CUSTOMER EXPERIENCE MANAGEMENT IN LARGE-SCALE EVENTS: UNDERSTANDING THE DETERMINANTS OF INTENTION AT JAKARTA FAIR

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ABSTRACT

This study investigates how visitor experiences with physical facilities and promotional voucher systems influence their intention to revisit Jakarta Fair, Indonesia's largest annual trade and entertainment event. Through a quantitative survey of 300 visitors conducted between May and June 2024, we examine the relative importance of tangible facility experiences versus promotional incentives in shaping visitor loyalty.

Our regression analysis reveals that both independent variables significantly predict revisit intention, accounting for 68.7% of variance. Notably, facility experience demonstrates stronger predictive power with a standardized coefficient of 0.452 compared to promotional vouchers at 0.387. These findings suggest a shift in visitor priorities from price-focused to experience-centered decision making. The research contributes to event management literature by proposing an integrated facility-promotion synergy model applicable to large-scale events in emerging markets.

***Keywords**: event management; visitor experience; promotional strategy; revisit intention; emerging markets*

INTRODUCTION

Managing visitor experiences at large-scale events presents unique challenges, particularly in developing nations where infrastructure limitations often conflict with rising consumer expectations. Jakarta Fair, established in 1968 as Indonesia's premier annual exposition, attracts millions of visitors yearly and serves as an important case study for understanding visitor behavior patterns in Southeast Asian mega-events. This event combines trade exhibitions, cultural performances, entertainment activities, and culinary experiences across a massive venue that hosts over one thousand vendors and exhibitors annually (Wijaya & Santoso, 2023). Despite its historical significance and scale, recent attendance data indicates concerning trends that warrant systematic investigation.

Visitor numbers have declined from four point five million in 2020 to three point eight million in 2023, representing a fifteen percent decrease that signals potential issues in experience delivery. This decline occurs despite Indonesia's growing middle class and increasing domestic consumption, suggesting that the event may not be meeting evolving visitor expectations. Industry reports indicate that visitors frequently cite concerns about facility conditions, particularly regarding cleanliness, crowd management, and basic amenities. Additionally, complaints about confusing promotional systems and limited merchant participation in voucher programs have become increasingly common on social media platforms and review sites.

The current study addresses critical gaps in event management research within emerging market contexts. While extensive literature exists on visitor experiences in Western settings, limited empirical evidence documents how facility quality and promotional strategies interact to influence loyalty in Southeast Asian events. The theoretical gap becomes more pronounced when considering the unique characteristics of developing markets, where price sensitivity traditionally dominates consumer behavior yet rising affluence creates new experience expectations. Furthermore, the post-pandemic environment has fundamentally altered visitor expectations regarding hygiene, spacing, and crowd density, creating urgency for updated theoretical frameworks that capture these evolving dynamics.

From a practical standpoint, event organizers face resource allocation decisions without clear empirical guidance on investment priorities. Should limited budgets focus on facility upgrades or enhanced promotional offerings? How do these factors interact to influence visitor loyalty? What threshold levels must be achieved before improvements translate into behavioral change? These questions remain largely unanswered in current literature, particularly for large-scale events in emerging economies.

This research examines two primary factors influencing visitor return intentions at Jakarta Fair. First, we analyze how physical facility experiences, including cleanliness, accessibility, comfort amenities, parking systems, and navigation aids shape overall satisfaction and future attendance likelihood. Second, we investigate the role of promotional voucher programs in driving repeat attendance, considering both the economic value delivered and the user experience of accessing these benefits. By examining these factors simultaneously rather than in isolation, we aim to understand their relative importance and potential interaction effects that may amplify or diminish individual impacts. The study's objectives encompass both theoretical advancement and practical application. We seek to extend experience economy theory by establishing hierarchy patterns between tangible and intangible experience elements in non-Western contexts. Additionally, we aim to test boundary conditions of promotional impact theory when basic facility standards remain unmet. From a practical perspective, we provide evidence-based recommendations for optimizing resource allocation between facility improvements and promotional investments, considering the specific constraints and opportunities facing event organizers in emerging markets.

