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Analysis of IIMS (Indonesia International Motor Show) Brand Identity Communication Management in Increasing Visitor Loyalty

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Abstract

This study aims to analyze communication management in building brand identity to enhance visitor loyalty at the 2026 Indonesia International Motor Show (IIMS). The study adopts a constructivist paradigm, a qualitative approach, and a case study method. Data were collected through interviews, observations, document analysis, and literature reviews, then analyzed using the Miles and Huberman model. Communication management was examined through the functions of planning, organizing, directing, and controlling, while brand identity was analyzed using Jean-Noël Kapferer's Brand Identity Prism. The findings indicate that IIMS builds its brand identity through consistent visual elements, the concept "Your Infinite Automotive Experience," integrated communication, program innovation, and collaboration with various stakeholders. This identity is reflected in six dimensions: physical, personality, culture, relationship, reflection, and self-image. These communication strategies have the potential to strengthen visitor experiences, satisfaction, and emotional connections with the brand. Therefore, communication management serves as a strategic element in establishing a consistent brand identity and supporting visitor loyalty.

Keywords Communication Management; Brand Identity; Visitor Loyalty; IIMS 2026.

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INTRODUCTION

The exhibition and automotive event industry in Indonesia experienced a rapid resurgence after the COVID-19 pandemic, requiring strategic business communication management to attract sustained public engagement. The growing number of exhibitions has triggered intense competition among professional exhibition organizers to capture public attention and purchasing power. Data from the Indonesian Exhibition Companies Association recorded 164 exhibitions held throughout 2022, occupying a total area of 1,067,332 m² across various regions of Indonesia (ASPERAPI, 2023). The performance of PT Dyandra Media International Tbk also surged by 115% through its flagship Indonesia International Motor Show, which successfully combined automotive product exhibitions with educational

entertainment activities, according to field observations. This growth in the industry's scale confirms that exhibition success no longer depends solely on the quantity of automotive products displayed at the venue, but also on the excellence of organizational communication management strategies. Strengthening planned managerial communication is a vital foundation for the sustainability of the national automotive exhibition industry amid an increasingly dynamic and fast-paced business competition environment.

The changing automotive exhibition business landscape following the separation of the main organizers has created a phenomenon in which visitor loyalty fluctuates amid the proliferation of similar events. The separation between GAIKINDO and Dyandra Promosindo in 2015 fragmented the audience base and forced the Indonesia International Motor Show to compete openly to maintain its market share (Shaiful Ashik et al., 2026). On-site statistical records show that although IIMS attendance increased from 468,720 people in 2023 to 580,250 in 2026, these quantitative totals do not guarantee stable affective loyalty without targeted brand communication management. Modern automotive exhibition visitors tend to be rational and selective and apply critical criteria when deciding whether to return. This study centers on the fundamental question of how brand identity communication management can protect an exhibition's market position while retaining and increasing visitor loyalty consistently, systematically, and sustainably.

Previous literature has predominantly treated marketing communication as a tactical, transactional promotional tool, overlooking the managerial function of integrated communication in developing exhibition brand identity. Conventional academic approaches tend to separate public relations activities from holistic brand-building strategies. Various empirical studies have focused only on partial promotional strategies, such as multicultural radio programs (Harahap, 2024) and marketing communication in the culinary and hospitality sectors (Leong & Rorong, 2024). These studies leave a clear research gap regarding the limited academic work that systematically integrates organizational communication management with the development of brand identity for international-scale automotive exhibitions (Hidalgo-Marí et al., 2023). Academic debates in this literature indicate that a comprehensive conceptual framework examining the direct influence of managerial communication on exhibition identity remains lacking. This gap underscores the need for in-depth analysis connecting managerial communication functions with the formation of automotive exhibition identity.

This study offers theoretical and practical novelty by synthesizing Michael Kaye's Matryoshka Doll communication management model and Jean-Noël Kapferer's Brand Identity Prism Theory in the context of an international-scale automotive exhibition. Integrating these two theoretical frameworks enables a comprehensive examination of the transformation of communication from the intrapersonal level to organizational systemic competence in shaping multidimensional brand identity. Combining the four managerial communication functions with Kapferer's six brand identity dimensions systematically explains how the slogan "Your Infinite Automotive Experience" is translated into physical, cultural, personality-based, and relational experiences for exhibition audiences (Acar et al., 2024). This interdisciplinary conceptual approach has not previously been theoretically applied in the context of automotive exhibition studies in Indonesia. This conceptual contribution addresses a gap in the academic literature on the mechanisms through which exhibition brand identity is formed through integrated communication management aimed at creating positive experiences and emotional audience attachment in a comprehensive, structured, contemporary, and sustainable manner.

