

ARISTA WEDDING PROJECT INNOVATION STRATEGY DESIGN USING BLUE OCEAN STRATEGY

Fitratillah Hilhanif

PT. Arista Jendela Berkah

fitratillahh@gmail.com

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Abstract-Arista Wedding Project is a family business that has officially established in October 2019, in the field of creative industry especially wedding organizer. Arista Wedding Project offers wedding services specializing in Islamic weddings and intimate weddings that prioritize professionalism, creativity, and youthfulness. The value of Arista Wedding Project is Impress Your Wedding Moment and provides education for marriage preparation.

This study aims to find the Key Success Factor (KSF) through eliminate, reduce, raise and create process, to find the canvas strategy. This study also objected to find the right innovation strategy that can be applied to increase the usage of wedding planning and organizer in Arista Wedding Project by using Blue Ocean Strategy. The analysis used in this study are SWOT analysis, benchmark, KSF, six path frameworks, and ERRC Grid. The next step is to create a canvas strategy which will be compiled into an innovation strategy of Blue Ocean for Arista Wedding Project. The results of this study indicate that there are eleven KSF that need to be considered by Arista Wedding Project namely: service quality; type of service; human resource capabilities; price; marketing; portfolio; brand; vendor recommendations; service digitalization; and marriage preparation class. Based on these eleven factors, the innovation strategies that can be applied to Arista Wedding Project in accordance with the Blue Ocean Strategy are improving the capabilities of human resource, price differentiation, service digitalization through the website, and marriage preparation class.

Keywords: Blue Ocean Strategy, Key Success Factor, Innovation Strategy, Wedding Organizer

1. Introduction

Based on data in the Performance Report of the Creative Economy Agency (2020), the creative economy sector has contributed 5.10% to Indonesia's total GDP. One of the businesses in the creative economy that can continue to grow rapidly is a wedding equipment service provider. Arista Wedding Project is a *family business* founded by three brothers and officially established in October 2019 has a current target market for brides who have careers in medicine, entrepreneurs, private and government workers, and are domiciled in East Java, especially Surabaya, Sidoarjo, Gresik, Lamongan and Malang. The increasing level of competition in *the wedding organizer* business in major cities in Indonesia and the impact of the Covid-19 pandemic, requires the Arista Wedding Project to survive. This is coupled with the growth of Arista Wedding Project from 2019-2021 which is still below competitors. Therefore, to continue to compete with competitive advantages with other wedding organizers, Arista Wedding Project needs to design an innovation strategy that is *suitable* for companies and target markets to get out of the red zone, namely with a blue ocean strategy so that *value* is expected to emerge Innovation that can answer company problems and become the right and effective innovation solution.

2. Literature Review

2.1 Previous Research

Research by Dehkordi et al. (2012) adopts a value curve / *innovation* value by providing an increase in selling value or purchase value and efficient cost control with the aim of creating a differentiation strategy, but still streamlining the cost structure. Research by Saputri and Mulyaningsih (2015) uses *Blue Ocean Strategy* in Kedai Digital to create new innovation value that cannot be imitated by competitors, so that Kedai Digital can become a *leading company* in the *merchandise* industry despite having high prices. Research by Vassiljeva et al. (2019) which shows that the implementation of the *Blue Ocean Strategy* can maximize the performance of steel industry companies in Russia. Research by Yandasari (2018) that with *Blue Ocean Strategy* wedding organizers who were originally in red *ocean* can create appropriate and effective innovations so as to form a new market.

2.2 Theoretical Foundation

2.2.1 Blue Ocean Strategy

Blue Ocean Strategy (BOS) is a strategy that challenges companies to get out of the *red ocean* zone by creating market space where competitors do not yet exist or are still very minimal and not contested (*untested market space*).

2.2.2 SWOT Analysis

Internal factors contained in a company can be classified as *strength* or *weakness*. While the company's external factors can be classified as *opportunities* or *threats* (Wulandari, 2016).

2.2.3 Key Success Factor (KSF)

Key Success Factors are important factors for companies to support the success of achieving company goals that have been designed and are in the external and internal environment of the company.

2.2.4 Four Step Framework (ERRC)

The analytical framework that can be used to realize a company's *Blue Ocean Strategy* through value innovation is called a four-step framework in the form of an *Eliminate-Reduce-Raise-Create scheme*.

