

Validating Market Segmentation and Price Perception of Wedding Organizer Services

Wilyan Adiasari^{1*}, Sudarmiatin², Agus Hermawan³

¹⁻³Program Doktoral Ilmu Manajemen, Universitas Negeri Malang, Indonesia

*Email Korespondensi: wilyan.adiasari.2504139@students.um.ac.id

Abstract: Health-related SMEs in Indonesia have significant opportunities to enter international markets, but many businesses still face limitations in digital capabilities, innovation, and readiness for external markets. This study aims to examine the influence of digital transformation on the success of health-related SMEs in going international, both directly and through business innovation as a mediator. The study employs a quantitative approach using a cross-sectional survey design involving 200 owners or key managers of SMEs in East Java, selected via purposive sampling. Data were analysed using Structural Equation Modelling-Partial Least Squares (SEM-PLS). The results indicate that digital transformation has a positive influence on business innovation and the success of going international. Business innovation also has a positive effect on internationalisation success and mediates the relationship between digital transformation and external market success. These findings confirm that digitalisation should not merely be understood as an operational tool, but as a strategic capability that must be integrated with product, process, marketing, and business model innovation. The research implications emphasise the importance of strengthening digital capabilities and business innovation to enhance the global competitiveness of Indonesian health-related SMEs.

Keywords: *Consumer Preference; Market Segmentation; Price Perception; Small City; Wedding Organizer.*

1. Introduction

The growth of the service sector in Indonesia has been accompanied by increasing demand for wedding organizer services, which are often categorized as high-involvement services because consumers spend substantial resources and expect excellent outcomes in return (Melati, 2010). For many couples, a wedding is a once-in-a-lifetime event, and they expect the ceremony and reception to be well-organized, memorable, and free from major errors. This situation creates opportunities for wedding organizer businesses to offer various service packages that help couples plan, coordinate, and execute their wedding professionally (Melati, 2010; Melati et al., 2018).

At the same time, the heterogeneity of needs and purchasing power among consumers requires a deeper understanding of the market. Market segmentation enables firms to group consumers into relatively homogeneous segments so that marketing strategies can be tailored to the characteristics of each segment. In the context of wedding organizer services, segmenting customers, understanding their preferences for service attributes, and grasping their price perceptions are essential for designing relevant and competitive offerings (Melati, 2010; Melati et al., 2018). Previous research in Jakarta, for example, shows that different customer segments of wedding organizer services exhibit distinct preferences for product and service attributes as well as different perceptions of fair price levels (Melati et al., 2018).

Received: November 7, 2025

Revised: Desember 24, 2025

Accepted: March 27, 2026

Published: May 11, 2026

Curr. Ver.: May 11, 2026



Copyright: © 2025 by the authors.

Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) licence (<https://creativecommons.org/licenses/by-sa/4.0/>)

Blitar is a small city with a relatively large potential market for wedding-related services. Preliminary observations indicated that many consumers consider wedding organizer services useful, although some still perceive such services as relatively expensive. This suggests variation in perceived price and need intensity that may give rise to distinct market segments, a pattern that has also been reported in other regions where consumers evaluate wedding organizer services based on perceived price fairness and affordability (Syakhnur et al., 2023).

From a social science perspective, the use of wedding organizer services can be interpreted as a consumption practice related to social status representation, modernity, and how middle-class groups in small cities manage important life-cycle celebrations (Melati, 2010). In contrast to metropolitan areas, small cities may exhibit different patterns of class structure, lifestyle, and access to professional wedding organizer services, yet empirical research on this topic remains limited, despite indications from global and national market reports that local wedding services constitute a significant and growing segment of the wedding industry (Maximize Market Research, 2025).

Previous research on wedding organizer customers in Jakarta identified several consumer segments based on social status and wedding preparation behavior using an ethnographic approach (Melati, 2010). A follow-up study used a mixed-methods design and cluster analysis to map segmentation, consumer preferences, and appropriate pricing for wedding organizer businesses in Jakarta, revealing three main segments with differing preferences and willingness to pay (Melati et al., 2018). These studies provide a conceptual and methodological foundation, but their applicability to small cities has not been empirically tested.