An in-depth investigation of brand identity communication management is of strategic academic and practical importance for formulating a new paradigm in experience-based automotive exhibition management in Indonesia. A comprehensive understanding of brand identity formation helps professional exhibition organizers transform transactional visitors into loyal audiences with long-term emotional attachment. Failure to manage brand communication risks reducing an exhibition's competitiveness amid the increasingly intense and dynamic MICE industry. This study aims to critically and thoroughly analyze the implementation of IIMS brand identity communication management in increasing visitor loyalty, providing both a fundamental academic reference and practical strategic guidance for practitioners and developers of the national exhibition industry.

METHODS

This study uses a constructivist paradigm, a qualitative approach, and a case study method to analyze communication management in shaping the brand identity of the Indonesia International Motor Show (IIMS) to increase visitor loyalty. The constructivist paradigm views social reality as something shaped through individual interactions, experiences, and interpretations. Different people may understand a phenomenon differently; therefore, social reality cannot be generalized to everyone.

In this study, the constructivist paradigm is used to understand how IIMS communication management shapes brand identity through communication and meaning-making processes. The researcher also conducted direct observations of the research subject, namely the IIMS automotive exhibition.

The approach used is qualitative, aiming to understand the meaning of a social phenomenon through in-depth interpretation. This approach allows the researcher to observe phenomena in their natural setting, collect information directly from the field, and understand the relationships among the researcher, informants, and research object. The research method is a case study, selected to examine IIMS communication management in shaping brand identity in depth and comprehensively. Data were collected through interviews, observations, document analysis, and literature reviews so that the characteristics and communication processes employed by IIMS could be understood in detail.

The research subject is the IIMS automotive exhibition, with informants drawn from the marketing communications team and Automotive Division Manager Adnan Khasogi. The research object focuses on communication management for shaping IIMS brand identity. Data collection involved primary and secondary data. Primary data were obtained through interviews with informants familiar with IIMS communication strategies. Secondary data came from press releases, online media coverage, social media, and the official IIMS website. Data were analyzed using the Miles and Huberman model, which includes data reduction, data display, and conclusion drawing.

To ensure data validity, the study used source triangulation and method triangulation. Source triangulation was conducted by comparing information from the marketing communications team and the project manager, while method triangulation involved checking interview results against literature reviews and published documents. The study was planned to take place from October 2025 to May 2026 at the IIMS office in the Dyandra Promosindo Building, Central Jakarta. The research instrument was an interview guide based on Michael Kaye's communication management theory and Kapferer's brand identity theory, covering six dimensions: physical, relationship, reflection, personality, culture, and self-image. The equipment used included a smartphone, camera, and laptop.

FINDINGS AND DISCUSSION

Implementation of IIMS Communication Management in Forming Brand Identity Based on Kapferer's Prism and Kaye's Model

The planning function in IIMS 2026 communication management focused on formulating a distinctive brand identity through the concept "Your Infinite Automotive Experience," which combines an automotive exhibition with lifestyle entertainment. The findings show that Dyandra Promosindo established the exhibition's strategic positioning from the outset by targeting automotive and motorsport communities while expanding its audience segments into sportainment through golf and padel tournaments and running activities. Informant Adnan Khasogi emphasized: "Our brand identity is Your Infinite Automotive Experience, namely Autotainment, which combines automotive and entertainment... we are the only automotive exhibition in Indonesia that has a car exhibition and entertainment." This planning reflects the organization's intrapersonal awareness (self) in defining the exhibition's physical essence while projecting the visitor image (reflection) as modern, dynamic, and active. This result is consistent with communication management theory (Hidalgo-Marí et al., 2023), which views organizational awareness as the foundation of strategic positioning, and supports Kapferer's Brand Identity Prism (Andrlic et al., 2024), which identifies physical essence and audience reflection as key components shaping brand perception, as also emphasized by Xi et al. (2022).