2.2.5 Strategy Canvas

The strategy canvas has two dimensions, namely the horizontal axis which represents the range of factors that constitute competition and industry investment and the vertical axis summarizes the offers obtained by consumers in various competition factors (Kim and Mauborgne, 2015).

2.2.6 Innovation

According to Ancok (2012), innovation is interpreted as a transition from traditional (old) management principles, processes, and practices to something more competitive.

3. Research Framework

3.1 Analysis Model

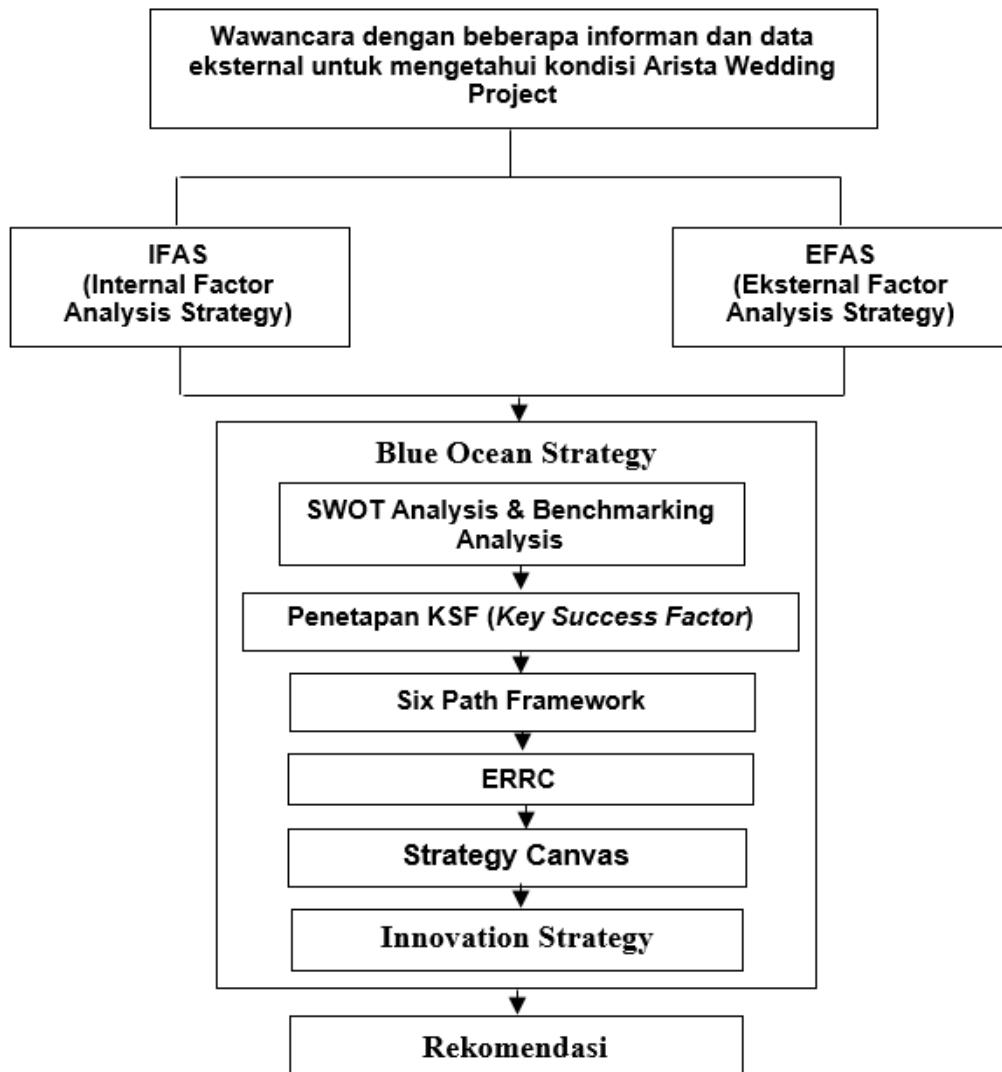


Figure 3.1 Analysis Model

Source: Data Processed (2021)

4. Research Methods

4.1 Types of Research, Samples, and Data Collection

This research is descriptive qualitative using case studies. The informants of this research are 1 shareholder in Arista Wedding Project, 1 project leader event in Arista Wedding Project, 2 target market of Arista Wedding Project, 1 expert in the creative and marketing industry, and 2 competitors. The object of this research is the internal conditions of the Arista Wedding Project and the external conditions of the wedding industry. The primary source of research data is in-depth interviews from informants. Data collection techniques with interviews, observation, and documentation.