Recent empirical studies in various regions of Indonesia have also examined the effects of price perceptions and service quality on purchase decisions and satisfaction in wedding organizer services. Research on Salon Reza Wedding Organizer in Kolaka Regency, for instance, shows that service quality and price perceptions have a positive and significant effect on customer satisfaction (Syakhnur et al., 2023). Other studies on wedding organizer consumers in different cities similarly conclude that perceived price reasonableness and service quality determine customer satisfaction, purchase decisions, and loyalty in wedding organizer services (e.g., Awaliyah, 2022; Purnama, 2019). However, these studies generally treat customers as a single aggregate group and rarely connect price perceptions and service quality to validated market segmentation structures.

This study addresses that gap by validating the wedding organizer segmentation model originally developed in Jakarta within the context of a small city and by linking the resulting segments with consumer preferences and price perceptions (Melati, 2010; Melati et al., 2018). Specifically, the objectives are to validate the market segmentation of wedding organizer services in Blitar, to analyze consumer preferences for wedding organizer product and service attributes in each segment, and to identify price perceptions and willingness-to-pay levels in each segment in the small-city context.

2. Literature

Review Wedding organizer as a high-intensity service

The development of the service sector in Indonesia has driven an increase in demand for wedding organizer (WO) services, which are positioned as providers of professional wedding planning and organizing services. Melati's (2010) research shows that weddings in Indonesia are considered high involvement services because consumers allocate significant financial resources and expect the best quality service in return. In that context, a wedding organizer (WO) not only functions as a provider of technical services but also as a strategic partner that helps the couple design, coordinate, and execute a series of wedding events to run smoothly, with minimal errors, and in accordance with the symbolic and emotional expectations of the consumers (Melati, 2010; Melati et al., 2018).

Market segmentation for wedding organizer services

Service marketing literature emphasizes that the heterogeneity of consumer needs and purchasing power necessitates the implementation of market segmentation so that companies can develop a more targeted marketing mix. In the context of wedding organizers (WO), segmentation becomes crucial because consumers differ not only in terms of financial capability but also in lifestyle orientation, event format preferences, and price sensitivity. Melati's (2010) ethnographic research on "Customer Segmentation in the Wedding Organizer

Business" in Jakarta shows that WO customers can be mapped into several segments characterized by differences in social status, interpretations of wedding parties, and behavioral patterns in preparing events. Thru in-depth observation, the study confirms that each segment requires specific service "treatment" so that consumers feel that the cost incurred is commensurate with the quality of service received (Melati, 2010).

Further research by Melati, Budiwan, and Puspokusumo (2018) developed a "segmentation map" that validated previous ethnographic findings with a quantitative approach. Using cluster analysis and crosstab on 100 WO user respondents in Jakarta, this study produced three main segments of WO users, each with different preferences for product attributes (e.g., photo portfolio, decoration, catering, make-up & wardrobe) and service attributes (office performance, employee quality, service contract, consultant allocation), as well as specific perceptions of fair prices in each segment (Melati et al., 2018). These findings indicate that empirically validated segmentation can be used as a basis for designing service packages and pricing structures that are more aligned with the characteristics of each consumer group, while also increasing the likelihood of achieving customer satisfaction.

Consumer preferences and price perception

The dimension of consumer preferences toward service attributes and price perception also occupies an important position in the WO literature. Melati et al. (2018) show that in the context of Jakarta, each consumer segment has a unique combination of preferences for product and service attributes, as well as a range of prices considered fair, making a uniform pricing strategy inapplicable. Segments categorized as "smart couples," for example, tend to choose a portfolio of standard yet professional products and office performance, with price preferences within a certain range; while other segments such as "Uncle Scrooge" and "familiar face couples" show preferences more focused on specific items like catering or consultant allocation, with relatively the same price range but different value considerations (Melati et al., 2018).

