Danish agribusiness, raising the share of agricultural product exports to 22% (Denmark, 2023b) and accounting for 11.5% of the global market for organic products (Willer et al., 2020). Another Nordic country examined was Norway. The country has approximately 984,000 ha of agricultural land in use out of a total territorial area of approximately 38.5 million ha. The limited agricultural area is primarily due to mountain ranges, which, in contrast, are used for cattle and sheep farming (Norway, 2023). However, rural depopulation is a challenge faced by both Denmark and Norway. As a public policy, agricultural fairs are encouraged to stimulate young people to become acquainted with rural culture. Additionally, the number of spin-offs, companies resulting from partnerships between large industry players and research groups, increases with each edition of the organized fairs, thus demonstrating the promotion and availability of technologies to the public, showcasing streamlined work compared to the last century (Kwiatkowski et al., 2019).

In the central region of the European continent, the Czech Republic is one of the studied countries. With an extension of more than seven million hectares, 53.2% (4,196,624 ha) of the area corresponds to agricultural land. However, only 2.9 million hectares are fertile land (Czech Republic, 2023). Nevertheless, agriculture in the Czech Republic is directly intertwined with the country's historical and political context. In 1948, groups led by communists and socialists in the country staged a coup, establishing the Socialist Republic of Czechoslovakia. During this period, the large-scale model of agriculture was promoted. In 1990, with the end of the socialist period, agricultural reforms were carried out, with the new government promoting agroecological practices and organic farming through instructional and financial actions (Bezemer, 2002). Other countries experienced situations similar to the Czech Republic. However, due to political crises, delays in the approval of reforms, and stagnation in the organic products market, countries such as Bulgaria and Hungary faced greater difficulties in terms of internal structural organization (Zagata et al., 2019). In the Czech Republic, agricultural fairs, in addition to traditional trade practices, serve as a pillar for rural entrepreneurship. Being a global leader in organic production, the events mainly bring together exhibitors from family farming, promoting the continued involvement of young people in the agricultural sector and disseminating knowledge among producers (Hudcová et al., 2018).

In South America, the only country covered was Brazil, known for being one of the key players in the production and marketing of agribusiness-related products. The states in the South and Midwest regions are the provinces that stand out the most in rural production, especially in soybeans and rice, the country's primary agricultural commodities (Michelotti & Siqueira, 2019). However, public policies implemented since the 1990s aim to expand agricultural activities, particularly in the North and Northeast regions. The promotion of agribusiness as a whole, along with job opportunities for the population and economic development for states and municipalities, are among the objectives (Sauer & Leite, 2012). Brannstrom & Brandão (2012) and Leão & Vital (2011) refer to the importance of fairs in the context of disseminating rural information, creating ties with the local population. In contrast to agribusiness fair in other Brazilian regions and countries, the Northeast Region does not have a historical context that creates a cultural connection and promotes the organization of events, causing the fairs to be geared towards specific audiences that are already part of agribusiness.

Mozambique, such as Brazil, was also colonized by the Portuguese Empire. The importance of Mozambique's agricultural sector, due to historical contexts, is similar to that of Brazil. Agribusiness has a significant social impact and economic importance in Mozambique, with the agricultural and fishing sector accounting for 26% of the country's GDP. Based on the same report, it is possible to observe a period of modernization and investment in agribusiness between 2017 and 2021, with the number of tractors dedicated to agricultural work tripling (Mozambique, 2022). Agricultural fairs in Mozambique reflect the economic impact. Held throughout the country, the objective is to showcase technological advances in the agricultural sector, as well as celebrate success stories, with the primary goal of reaching small-scale producers to raise awareness about models and techniques to be followed, while also encouraging investors in the sector. However, fairs are also used as political platforms, inflaming discourse about economic growth and technological development (Gonçalves, 2020).

Although countries such as Brazil and the United States are present among the research locations, numerous countries with cultural and economic histories in the agricultural sector were not mentioned, including China, India, New Zealand and Argentina. Asian countries are responsible for hosting high-impact, globally ranked agricultural fairs, such as the China International Agrochemical and Crop Protection Exhibition and the KISAN Fair in India (Menezes, 2021), such

as oceanic countries, which host important fairs such as Fieldays (Fieldays, 2023).

3.2 Social Impact

The objective of the section is to evaluate the extent of the repercussions and implications experienced by the society covered by the fairs, both in geographical aspects and in relation to the target audience and the agricultural market, shown in Table 4.

Table 4. Main social impacts caused by fairs.