4.2 Data Analysis Techniques

Data analysis techniques are carried out with stages of data collection, data reduction, data display, and conclusion drawing/verification.

5. Results and Discussion

5.1 Informant Profile

Table 5.1 Informant Profile Data

No.	Name	Informant Status	Informer Code
1.	Rizka Oktarianti	Co-founder and chief financial officer	RO
2.	Fitri Rismayanti	Project Leader Arista Wedding Project	FRI
3.	Zulfa Keva	Client Arista Wedding Project	ZK
4.	Aulia Puspita	Prospective Clients of Arista Wedding Project	AP
5.	Suprianto Agus Budi	Wedding Industry Expert and Chairman of Hastana East Java 2017-2020	SAB
6.	Owner KK Organizer	Wedding organizer competitors	MONTHS
7.	Owner SK Organizer	Wedding organizer competitors	CS

Source: Data Processed by Researchers (2022)

Here is an example in reading *coding* research:

Writing Example: (RO, A-1, 5)

How to read: Rizka Oktarianti (informant code), which is contained in appendix A of page 1, and shows the 1st line on the page sheet.

Remarks, RO: Indicates the name of the informant.

A-1: Show attachments and informants to-/page attachments

5: Shows column numbers in transcript table

5.2 Blue Ocean Startegy Formulation

5.2.1 Data Collection

Data processing begins with conducting IFAS and EFAS assessments, then conducting SWOT analysis and can be done in parallel with benchmarking analysis. Furthermore, these data are used to formulate the *Blue Ocean Strategy*.

5.2.2 Internal Factor Analysis

Table 5.2 Internal Factor Data (Strength)

No.	Internal Factor (Strength)	Code
S1.	The target market determined is quite effective and is in accordance with the intended market, namely the mass market in the middle class.	(RO, B-1,12) (FR, B-2,10)
S2.	Provide premarital knowledge or education to clients regarding aspects of health, religion, finance, parenting for free	(RO, B-1,20) (FR, B-2,20) (ZK, B-3,8)
S3.	HR or Project Leader has a good and close relationship but still professional with clients	(RO, B-1,22) (FR, B-2,24) (ZK, B-3,18)
S4.	HR has a good attitude and high loyalty	(RO, B-1,34) (FR, B-2,24) (AP, B-4,26)

S5.	Provide <i>free consultation</i> online or offline from before client dealing	(RO, B-1,22) (FR, B-2,10)
S6.	Has a detailed wedding handling service flow ranging from planning, preparation, D-day during the event to post-event	(RO, B-1,52) (FR, B-2,20) (D-1)
S7.	Provide mood board creation services that describe the overall wedding style of the client	(RO, B-1,30) (FR, B-2,30)
S8.	Provide training to the entire team, both the core team and newly joined freelancers	(RO, B-1,34) (FR, B-2,24)
S9.	Doing a lot of bundling, until early 2022 has 5 active bundling with various vendors so that marketing can be wider because it is also spread by other vendors.	(RO, B-1,38) (FR, B-2,42)
S10.	Partnering with the media, thus expanding branding and marketing.	(RO, B-1,50) (FR, B-2,42)
S11.	Developing digitalization services by creating websites with various features	(RO, B-1,64) (FR, B-2,44)
S12.	<i>Up to date</i> with modern and intimate wedding themes, colors, and concepts	(RO, B-1,62) (FR, B-2,30)
S13.	Social media that is always active and growing, and provides useful information	(RO, B-1,24) (FR, B-2,42) (AP, B-4,14)
S14.	Friendly and <i>helpful</i> team/HR	(RO, B-1,20) (ZK, B-3,10)
S15.	Provide after wedding services, such as returning goods to vendors, giving gifts, hampers or gifts to clients	(RO, B-1,22) (FR, B-2,24)
S16.	The team has a quick adaptability	(RO, B-1,68) (FR, B-2,76)