Several empirical studies outside Jakarta also confirm that price perception and service quality are the main determinants of consumer response to wedding organizer (WO) services. A study on the WO services of Salon Reza in Kolaka Regency, for example, found that service quality and price perception had a positive and significant impact on customer satisfaction, based on measurement and structural model analysis using SmartPLS with 351 respondents (Syakhnur et al., 2023). A similar study in Tasikmalaya showed that price perception and service quality, both simultaneously and partially, significantly influenced the purchase decision of Permata WO services (Awaliyah, 2022). In other cities, research on WO services also reports that the combination of reasonable price perception and reliable service quality correlates with satisfaction, loyalty, and positive word of mouth (Purnama, 2019; Syakhnur et al., 2023). However, the majority of these studies generally view consumers as a single aggregate group and have not linked the variables of price perception or service preference with the validated segmentation structure developed by Melati (2010) and Melati et al. (2018). In other words, the relationship between them is more targeted.

2. Research Methods

This study adopts a quantitative descriptive design. The primary aim is to validate an existing segmentation scheme and describe the characteristics, preferences, and price perceptions of each segment without manipulating variables. The population comprises residents of Blitar who are of marriageable age, both those already married and those not yet married but within a typical age range for marriage. A probability sampling approach with simple random sampling was used to reduce selection bias. A total of 403 respondents were obtained. The sample size was determined by considering recommendations for multivariate analysis, which suggest at least five to ten observations per indicator, and by ensuring stability of cluster solutions. Primary data were collected using a structured questionnaire consisting of four parts: demographic characteristics, behavioral variables related to knowledge, involvement, and interaction with wedding organizers, preferences for wedding organizer product and service attributes, and price perceptions and willingness to pay. Most items used a Likert-type scale. Respondents were assured of anonymity and informed consent was obtained.

Segmentation variables were adapted from previous wedding organizer research and include knowledge of wedding organizer services, level of imagination regarding wedding concepts, reliance on reference sources, perceived service, meeting intensity, corporate

assistance, contract consistency, budget sensitivity, customer loyalty, advocacy, reference-based experiences, price perceptions, intention to use wedding organizer services, suitability, and overall perceived quality. Data analysis proceeded in several stages. Descriptive statistics were used to summarize respondent characteristics. Cluster analysis was then carried out in two stages: hierarchical cluster analysis to explore the possible number of clusters, followed by K-means clustering specifying three clusters based on both the hierarchical solution and previous wedding organizer research. Cross tabulation was conducted to examine the distribution of age categories across clusters. Finally, one-way ANOVA was performed on the behavioral and perceptual variables to test whether mean scores differed significantly among clusters.

4. Results and Discussion

Cluster membership and segment profiles

Cluster analysis produced three distinct segments as shown in Table 1. The value-seeking practical segment (Cluster 1) is the largest group, comprising 168 respondents (41.7%). This segment shows moderate scores on most behavioral and perceptual variables, but relatively low scores on loyalty and price perception, indicating consumers who are familiar with wedding organizers and somewhat involved in planning yet still evaluate value for money carefully and are not strongly loyal. The low-involvement segment (Cluster 2) contains 104 respondents (25.8%) and consistently records the lowest mean scores on nearly all dimensions, reflecting respondents with limited knowledge and experience of wedding organizer services and weakly formed preferences. The involved quality-seeking segment (Cluster 3), with 131 respondents (32.5%), obtains the highest mean scores on almost all variables, particularly knowledge, imagination, perceived service, corporate assistance, loyalty, advocacy, customer reference experience, price perception, and perceived quality, indicating highly engaged consumers who value comprehensive and high-quality services and are more willing to pay for them.

Table 1. Cluster membership and segment labels

Cluster	Segment label	Number of respondents	Percentage (%)
1	Value-seeking practical segment	168	41.7
2	Low-involvement segment	104	25.8
3	Involved quality-seeking segment	131	32.5
Total		403	100.0

Source: Primary data (2026).