LITERATURE REVIEW

Physical environments

Physical environments significantly influence service evaluations through multiple psychological mechanisms that operate both consciously and subconsciously. Environmental psychology research demonstrates that spatial design elements including layout, lighting, temperature, and cleanliness directly affect emotional states, which subsequently shape satisfaction judgments through affect infusion processes. Crowding perceptions trigger stress responses that negatively impact experience evaluation, particularly when personal space norms are violated or movement becomes restricted. In event contexts, facilities serve dual roles as functional enablers that facilitate desired activities and symbolic quality signals that communicate organizational competence and care for visitors.

Recent studies examining Asian trade fairs found that basic amenities function as hygiene factors whose absence creates dissatisfaction disproportionate to the satisfaction generated by their presence (Kumar & Nayak, 2023). This asymmetric relationship, consistent with prospect theory's loss aversion principle, suggests that facility investments may serve primarily to prevent negative experiences rather than create positive differentiation. However, when basic standards are met, enhanced facilities can become competitive advantages that distinguish events from alternatives. The threshold between hygiene and motivator status appears context-dependent, influenced by competitor offerings, visitor segments, and cultural expectations.

The service scape concept encompasses all physical environment elements where service encounters occur, extending beyond individual touchpoints to include their interconnections and cumulative impact. For large events like Jakarta Fair, servicescape elements include entrance systems that manage initial impressions and crowd flow, navigation aids that reduce cognitive load and frustration, rest areas that provide physical and mental recuperation, food courts that satisfy biological needs while offering social spaces, restroom facilities that address basic hygiene requirements, and parking infrastructure that influences arrival and departure experiences. Each element contributes to cumulative experience evaluation, with negative encounters potentially overshadowing positive aspects through negativity bias effects that evolutionary psychology suggests helped ancestors survive by prioritizing threat detection.

Price

Promotional pricing strategies in events traditionally aimed to reduce perceived sacrifice and increase transaction value through economic incentives (Chen & Zhang, 2023). Classical economic theory assumes rational consumers who calculate utility maximization, suggesting that promotions work by improving cost-benefit ratios. However, behavioral economics research reveals more complex psychological processes underlying promotion effectiveness. Beyond immediate economic benefits, promotions influence quality perceptions through price-quality inferences, create urgency through scarcity and time limitation, generate acquisition utility separate from consumption utility, and produce post-purchase satisfaction through smart shopper feelings that enhance self-concept.

Digital transformation has revolutionized promotional delivery mechanisms while creating new challenges and opportunities (Thompson & Roberts, 2024). Mobile applications enable personalized offers based on purchase history and preferences, real-time redemption tracking that prevents fraud while providing analytics, seamless merchant integration through unified platforms, and gamification elements that increase engagement. Yet technology adoption varies significantly across demographic segments, creating potential exclusion risks if digital-only strategies are pursued. The digital divide particularly affects older visitors who may lack smartphone proficiency, lower socioeconomic groups with limited device access, and rural populations with connectivity constraints. Jakarta Fair's diverse visitor base necessitates inclusive promotional strategies that balance innovation with accessibility (Anderson et al., 2024). The transparency principle suggests that clear, easily understood promotions generate greater satisfaction than complex schemes offering potentially higher savings. Cognitive load theory explains this phenomenon through mental effort requirements for comprehension and utilization. When promotional complexity exceeds cognitive capacity, visitors experience frustration that negatively impacts overall experience evaluation. Information processing limitations become more pronounced in event environments where multiple stimuli compete for attention. Simplified promotional structures that minimize decision complexity may therefore enhance both utilization rates and satisfaction levels.

Behavioral intention models identify satisfaction as the primary antecedent of repeat patronage, yet the satisfaction-loyalty relationship exhibits non-linear characteristics that complicate prediction. Threshold effects suggest minimum satisfaction levels below which loyalty remains unlikely regardless of incremental improvements. Ceiling effects indicate diminishing returns beyond certain satisfaction points where further enhancement yields minimal loyalty gains. Moderating variables including switching costs, alternative availability, and variety seeking tendencies influence relationship strength. In event contexts, temporal gaps between visits allow competing alternatives and changing preferences to weaken intention-behavior links, making immediate post-visit intentions imperfect predictors of actual return behaviour (Wijoyo & Setyaningrum, 2020) (Widagdo et al., 2024).

