

## PROPOSED STRATEGY FOR PT DYANDRA PROMOSINDO TO CREATE SUSTAINABLE GROWTH : A STUDY ON INDONESIA INTERNATIONAL MOTOR SHOW EVENT

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### Abstract

The tourism sector is predicted would be the biggest contributor to Indonesia's foreign exchange in 2019. In Law No.10 of 2009 concerning in tourism, one of the tourism businesses is MICE. PT Dyandra Promosindo is one of the largest Event Organizer in Indonesia. Its biggest income comes from IIMS. In this technology era, Dyandra is concerned about the changing of consumers behavior who are currently switching to online stores. This study uses qualitative methodology by conducting interviews with 4 exhibitors and 2 employees of Dyandra to find out internal conditions and recommendations from the consumer, and quantitative by surveying 75 respondents with the aim of knowing consumer expectations. And secondary data is obtained from journals and annual reports. To make IIMS sustainable growth, organizers need to improve its strategy based on SWOT. According to IPA, the strategy of giving discounts and vacation packages will attract people to come and buy automotive products. Based on 4P, the digital marketing strategy must be emphasized so that people who are not present can feel the atmosphere of the event. There are 5 focus that recommend to company, which are consumer recommendation, product value, customer engagement, promotion, and innovation. The finding is to create a sustainable growth in Event Organizer industry, should contain more innovation to keep the visitors coming.

**Keywords:** Strategy, Sustainable Growth, Event Organizer.

### 1. Introduction

Tourism sector has become a priority in Indonesia's government to become the biggest source of income in 2019. Based on the data from Pusdatin Ministry of Tourism (2014), the graph of income for Indonesia, the tourism sector is leading compared to the other sector such as CPO (Crude Palm Oil), Mining, and agriculture. Tourism sector is projected to become the biggest source of income for Indonesia in 2019, which is targeted US \$24 billion. MICE (Meeting, Incentive, Conference, and Exhibition) is a part of tourism industry in nowadays, and has contributed a diverse of tourism activity type that identic with the service business, this is written in UU No. 10 of 2009 on Tourism Business Chapter VI Article 14. PT Dyandra Promosindo is one of the biggest EO company in Indonesia that organize an event multi segments. It organizes music event, automotive event, education event, fashion event, and many others. This kind of company could contribute to the foreign exchange of Indonesia.

Dyandra Promosindo is a business unit and member of the Kompas Gramedia group which is a leading media company in Indonesia. Dyandra Promosindo places itself as an integrated service company and a leading event organizer. Dyandra Promosindo has 80% of Indonesia's market share and became a leading professional exhibition organizer, that has established since 1994. PT Dyandra Promosindo has claimed their self as the biggest Event Organizer company in Indonesia. This statement could be consider by the amount of events that

organized by Dyandra. Dyandra has handled more than 20 events in a year plus the event that handled per tender, to increase their total revenue. The vision of PT Dyandra Promosindo is becoming the leader in Indonesia's exhibition industry.

Strategic goals and objectives are indicators of achieving PT Dyandra Promosindo vision. This year, 2018, the strategic goals and objectives for PT Dyandra is becoming the leading Event Organizer company in the Asia, by increasing number of visitors each year to their annual events such as IIMS (Indonesia International Motor Show). Based on the objective of the company, PT Dyandra Promosindo always doing a benchmark with its international competitor, such as Tokyo Motor Show, Bangkok Motor Show, and Frankfurt Motor Show for compare the IIMS with international event. Meanwhile one of the parameter to achieve the objective is the number of visitors in 1 event, that became the reason for PT Dyandra to set the target for number of visitors increase 5% each year. This create a concern whether this company could achieve this target or not.

The aim of this final project is to analyze the attributes that make visitors of IIMS satisfied, analyzed the marketing components of IIMS to make tenants satisfied, analyze the attributes that make Dyandra could compete with the competitor, analyze and define the programs or activities that recommend to IIMS in order to achieve the target of visitors.

## **2. Research Problem**

The event organizer business that include in one of business in tourism industry, start to realize that in the technology era, would people still want to come to an event in the future, because today there is a shifting in consumer behavior, from going directly to the store to buy goods, now only through online store, people could buy goods. This is one of the worried of PT Dyandra Promosindo Management, and make the management think the innovation to attract more people to still come to the event like IIMS. Emphasize on the target of IIMS that each year there should be an increasing number of visitors as much as 5% from the total attendees last year, Dyandra management has to understand that nowadays industry relay on the experience and a big deal of promotion.