Age distribution across segments

Cross tabulation between age and cluster reveals that age category 2 is the largest age group and is concentrated in the value-seeking practical segment. In contrast, age category 3 is dominated by the involved quality-seeking segment, with most respondents in this age group falling into Cluster 3. Age category 4 is more evenly distributed between Clusters 2 and 3, while the youngest age category is largely located in Clusters 1 and 2 and only marginally represented in Cluster 3. These patterns suggest that higher involvement and stronger orientation toward quality tend to appear among older respondents, whereas younger respondents are more likely to belong to segments that are either price-conscious or still relatively indifferent to wedding organizer services.

Table 2. Age category by cluster

Age category	Cluster 1	Cluster 2	Cluster 3	Total
1	29	22	7	58
2	109	60	41	211
3	18	8	49	75
4	12	23	24	59
Total	168	104	131	403

Source: Primary data (2026).

From a practical perspective, this means that wedding organizer businesses in small cities should not treat the youth market as homogeneous. Younger adults may know wedding organizers and consider using them, but many still weigh the benefits against costs or have not yet developed clear preferences, while older consumers who are relatively more established tend to form a segment that actively seeks quality and is prepared to pay higher prices.

ANOVA results and key discriminating variables

One-way ANOVA was used to test differences in behavioral and perceptual variables across clusters. All variables show large F values with significance levels below 0.001, indicating that the three segments differ significantly on every dimension considered. Table 3 summarizes selected key variables that exhibit especially strong discriminating power.

Table 3. Summary of ANOVA results for selected variables

Variable	F value	Sig.
Customer loyalty	166.8	.000
Price perception (product)	216.8	.000
Customer reference experience	104.6	.000
Perceived quality	131.7	.000

Source: Primary data (2026).

The very high F values for loyalty and price perception indicate that these two variables are among the most important in distinguishing segments. The involved quality-seeking segment records the highest means for loyalty and price perception, whereas the low-involvement segment shows the lowest. Customer reference experience and perceived quality also differ strongly across clusters, confirming that prior positive experiences and evaluations of service quality play a central role in shaping segment membership.

These findings reinforce the theoretical view that effective segmentation in high-involvement services should rely not only on demographic variables but also on behavioral and perceptual characteristics. The results also support price fairness theory, which states that acceptance of price is closely linked to perceived value and previous experiences. Consumers in the involved quality-seeking segment, having richer experiences and higher perceived quality, are more willing to accept higher prices, whereas low-involvement consumers, with limited knowledge and weaker experiences, are more cautious and less inclined to perceive prices as fair.

Discussion

The three clusters identified in this study provide a statistically valid segmentation of the WO market in a small Indonesian city. The significant ANOVA results across all behavioral and perceptual variables indicate that the clusters capture substantive differences in knowledge, involvement, experiences, and price perceptions rather than random variation. The involved quality seeking segment resembles higher end segments identified in Jakarta, such as couples with strong wedding visions and high expectations of service quality (Melati & Mita, 2010; Melati et al., 2018), but in Blitar this group is relatively smaller and more concentrated among mid age and older respondents. This suggests that in small city contexts, higher involvement and willingness to pay for WO services may be associated with greater financial stability and more exposure to modern wedding trends.

The value seeking practical segment represents younger adults who know about WOs and are moderately involved but carefully evaluate value for money. Their moderate scores on service and quality perception, combined with lower loyalty, imply that they are open to using WOs but sensitive to price and to transparent communication about what each package includes. The low involvement segment, by contrast, has low scores on knowledge and experience and is dispersed across age groups, indicating a group that has not yet formed strong preferences or reliance on WOs.

From a theoretical perspective, these findings align with STP principles that emphasize the importance of behavioral and perceptual bases in segmenting high involvement services (Kotler & Keller, 2012; Best, 2004). The fact that loyalty, advocacy, and price perception are among the strongest discriminators across segments also supports price fairness theory, which posits that acceptance of price is closely linked to perceived value and prior experience (Xia et al., 2004; Campbell, 1999). Consumers in the involved quality seeking segment, having richer experiences and stronger perceived quality, are more willing to accept higher prices, while low involvement consumers remain more skeptical.