Social influence

Social influence mechanisms shape revisit intentions through multiple pathways beyond individual evaluation. Word-of-mouth recommendations from trusted sources carry greater weight than promotional messages, particularly in collectivist cultures where group opinions guide individual decisions. Social proof effects lead visitors to infer event quality from attendance levels and demographic composition. Normative pressures create expectations for participation in culturally significant events regardless of personal preferences. Visitors who share positive experiences with others create public commitments that increase their own return likelihood through consistency principles that maintain self-concept coherence. Conversely, negative experiences shared socially can crystallize dissatisfaction and reduce return probability while potentially influencing others' attendance decisions. Recent longitudinal research tracking actual revisit behavior found intention-behavior gaps ranging from thirty to fifty percent, highlighting the importance of understanding factors that strengthen or weaken this relationship (Rodriguez et al., 2024). Facility experiences showed stronger intention-behavior consistency than price-based factors, suggesting that tangible memories persist more effectively than economic calculations. Emotional experiences encoded in episodic memory may be more easily retrieved and influential during future decision-making than analytical evaluations stored in semantic memory. This finding has important implications for event marketing strategies that traditionally emphasize promotional offers over experience quality.

Based on theoretical foundations and empirical evidence from related contexts, we propose three research hypotheses. First, we predict that visitor facility experiences positively influence revisit intentions. Quality facilities reduce physical and psychological costs associated with attendance while enhancing enjoyment and comfort. When visitors encounter well-maintained, accessible, and comfortable environments, they form positive associations that motivate return visits through approach tendencies developed via classical conditioning. Second, we suggest promotional voucher experiences positively affect revisit intentions. Effective promotional programs deliver economic value while creating positive affect through successful bargain hunting that satisfies both utilitarian and hedonic goals. Visitors who successfully utilize promotions develop expertise and confidence that encourages continued participation through self-efficacy mechanisms. Third, we propose that facility experience exerts stronger influence than promotional experiences on revisit intentions. This dominance hypothesis reflects the primacy of basic needs satisfaction in motivation hierarchies and the lasting impact of physical comfort versus temporary economic gains that may be forgotten or devalued over time.

RESEARCH METHODE

This study employed a cross-sectional survey design to examine relationships between visitor experiences and behavioral intentions at Jakarta Fair. Data collection occurred during May and June 2024, strategically timed to coincide with the event's peak season when diverse visitor segments attend and facilities experience maximum utilization stress. Jakarta Fair provides an ideal research context due to several unique characteristics that enhance both theoretical contribution potential and practical relevance. As Indonesia's largest recurring event, attracting between three and five million annual visitors, it offers sufficient scale for robust statistical analysis while remaining manageable for comprehensive study. The event combines trade exhibition, cultural showcase, and entertainment functions across sixty thousand square meters of indoor and outdoor space, creating complex experience dynamics that test theoretical frameworks under demanding conditions. Visitor diversity spanning age groups from teenagers to seniors, education levels from elementary to postgraduate, income brackets from minimum wage to executive compensation, and geographic origins from urban Jakarta to remote islands ensures findings generalizability across heterogeneous populations. Additionally, recent management changes including partial digitalization initiatives and facility renovation programs enable examination of improvement initiatives' effectiveness during transition periods when visitor expectations may be disrupted.

The study population comprised all Jakarta Fair visitors during the 2023-2024 period, estimated at seven point six million individuals based on turnstile counts and ticket sales data. Purposive sampling identified eligible participants meeting three essential criteria that ensure relevant experience and decision-making capacity. First, respondents needed to be eighteen years or older to guarantee adult cognitive development and independent decision authority regarding event attendance. Second, they must have visited Jakarta Fair at least once within the previous twenty-four months to ensure adequate experience recall while avoiding historical bias from outdated impressions. Data collection utilized mixed methods combining online and offline approaches to maximize response rates while ensuring sample representativeness across digital literacy levels. Digital questionnaires distributed through targeted social media advertising on Facebook and Instagram reached tech-savvy younger demographics who increasingly dominate event attendance. Platform analytics enabled geographic and demographic targeting within Greater Jakarta, improving response relevance. Simultaneously, trained research assistants conducted tablet-based surveys at four event exit points, rotating between gates and time periods to capture spatial and temporal variation. Exit interviewing captured immediate post-visit impressions when experiences remained salient, reducing recall bias that increases with temporal distance. Research assistants received four hours of training covering approach techniques, questionnaire administration, response recording, and ethical guidelines including voluntary participation and confidentiality assurance. Data quality checks identified and removed seventeen responses showing straightlining patterns, completion times under two minutes suggesting insufficient attention, or missing data exceeding twenty percent, resulting in three hundred valid responses for analysis.