IIMS has a good reputation in Indonesia, because it is organized by one of the biggest and oldest EO company in Indonesia. However, to maintain the performance, it is important to create a new strategies to compete in technology era and to reach the vision of the company, which is not only competing in Indonesia but also internationally. As a result, Dyandra Promosindo has done an innovation to give an exhibition, experience, entertainment, and education in one place, and start to do a promotional thing through social media. Apparently, the strategy that had done, did not meet with customers expectations, based on the IPA frameworks. There is also a shifting of product image because of that strategy.

The source of income PT Dyandra Promosindo only come from the ticketing, sponsors, and the booth of tenants. Every year, PT Dyandra Promosindo has targeted an increasing number of visitors 5%, but there is a worried by company as time goes by, would people still wants to visit to the events like IIMS or not. Because if there is no visitor, the existing of the company also threatened. IIMS for 2 years has contributed the largest revenue for company, this is the reason an improvement for IIMS become important for PT Dyandra Promosindo. Focus on the biggest contributor for Dyandra revenue, which is IIMS, looking from the total visitors in five years since IIMS has a competitor, GIAS in 2015 to 2018 there are a lot of improvement, proven by the total number of visitors that always increased each year. However, if looking from the growth rate of IIMS from 2014 to 2018, the growth rate has decreased year by year, from 26% to 11% and the last one was 5%.

PT Dyandra Promosindo has targeted each year there would an increasing number of visitors IIMS as much as 5% compared to before. This would reflect the sustainability of the existing PT Dyandra Promosindo, because the core business revenue come up from the selling ticket of visitors. One of the worried from Dyandra is because of there is a developing in technology that would changing the consumer behavior. Dyandra nowadays already give their

improvement by utilizing the technology in the business process. For instance the used of NFC technology in IIMS as the ticketing for the visitors. This is to simplify the visitors to get in and get out from the arena. Another breakthrough innovation should be implemented by IIMS, to still compete with its competitor and sustain the business. If there is no improvement, the number of visitors would be decreased and reflect to the total profit that Dyandra gain each year.

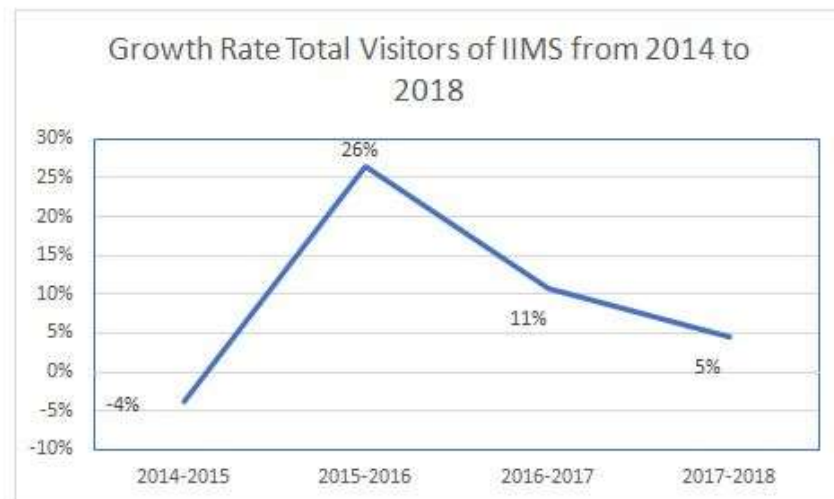


Figure 1: Growth Rate Total Visitors of IIMS from 2014 to 2018

### 3. Research Methodology

This research is using both qualitative and quantitative methodology. The qualitative methodology consist of in-depth interview with the source from PT Dyandra Promosindo (Staff HR for Business Strategy Dyandra Promosindo) and the General Manager Human Resources of PT Dyandra Promosindo to know how far is the development of company to sustain its business. In addition, in-depth interview also done with 4 people as the representative tenants of Indonesia International Motor Show, which is Toyota, Daihatsu, and Mazda to know the recommendation from tenants for IIMS in the next year. The author used pareto principle, to pick the tenants that represent the majority perspective. Meanwhile the secondary data also gathered from journals, academic books, company website, event website, papers, and news in the media.

According to David (2006), the SWOT Matrix is an important matching tool that can help a decision maker to develop four types of strategies, namely Strategy Strengths-Opportunities (SO), Strategy Weaknesses-Opportunities (WO), Strategy Strength-Threats (ST), and Strategy for Weaknesses-Threats (WT). The S-O strategy utilizes the company's internal strength to benefit from external opportunities. The W-O strategy aims to correct internal weaknesses by taking advantage of external opportunities. The S-T strategy uses company strength to avoid or reduce the impact of external threats. The W-T strategy is a defensive tactic directed at reducing internal weaknesses and avoiding external threats. SWOT analysis must not only produce identification of company-specific competencies (distinctive competencies corporation) but also identify opportunities where the company is unable to take advantage of the lack of appropriate resources. The objective of a SWOT analysis is to use the knowledge an organization has about its environments and to formulate its strategy accordingly.

