

EXPLORATORY RESEARCH OF CUSTOMER DELIGHT IN MUSIC FESTIVAL: A CASE STUDY OF FOCAL POINT 2015

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Abstract. The number music festival in Bandung has increase rapidly in recent years and the competition that tighter than before. In accordance with growth of music festival in Indonesia and Bandung both in numbers and creation, it is not enough for creating event that made the visitor felt satisfied, they have to be delighted. Having a delighted customer will leads into higher loyalty level of customer more than satisfied customer. Hence, this research is intended to analyzing the journey of customer delight formation and took a case of Focal Point 2015. Focal Point is a bi-annual thematic music festival that took picnic as the theme that has ambition to grow in the future. Hence, it is not enough to create an event that make visitors feel satisfied, they have to be delighted. To know the journey of customer delight in Focal Point 2015, author combining several concept of customer delight into a conceptual framework for measuring customer journey since there is no exact variables in measuring customer delight. The variables are consists of surprisingly positive performance, positive affection, level of satisfaction, and customer delight. Qualitative research is applied for this research in order for knowing deeper of what visitors really think and feel towards experience given by Focal Point 2015. Purposive case is used to map out the surprise elements that triggering customer delight on each person and conclude it based on the saturated pattern of data. Fifteen respondents were interviews for generating the customer delight journey. Positive surprise elements are found as the catalyst to delighted customer. Of the entire positive surprise element, atmosphere and picnic activity as Focal Point 2015 theme were indicating as the most memorable when visitor recalled the moments. The result of this study confirms that visitors of Focal Point 2015 were delighted towards all the experience perceived from the event.

Keywords: Consumer Behavior, Customer Delight, Surprise Elements, Music Festival, Utilitarian and Hedonic Consumption

Introduction

In the recent years, event and entertainment industry especially music festival in Indonesia is growing rapidly. The increasing number of music festivals over the years have made people in Indonesia is getting accustomed to the presence of the festival. Coupled with the existence of the Internet where everyone can easily access anything, the spread of information and trends are more quickly and viral. These days, the ways that organizer present their event is not in such an ordinary way, they are trying to read to trend which exist in the market, adopting the concept and strategy of foreign organizer in held a festival, giving a new experience to the visitors, and even building the brand of the event. All these efforts are aim to give a great experience and differentiate their brand among others, since the rivalry of music festival is growing swiftly (Thrane, 2002). Based on marketing literature, festivals are becoming more prominent than before (Peg & Patterson, 2010). As quoted from Voss, Spangenberg, & Grohmann (2003) that stated visiting music festival can be seen as a type of hedonic consumption, which consumption is interpreted to enveloping leisure activities, feel, symbolic meanings, variety seeking, hedonic reactions, fantasizing, creativity, emotions, and imaginative tries.

In Bandung, the number of music festival is also growing. A lot of local music festival organizers in Bandung came from local community, college students, and even high school students. So that, local organizers in Bandung are not only focusing on programs and line-up quality, but also trying to make a fresh concept and theme in order to differentiate and form a strong positioning in the eyes of festival goers or in a simple way. By having a look to the condition of festivals industry in Bandung, the author is interested to deliberate Focal Point as one of the music festival in Bandung, which held bi-annually by School of Business and Management Institut Teknologi Bandung.

Focal Point itself is the first-ever live music event in Bandung with a concept of mixture between music festival, culinary festival, and many more interactive community activation programs which presented within one main big theme: picnic in the park. In this year, Focal Point was held in one of the best outdoor venue in Bandung, Bumi Sangkuriang, on August 30, 2015. Various guest stars were attending this event such as Hivi!, Efek Rumah Kaca, Trees & Wild, Sore, Moustache and Beard, and Littlelute. Moreover, the picnic concept is really emphasized by the festival organizer, which adopted a western picnic style and made it as a strong marketing content since the concept is fresh in the market. Moreover, the value proposition of Focal Point itself is "a whole experience of fun", in which they wanted to give an experiential moments of fun in an enjoyable atmosphere. This year, Focal Point has succeeded to reach 2.116 visitors and has the ambition to grow in the future. So that, making customer delight is being a big target for this year Focal Point and in upcoming year.

However, since the organizer of Focal Point is not yet known whether the visitor's were delighted or not, this research will examine the journey of customer delight creation in Focal Point 2015. So that, this research will be beneficial for the organizer to giving a deep understanding about event experience and also improving the event features in the need to keep looking for fresh and innovative.