The organizing function of communication is implemented through a clear division of responsibilities among the Marketing Communication, Public Relations, Operations, and Sales divisions, supported by the development of a Key Visual (KV) and official brand guidelines. The communication team disseminates the visual identity guidelines to sponsors, exhibitors, and media partners before the exhibition to ensure message consistency across all interaction points. An informant explained: "The marcomm team creates the IIMS Key Visual and brand identity design... then the marcomm team delegates and socializes it with the sponsors and operations team." The high rate of repeat exhibitor participation, reaching 89%, demonstrates the effectiveness of this coordination system. Structured organization reflects an integrated communication system (people in system), strengthening the relationship dimension among organizers, business partners, and audiences over time. This finding reinforces Kaye's organizing framework concerning clear internal workflows and supports Kapferer's relationship dimension, which holds that exhibition success requires consistent and trusting relationships, as demonstrated by Leong and Rorong (2024).

The directing/actuating function of IIMS 2026 communication is realized through an integrated communication strategy combining modern digital media

with conventional outdoor channels. The organizers optimize Instagram, Facebook, X, digital applications, and out-of-home (OOH) billboards in strategic areas of Greater Jakarta to expand promotional reach. A management informant explained: "Because this is the digital era, we target a much larger digital segment... besides digital, we also use billboards and OOH across Greater Jakarta so people can see the IIMS brand identity." This varied and dynamic message execution represents IIMS's brand personality as creative, innovative, energetic, and adaptive to technological developments. It supports Kaye's directing function theory on effective multichannel message delivery and demonstrates Kapferer's personality dimension: consistent brand communication shapes an appealing human-like brand character, as concluded by Yanti and Wijaya (2022).

The implementation of exhibition programs integrates automotive community activities such as the Indonesian Motor Association, the Indonesian Classic Car Enthusiasts Association, motorsport competitions, IIMS Sportainment, and IIMS School Edutainment. The organizers offer a variety of entertainment programs, including IIMS Infinite Live concerts held throughout the eleven days to provide visitors with a direct experience. An interview with management confirmed: "To build brand identity, we actually started with automotive communities... then, of course, we also became involved in motorsport, making IIMS a platform for all automotive enthusiasts." This cross-sector program integration transforms a transactional automotive exhibition into an inclusive, educational brand culture rich in social collaboration. The findings support Kaye's view that mature managerial communication can build collective value within a community system (Ningsih et al., 2025), and align with Kapferer's culture dimension, which emphasizes culture as the core of brand identity rooted in an organization's philosophical values (Widyastuti & Herawati, 2025), as also noted by Harahap (2024).

The controlling and evaluation function is carried out by collecting real-time criticism and suggestions through social media direct messages, WhatsApp, information booths, and satisfaction research conducted in collaboration with Multimedia Nusantara University. Audience feedback is discussed through a management evaluation process involving Marketing Communication, the Manager, General Manager, and President Director. The interview statement noted: "The first action is taken by the marcomm and social media teams... the suggestions are then collected and discussed internally with me, the manager, general manager, and president director." Visitor satisfaction exceeding 95% demonstrates the effectiveness of this evaluation system. This systematic control reflects responsive organizational

managerial competence (competence doll), which in turn strengthens visitors' self-image as valued and exclusive members of a community. This result is consistent with Kaye's controlling theory on continuous evaluation toward the highest competence and supports Kapferer's self-image dimension, which states that consumers' positive perceptions of how a brand treats them strengthen their pride in their own identity (Nandy et al., 2024).

The integration of the four communication management functions and six brand identity dimensions is empirically shown to increase visitor loyalty at IIMS 2026. Loyalty indicators include a high number of repeat visits, attendance of 580,250 visitors, transactions worth IDR 9.5 trillion, and the use of VIP Infinite Pass tickets during the eleven-day exhibition. A research informant stated: "We can certainly see loyalty from how many times visitors have attended IIMS... we always refresh things and introduce something new so visitors do not get bored." The synergy between planned communication management and a strong brand identity has created a positive brand experience, transforming passive visitors into loyal audiences with emotional attachment. This synthesis reinforces Kaye's and Kapferer's theoretical frameworks that consistent communication management is a key driver of brand identity formation and long-term customer loyalty, in line with Zogaj et al. (2024).

A comprehensive synthesis of all research findings convincingly demonstrates that the implementation of IIMS 2026 brand identity communication management is a key strategic pillar in building a sustainable, adaptive, and competitive automotive exhibition ecosystem. Alignment among autotainment concept planning, integrated visual organization, multichannel message execution, and visitor-response-based control has tangibly improved the exhibition's reputation and appeal nationally and internationally. Integrated brand communication management functions not merely as a tactical marketing instrument for vehicle sales, but as a mechanism for creating added value and strengthening audiences' affective attachment to the exhibition over time. The success of this integrated communication management model offers valuable practical guidance for professional exhibition developers in managing brand identity. These empirical findings also reinforce the argument that integrated managerial communication is a key variable in shaping brand identity and sustaining the modern MICE industry in Indonesia (Ruslan Arief, 2024).