Source: Data Processed by Researchers, 2022

Table 5.3 Internal Factor Data (Weakness)

No.	Internal Factors (Weakness)	Code
W1.	Brands that are still new so they need to build brands through portfolio and experience to be able to enter <i>high-end</i> markets	(RO, B-1,12) (FR, B-2,10)
W2.	More cooperation with vendors who are also new and medium players, so it is quite difficult to target <i>the high end market</i>	(RO, B-1,38) (FR, B-2,50)
W3.	Have not joined an association related to the wedding industry	(RO, B-1,44)
W4.	Do not have their own HT equipment which is a crucial operational tool (must be rented)	(RO, B-1,46) (FR, B-2,46)
W5.	Unclear <i>service</i> boundaries between <i>services</i> that are only for handling D-day and those that are <i>full preparation</i>	(RO, B-1,54) (FR, B-2,14)
W6.	Human resources who do not really understand the procession and preparation of traditional events	(FR, B-2,58) (ZK, B-3,32)
W7.	The new crew on D-day is less alert and does not understand the job desc	(RO, B-1,58) (FR, B-2,64) (ZK, B-3,26)
W8.	Unclear budgeting or pricelist for customization and additional services	(FR, B-2,14) (ZK, B-3,34)
W9.	Less proactive offline marketing	(RO, B-1,38) (FR, B-2,58)
W10.	The distribution of new job descriptions is given when approaching D-day to freelance crews other than Project Leaders	(FR, B-2,68)

Source: Data Processed by Researchers, 2022

5.2.3 External Factor Analysis

Table 5.4 External Factor Data (*Opportunity*)

No.	External Factors (<i>Opportunity</i>)	Code
POLITICS		
O1.	Government regulations regarding health protocols during events, so people prefer Wedding Organizers who offer complete protocols	(RO, B-1,76) (FR, B-2,76) (SAB, B-5,30)
O2.	Collaboration between vendors during a pandemic, so that SOPs are formed that make weddings safer	(SAB, B-5,30)
O3.	Collaboration with police and task forces to run events according to protocol, so that the community still feels safe	(SAB, B-5,32)
ECONOMICS		
O4.	The wedding market at the high end level continues to grow	(RO, B-1,72) (SAB, B-5,50)
SOCIAL		
O5.	The number of weddings in Surabaya continues to grow	(BPS, 2019)
O6.	The need for people to have premarital education	(RO, B-1,76) (FR, B-2,20) (AP, B-4,30)
O7.	Lifestyle changes towards intimate weddings	(RO, B-1,78) (FR, B-2,80) (ZK, B-3,22)
O8.	People with a one-stop service lifestyle, making bundling with many vendors more attractive	(RO, B-1,78) (SAB, B-5,42)
O9.	For upper-middle class people, it can create opportunities to develop services, so that Wedding Organizers are classified as exclusive	(SAB, B-5,60)
O10.	People who want varied service prices and many choices	(AP, B-4,20) (SAB, B-5,64)
TECHNOLOGY		
O11.	Opportunity to offer virtual wedding/invitation service	(FR, B-2,82) (SAB, B-5,68)
O12.	Promotion can be done through various social media platforms (Instagram, YouTube, website, etc.)	(RO, B-1,78) (SAB, B-5,68)
O13.	The development of technology and digitalization that can streamline work and increase the convenience provided to clients	(RO, B-1,78) (FR, B-2,82) (SAB, B-5,68)
O14.	Website development can increase the credibility and professionalism of a Wedding Organizer	(RO, B-1,78) (SAB, B-5,72)

Source: Data Processed by Researchers, 2022

Table 5.5 External Factor Data (*Threat*)

No.	External Factors (<i>Threat</i>)	Code
POLITICS		
T1.	Government regulations regarding PPKM, make prospective clients hesitant to deal	(RO, B-1,76) (FR, B-2,76)
T2.	Government regulations regarding health protocols and event crowd permits add to costs	(RO, B-1,76) (FR, B-2,76)
ECONOMICS		
T3.	Decline in purchasing power of the lower middle class	(RO, B-1,76) (SAB, B-5,62)