The quantitative methodology consist of questionnaire that spread out through online for the visitors of IIMS. This questionnaire is to measure the level of importance and performance of the company. In addition, the questionnaire also contained several data of background from respondents that could help this research to know the trend in nowadays. This research has 75 respondents from the visitors of IIMS and the sample of data using convenience sampling.

In quantitative studies, one uses theory deductively and places it toward the beginning of the proposed study, with the objective of testing or verifying a theory rather than developing it, the researcher advances a theory, collects data to test it, and reflects on its confirmation or disconfirmation by the results. The theory become a framework for the entire study, an organizing model for the research questions and for the data collection procedure. The researcher verifies a theory by examining questions derived from it, and it contain variables that the researcher needs to define. After that, the researcher locates an instrument to use in measuring behaviors of participants in a study, and collects scores on the instruments to confirm or disconfirm the theory (Creswell, 2014).

The importance that customers attach to various services and products is a vital part of customer satisfaction surveys, as much as the measure of the quality and the satisfaction. The objective is to identify and understand the dimensions with high importance but low perceived quality or satisfaction. These dimensions are primary candidates for focused improvement initiatives (Federica & Silvia, 2013). The IPA model (Importance Performance Analysis) was first introduced by Martilla and James. This model aims to measure the relationship between consumer perceptions and the priority of product / service quality improvement, also known as "quadrant analysis" (J. A. Martilla & J.C. James, 1977). Based on the results of the assessment of the level of importance and the results of performance appraisal, a calculation will be made regarding the degree of conformity between the interests and the level of implementation. This level of conformity will determine the order of priority for increasing factors that affect customer satisfaction. The level of conformity is calculated by the equation formula below :

$$T_{ki} = \frac{X_i}{Y_i} \times 100\%$$

Notes :

Tk = Suitability Level

Xi = Perceived Value Consumer

Yi = Importance Value Consumer

#### 4. Data Analysis

##### 4.1. Business Issue Exploration

In this research, there are 3 generic frameworks that conducted to be used, which are VRIO, PESTEL, Competitor Analysis, and SWOT. Meanwhile the thematic frameworks, there are 4 frameworks, which are IPA, Marketing Mix, Diamond Strategy. In SWOT Analysis, strong and weak aspects of an organization are identified by examining the elements in its environment while environmental opportunities and threats are determined by examining the elements outside its environment. It provides information that is helpful in matching the organization's resources and capabilities to the competitive environment in which it operates.

In this research, opportunities and threats are obtained through external analysis by using PESTEL analysis and Competitor analysis. For the strengths and weaknesses of the internal analysis obtained through using, VRIO analysis. Here is the result of PESTLE, VRIO, and SWOT analysis for The Indonesia International Motor Show (IIMS) that organize by PT Dyandra Promosindo



Table 1: PESTLE Analysis of IIMS

Factors	Issue	Conclusion
Politics	Industry 4.0	Invite Local Automotive Brand to display their latest technology
	Election President	Invite President to come to the opening or closing of IIMS
Economics	Increasing GDP	The increasing of GDP is related with the wholesale car in Indonesia, this is a huge potential for IIMS
	Increasing number of population	New potential market for IIMS
Social	Increasing number of working people	
	Trend employee in Trade, Restaurant, Hotels (tersier need) is increasing	Tersier need industry is increasing
Technology	Number of social network users increase	IIMS could promote the event through social media
	Top 5 countries Internet users	Using internet to promote the event and giving an awareness
Legal	New technology such as VR, Auto Drive, etc	Display the latest technology by making virtual reality showrooms
	Keppres RI No 24 Tahun 2018	Increasing the local product policy by government, invite the local brand to IIMS
Environment	Increasing UMP	Increase cost expense of each automotive brand
	Transportation contributes 30% of total emission in energy	Issue for environmentalist people
	Start October 2018, all car standard by Euro 4	Environmental friendly issue has been tackled

Table 2: Competitor Analysis of IIMS

Competitor	Quota Visitors	Location	Interval Expo	Dates	Ticket Price
Tokyo Motorshow	771,200	Tokyo Big Sight	Once in 2 Years	25/10 – 05/11	Rp120,000
GIAS	400,000	ICE BSD	Once in a Year	August	Rp100,000
Frankfurt Motorshow	950,000	Frankfurt Gorunds	Once in a Year	September	Rp205,000
Bangkok Motorshow	1.62 Mio	Maung Thong Thai	Once in a Year	March to April	Rp46,000
IIMS	526,431	JIExpo Kemayoran	Once in a Year	April	Rp70,000