Literature Review

Music Festival

Music festival is normally a series of performances at a particular place and inspired by an affiliating theme, such as national music, modern music, or the promotion of a prominent composer's works. It might additionally take the type of a competition to performers or composers. In recent years in Indonesia, the number, diversity, and popularity of music festivals have grown spectacularly. Music festival is usually in outdoor or natural environment and can be divided into two types, which are classical (e.g., Ramayana Ballet in Yogyakarta and Arya in Jakarta) and contemporary (e.g., We The Fest, Jazz Gunung, Jazz Goes to Campus, Focal Point), so there is a strong connection between the self and outdoor theme or nature. Coupling the natural environment to music is a common way for marketing activities, which has a purpose to captivate new audiences by giving unique and new experiences. Designing an experience is really important for festival organizer; the terms of "experience" itself is something, which changes people in a certain way so that they will not feel the same after having tried it and it is a detail that everyone will remember. Moreover, music performed outdoors contributes to "primitivist fantasies of tranquility, timelessness, and human interaction with nature." (Gibson and Connel, 2003).

Focal Point 2015

Focal Point is the first-ever music festival in Bandung with a concept of mixture between music festival, culinary festival, and collaboration activities within one main big theme: picnic in the park. In the previous event, Focal Point was held on May, 22 at Taman Ganesha and reached 1.612 visitors. In this year, Focal Point was held at Bumi Sangkuriang, on August 30, 2015. Various guest stars were attending this event such as Hivi!, Efek Rumah Kaca, Trees & Wild, Sore, Moustache and Beard, and Littlelute. Moreover, the picnic concept is really emphasized by the festival organizer, which adopted a western picnic style and made it as a strong marketing content since the concept is fresh in the

market. Moreover, the value proposition of Focal Point itself is “a whole experience of fun”, in which they wanted to give an experiential moments of fun in an enjoyable atmosphere. This year, Focal Point has succeeded to reach 2.116 visitors and has the ambition to grow in the future. As a thematic music festival, Focal Point has 4 main elements in the program, which are music, culinary, and class activities that wrapped up with picnic as the event’s theme.

The Concept of Customer Delight

As the service industry becomes ever more competitive, it goes along way with the customers. Nowadays, customers become smarter about their purchase decisions and more demanding in their search for service providers (Gwynne, 2002). In this condition, the traditional goal of “satisfying customers” does not seem to be enough to ensure loyalty. Instead, service firms must skillfully and clearly differentiate themselves from their competitors in order to obtain a competitive advantage.



Figure 1. Customer delight process

In short, customers must receive the highest noteworthy level of satisfaction: they must be “delighted.” Customer delight is the condition where experience goes beyond satisfaction and involves a pleasurable experience for the visitors (Patterson, 1997). Customer delight has also been defined as an emotion composed of joy, exhilaration, thrill, and exuberance (Kumar, Olshavsky, and King, 2001). A few researchers propose that customers have a certain zone of resilience or comfort level. When the level of satisfaction scores beyond the upper thresholds of such a zone, the outcome produced is exceptional (Keiningham, 1999). Magnini (2010) see customer delight as when a customer's expectation is exceeded and includes a positive surprise. In this circumstance, delight occurs in the light of the fact that is related with a strong emotion that includes joy and pleasure as a major component of the surprise element.

Practicality of Customer Delight in Music Festival

In alignment with music festival, delighted moment will become a memorable experience for visitors and it shows that their expectations was exceeding. When visitors are asked about certain event, Customers will recall delightful consumption experiences better in greater detail than non-delightful ones and customers will also have weaker memory for attributes that do not evoke delight compared to those attributes that evoke delight (Kumar, 1996). These indicates a loyalty intention as a brand recall and word-of-mouth. So that, the practicality of customer delight is pretty simple in appliance to music festival, yet is very important for the organizers of music festival because they have to deliver unique experiences to the visitors. Thus, when the visitors surprised and delighted, they will think of another surprise given by the music festival in the future.

Role of Surprise

Surprise is categorized as a short-lived neutral emotion (Ekman & Friesen, 1975) with intensity from mild to extreme, which means that surprise is an unpredictable situation that affects emotion directly. Surprise arises when a person encounters an unexpected element; hence, he or she experiences a discrepancy in his or her schema (Ekman & Friesen, 1975; Vanhamme, 2008). The effect of surprise may cause positive and negative response to a stimuli, depends on what people expect. People who got the surprise elements in their encounter of experience, will tend to have a more connectedness with the service provider and it will leads to delighted customer. When organizer wants to create a delighted visitor, organizer can not only serve a mediocre service or experience to their visitors. There have to be a glimpse of surprise to make visitors surprised of unpredictable event. Every visitor can react differently towards surprise; it depends on visitors view toward the surprise. To create delighted

visitors, surprise effect must be positive or it has to surprisingly positive performance. Moreover, surprisingly positive performance will leads to positive affection or positive feelings.