T4.	A newcomer who dares to slam prices	(RO, B-1,72)
SOCIAL		
T5.	High competition in the wedding industry, especially wedding organizers	(RO, B-1,70) (SAB, B-5,56)
TECHNOLOGY		
T6.	Technological advances with virtual meetings or virtual weddings make the personal touch of WO service less felt by clients	(FR, B-2,82) (SAB, B-5,70)

Source: Data Processed by Researchers, 2022

5.2.4 SWOT Analysis

Based on the analysis, the coordinates of the SWOT graph are $(XXY) = (1.2, 0.2)$ so that the graph is as follows:

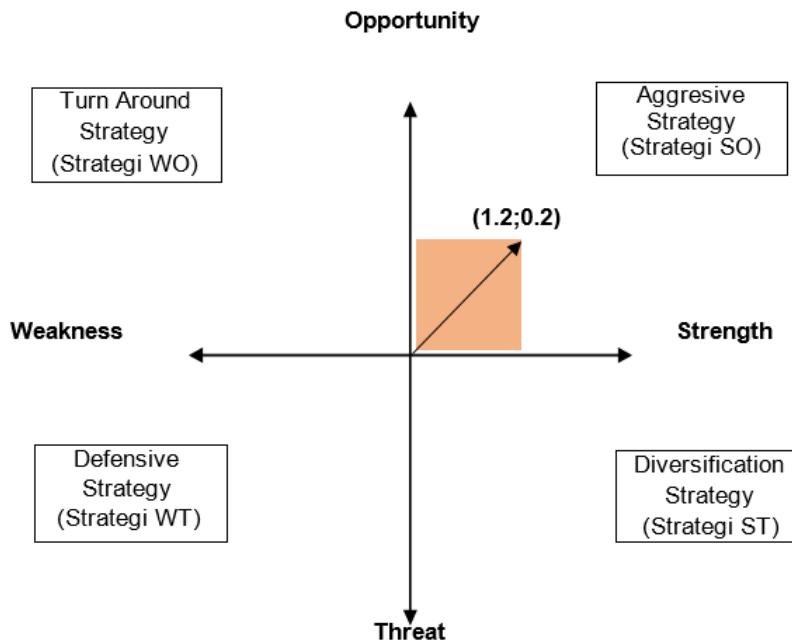


Figure 5.1 SWOT Chart of Arista Wedding Project

Source: Data Processed by Researchers (2022)

So a summary of the SWOT Arista Wedding Project weight value is obtained as follows:

Table 5.6 Summary of SWOT Weighted Value of Arista Wedding Project

SO		WHERE		ST		WT	
S	Or	In	Or	S	T	In	T
4,0	4,2	2,8	4,2	4,0	4,0	2,8	4,0
8,2		7,0		8,0		6,8	

Source: Data Processed by Researchers 2022

5.2.5 Benchmarking Analysis

- A. Benchmark KK Wedding Organizer
- B. Benchmark SK Wedding Organizer

5.2.6 Key Success Factor (KSF)

Table 5.7 Data Key Success Factor Arista Wedding Project

No.	Key Success Factor	Code
1.	Price	(FR, B-2,68), (ZK, B-3,8), (AP, B-4,20), (SAB, B-5,64)
2.	Type of Service	(ZK, B-3, 22), (RO, B-1,78), (SAB, B-5,42), (SAB, B-5,60)
3.	Marketing	(RO, B-1,38), (FR, B-2,58)
4.	Portfolio	RO, B-1,12), (FR, B-2,10), (SAB, B-5,80)
5.	HR capabilities	(FR, B-2,58), (ŽK, B-3,32), (SAB, B-5,68)
6.	Quality of Service	(RO, B-1,52), (FR, B-2,20), (D-1), (SAB, B-5,48)
7.	Brand	(RO, B-1,12), (FR, B-2,10), (SAB, B-5, 68)
8.	Vendor recommendations	(RO, B-1,38), (FR, B-2,42), (ŽK, B-3, 28), (AP, B-4,20)
9.	Communication	(RO, B-1,22), (FR, B-2,24), (ŽK, B-3,18), (AP, B-4,16)
10.	Digitization of services through the website	(RO, B-1,78), (FR, B-2,82), (ŽK, B-3, 34), (SAB, B-5,68), (SAB, B-5,72),
11.	Premarital class facilities	(RO, B-1,76), (FR, B-2,20), (AP, B-4,30)