Table 3: VRIO Analysis of IIMS

Resources and Capabilities of PT Dyandra Promosindo for IIMS	Value	Rare	Costly to Imitate	Exploit	Competitive Implication
<b>Prime and Strategic Locations:</b>					Temporary
The location for exhibition and office are high-accessibility near of public transportation and highway	Yes	Yes	No		Competitive
The location of the office building is in the central of the city					Advantage
<b>Global Brand Recognition &amp; Equity</b>					
The most recognized brand in the event organizer segment and became a trusted EO					Long-Term
The Most Experiential Brand Activation Award 2017 from MIXX Marcom Magazine	Yes	Yes	Yes	Yes	Competitive
Effectively leverages its rich brand equity by merchandizing products					Advantage
Dyandra is incorporated with Kompas Gramedia, a Media Group that has a strong network					
<b>Large Size and Strong Global Presence</b>					
Operate in Jakarta as a largest automotive exhibition and as the biggest EO in Indonesia					Temporary
The only EO company that handle more than 1 sector (automotive, music, travel, etc)	Yes	Yes	No		Competitive
The largest number of visitors for automotive exhibition in Indonesia 2018					Advantage
As a Kompas Gramedia Group, a conglomerate company in Indonesia has many benefit to partner up					
<b>Experience Appeal and Unique Concepts</b>					
The event is visually appealing and have a 'cool' factor attached to the visitors					Temporary
Provide great music, great service, warm atmosphere and provide an environment of	Yes	Yes	No		Competitive
automotive community meeting spot, which forms a wider part of the 'IIMS Experience'.					Advantage
Concept of the event as being a 'third place' for family to come					
Designed to reflect the unique character of the exhibitions, serve in and environmentally friendly					

**Excellence Human Resource Management and Company Culture**

Employees provided great benefits like insurance accounts and well taken care of

Temporary

Excellence employee management

Competitive

Great human capital management couple with great corporate culture translates into supreme customer service

Yes

Yes

No

Advantage

Knowledge based employees creating a healthy corporate culture

Employee could develop and distribute their ideas to be implemented

**Leveraging Technology**

System for the absence and the permission has been through online

Yes

No

Competitive

Investment in technology for each event, such as NFC for IIMS

Equality

**Customer Loyalty**

The customer of Dyandra are loyal, that's why the events annually organized by Dyandra

Yes

Yes

Yes

Yes

Long-Term

Competitive

A loyal customer in each year always join to be participated in the events (Tenants)

Advantage





Table 4: SWOT Analysis of IIMS

<b>Strengths</b>	<b>Weaknesses</b>
A leading EO company in Indonesia since 1994	Each year should renew the innovation
Has a global brand recognition	High price for rent the place to tenant
A group of conglomerate company	JIE expo is an old building which is no longer sufficient
Has a customer loyalty	The connecting transportation still deficient
Has an excellence employee management	
Offer a complete facilities	
The location of event is accessible with public transportation	
Provide facilities for all age from 5 years old to 65 years old	
<b>Opportunities</b>	<b>Threats</b>
Leverage the technology to the business process	A shifting of consumer behavior
The increasing number of social networks users in Indonesia	Unpredictable of the increasing tax from government
The office building is in the central of Jakarta	The increasing of UMP in Jakarta would add more cost
Government support the local automotive product	30% of energy emission come from transportation
Indonesia's GDP has increased became 5,27%	
The total population Indonesia is increasing	
Number of employment is increasing to 121 millions	
Top 5 countries for internet users	

In this final project, a survey method that used to measure the perception of IIMS's visitors to the quality performance of IIMS as a whole. The fact that many of visitors are geographically dispersed, so an online survey was highly recommended. An invitation through email, broadcast to all of contacts and groups, and social media were sent to all of people to grab as much as possible the people who has ever visited IIMS 2018, to solicit their input about IIMS event experiences. In this case, author used a five point Likert scale to measure the importance (1= very unimportant to 5 = very important) and performance (1 = very unsatisfied to 5 = very satisfied) attributed to each items. In total there were 17 items identified from the IIMS event. This attributes are identified based on the interview from exhibitors and internal of Dyandra, what kind of importance attributes for visitors. In addition, by referral from several journal of IPA, finally 17 items were identified.