Conceptual Framework of Customer Delight Journey

Furthermore, author is combining several theories and created a new framework thinking to explore deeply about the journey of customer delight creation in Focal Point 2015. The first theory used is from Patterson (1997), which stated that customer delight is the condition where experience goes beyond satisfaction. The second theory used is quoted from a research entitled, "Customer Delight: Foundations, Findings, and Managerial Insight" by Oliver, Rust, and Varki (1997) and another research from Kumar, Olshavsky, and King (2001). Both of the research was stated that customer delight is defined as an emotion composed of joy, exhilaration, thrill, and exuberance. The last theory of customer delight is defined customer delight is formed with a high activation or surprise.

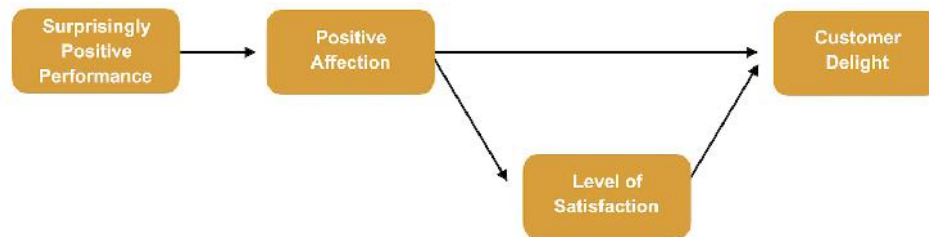


Figure 2. Customer Delight Journey Framework

The Relation between Hedonic Consumption and Customer Delight

The primary concept of the relation between hedonic consumption and customer delight has been elaborated through "Delight by Design" research conducted by Ravindra Chitturi, Rajagopal Raghunathan, Vijay Mahajan in 2007. In their research, they stated that products or service that meet customers' utilitarian needs and fulfill prevention goals enhance customer satisfaction. Meanwhile, products or services that meet or exceed customers' hedonic wants and fulfill promotion goals enhance customer delight. They also found that primary antecedent feelings of delight are cheerfulness and excitement. Furthermore, the reason why the concept of customer delight is align with music festival is as quoted from Ravindra Chitturi, Rajagopal Raghunathan, Vijay Mahajan,

"Finally, the results of this research is shows that delighting customers improves customer loyalty as measured by word-of-mouth and repurchase intent compared to merely satisfying them."

Methodology

In conducting the research, the author uses systematic steps that are presented in this chapter. The steps are Problem Identification, Conceptual Framework, Research Design, Data Collection and Analysis, Results, and Conclusion. Each steps has different objectives, be it collecting data or analyzing appearing patterns.



Figure 3. Research Process

Problem Identification

This research aims to figure out the positive surprise elements that triggered customer delight in Focal Point 2015. Furthermore, this research wants to understand the journey of customer delight creation in music festival. By conducting this research, Festival organizer will have the knowledge of how visitors think and feel about Focal Point 2015 and understand the strategy to improve the event's program and positive surprises in order to differentiate themselves in a fast growing festival market.

Research Framework

The research utilizes exploratory, in-depth interviews that aim to understand visitors experiences of how the elements of surprises stimulate delighted moment. One of the interview techniques is semi-structured interview, which is chosen because it can encourage a more interactive two-way communication and could confirm what is already known and provides greater opportunity for learning. Besides, it is also encourages the interviewee to recall the experiences in a greater detail.

Interview Respondent

This research is collecting information about the characteristics of parameters of a population. The population of this research is the visitor of Focal Point 2015. Based on the Focal Point 2015 visitor data, there are 2.116 visitors on that day, so that the target population of this research is 2.116 Focal Point's visitor without any concern of geographical living. The number of respondent of this qualitative research is depend on the data, to identify how many samples needed in the research is to keep interviewing until, in the analysis, nothing new comes from the data and there are patterns that have emerged. This point is called 'saturation'.