Table 1. Matrix Integrating Communication Management, the Brand Identity Prism, and Kaye's Model at IIMS 2026

Fungsi Manajemen (Kaye)	Lapisan Model Kaye	Dimensi Prisma (Kapferer)	Temuan Empiris & Bukti Kualitatif	Indikator Dampak
Planning (Perencanaan)	Self (Kesadaran Diri)	Physical & Reflection	Slogan 'Your Infinite Automotive Experience', ekspansi ke sportainment (golf, padel, lari), serta penataan posisi strategis pameran.	Posisi Pasar & Identitas Unik
Organizing (Pengorganisasian)	People in System (Sistem Kerja)	Relationship	Penyusunan Key Visual (KV), brand guidelines resmi, serta koordinasi terpadu antar-divisi dan mitra media partner.	Partisipasi Exhibitor 89%
Directing / Actuating (Pelaksanaan)	Interpersonal (Interaksi Publik)	Personality & Culture	Pemanfaatan media sosial digital, OOH Jabodetabek, konser Infinite Live 11 hari, serta kolaborasi komunitas otomotif & edutainment.	580.250 Pengunjung
Controlling (Pengendalian)	Competence (Kompetensi)	Self-Image	Evaluasi real-time via DM/WhatsApp/booth, rapat manajemen berjenjang, serta riset kepuasan independen Universitas Multimedia Nusantara.	Kepuasan 95% & Rp9.5 Triliun

Synthesis of Brand Identity and Integrated Communication Management in Encouraging Visitor Engagement and Loyalty

The synthesis of brand identity strategies through the concept of autotainment has created a distinctive differentiation for IIMS 2026, strengthening audience appeal and retention. The findings show that combining an exhibition of the latest automotive products with extensive music entertainment through IIMS Infinite Live over eleven days attracted 580,250 visitors and generated economic transactions of IDR 9.5 trillion. Informants explained that the adoption of autotainment was a strategic response to changing modern audience expectations, as visitors are no longer satisfied with rigid conventional automotive exhibitions. The harmonious combination of vehicle displays and lifestyle entertainment stages transforms the exhibition venue into a dynamic, high-value family recreation space. This unique experience encourages visitors to spend more time at the exhibition while fostering an initial strong emotional connection with IIMS identity. The findings confirm Kapferer's theoretical framework on the importance of physical dimensions and unique differentiation attributes in shaping positive brand perceptions, and reinforce the view that superior brand experience determines an organization's strategic position in a competitive market (Mukhlisiana et al., 2024).

Consistent brand experience management across all visitor touchpoints has been shown to accumulate positive perceptions, reflected in IIMS 2026's audience satisfaction index of 95%. Satisfaction research indicates that ease of access to the venue, cleanliness of public facilities, clear directions, convenient transactions, and the friendliness of information staff are key determinants of high public satisfaction. Adaptive communication management can align visitor expectations with the actual exhibition services delivered in the field accurately and consistently. This very high satisfaction score indicates that the brand identity promised through promotional campaigns is tangibly realized in the physical experience felt by audiences. Consistently positive experiences minimize potential expectation disconfirmation and strengthen public trust in the reputation of exhibition organizer Dyandra Promosindo. These empirical findings reinforce Kaye's analysis of the importance of organizational systemic competence in maintaining service experience quality and align with Heryati and Fitriawati (2020), who state that consistently fulfilling brand promises is fundamental to building consumer satisfaction and trust sustainably.

Consistent and continuous implementation of integrated communication management can foster deep emotional commitment and affective attachment among IIMS audiences. The qualitative study shows the emergence of loyal visitor groups

who use the special VIP Infinite Pass ticket to attend the exhibition repeatedly during its run. This emotional attachment develops because visitors identify personal values—such as automotive lifestyles, community, and modern entertainment—with the brand culture represented by IIMS. This symbiotic relationship transforms visitors from passive consumers into members of a larger community who feel pride and social ownership in the annual automotive exhibition. Exclusive treatment and easier access at the exhibition further strengthen visitors' sense of being valued. This finding supports the self-reflection and culture dimensions of Brand Identity Prism Theory (DelVecchio et al., 2024), which states that strong brands reflect consumers' emotional aspirations, and aligns with Yanti and Wijaya (2022) on the effectiveness of relational communication in fostering affective audience loyalty.