The survey begins with questions about the background of the users, types of IIMS attraction that enjoyed by the users, followed by the IPA evaluation, open-ended questions and users' demographic. According to the central limit theorem, if the mean of a sample of size more than 30 is studentized using the variance, a normal distribution can be used for the probability distribution, and the assumptions about the population distribution are meaningless since the sampling distribution is considered normal (Kwak, S. G. & Kim, J. H., 2017). CLT is the basis for sampling in statistics, so it holds the foundation for sampling and statistical analysis in finance. An appropriate sample size depends on the data available, but generally, having a sample size of at least 50 observations is sufficient (Investopedia, 2018). Based on this theory, author decided to get the respondent with minimum number of sample is 30. According to the Central Limit Theorem, at least 50 respondents for survey.



Empirical data was collected electronically through Google Form and in total, 75 visitors filled in the survey and amongst those respondents, 43 are male and 32 are female, which means, the majority of visitors are male. A general rule of thumb according to the Central Limit Theorem of is to have at least 30 respondents to vary a survey, and this research has achieved the minimum total amount of visitors.

There are 17 questions that became the subjects to be plotted in the IPA quadrant. IPA questionnaire resulted the result which showed below. The calculation results are the results of the equation

Table 5: Suitability of Services Attribut

NO	IMPORTANT (Y)	RANK	PERFORMANCE (X)	RANK	SUBJECTS
1	3.653	9	3.347	7	Digital ticketing system
2	3.747	8	3.187	10	Speed and acuracy of the service
3	3.747	8	3.240	9	Speed of response for information center
4	3.853	5	3.467	3	Humble and helpful officer
5	3.907	2	3.533	2	Strategic location
6	3.933	1	3.400	5	Vary of tenants
7	3.787	7	3.373	6	Different attraction
8	3.880	4	2.960	12	Promotion availability
9	3.907	2	3.400	5	Complete facilities
10	3.653	9	3.400	5	Effective marketing and promotion event
11	3.853	5	3.600	1	Quality of product
12	3.893	3	3.440	4	Sign direction is well understand
13	3.520	11	3.267	8	Music attraction
14	3.253	12	3.120	11	Lifestyle to update in Social Media
15	3.600	10	2.880	13	Affordable price
16	3.893	3	3.440	4	Knowledge insight
17	3.813	6	3.240	9	Adequate parkir area

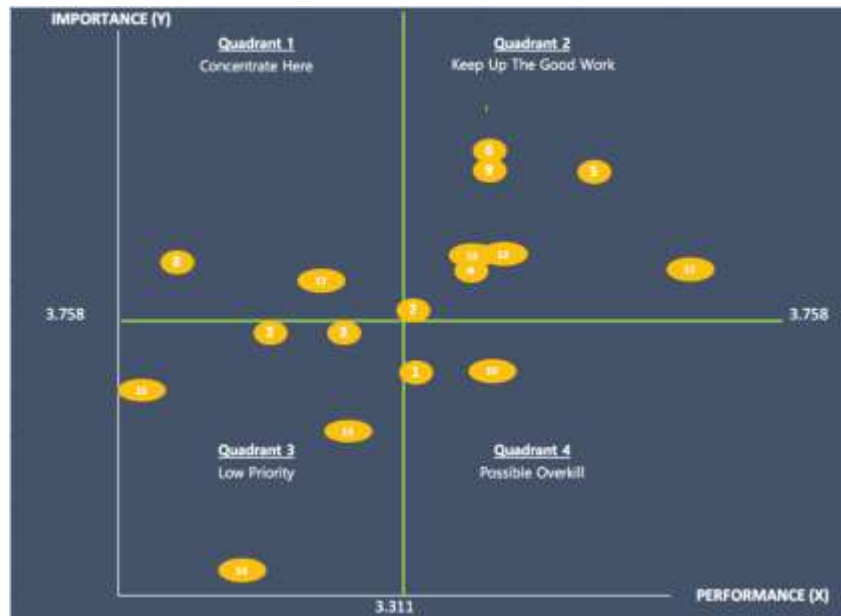


Figure 2: Mapping of IPA for IIMS

From the figure above, can be made a Cartesian diagram of IPA (Importance Performance Analysis) by making a boundary line from the average value of reality and expectation value, the accepted reality value is X and hope is the Y axis. Following is the mapping of the IPA questionnaire results (Importance Performance Analysis). Based on the figure of IPA diagram, resulted as followed :

1. Quadrant 1 (Concentrate here) on service attribute number 8 (promotion availability) and 17 (adequate park area)
2. Quadrant 2 (Keep up the good work) on service attribute number 4 (humble and helpful officer), 5 (strategic location), 6 (vary of tenants), 7 (different attraction), 9 (complete facilities), 11 (quality of product), 12 (sign direction is well understand), and 16 (knowledge insight).
3. Quadrant 3 (Low priority) on service attribute number 2 (speed and accuracy of the service), 3 (speed of response for information center), 13 (music attraction), 14 (lifestyle to update in social media), and 15 (affordable price).
4. Quadrant 4 (Possible overkill) on service attribute number 1 (digital ticketing system) and 10 (effective marketing and promotion event).