Data Collection

This research uses the semi-structured interview techniques, which is important to determine the topic guide before do the entire research. A topic guide usually has a list of the key questions, with some useful prompts to encourage the respondents to talk about specific issues that do not come up spontaneously. The prompts are useful to explore more about the short answer that has no additional information from the respondents. The topic guide and the prompts of this research are all written in the protocol of interview. The protocol of interview will be used as a basic guideline of the entire interviews.

Data Analysis

In this step, the author will make an analysis based on the interview transcript. The script analysis is conducted by analyzing the transcript interview and translates into a new framework that answering main question. Moreover, The data analysis will also answer the empirical research question by gathering all information during the research.

Research Result

There are six element of surprisingly positive performance those triggering customer delights, which are atmospheres, picnic activity, decoration, line-up, audiences, and outfit. Positive affection indicates by pleasure, joy, and fun feelings based on interview analysis result. Most of respondents were also feeling very satisfied with experience perceived in Focal Point and it leads to delighted visitors. The explanations of each phase is as follow,

Surprisingly Positive Performance

Based on the interview conducted, author are analyzed six surprise elements that leads to positive affection, which are picnic theme, atmosphere during event, audiences, decoration, line - up quality, and outfit. The explanation of each surprise elements is as follow,

a. Picnic Activity

One of the main surprise elements that are felt by the visitor is picnic activity. The committee has prepared a special picnic set for visitor who wanted to enjoy the event in form of picnic (sitting down and eating). Turns out, this new way of enjoying the event brings a surprise for the visitor, since they never experienced it before in any other music festival events in Bandung. This is also supported with the compatibility of the venue, in which it has large grassy fields in front of the stage that can be used for real picnic. Therefore, a new experience of doing picnic while watching music gave a lasting impression for the visitors.

This is in line with the research about festival motivation by Crompton and McKay (1997) that stated about novelty of the event as one of the visitors' motive in attending festival. Novelty is defined as a motivation for seeking a new and different experiences based on visitors needs of adventure, thrill, and to dodge fatigue as part of visitors curiosity. A new event will give visitors something to explore, which they have not experienced in some time recently. Therefore, the picnic activity is correlated with novelty theory and visitors saw it as a fresh concept that worth to explore.

b. Atmospheres during Event

The second surprise element for the visitors of Focal Point 2015 is the atmosphere and ambience during the event. One of the specific atmospheres that are often mentioned by the respondents is laid back and relaxing. Since most of the visitors were enjoying the event by sitting or lying down in the grass, they felt that they have never experienced such sensation in other music festivals that they have visited before. Moreover, the ambience was also supported by the weather that had been particularly good on that day; it was cloudy but not raining, hence it gave a breezy and windy sensation for the visitors. Lastly, even when some visitors were not actually doing picnic on the venue, they can still feel the picnic ambience, thanks to the other visitors for doing picnic activity.

This atmosphere during event variable is in line with the research about the customer equity theory that has been adjusted with music festival by Leenders (2009) in his research. Atmosphere is concerning about the emotional states that the visitor experienced during the event. This variable could be related with the intimacy that visitors experienced on the festival. Therefore, the result of Leenders's research is proven in Focal Point 2015, since the atmosphere in Focal Point is the strongest moment of recall based on the interview result.

c. Decoration

Event decoration is considered as the third surprise element for Focal Point 2015 visitors. By presenting an in line concept of decoration with the picnic activity, the existence of decoration strengthened the picnic theme and impacted positively to the event's atmosphere. Focal Point's organizer decided to have a decoration concept of "Giant Food", where every single decoration object is apparently bigger than the people and intended to be a spot where visitors can take picture because they think the object is unique. In fact, based on several interviews conducted, visitors were happy and they seemed to be surprised with the decoration.

d. Audience

The fourth surprise element of Focal Point 2015 is the audience. Based on the interview results, audience is divided into two parts, which are the number of visitors and the socialization factor. Several interviewees were not expecting that the number of Focal Point's visitors would be that much. In total, Focal Point is succeeded to bring in 2.116 visitors on the execution day, and it surprised visitors. Furthermore, some respondents were surprised to meet a lot of people on their circle. Quoted from the interviews, several interviewees stated that they met their junior high school, senior high school, and college mates accidentally. In the eyes of respondents, it seemed that Focal Point was bringing visitors that linked with other visitors. Meet up with friends inadvertently is a common thing in music festival, however, some respondent were felt different way in Focal Point because the number of friends they met was numerous.