Source: Data Processed by Researchers (2022)

5.2.7 Six Path Framework

Table 5.8 Six Path Framework Arista Wedding Project

No.	Head-to-Head Competition	Blue Ocean Creation
1	Focus on competitors in the industry	<p>Looking at alternative industries:</p> <ul style="list-style-type: none"> - Education industry: creating modules and curriculum for premarital classes - Banking industry: longer term process and can cooperate to process transactions through the website - IT industry: digitizing services through websites - Tourism industry: provides an element of leisure in the services offered, such as honeymoon.
2	Focus on class groups of the same product	<p>Look at strategic groups in the industry:</p> <ul style="list-style-type: none"> - Look at old players in the wedding industry how the services provided, <i>pricing</i> systems, build brands and credibility
3	Focus on serving even better on buyer groups	<p>Redefining the buyer chain:</p> <ul style="list-style-type: none"> - Bride-to-be: as the main customer - The parents of the bride and groom or the family of the bride and groom: often as a determinant of the transaction

		<ul style="list-style-type: none"> - Premarital class participants: first tier non-customer. Premarital class participants who have not or are planning a wedding - Wedding vendors: as third-tier non-customers but the company can capture the market from wedding vendors
4	Focus on maximizing products and services offered in the same industry	<p>Look at complementary product and service offerings</p> <ul style="list-style-type: none"> - Complementary vendors (décor, attire, entertainment, MC, makeup, venue, invitation, etc.) - Wedding equipment such as smoke effect, HT, confetti, health protocols.
5	Focus on improving value and price on existing products or services	<p>Discerning new and different emotional or functional appeals to buyers</p> <ul style="list-style-type: none"> - Personal touch that feels like a friend but still professional increases customer trust - Friendly and helpful service - Perform premarital education functions to clients
6	Anticipate and wait	<p>Look at the time in creating trends</p> <ul style="list-style-type: none"> - Trends during a pandemic: health protocol trends, and intimate weddings - Technology and digitalization trends: developing virtual/online invitations, websites, RSVPs - Color trends and event concepts: knowing the color trends and concepts can provide various wedding style options to clients, until prestige appears.

Source: Data Processed by Researchers, 2022

5.2.8 Eliminate-Reduce-Raise-CREATE Grid (ERRC Grid)

Table 5.9 ERRC Grid Arista Wedding Project

Eliminate-Hapuskan	Reduce-Reduce
<ul style="list-style-type: none"> - The Wedding Organizer team is less sprightly and gathers a lot ((RO, B-1,58), (FR, B-2,64), (ZK, B-3,26)) - HR who does not understand job description (FR, B-2, 68) 	<ul style="list-style-type: none"> - Over customize for services provided free ((FR, B-2,14), (ZK, B-3,34))
Raise-Upgrade	Create-CREATE
<ul style="list-style-type: none"> - Target market reach ((RO, B-1,72), (SAB, B-5,50)) - Offline and online premarital education programs ((RO, B-1,76), (FR, B-2,20), (AP, B-4,30)) - Understanding of customary processions ((FR, B-2,58), (ZK, B-3,32)) - Brand ((RO, B-1,12), (FR, B-2,10)) - Product/service knowledge ((RO, B-1,34), (FR, B-2,24)) - Team sensitivity, speed, and flexibility ((RO, B-1,34), (FR, B-2,24), (AP, B-4,26)) - Vendor cooperation and recommendation ((RO, B-1,38), (FR, B-2,42), (FR, B-2,50)) 	<ul style="list-style-type: none"> - The Wedding Organizer team is special to take care of web invitations for RSVP, if providing full service ((SAB, B-5,60)) - Tim customer service ((SAB, B-5,60)) - Digitization of services through the website ((RO, B-1,64), (FR, B-2,44)) - Cooperation with banks to digitize payments through websites and premarital savings programs ((RO, B-1,78), (SAB, B-5,72)) - Pricelist for customize or additional service ((FR, B-2,18), (ZK, B-4,34), (SAB, B-5,60)) - Create modules for premarital classes that can be accessed only by clients ((RO, B-1,76), (FR, B-2,20), (AP, B-4,30))