Figure 3: Recommendation for IIMS from Survey

Author did a survey to 75 respondents of visitors IIMS, and the result, 57.3% respondents were male, and 41.3% of respondents has an income Rp5,000,000 to Rp10,000,000 per month and 53.3% visitors are between 25-35 years old. It means that the visitors still in the early stage of career, who wants to know the latest product of a car brand. 61.3% visitors knew about IIMS from social media advertising, and 84% respondents answered that they often used instagram for the social media. 70.7% respondents recommend IIMS to have a big deal discount for every visitors who purchase an automotive product. With the same amount, 70.7% respondents came to IIMS to know the latest product of automotive. This would become the recommendation for making a strategy for IIMS.

#### 4.2. Root Cause Analysis

To identify the root cause problem, the author used PESTEL, Competitor Analysis, VRIO Analysis, SWOT Analysis, IPA, Marketing Mix Analysis, and Diamond Strategy Analysis. There are several root cause, which are :

- Price : IIMS could not increase the price without benchmark to the competitor, it is hard to increase the revenue from increasing the price
- Product (Image) : the image of IIMS in exhibitors perspective has shifting from exhibition to a place only for selling the goods
- Place : the facilities are not suitable anymore, but Dyandra has signed a contract 10 years to organized the event in the same place
- Promotion : the content of social media still not and visitors want a big deals discount
- Importance Performance Gap : between the performance and the customer expectation there is a gap that need a breakthrough to maintain the attendees to come

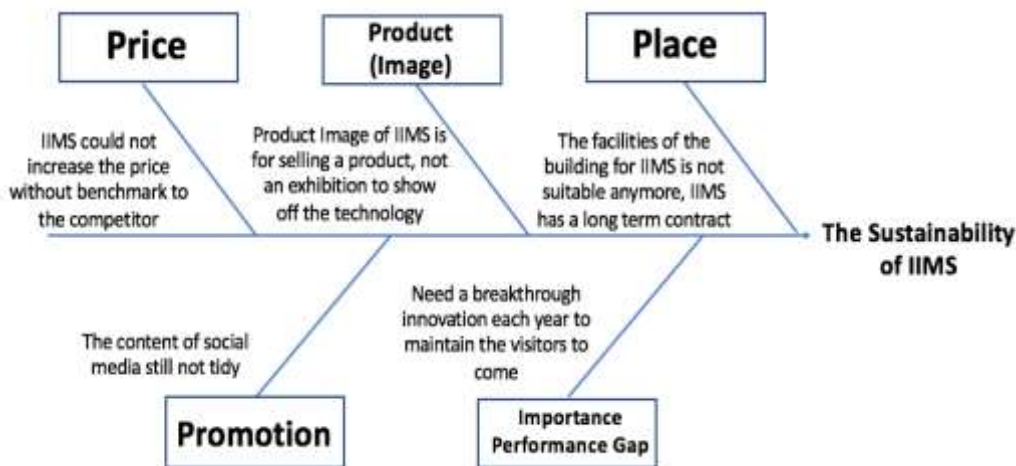


Figure 4: Fish Bone of Root Problem IIMS

Based on the analysis from fish bone, it could be concluded that actually PT Dyandra Promosindo as an automotive exhibition, that usually known as a place to show off the latest technology from each brand, now has shifting to be a place for selling a car, including to have an entertainment. This is the brand image of IIMS in tenants perspective. This could be negative or even positive. Negative because in the future, tenants do not want to rent a wide space for the exhibition. The positive thing is, it would attract more visitors who wants to buy a car.

In addition, IIMS's competitor, has more authority to get the tenants (brand of car) to join their exhibition as an obligatory. Not like IIMS is just a complement for them to sell the products. In increasing the price of product IIMS should compared to direct competitor, where the price could not be higher compare to the competitor. This to make IIMS more competitive rather than its competitor.