e. Line-up

The selection of performer line-up in Focal Point 2015 also brought a surprise element for the visitors. Several bands, such as Efek Rumah Kaca and Trees & Wild, had not performed in Bandung for a long time before their performance in Focal Point. It really surprised the fans when they finally appeared on stage again. Another factor that brought surprise for the visitors is when some performers such as SORE played songs that were never been played live before. Based on Leenders (1999), he elaborates the variable of line - up quality by only testing the fame of the musician or performers in their research. As a main attraction for potential customer prior to visiting the event, performer line-up can bring a surprise for the audience if the combination of performers are famous, unique, and rarely done before by other music festivals. Moreover, the stage act is also surprised visitors when some of the performers gave an unpredictable stage act.

f. Outfit

Another surprise element that is found as a pattern from the interview respondents is the audience's clothing style. They felt that the audience's clothing matched with the overall theme of Focal Point itself, which is an outdoor picnic event. Some respondents inferred that the reason why people dressed up before going to the event is because they already expected that they can take pictures with their friends and fellow visitors during the event. However, since many people acted this way, it created a surprise effect for the visitors themselves because turned out a lot of people came to the event with well-dressed attire. To correlate with previous Focal Point 2015 marketing materials that have been explained in the second chapter, the committee have done several social media posting with hash tag #FoPoOTD (Focal Point Outfit of The Day).

Positive Affection

Positive Affection is indicated by visitors' feelings. Feelings will appear after visitors experiencing overall performance of Focal Point 2015 experience. Overall performance is including surprisingly positive performance and surprisingly negative performance, depends on what people think and feels towards the experience perceived. Based on the interviews conducted, surprisingly positive performances frequently appeared and it indicates the feelings of joy, happiness, and pleasure of

Focal Point's visitors. It is important to know about the visitors feelings because customer delight will not be formed if the visitors themselves are not feeling joy or happiness (Oliver, Rust, & Varki, 1997). By identifying the positive feelings of visitors, it means that one of the factors that formed customer delight has been validated.

Level of Satisfaction

Based on the interviews result, the level of satisfaction pattern shows a saturation in which most of the respondent answered that they are very satisfied or more than satisfied with the experience in Focal Point 2015. An alternative way to describe these findings is when the respondents said that the experience exceeded their expectations. Based on several respondents which said very satisfied with the event, some element that are considered as the determining factors of satisfaction are rare atmospheres, picnic theme that considered as novelty theme, and new experience perceived by the visitors. Some respondents stated that they were experiencing different ambience in Focal Point compared to other event. The atmosphere is created visitors to feel joy, relaxing, and fun at the same time. Visitors were able to breath a fresh air on outdoor venue, and having a different experience in watching music, such as watching performance while doing picnic in lying down position and still able to have a conversation with their friends properly. A high level of satisfaction also caused by the massive picnic experience, which visitors' never experienced before.

Customer Delight Journey Framework of Focal Point 2015

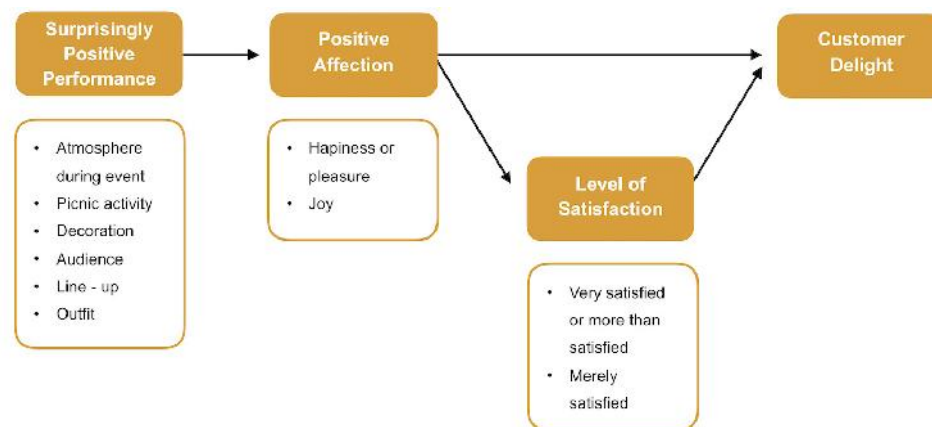


Figure 4. Customer Delight Journey of Focal Point's Visitors

Based on the analysis result, the experience of having surprisingly positive performance is the catalyst to the delighted feelings of visitor. Without surprisingly positive performance, visitors will only reach "satisfied" level, because they are not stimulate to experiencing something unpredictable and everything is convenient to expectation. In Focal Point 2015, the result of surprisingly positive performance are consist of six elements, which are, atmosphere during event, picnic activity, decoration, audience, line - up, and outfit. After visitors stimulated by surprisingly positive performance, they will have positive affection (feelings) toward the unpredictable moment. The visitors' feelings will also different from one visitor and another visitor. In the case of Focal Point 2015, respondent's' feelings has been indicated that the feelings are joy, happiness, and pleasure.