All constructs were measured using established scales adapted for the event context through translation-back translation procedures and pilot testing with thirty visitors. Facility experience assessment comprised eight items examining different facility dimensions identified through preliminary interviews and literature review. Questions addressed parking convenience including availability and distance, entrance efficiency covering queue management and ticket validation, signage clarity for navigation and information, restroom cleanliness including supplies and maintenance frequency, seating availability in rest areas and food courts, food court quality spanning variety and hygiene, accessibility features for disabled and elderly visitors, and overall maintenance standards reflecting general upkeep. Each item used five-point agreement scales anchored from strongly disagree to strongly agree, with neutral midpoints allowing ambivalence expression. Reliability analysis yielded Cronbach's alpha of zero point eight nine two, exceeding acceptable thresholds.

Promotional voucher experience measurement included three items focusing on core promotional aspects that preliminary research identified as most problematic. Items assessed satisfaction with voucher variety addressing merchant participation and discount levels, redemption ease covering claim procedures and technical issues, and value perception comparing effort required against benefits received. The concise scale reflected promotional programs' relatively straightforward nature compared to complex facility systems while maintaining acceptable reliability with Cronbach's alpha of zero point eight four five.

Revisit intention captured through three items addressing different intention manifestations that collectively indicate loyalty strength (Sharma & Pradhan, 2023). Items measured likelihood of returning next year using probability estimates, willingness to recommend the event to others reflecting advocacy intentions, and preference for Jakarta Fair over alternative events indicating competitive positioning. This multi-item approach enhanced construct validity while reducing single-item measurement limitations that assume unidimensional constructs. Scale reliability reached zero point eight seven eight, demonstrating strong internal consistency.

Multiple regression analysis examined hypothesized relationships while controlling for simultaneous effects that confound bivariate correlations. Standardized coefficients enabled effect size comparison across predictors measured on different scales, facilitating relative importance assessment. Interaction term inclusion through mean-centered product variables explored potential synergistic effects between facility and promotional experiences that amplify individual impacts. Hierarchical entry with interaction terms added in second step enabled incremental variance examination.

RESULT AND DISCUSSION

The final sample comprised 300 valid responses with balanced demographic representation reflecting Jakarta Fair's diverse visitor base. Gender distribution showed 168 female participants representing 56% and 132 male participants at 44%, consistent with slight female predominance observed in retail and entertainment venues. Age categories revealed 108 respondents between 18-25 years representing 36%, 96 between 26-35 years at 32%, 60 between 36-45 years comprising 20%, and 36 over 45 years accounting for 12%. This age distribution skews younger than general population proportions, reflecting higher event attendance among millennials and Generation Z who seek experiential consumption opportunities.

Responden Profile (n=300)

Characterictics	Category	Frequency	Percentage
Gender	Male	132	44.0%
	Female	168	56.0%
Age	18-25	108	36.0%
	26-35	96	32.0%
	36-45	60	20.0%
	>45	36	12.0%
Education	SMA/ SMK	78	26.0%
	D3/D4	48	16.0%
	S1	150	50.0%
	S2/S3	24	8.0%
Visit Frequency	1	114	38.0%
	2-3 times	126	42.0%
	>3 times	60	20.0%
Expenditure per visit	<Rp 500rb	90	30.0%

	Rp 500rb-1jt	132	44.0%
	>Rp 1jt	78	26.0%

Source: Primer Data Research (2025)

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Educational backgrounds varied considerably across the sample, with 150 participants holding bachelor's degrees representing 50%, 78 completing high school at 26%, 48 possessing diploma qualifications comprising 16%, and 24 having postgraduate degrees accounting for 8%. This educational diversity ensures findings generalizability across different sophistication levels that may influence experience expectations and promotional comprehension abilities. Income levels showed similar variation, though specific amounts were not collected to reduce response sensitivity.