In other hand, PT Dyandra Promosindo to reach its vision, must increase number of visitors, this would lead to the total revenue of PT Dyandra Promosindo. As the time goes by, in this era of technology, a lot of breakthrough innovation should be implement by IIMS, if not, visitors do not want come the routine event like IIMS. To create a new innovation, need a good team player, that's why the human resources of company should be high quality with a high loyalty. To maintain the loyalty of employee, company should give a comfort place for them, for instance the salary, insurance, the training, and the opportunity to have a good career in the future. Many of Dyandra's people, moved to the competitor's company, this would become a boomerang for Dyandra in the future. Keeping the employee as a good team become one of recommendation that Dyandra could do. Moreover, an innovation based on the survey of any customers, should be done to meet the customer's expectation. In other hand, to reach Dyandra's vision, to become the leading EO in Indonesia, Dyandra should do survey and benchmark to be a better EO company. Dyandra as a part of Kompas Gramedia Group should maximize the advantage as much as it could.

The selection of place is already proper, but the facility of the building is not suitable. This could be communicate by Dyandra to the management building to renovate the building, so the exhibitors will feel more comfort, and feel more suitable to pay more. The facilities include the circulation when loading the products, Dyandra should ensure that the management building provide a standardize circulation for the exhibitors.

Another root problem that PT Dyandra Promosindo now facing is about increasing of price for tenants, as stated above that there is a law of demand, where as the price increase, the quantity of product would decrease. This would affect the total revenue of company. Dyandra should make a proper strategy, based on the survey and fact to get the right strategy. In addition, in increasing the price, Dyandra should do benchmark to its direct competitor, because the brand see IIMS only a place for selling the product, not to show off their latest technology or even launch the product. In tenant's perspective, IIMS is just a compliment for them, not like its direct competitor, which join the exhibition is an obligatory.

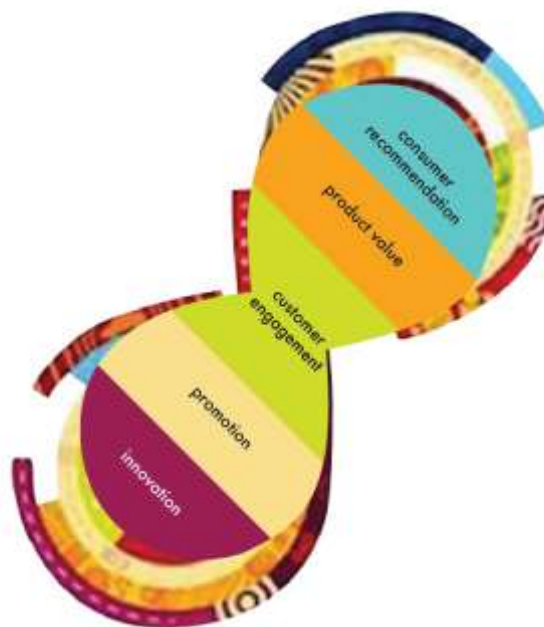


Figure 5: Summary Strategy Framework

The summary from business issue exploration as follows :

- The Dyandra Promosindo a well established EO company in Indonesia that has the biggest revenue from IIMS that did an improvement very well since 2015. Based on PESTLE



Analysis, IIMS could invite the local automotive brand to display their latest technology, because this is in line with government vision, the event would be support by government and become center of attention in society. The increasing number of GDP (5.27% in July 2018) means there would be an increasing of purchasing buyer in automotive industry. Number of social network users also increased means IIMS could maximize in utilizing the social media in promoting the event and do an engagement with customers. In the developing technology era, make the organizer could arrange the latest technology that customers could not get it outside the event, by making virtual reality showrooms, and a different experience such as test drive inside the building, or car show inside the building would become a breakthrough innovation and would attract the visitors. In the next event, in the technology showroom, organizer also could accentuate the issue of environmental friendly, to create an awareness for every attendees that automotive in todays are environmental friendly because has adhere the standardization of Euro 4.0.