The last stage is level of satisfaction, which visitors will sum up all of their experience in Focal Point and make conclusions of him/herself towards Focal Point. The similar patterns appeared on this stage based on the analysis; there are "merely satisfied" and "very satisfied" or "more than satisfied". Since,

everyone is different, they must have different expectation, feelings, views, and journey towards experience in Focal Point. Therefore, author tries understand each respondent's journey by mapping the process of the delight formation (see appendix). However, after understanding the respondent's entire journey, it leads to the delighted visitor as the point of saturation in the end after surpassing all the stages of delight formation. So, author can state that visitors of Focal Point 2015 are delighted.

Conclusion

- **In Focal Point 2015, the moment that respondents recall the most is the event atmosphere and author conclude that Focal Point's atmosphere is the most memorable surprise element in Focal Point 2015.** Visitors saw it as a fresh and new concept to have outdoor ambience that relaxing, joy, and fun, while other music event in Bandung are still using indoor venue as the main location preference of event. When respondents explained about Focal Point's atmosphere, they were automatically compared the atmosphere with other event they have been attended in the previous. Respondents were grumbling that commonly, the crowd in indoor venue is usually uncomfortable for several peoples, hot, packed, and difficult to eat or drink. The comparative statement is stated about how Focal Point created different experience for enjoying music by giving a "freeform" activity to visitors, which visitors can enjoy the performance or enjoy the event with his/her own way. One of the specific atmospheres that is often mentioned by the respondents is laid back and relaxing. Since most of the visitors were enjoying the event by sitting or lying down in the grass, at the same time eating or smoking, they felt that they have never experienced such sensation in other music festivals that they have visited before. Moreover, the good weather was supporting the event atmosphere; it was cloudy but not raining, hence it gave a breezy and windy sensation for the visitors.
- **Audience surprised visitors in two perspectives, which are the connectivity of the visitors and the outfit of the visitors.** Visitors are surprised when they met a numerous number of friends in their circle was also coming to Focal Point 2015. Meeting with friends accidentally in music festival is a common thing, when the number is numerous it will surprise people. Respondents felt that Focal Point's visitor is linked from one to another, in a simple way Focal Point was succeeded to bring visitors that people acquainted and people only know. Moreover, the visitor's outfit is also impressed some of respondents. They felt that the audience's clothing matched with the overall theme of Focal Point itself, which is an outdoor picnic event. It is emphasizing an image that Focal Point's visitors are well curated.
- **Atmosphere during event is mainly created by the existence of picnic activity and in line decoration.** Atmosphere is something that is intangible, while picnic activity and decoration is tangible. First, massive picnic activity is a novelty concept that impressed visitors either visitors that doing picnic or only blend in with the crowd. They were impressed because it is never been before. Moreover, picnic give a vibes of chill, joy, relax, and free, so that visitors can watching music in a different way such as sitting or lying down, at the same time eating and singing while his/her favorite performers is on-stage. The second surprise that supportive to atmosphere is decoration. Every single objects of Focal Point decoration is simply in - line and it please visitors visually. Decoration gives visual pleasant setting for emphasizing Focal Point's atmosphere and several spot that are intended to visitors for taking a picture. Therefore, atmosphere, picnic, and decoration in Focal Point 2015 is highly correlated.
- **Audience surprised visitors in two perspectives, which are the connectivity of the visitors and the outfit of the visitors.** Visitors are surprised when they met a numerous number of friends in their circle was also coming to Focal Point 2015. Meeting with friends accidentally in music festival is a common thing, when the number is numerous it will surprise people. Respondents

felt that Focal Point's visitor is linked from one to another, in a simple way Focal Point was succeeded to bring visitors that people acquainted and people only know. Moreover, the visitor's outfit is also impressed some of respondents. They felt that the audience's clothing matched with the overall theme of Focal Point itself, which is an outdoor picnic event. It is emphasizing an image that Focal Point's visitors are well curated.