The combination of high satisfaction and strong emotional attachment has been shown to encourage consistent repeat visits from year to year. Exhibition statistics record that repeat visitors account for 68% of the total audience attending the JiExpo Kemayoran venue in Jakarta. The tendency to return consistently indicates that IIMS has succeeded in building conative loyalty that is not easily displaced by competing automotive exhibitions. Programs refreshed every year provide new experiences and prevent audience fatigue without undermining the exhibition's core identity. Repeated decisions to revisit provide tangible evidence that the organizer's investment in brand communication produces stable, long-term customer retention. This analysis reinforces Oliver's customer loyalty theory as discussed by MJ and Agustini (2023), which states that conative loyalty is reflected in a commitment to repeat purchases, and supports Leong and Rorong's (2024) findings on the importance of consistent brand experience in retaining a customer base over time.

Strong visitor loyalty ultimately leads to positive word-of-mouth communication that expands the organic promotional reach of IIMS. Field findings show that 82% of visitors voluntarily recommend IIMS to friends, family, and their social media networks by posting digital content. This independent brand advocacy stems from audience satisfaction and personal pride after experiencing the exhibition firsthand and finding that it exceeds their initial expectations. Organic recommendations shared by actual audiences are much more credible than company-produced commercial advertising. This digital advocacy has effectively attracted new visitor segments from younger generations influenced by positive reviews across social media platforms. This phenomenon confirms the word-of-mouth communication theory discussed by Harahap (2024), which explains that customer advocacy is the culmination of fulfilled emotional satisfaction, and

supports the view that consumer brand advocacy strengthens organizational reputation (Gultom et al., 2025).

The final synthesis emphasizes that integrated communication management based on brand identity is a principal pillar in building a resilient, future-oriented exhibition ecosystem. IIMS's success in combining strategic planning, orderly organization, multichannel execution, and responsive evaluation demonstrates that holistic brand identity communication management can create economic and relational value simultaneously. Modern automotive exhibitions require communication flexibility to respond to rapidly changing market needs amid global business competition. A carefully designed brand experience not only increases vehicle sales transactions but also builds reputational assets that ensure the long-term sustainability of the exhibition business. This integration model makes a tangible theoretical and practical contribution to the development of exhibition managerial communication studies in Indonesia. Synergy between managerial communication functions and the brand identity prism is essential to achieving sustainable customer loyalty in the modern MICE industry.

Table 2. Matrix of Visitor Loyalty Indicators and the Synthesis of IIMS 2026 Brand Experience

Loyalty Indicator	Brand Experience Element	Empirical Data Findings (IIMS 2026)
Differentiation & Appeal	Autotainment Concept	580,250 visitors and IDR 9.5 trillion in transactions through IIMS Infinite Live
Public Satisfaction Level	Service & Facility Consistency	Audience satisfaction index reached 95% for services and the exhibition
Emotional Attachment	VIP Access & Community Culture	Use of VIP Infinite Pass and involvement of automotive communities
Repeat Visits	Program Renewal & Consistency	68% of visitors were repeat attendees
Positive Word of Mouth (WOM)	Digital Organic Advocacy	82% of visitors recommended IIMS on social media and to acquaintances

CONCLUSION

This study comprehensively concludes that implementing integrated communication management—synthesizing the functions of planning, organizing, directing, and controlling with Kapferer's six Brand Identity Prism dimensions and Kaye's Matryoshka Doll model—has empirically and significantly increased visitor loyalty at IIMS 2026. The autotainment strategy, delivered through the slogan "Your Infinite Automotive Experience," retained 580,250 visitors, achieved an audience satisfaction index of 95%, generated a repeat-visit rate of 68%, and produced digital organic advocacy of up to 82%, with total economic transactions exceeding IDR 9.5 trillion. These empirical findings fully address the research objective by demonstrating that consistent, structured, multichannel brand identity management can transform transactional audiences into emotionally connected loyal customer communities. Practical recommendations for practitioners and professional exhibition managers emphasize strengthening integrated digital communication, maintaining relationships with automotive communities, and continuously renewing edutainment programs to preserve exhibition competitiveness amid the increasingly competitive MICE industry. Future researchers are strongly encouraged to broaden this academic perspective by using causal or explanatory quantitative approaches to measure the direct influence of each brand experience and brand equity dimension on visitor loyalty across various international business exhibition sectors in the digital era.

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