Socially, the results suggest that WO usage in a small city such as Blitar reflects emerging patterns of middle class consumption and status representation, though in a less fragmented way than in metropolitan areas. The presence of a sizeable value seeking segment indicates that many couples in small cities see WOs as useful but still negotiate between traditional family based organizing and professional services.

Implications in relation to previous studies

Compared with the more complex segmentation found in Jakarta, the three-segment structure in Blitar is simpler but still reflects a consistent pattern: a higher-end segment that values comprehensive and quality services, a middle segment that seeks reasonable value, and a more indifferent segment with limited involvement. This suggests that the segmentation model developed in a metropolitan context can be applied in a small-city setting, with appropriate attention to local demographic composition and income structure.

The empirical evidence from Blitar also complements recent Indonesian studies that highlight the importance of price and service quality for purchase decisions and satisfaction in wedding organizer services by showing that these factors are not uniformly perceived across the market but vary systematically by segment. In small cities, therefore, wedding organizer providers need to implement differentiated strategies: premium and highly personalized packages for the involved quality-seeking segment, transparent mid-range packages for the value-seeking practical segment, and educational promotional efforts with affordable entry-level packages for the low-involvement segment.

5. Conclusion

This study validates a three-segment model of the wedding organizer market in Blitar: a value-seeking practical segment, a low-involvement segment, and an involved quality-seeking segment. The segments differ significantly in behavioral and perceptual variables, especially loyalty, price perception, customer reference experience, and perceived quality, as well as in age distribution. The findings demonstrate that even in a small city, the wedding organizer market is heterogeneous and requires differentiated marketing strategies rather than a one-size-fits-all approach. Wedding organizer providers in small cities should develop targeted packages and communication strategies that reflect the distinct needs and willingness to pay of each segment. Future research could extend this analysis to other small and medium-sized cities, incorporate additional variables such as digital media influence and brand image, and compare small-city segments with those in major metropolitan areas.

ACKNOWLEDGEMENTS

The author would like to thank the respondents in Blitar city and all parties who facilitated the data collection process for this study.