Main social impact	Number of articles	Article
Regional economy (general)	5	Kwiatkowski et al. (2019), Larsen (2017), Brannstrom & Brandão (2012), Hjalager & Kwiatkowski (2018) and Kyle & Chick (2002)
Regional economy (tourism)	1	Mitchell (2006)
Regional economy (commerce)	2	Havlíková & Kolářová (2015) and Leão & Vital (2011)
Disseminate agricultural technologies	2	Gates (1984) and Gonçalves (2020)
Guidance for fair managers	3	Lillywhite et al. (2013a), Olson & Rajagopal (2018), and Lillywhite et al. (2013b)

Three major axes are highlighted: (i) Economy; (ii) Technology; and (iii) Management. Economic criteria were addressed in three groups, encompassing the general context involving the generalization or impact of more than one economic activity, tourism promoted by the realization of agricultural fairs, and commerce both at the event and in the locality where the fair is being held.

Agricultural fairs emerged with the purpose of disseminating knowledge in the field, where farmers could discuss applicable agricultural solutions (Gates, 1984). Additionally, the agricultural festivals and agricultural fairs foster agricultural innovations, such as new planting methodologies, lime technology, and soybean development, along with the advancement of agribusiness in financially or geographically less favored regions (Brannstrom & Brandão, 2012). Discussions were held on topics relevant to innovation in the sector, involving influential people in the field and government entities, acting as intermediaries in resolving regional problems, such as in the Beira and Nacala corridors in Mozambique, where silos and warehouses were constructed to assist small farmers, associations, and cooperatives in storing and trading products, mainly corn, beans, soybeans, and sesame (Gonçalves, 2020). However, over the years, fairs have undergone thematic and purposeful reforms to meet society's demands and expand audience reach. To attract a wider audience, cultural performances, training sessions, workshops, and other activities began to be included in the events (Lillywhite et al., 2013b). Despite 75% of the events offering a variety of activities and entertainment options to the public, some events were discontinued due to management failures or lack of leadership on the part of those responsible, such as unbalanced planning between marketed agricultural products and entertainment activities, as well as the lack of proactivity on the part of managers in seeking non-governmental partners and sponsorships (Lillywhite et al., 2013a). Therefore, the changes made within an agricultural fair impact the user experience and the perception of the event by society in general, making it essential to train managers to improve decision-making and boost fairs (Olson & Rajagopal, 2018).

Currently, agricultural fairs have added goals such as disseminating technologies, trading agricultural products, and stimulating tourism, due to the number of visitors from distant locations who take advantage of the event to explore the region, thus boosting hospitality, restaurants, and local commerce (Mitchell, 2006). The sectors mentioned are also driven by the fair exhibitors and workers. In addition, the transportation sectors are also impacted, with increased

demand for air and road tickets, as well as freight transport (Kyle & Chick, 2002). Conversely, during the organization and realization of the fairs, residents have to contend with the negative effects, such as excessive noise, litter, and increased traffic (Kwiatkowski et al., 2019).

The trade of products, animals, services, and technologies remains the strongest pillar within agricultural fairs. Exhibitors utilize the physical space for networking, expanding the list of potential clients and business partners, and reinforcing the brand presence in the sector (Havlíková & Kolářová, 2015). Furthermore, smaller-scale agribusiness fairs and farmer's markets provide opportunities for small producers, mostly from family farming, to market the products in larger urban centers, targeting a more financially capable audience (Leão & Vital, 2011).

3.3 Management Aspects

The articles presented in Table 5 were grouped according to the thematic management focus employed in the events.

Table 5. Main topics covered related to management.

Management thematic focus	Numbers of articles	Article
General	6	Kwiatkowski et al. (2019), Brannstrom & Brandão (2012), Lillywhite et al. (2013a), Hjalager & Kwiatkowski (2018), Olson & Rajagopal (2018) and Lillywhite et al. (2013b)
Social management	5	Kyle & Chick (2002), Larsen (2017), Havlíková & Kolářová (2015), Leão & Vital (2011) and Gonçalves (2020)
Risk management	1	Mitchell (2006)
Undefined	1	Gates (1984)

Two specific concepts were identified: (i) Risk management; and (ii) Social management. Risk management demonstrates the practice of preventive governance, aiming to reduce economic impacts resulting from operational, natural, and strategic, among other unforeseen failures (Nogueira et al., 2014). Specifically, in the last two decades, security has become an important factor in the risk management of agricultural fairs. In the United States, following September 11, 2001, terrorism was seen as a potential risk in places with large gatherings. Thus, the development of preventive strategies and emergency plans for threats or incidents contributes to the success of the event and the well-being of the society attending the fair (Mitchell, 2006).

The well-being of society is also prioritized in social management, focusing on prioritizing the common interests of the participating groups and those impacted by the event (Cançado et al., 2016). In Kyle and Chick (2002) and Larsen (2017), the importance of event quality for visitors is emphasized. Agricultural fairs have become tourist attractions and leisure opportunities for families and friends who take advantage of weekends to purchase agricultural products and enjoy cultural displays, for example. According to Larsen (2017), most visitors to agricultural fairs are within a 40-mile radius and are not directly involved in agribusiness. For the success of the event, the event organizers need to prepare not only the fair but also the entire city involved to provide a welcoming environment for visitors.