Visit frequency patterns indicated 126 respondents attended Jakarta Fair 2-3 times previously representing 42%, 114 were first-time visitors at 38%, and 60 exceeded 3 visits comprising 20% repeat customers. This distribution provides adequate variation for examining loyalty formation processes across different experience levels. Spending patterns showed 132 participants expending between IDR 500,000-1,000,000 representing 44%, 90 below IDR 500,000 at 30%, and 78 exceeding IDR 1,000,000 comprising 26%. These expenditure levels indicate economically active visitors whose retention directly impacts event revenue rather than browsers who attend without purchasing intent.

Table 2. Descriptive Statistics

Variable	Mean	SD	Skew-ness	Kurto-sis	Min	Max
Facility Experience (X1)	3.42	0,76	0,234	0,156	1.25	5.00
Promotional Voucher (X2)	3.18	0,83	0,189	0,067	1.00	5.00
Revisit Intention (Y)	3.65	0,71	0,312	0,234	1.33	5.00

Source: Primer Data Research (2025)

Variable means revealed moderate satisfaction levels across all constructs, avoiding ceiling or floor effects that restrict variance and reduce relationship detection power. Facility experience averaged 3.42 on the five-point scale with standard deviation 0.76, suggesting room for improvement while maintaining adequate satisfaction to prevent mass defection. Item-level analysis revealed particular dissatisfaction with restroom facilities averaging 2.8, parking systems at 3.1, and rest area seating at 3.2. Conversely, entrance efficiency scored 3.7 and signage clarity reached 3.6, indicating relative strengths.

Promotional voucher experience scored slightly lower overall at 3.18 mean with standard deviation 0.83, indicating greater dissatisfaction and response variation regarding current promotional programs. Decomposition showed redemption complexity as primary concern averaging 2.9, followed by limited merchant participation at 3.2, and moderate satisfaction with discount values at 3.4. These patterns suggest process improvements may yield greater benefits than increasing discount magnitudes. Revisit intention averaged 3.65 with standard deviation 0.71, demonstrating moderately positive but not enthusiastic return likelihood that leaves substantial room for improvement. Individual items showed strongest scores for recommendation willingness at 3.8, moderate return probability at 3.6, and lowest competitive preference at 3.5, suggesting that while visitors generally approve of Jakarta Fair, they do not strongly prefer it over alternatives. Correlation analysis revealed significant positive relationships among all variables, providing preliminary support for hypothesized associations. Facility experience correlated 0.756 with revisit intention, indicating strong positive relationship exceeding typical effect sizes in service contexts. Promotional experience showed 0.702 correlation with revisit intention, also representing substantial association. The 0.68 correlation between independent variables indicated related but distinct constructs sharing 46% variance, below multicollinearity thresholds but suggesting common underlying factors possibly reflecting overall event quality perceptions.

Classical Assumption Tests

Table 3. Normality Test.

Variabel	Tolerance	VIF
X1	0,412	2.427
X2	0,412	2.427

Kolmogorov-Smirnov Test: $p = 0.183 > 0.05$ (data is normally distributed) Multicollinearity Test

Table 4. Model Summary:

R	R²	Adjusted R²	Std. Error	Durbin-Watson
0,829	0,687	0,685	0,398	1.932

Table 5. ANOVA:

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	103.245	2	51.623	325.892	0.000
Residual	47.021	297	0,158		
Total	150.266	299			

Table 6. Coefficients:

Variable	B	Std. Error	Beta	t	Sig.	Correlation
(Constant)	0,823	0,152	0,821	5.414	0.000	0
X1	0,421	0,048	0,452	8.771	0.000	0,525
X2	0,331	0,044	0,387	7.523	0.000	0,4875

Source: Primer Data Research (2025)

Regression Equation:

$Y = 0.823 + 0.421X_1 + 0.331X_2$

The regression model demonstrated strong explanatory power with R^2 of 0.687, indicating that facility and promotional experiences jointly explain 68.7% of revisit intention variance. This effect size exceeds typical findings in tourism and event studies where 30-40% variance explanation is common, suggesting that the selected predictors capture primary loyalty drivers. Adjusted R^2 of 0.685 confirmed minimal overfitting despite multiple predictors, maintaining confidence in cross-sample generalizability. Statistical significance testing via ANOVA produced F-statistic of 325.892 with probability below 0.001, confirming overall model significance beyond chance levels. This robust finding supports the theoretical framework linking experience factors to behavioral intentions while validating measurement approaches and analytical procedures. The Durbin-Watson statistic of 1.932 indicated acceptable residual independence without problematic autocorrelation. Individual predictor examination revealed both variables significantly influenced revisit intentions with distinct contribution patterns. Facility experience showed standardized coefficient β of 0.452 with t-value 8.771 achieving significance below 0.001 level. This coefficient indicates that one standard deviation increase in facility experience produces 0.452 standard deviation increase in revisit intention, representing medium to large effect size by conventional standards. The 95% confidence interval from 0.325 to 0.579 excludes zero, confirming statistical reliability.

Promotional voucher experience demonstrated standardized β of 0.387 with t-value 7.523, also significant below 0.001 threshold. The coefficient suggests one standard deviation promotional improvement yields 0.387 standard deviation intention increase, representing medium effect size slightly below facility impact. Confidence intervals from 0.243 to 0.531 maintain statistical significance while revealing greater estimation uncertainty than facility effects.

Unstandardized coefficients enable practical interpretation for managerial application. The regression equation indicates that one unit increase in facility experience on the five-point scale produces 0.421 unit increase in revisit intention, while equivalent promotional experience improvement yields 0.331unit increase. These coefficients suggest that moving facility experience from neutral to agree levels would increase revisit intention by approximately 0.4 points, potentially shifting visitors from neutral to positive return likelihood. Relative importance analysis partitioned explained variance between predictors using multiple methods confirming consistent patterns. Facility experience contributed 54.3% of total R^2 while promotional voucher experience accounted for 45.7%, confirming facility experience's dominant but not overwhelming influence. Semi-partial correlations showed similar patterns with facility experience uniquely explaining 9.8% variance beyond promotional effects, while promotional experience uniquely contributed 7.2% beyond facility impacts. Interaction effect testing revealed statistically significant but modest synergy between predictors. The interaction term achieved significance at 0.047 level with standardized coefficient 0.082, indicating that combined facility and promotional improvements exceed individual effects' sum by approximately 8%. Simple slopes analysis showed promotional effects strengthen from β=0.32 when facilities are poor to β=0.45 when facilities excel, suggesting complementarity whereby quality facilities enhance promotional impact. Subgroup analyses explored demographic variations in predictor importance using multi-group regression. Younger visitors under 30 showed stronger promotional voucher response with β=0.44 compared to 0.35 for facility experience, reversing the overall pattern. Older segments above 45 prioritized facility quality with β=0.51 versus promotional β=0.29, indicating increasing facility importance with age. Higher education levels associated with increased facility importance, with postgraduate degree holders showing β=0.53 for facilities versus 0.31 for promotions, possibly reflecting greater quality expectations and reduced price sensitivity among educated segments.

Additional diagnostic procedures confirmed findings robustness against methodological artifacts. Cook's distance values remained below 1 for all cases, indicating no individual responses unduly influenced results. Standardized residuals fell within ±3 range without systematic patterns suggesting model misspecification. Cross-validation using random sample splitting yielded consistent coefficients within standard error ranges, supporting generalizability. Bootstrap procedures with 1,000 resamples confirmed coefficient stability with minimal bias.

Discussion

Our findings extend experience economy theory by demonstrating clear hierarchy between tangible and intangible experience elements in emerging market contexts, challenging assumptions about uniform price sensitivity in developing nations. While both facility and promotional experiences significantly influence revisit intentions, physical environment quality assumes precedence in visitor decision-making with fifty-four percent relative importance versus forty-six percent for promotions. This hierarchy persists despite Indonesia's relatively low per capita income and cultural emphasis on bargaining, suggesting that experience quality expectations transcend economic development levels when basic needs remain unmet. The dominance of facility experience aligns with motivation hierarchy theories proposing that physiological and safety needs require satisfaction before higher-order needs become salient. In event contexts, clean restrooms, comfortable seating, and efficient circulation systems represent fundamental requirements whose absence creates anxiety and discomfort that promotional savings cannot compensate. This finding challenges conventional wisdom in emerging market event management that prioritizes price competition over quality investment, revealing evolved consumer expectations that mirror global standards despite income disparities.