References

- Aaker, D. A. (2014). *Strategic market management* (10th ed.). Wiley.
- Alma, B. (2016). *Manajemen pemasaran dan pemasaran jasa*. Alfabeta.
- Armstrong, G., & Kotler, P. (2017). *Principles of marketing* (17th ed.). Pearson.
- Assauri, S. (2013). *Manajemen pemasaran*. Rajawali Pers.
- Best, R. J. (2004). *Market-based management: Strategies for growing customer value and profitability* (3rd ed.). Pearson.
- Boone, L. E., & Kurtz, D. L. (2013). *Contemporary marketing* (16th ed.). Cengage Learning.
- Campbell, M. C. (1999). Perceptions of price unfairness: Antecedents and consequences. *Journal of Marketing Research*, 36(2), 187–199. <https://doi.org/10.1177/002224379903600204>
- Cravens, D. W., & Piercy, N. F. (2009). *Strategic marketing* (9th ed.). McGraw-Hill.
- Hurriyati, R. (2015). *Bauran pemasaran dan loyalitas konsumen*. Alfabeta.
- Kasmir. (2017). *Customer services excellent: Teori dan praktik*. Rajawali Pers.
- Kotler, P., & Keller, K. L. (2012). *Marketing management* (14th ed.). Pearson.
- Langi, E. R. (2020). *Pengaruh persepsi harga dan kualitas pelayanan terhadap keputusan pembelian jasa Permata Wedding Organizer Tasikmalaya* [Skripsi, Universitas MDP].
- Lim, Y., et al. (2023). An overview of market segmentation. *Journal of Marketing Insights*, 5(3), 101–115.
- Lupiyoadi, R. (2013). *Manajemen pemasaran jasa: Berbasis kompetensi* (3rd ed.). Salemba Empat.
- Melati, I. (2015). Apa saja yang menjadi pertimbangan penting bagi calon pasangan pengantin dalam memilih sebuah wedding organizer? *Business and Entrepreneurial Review*, 15(2), 101–112.
- Melati, I., & Mita, A. (2010). Segmentasi pelanggan pada bisnis wedding organizer. *Business and Entrepreneurial Review*, 10(1), 1–15. <https://doi.org/10.21512/bbr.v1i2.1104>
- Melati, I., et al. (2018). Segmentation map, consumer preference, and price determination appropriate for wedding organizer business in Jakarta. *Winners*, 19(2), 73–82. <https://doi.org/10.21512/tw.v19i2.4418>
- Payne, A. (2001). *The essence of services marketing*. Prentice Hall.
- Peter, J. P., & Olson, J. C. (2010). *Consumer behavior and marketing strategy* (9th ed.). McGraw-Hill.
- Putri, N. (2025). Pengaruh kualitas pelayanan dan harga terhadap kepuasan konsumen Syadalli Production Wedding Organizer di Bojongsari Depok. *Jurnal Ekonomi dan Manajemen Bisnis*, 9(2), 1–15. <https://doi.org/10.62017/jimea.v2i1.2295>
- Qualtrics. (2020). *Market segmentation: Definition, types, benefits, & best practices*.
- Schiffman, L. G., & Wisenblit, J. (2015). *Consumer behavior* (11th ed.). Pearson.
- Shin, H., Kim, A., & Lee, C. W. (2011). Relationship between consumer's preference and service attributes in mobile telecommunication service. *Expert Systems with Applications*, 38(9), 11670–11675. <https://doi.org/10.1016/j.eswa.2010.08.140>
- Solomon, M. R. (2018). *Consumer behavior: Buying, having, and being* (12th ed.). Pearson.
- Stanton, W. J., Etzel, M. J., & Walker, B. J. (2004). *Fundamentals of marketing* (13th ed.). McGraw-Hill.
- Sunyoto, D. (2015). *Perilaku konsumen dan pemasaran*. CAPS (Center for Academic Publishing Service).
- Swastha, B., & Irawan. (2008). *Manajemen pemasaran modern*. Liberty.
- Syakhnur, S., Titing, A. S., & Hendrik, H. (2023). Pengaruh kualitas layanan dan persepsi harga terhadap kepuasan pelanggan jasa Wedding Organizer Salon Reza di Kabupaten Kolaka. *MASTER: Jurnal Manajemen Strategik Kewirausahaan*, 2(3), 199–210.
- Tjiptono, F. (2012). *Strategi pemasaran* (3rd ed.). Andi.
- Utami, A. (2023). Pengaruh harga, promosi, dan kualitas pelayanan terhadap kepuasan konsumen pada produk jasa Zarina Wedding Organizer. *Jurnal Riset Ekonomi dan Bisnis*, 7(1), 80–92. <https://doi.org/10.70197/jebisma.v1i2.6>
- WestScience Press. (2023). Analysis of market segmentation and targeting on market growth: Evidence from Android product market in Banten. *West Science Business & Management*, 1(2), 45–57.
- WestScience Press. (2024). Market segmentation analysis to increase the effectiveness of marketing strategies. *International Journal of Management and Accounting*, 4(1), 20–31.

- Xia, L., Monroe, K. B., & Cox, J. L. (2004). The price is unfair! A conceptual framework of price fairness perceptions. *Journal of Marketing*, 68(4), 1–15. <https://doi.org/10.1509/jmkg.68.4.1.42733>
- Zainal, M. (2024). Marketing strategy: Segmenting, targeting, and positioning for digital business. *Siber International Journal of Digital Business*, 1(1), 13–25.
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). *Services marketing: Integrating customer focus across the firm* (7th ed.). McGraw-Hill Education.