- Based on the interviewed of 3 tenants as IIMS's customers, IIMS has 4 competitors that could become the benchmark of IIMS. With the 4<sup>th</sup> position of the largest amount of visitors in 2018, this could be the advantage and also the indicator for IIMS to improve the event to become the largest automotive event in Asia, or even in the world.
- Internal analysis shows that a strategies needed to keep the human resource become loyal to the company. This could be happen if company could make a good corporate culture and has a clear career path, and the incentive for employee also meet with employee expectation. Moreover, give an awareness to each employee that Dyandra is a company that owned by each of employee also, so employee would work as happy as they could. For the place of event, because of PT Dyandra Promosindo has taken contract as long 10 year in JIExpo, the only thing that Dyandra could improve is giving a recommendation to JIExpo to renovate the building and standardize the circulation of loading goods, and also provide a transportation from outside to the gate of the building. It is recommended also to utilize the latest technology to make a different experience for each attendees.
- Based on the IPA framework, IIMS should more concentrate in the promotion availability, means that the discount for the attendees. In this case, the organizer could have a partnership with Bank to give a sponsor to cut the price of the product automotive with the terms and conditions that apply. For instance, the promotion only available for the holders of credit card Platinum, and everyday limited only for 50 attendees to get a big deal discount. In addition, the majority of visitors were from young generation between 15 to 40, usually would like to have a new experience such as traveling. For several brand that does not agree with the discount, could be have this kind of promotion. For instance, a visitor who has spend minimum spending of requirement, for example Rp1 billions, get a free voucher of stay 1 night in hotel or have a free flight tickets to go to somewhere, or even to have a free package of holiday with family. This kind of promotion should be partner up with any other tourism business.
- An adequate parking area for visitors also should be well maintained, where the park area should be orderly and not far from the entrance gate. Another thing, organizer could provide a connecting transportation from the parking area to the main entrance, so attendees no need to walk far.
- Based on the data from survey and also interviewed, IIMS could maintain its social media by rearrange the content, also make a strong engagement with customers from the social media and through directly on the spot, by having a games, a contest, or a live feedback.
- Dyandra Promosindo could start to collect the data of consumer behavior for IIMS visitors, so the deal that offered could be right on target. The collection data could be get while the attendees are using the apps, website, or even the wi-fi. From the data, could be analyzed what kind improvement that Dyandra could be done.

- For setting the price, Dyandra should do a benchmark to the other competitors, and if Dyandra would like to become a price maker, make something different and increase the number of visitors in the next event, so price would not be a problem for exhibitors. However, in increasing price, Dyandra should consider about the law of demand, so Dyandra should know how much is the best price for consumers. To make customer more satisfied, Dyandra could offer to design the booth of exhibitors that would attract the visitors
- From the interviewed, it is recommended for Dyandra to make another innovation without eliminate its true identity, which is an automotive exhibition. Creating a car show and test drive inside the building, could become a good idea for Dyandra. In addition, a talk show by inviting communities and a well-known speakers, to educate people who come there. Not stop until learning something new, Dyandra could make a contest as a place to aspire to the creative ideas of visitors. After that, Dyandra could give an entertainment such as concert that has a message for every attendees.
- It is recommend for Dyandra to make a technology showroom, the mix up all brand automotive that could be seen through virtual reality.
- Second largest respondents of survey was students, which are the future buyer of automotive brand, by giving a sight that coming to IIMS is the best decision, it would make number of visitors would increase year by year. Make an awareness to every people that IIMS is not a place for buying a car, but to get know the latest information about automotive and its promotion for the whole year.



Table 6: Aspects Conclusion

Focus	Conclusion
<b>Consumer Recommendation</b>	Provide an adequate parking area
	Give a big deal for visitors (Discount) by partner up with Bank to give a cash back for visitors
<b>Product Value</b>	Maintain its social media by rearrange the content
	Offer more value for visitors such as an education and a meaningful entertainment (there should be a message from every concert)
<b>Customer Engagement</b>	Carry on the environmental friendly issue by having all automotive brand standardize by 4.0
	Help exhibitors to design an attractive booth
<b>Promotion</b>	Make a contest through apps or social media, and provide a live feedback
	Create a sharing community (i.e. talk show) that conduct annually by partner up with the automotive communities
<b>Innovation</b>	Minimize the cost expense by utilize the social media on promoting event
	Make a customer engagement and create a brand awareness through social media as a place for promote the event as a whole
<b>Innovation</b>	Make a technology show room (Virtual Reality) and 3D maps of hall exhibition
	Create a car show inside the building
<b>Innovation</b>	Provide a test drive inside the building
	Collect data of visitors to be analyzed and meet customer's expectation by knowing the customer behavior

## 5. Conclusion

This research has answered all the research questions as written in the first chapter. Chapter 2 has answered the question about the attributes that make visitors satisfied are promotion availability, adequate parking area, humble and helpful officer, strategic location, vary of tenants, different attraction, complete facilities, quality of product, sign direction is well understand, and knowledge insight.

The marketing mix components that IIMS could improve to make tenants of IIMS satisfied has answered in chapter 2 and 3. The components are product (The product image of IIMS), Place (renovation of the building), Price (the increasing price should be done a benchmark and survey to the exhibitors), Promotion (Get an engagement promotion to customer through social media).

The attributes that make Dyandra more competitive has answered in chapter 2 and 4, which are Place, Product (image), Price, Promotion, and Importance Performance Analysis Gap (from root cause analysis).

The activities or programs that recommended by the author to achieve the increasing number of visitors each year has been written in the implementation plan. The finding is to create a sustainable growth in Event Organizer industry, should contain more innovation to keep the visitors coming.

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