<ul style="list-style-type: none"> - Online marketing (through social media) and offline such as exhibitions, and door to door to vendors ((RO, B-1.38), (FR, B-2, 58)) - Clear and good communication ((RO, B-1.22), (FR, B-2.24), (ZK, B-3,18)) 	
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Source: Data Processed by Researchers, 2022

5.2.9 Canvas Strategy

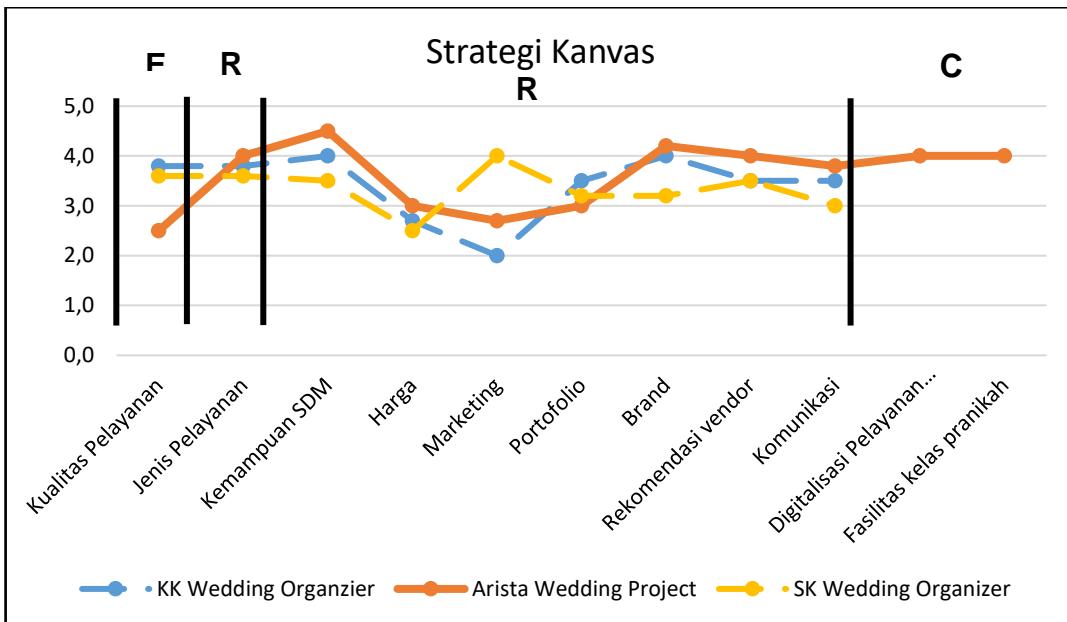


Figure 5.3 Arista Wedding Project Canvas Strategy

Source: Data Processed by Researchers (2022)