The fair exhibitors also fall under social management. Organizers must conduct studies to measure the reasons why exhibitors return to each event to sell products, as well as seek ways to incentivize participation (Havlíková & Kolářová, 2015). The increased participation of exhibitors, especially in events with greater economic impact or those aimed at regional development, such as the Nakosso Agribusiness Fair, also attracts government authorities, large agricultural companies, and research institutes. Event organizers must welcome the stakeholders to seek incentives and strategic partnerships for the fair, as well as generate economic, social, and cultural development for the local community (Gonçalves, 2020).

In six articles, managerial practices were treated and/or mentioned in a general way, without addressing specific planning and event monitoring issues. In addition to the risks and social impacts caused, organizers must ensure the smooth running of the event through strategic actions taken from decision-making and performance monitoring methods, such as the inclusion of gastronomic activities, incorporation of local volunteer organizations into the organization, among other practices (Kwiatkowski et al., 2019). In addition, another situation that involves management practices is the exhibitions and/or moments of interaction between the public and animals, often seen in agricultural fairs. Special care with logistics, exhibition space, and sanitary safety are fundamental, aiming for the well-being of animals and the public (Lillywhite et al., 2013b).

At the end of the event, organizers request information and feedback from all the actors involved in the event's ecosystem, allowing them to measure the performance achieved by the fair and set new goals for future editions (Lillywhite et al., 2013a). To ensure that the event is well-planned and proceeds as expected, investments must be made in the qualification of agricultural fair organizers. People's training can be carried out through in-person or virtual training and workshops, aiming to instruct and update those responsible for the events on new trends, methodologies, and technologies available in the market to make the fair a success (Olson & Rajagopal, 2018).

4. Conclusion

The literature review concludes that research related to management practices at agricultural fairs is still in its initial stages, also justified by the low number of articles found. Throughout the review, there were themes yet to be addressed to establish a solid research line on the subject, such as expanding the number of researched countries, developing standardized management methodologies, and means that can facilitate the management of agricultural fairs.

In terms of geographical aspects, the inclusion of countries on uncovered continents, as well as countries that maintain sociocultural and economic ties with agribusiness, would solidify the theme in terms of finding patterns related to important ideas, methodologies, and metrics for agricultural fair managers. Consequently, it would enhance the results obtained in research through comparisons of the information gathered from the different realities experienced by the actors that make up the agricultural sector.

The context of fair management is presented in a generalist manner, covering various aspects that affect event planning and control but not in-depth enough to raise issues related to the impacts that events have on society. However, conducting research associated with fair planning allows event organizers to replicate methods and successful cases to ensure successful administration.

Additionally, the use of information technology, accelerated by the Covid-19 pandemic, is present in most economic sectors, including agribusiness (Schneider et al., 2020). In agricultural fairs, the process of digitization aims to facilitate event management, as well as enable data retrieval, sales control, and other elements necessary for success. Thus, during the interval between the editions of a fair, the collected data can be analyzed to adopt better strategies for the event's success.

The methodologies used in the agricultural fairs covered in the review are not quantitative. For each event, organizers make the decisions based on the audience, exhibitors, and cultural attractions known from previous events or based on fairs that take place in nearby cities or regions. However, the lack of a defined management methodology and conducting careful studies on data from past editions of fairs can lead to disappointment among the involved parties, caused by actions such as low sales by exhibitors, low attendance due to social or climatic factors, limited variety of products and services offered, among other situations.

The development of a replicable methodology for the specific event is necessary due to the existing peculiarities, such as receiving government authorities, allocating open areas for technology displays, and in some cases, animal exhibitions. Through a study with a broad sampling of successful cases, it will be possible to determine the workflow and efforts required, as well as specific decision-making for each fair size that assists in the event's success.

Technological means can act as facilitating organizational tools for managers. Through software, for example, it is possible to observe sales behavioral patterns, define areas by thematic areas, organize the schedule of hours, and link government licenses of exhibitors.

Finally, the importance of advancing research in the managerial areas of agricultural fairs is emphasized, aiming for economic and technological benefit to society and the agricultural sector. Thus, managers will be able to improve decision-making to provide a better experience for exhibitors and visitors, as well as add new added value to the fair.

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Authors contributions

All authors contributed to the study conception and design. Material preparation, data collection and analysis were performed by Ronier GUTIERREZ and Alvaro NEUENFELDT JÚNIOR. The first draft of the manuscript was written by Ronier GUTIERREZ and all authors commented on previous versions of the manuscript. The writing reviews were developed by Jonathan VIEIRA and Carmen ROSA. All authors read and approved the final manuscript

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Competing interests

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Informed consent

Obtained.

Ethics approval

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The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

Data sharing statement

No additional data are available.

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