Positive Affection

Positive Affection indicates by visitors' feelings. Based on the interviews conducted, surprisingly positive performances frequently appeared and **it indicates the feelings of joy, happiness, and pleasure of Focal Point's visitors.** In the eyes of Focal Point's organizer, to make visitors for experiencing the fun and having a positive feeling are being considered as very important. Therefore, through this research, it is proven that organizer is succeeding for making visitors felt pleasure and joy.

Level of Satisfaction

Based on the analysis, the level of satisfaction pattern shows a saturation in which most of the respondent answered that they are **"very satisfied"** or **"more than satisfied"** with the experience in Focal Point 2015. An alternative way to describe these findings is when the respondents said that the experience exceeded their expectations.

Delighted Visitors

The journey of customer delight may differ from one to another, because every visitor are having different experience in Focal Point. However, the point of surprisingly positive performance, positive affection/feelings, and level of satisfaction of respondents were saturated into one conclusion, which the conclusion is visitors were delighted with the experience perceived in Focal Point 2015. Furthermore, based on hedonic consumption theory (Chitturi, Rajagopal, & Vijay, 2007), there is a proven that Focal Point 2015 has already fulfilled visitors hedonic wants, which is seeking for leisure activities, aesthetics, finding joy, and having a strong positive emotions which created visitors to felt delighted.

Alignment with Customer Equity Model for Music Festival

In his research, Leenders (2009) was figuring out that brand features is the most important feature for success factor of Music Festival. Brand feature consist of association and image, having a theme, atmosphere during event, and emotion. In the case of Focal Point 2015, the result of Leenders research is proven. "Having a theme" and "atmospheres" variables considered as top two of visitors recall moment. Moreover, since Focal Point 2015 is the only event which provides different experience by offered massive picnic concept, the association of picnic towards Focal Point is strong with the visitors. Lastly, emotion has the similar meaning with positive affection, which Leenders seen that creating positive emotion in visitors is very important. Therefore, the result of this research is in line with Leenders' findings in his research.

Recommendation

Recommendations of this research are mainly applied for Focal Point. However, the recommendation also can become references for music festival organizer in Bandung to think differently and totally wider perspective in order to compete against other music festival. The recommendations that researcher would like to propose are:

1. Pay attention to programs' detail

Music festival is not only about music. In creating music festival, having a good line - up or musician surely becomes one of the strongest attractions. Commonly, organizer only focus on seeking a famous artist while other details of visitors experience is left untouched. Since line-up is the only tangible thing that visitors already predicted from a music festival, if music festivals only focus on providing good performers to the visitors, then they will not experience delight as well. Meanwhile, a music festival has to have a vision of seeking for a loyal visitor or visitor that will come again in the future. Therefore, creating a journey of delight for visitors is really necessary, and it can only be achieved by paying attention to details.

Delight will happen when a music festival succeeded to give a serial surprise that visitors did not expect before. There are a lot of details that needs to be taken care of in music festivals such as the atmosphere of the event, in line theme and decoration, event flow, cleanliness, on-time schedule, and target market. Author felt that Focal Point 2015 was putting an effort to take care many detail on music festival elements and these should be maintain or even enhanced. Therefore, the aim for bigger Focal Point can be achieved if organizer is pay attention to the detail of experience given to the visitors.

2. Create a strong positive atmosphere

Focal Point's atmosphere is proven to be the most recalled and saturated moment when the interviewer asked to the respondent. Almost every respondent were mentioning about atmosphere of the event and they valued the ambience as very cozy, comfortable, relaxing, new, and unique. The word "unique" of the atmosphere refers to the ambience that visitors never felt before. Focal Point 2015 was giving an atmosphere of "freeform activity", which visitors are able to do activities more freely compared with other music festival. For example, based on respondent's experience, watching music while sitting and lying down, at the same time eating and smoking, were very unique and the ambience like that is rarely found in music festival in Bandung.

Event's atmosphere cannot stand-alone, it is created with the mixture of strong theme implementation and in line decoration. A theme that implemented visually (e.g. doing picnic is a tangible experience) and unique decoration objects are visually pleasant experience for visitors. Both of the factor (implemented theme and decoration) is something that visitors not predict before, so that they will surprise yet amazed when seeing and experiencing something different from their expectation. Moreover, several respondent stated clearly that they were able to have a quality time with his/her friends while commonly music festival is only serve for individual wants, not a kinship wants. Therefore, Focal Point must be able to maintain an atmosphere that are comfortable, relaxing, new, yet giving a sense of togetherness to the visitors.