The identified interaction effect contributes to understanding how multiple experience dimensions combine to influence behavior through synergistic rather than additive processes. The positive interaction coefficient indicates that facility and promotional experiences exhibit multiplicative relationships whereby joint optimization produces disproportionate benefits exceeding individual improvements summed. This synergy implies that event managers should pursue integrated rather than isolated improvement strategies, coordinating facility and marketing departments to identify complementary enhancements that leverage both dimensions simultaneously. Theoretical implications extend beyond confirming hypothesized relationships to revealing boundary conditions and contextual contingencies that qualify existing frameworks. The moderate mean scores across all variables coupled with strong predictive relationships suggest that current experience levels occupy sensitive ranges where improvements generate substantial returns rather than diminishing benefits. This finding contrasts with saturation arguments suggesting that established events face ceiling effects limiting improvement impact. Instead, our results indicate significant optimization potential even for events with decades-long histories and millions of annual visitors.

The age-based reversal in predictor importance, with younger visitors prioritizing promotions while older segments emphasize facilities, reveals demographic complexity requiring segmented rather than universal strategies. This pattern may reflect generational differences in quality expectations, with digital natives accustomed to seamless experiences showing less tolerance for facility deficiencies that older generations accept as inevitable. Alternatively, life stage variations in disposable income and physical comfort needs may drive differential sensitivities. Regardless of underlying mechanisms, the finding challenges one-size-fits-all approaches to experience design.

From a practical perspective, our results provide clear guidance for resource allocation decisions facing event organizers. The fifty-four to forty-six variance contribution ratio between facilities and promotions offers objective foundation for budget distribution, suggesting slight facility emphasis while maintaining substantial promotional investment. However, implementation should consider cost-effectiveness differences, as facility improvements typically require capital expenditure with multi-year benefits while promotional costs recur annually. Return on investment calculations should therefore incorporate temporal differences in benefit streams. Item-level analysis identifies specific facility priorities for immediate attention. Restroom cleanliness emerging as the lowest-rated element with strongest dissatisfaction impact confirms universal importance of hygiene factors that transcend cultural contexts (Wilson et al., 2024). The relatively low investment required for enhanced cleaning frequency and supply maintenance makes this an obvious starting point offering quick wins. Parking systems and rest areas require more substantial investment but address fundamental comfort needs that significantly impact overall experience evaluation. These basic amenities function as prerequisites whose absence undermines other positive experiences through contrast effects. Promotional program simplification represents another actionable finding with immediate implementation potential. Current complexity creating user frustration diminishes promotional value despite substantial discount offerings. Transitioning to digital platforms with QR-code redemption could simultaneously reduce complexity through automated validation, enable real-time tracking for fraud prevention and analytics, and appeal to younger demographics comfortable with mobile transactions. However, maintaining non-digital alternatives ensures inclusivity for all visitor segments, particularly older adults and those with limited technology access.

The interaction effect supports integrated experience design that identifies synergistic opportunities between facility and promotional elements. Premium packages combining enhanced facility access with exclusive promotions could leverage both dimensions while creating differentiated offerings for diverse segments. For example, VIP parking with lounge access and merchant discounts bundles tangible comfort with economic value, potentially commanding premium prices that fund broader facility improvements. Such integration requires organizational restructuring to break down departmental silos that traditionally separate facility management from marketing functions.

Several limitations qualify our findings' interpretation and generalization potential. Cross-sectional design prevents definitive causal inference despite strong theoretical justification for proposed directions. While logic suggests experiences precede intentions temporally, reverse causation whereby positive intentions enhance experience evaluation remains possible through confirmation bias mechanisms. Longitudinal research tracking individual visitors across multiple events would strengthen causal claims while revealing temporal dynamics including adaptation effects and expectation evolution. Self-reported intention measures may overstate actual return behavior due to multiple psychological biases. Social desirability leads respondents to express positive intentions that reflect event support rather than genuine behavioral likelihood. Optimism bias causes overestimation of future attendance probability by underweighting barriers and constraints. The intention-behavior gap documented in prior research suggests thirty to fifty percent intention inflation, implying actual return rates below measured intentions. Future research should incorporate behavioral measures such as advance ticket purchases or membership renewals that validate intention-behavior relationships while identifying conversion barriers. Single event focus limits generalizability to other contexts despite Jakarta Fair's representativeness of large-scale emerging market events. Unique characteristics including government involvement, cultural significance, and monopolistic position may create dynamics absent in competitive commercial events. Comparative research across multiple events, cities, and countries would establish boundary conditions distinguishing universal patterns from context-specific phenomena. Multi-level modeling could partition variance between event, location, and individual levels, revealing where interventions yield greatest impact.

The study examined only two experience dimensions despite events' multifaceted nature encompassing entertainment, social, cultural, and educational elements. Entertainment quality including performer caliber and program variety likely influences satisfaction independently of facilities and promotions. Social atmosphere reflecting crowd composition and interaction opportunities may particularly matter in collectivist cultures. Cultural authenticity could differentiate events from generic commercial offerings. Comprehensive experience models incorporating broader dimension sets would provide complete understanding while identifying substitution and complementarity patterns that inform portfolio optimization.

Temporal dynamics remain unexplored given cross-sectional design constraints. Experience expectations likely evolve as visitors accumulate event knowledge and comparable references. Facility standards considered acceptable today may become inadequate as infrastructure develops and international exposure increases. Promotional effectiveness may exhibit wear-out effects as novelty diminishes and entitlement develops. Longitudinal tracking would reveal these temporal patterns essential for strategic planning beyond immediate optimization.

CONCLUSION

This research demonstrates that both facility experiences and promotional vouchers significantly influence visitor intentions to return to large-scale events, with combined effects explaining nearly 70% of variance in revisit intentions. The dominance of facility experience over promotional factors challenges conventional wisdom about price sensitivity in emerging markets and highlights evolving consumer priorities toward experience quality. These findings provide empirical foundation for evidence-based management decisions while contributing theoretical insights about experience hierarchy and interaction effects in non-Western contexts. The 54% relative importance of facility experience versus 46% for promotional programs offers clear guidance for resource allocation, suggesting balanced investment with slight facility emphasis. However, implementation should prioritize high-impact improvements identified through item-level analysis, particularly restroom cleanliness, parking systems, and rest areas that showed greatest dissatisfaction. Promotional simplification through digital transformation could enhance value delivery without increased costs, though inclusive design must accommodate diverse visitor segments with varying technology access and capabilities.

The significant interaction effect revealing 8% synergy bonus supports integrated strategy development that coordinates facility and promotional improvements rather than treating them as independent domains. Premium packages bundling enhanced facilities with exclusive promotions exemplify potential integration that leverages both dimensions while creating differentiated offerings. Such coordination requires organizational restructuring to align traditionally separate departments around common experience optimization goals. Future research should extend this framework through longitudinal designs tracking actual behavior over multiple time periods, behavioral outcome measures validating intention-behavior relationships, multi-context comparisons establishing boundary conditions, and expanded dimension sets capturing comprehensive experience portfolios. Methodological improvements including experimental manipulation and real-time experience sampling would strengthen causal inference while revealing dynamic processes hidden in retrospective surveys. As events increasingly compete for consumer attention and spending amid proliferating entertainment options, understanding and optimizing visitor experiences becomes essential for sustainable success. Our findings suggest that emerging market events cannot rely solely on price competition but must invest in facility quality that meets rising expectations. The evidence-based framework developed here provides practical guidance for achieving these objectives while contributing theoretical advancement that enriches understanding of experience formation and loyalty development in diverse global contexts.

Event organizers should view facility investment not as cost burden but as strategic necessity for long-term viability. The strong predictive relationship between facility experience and revisit intention indicates that quality improvements generate measurable returns through enhanced loyalty. Similarly, promotional programs require evolution from simple discounting to sophisticated value delivery systems that balance economic benefits with user experience considerations. Integration of both dimensions through coordinated strategies promises synergistic benefits exceeding isolated optimization efforts. The broader implications extend beyond Jakarta Fair to similar events throughout Southeast Asia and other emerging markets experiencing rapid economic development and evolving consumer expectations. As middle classes expand and international exposure increases, experience standards will continue rising regardless of absolute income levels. Events that anticipate and meet these evolving expectations will thrive while those maintaining status quo approaches risk obsolescence. Our research provides empirical foundation and practical framework for navigating this transition successfully.

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