3. Having a theme that people loved

A lot of music festival are having a theme and strong concept, but a lot of music festival too that failed to give an impression and atmosphere that in line with the theme, simply because visitors are not understand or interested on the theme or maybe because the theme are resulted from copying other music festival theme. Therefore, organizer has to analyze the market meticulously in order to create a suitable theme. Choosing the target market is necessary in order to reading the market trend properly and organizer has to make sure that the theme can be possibly implemented adjusted with several factors such as location, atmosphere location, logistics, and marketing wise. So that, this is really important for Focal Point to have a strong theme, a theme that people loved.

In the next Focal Point, author is recommending two options Focal Point's theme. The first option is to continue the massive picnic concept and label Focal Point as a thematic music festival with picnic theme. Author recommends these because respondent are having a strong association with picnic activity and the concept of picnic itself is categorized as new and fresh, which never exist or held before by other music festival organizer in Bandung.

The second option is to change the theme but maintain the atmospheres of joy, relaxing, fun, and togetherness on the event. As the music event trend is dynamic, the organizer has to be able to analyze the market wants in event festival and continuing picnic them may a bit risky if the trend is not showing interest to picnic. Moreover, since several respondents stated that Focal Point is unique and fresh in terms of picnic concept and atmospheres, there will be a threat from other music festival organizer to copying the concept. Therefore, Focal Point have to perform with more unique theme that people loved in the future if the condition goes like mentioned above.

4. Venue

In Bandung, music festival is usually held in SABUGA (Sasana Budaya Ganesha), an indoor venue that can afford 6.000 people inside. However, festival goer in Bandung is already felt bored with indoor venue, the crowd is packed, the weather is hot, and the sound is too noisy to chat with friends. Therefore, author recommend that Focal Point has to stick with its outdoor venue, because respondent saw it as a fresh location for held a music festival. Moreover, several respondents are aspired with foreign event, such as Laneway and Coachella. So that, Focal Point is fulfill the visitors' aspiration of attending a foreign style event with affordable distance of location/venue.

As author recommendation for Focal Point's venue in the future. Focal Point must to take an outdoor venue since most of the respondents were pleased by the location of Focal Point 2015. They loved the weather, view, crowd controlled, and the fresh looks of venue. Moreover, the venue must locate in the middle of city. Picking venue that take place away from the city could decrease the interest to come to the event because of far distance.

5. Setting up visitors expectation towards surprise element

This part is a game of marketing communication. When organizer delivers their event theme or concept or even surprise element, they have to keeping up people expectation appropriately. Organizer of music festival is the catalyst of people expectation and also the ones who know deepest about the execution of the theme later. So that, organizer of Focal Point has to be able for keeping visitors expectation not too high, but not to low. These is intended to stimulate surprise element easier and create visitors amazed, because if the expectation is too high, it would be negative alert for organizer yet challenge to exceed visitors expectation. It also harder to stimulate surprise factor, because of the surprise on the field can turn out to be quite appropriate with visitors' expectation. If the expectation is too low, this is also a negative alert because potential visitor will felt that the event is not interesting and turns out the number of the visitors can possibly lower than organizer expected. Therefore, maintaining visitors expectation through marketing communication in order to surprise visitors easier is very necessary. Lastly, never give an over-promising to the visitors because if the surprise element is not executed well, it will leads to visitor dissatisfaction and the chance of losing potential visitor in the future is increase.

6. Arranging Artist line - up with the novelty effect

In the case of Focal Point 2015, organizer was not choosing the line - up too high. It means that the organizer of Focal Point was preferred to have a mediocre famous line - up but having a novelty effect on the side of musician. Novelty itself is defines as a new and fresh. For example, Efek Rumah Kaca is vacuum in music industry for 8 years and Focal Point 2015 is the first event that bring Efek Rumah Kaca since their vacuum period. Moreover, Efek Rumah Kaca was having a new single that never played lived, so that visitors are surprised with the presence of Efek Rumah Kaca in Focal Point 2015. The condition of Trees n Wild and Hivi were same goes with Efek Rumah Kaca, rarely perform in Bandung and having new single. Moreover, organizer has to adjust the line - up with the concept, theme, and location in order to create consonance feelings of visitor. Therefore, for the next Focal Point, high quality line - up is not the priority. Organizer has to keep in mind that artist line - up must to be fit with the concept, theme, and location, and have a novelty effect.

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