5.2.10 Blue Ocean Strategy Series

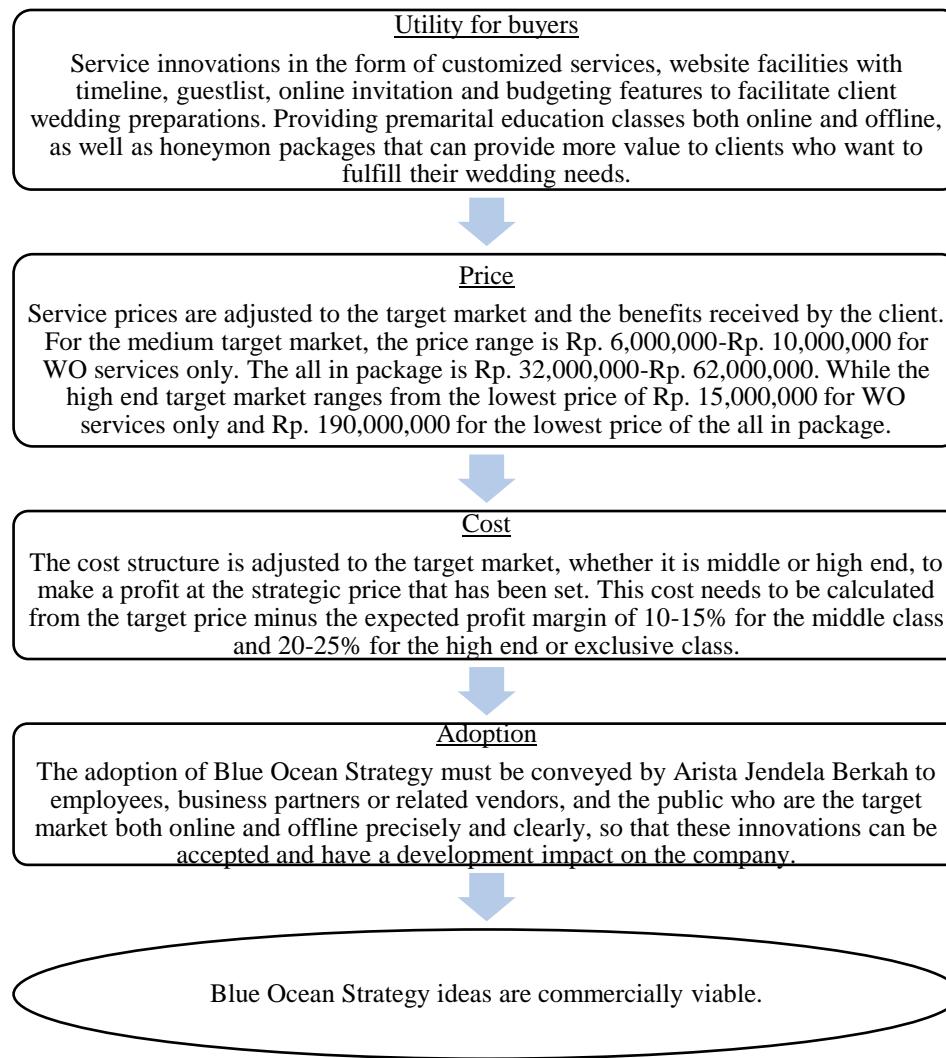


Figure 5.5 Arista Wedding Project *Blue Ocean Strategy Series*

Source: Data Processed by Researchers (2022)

5.2.11 Innovation Strategy with Blue Ocean Strategy

1. Developing Human Capital by doing:
 - a. Providing training in both hearty service, traditional wedding processions, public speaking, and digital marketing.
 - b. Provide opportunities to participate in MICE certification through BNSP
 - c. Increase employee skills in IT development and digitalization.
2. A Growth Orientation is to provide additional value in the form of types of services and prices that vary by:
 - a. Product/service diversification, such as creating pre-wedding classes and honeymoon packages.
 - b. Service development by developing technology in the form of digitizing services through the website to make it easier for clients to prepare for weddings.
 - c. Joint venture, namely collaborating with various well-known vendors and collaboration with the banking industry to meet the needs and facilitate the market to transact.

d. Market penetration, which is expanding the target market to an exclusive market by digitizing services through websites with various features that can be developed.

5.3 Managerial Implications

1. Improve the ability of human resources. For that the company must do:
 - a. Conduct hearty service training, traditional wedding processions, public speaking, and digital marketing once a year twice, for new and old teams.
 - b. Provide opportunities to take part in MICE certification to project leaders held by BNSP.
 - c. Add a dedicated team for web invitations and take care of RSVP and digitization services.
2. Offers various prices and types of services, such as the following:
 - a. The contract package with a maximum of 100 guests is divided into full preparation and event handling only.
 - b. Intimate wedding package with a maximum of 200 guests, divided into full preparation and event handling only.
 - c. The package of contract-reception with a maximum of 1500 guests is divided into full preparation and contract handling only
 - d. Masterpiece package with >1500 guests with full preparation and customization handling
 - e. Additional services tailored to client needs.
 - f. Bundling with newcomer vendors and large vendors in East Java.
3. Increase credibility and brand awareness, by:
 - a. Developing a website
 - b. Develop a portfolio by means of endorsements or advertisements.
4. Digitizing services using the website, management needs to prepare:
 - a. Database vendors as much as possible to maximize the use of the website by clients
 - b. Establish cooperation with banks to create long-term programs in the wedding service payment process through the website
5. Expanding the target market to the exclusive market. To do so, management must perform:
 - a. Human Resource Development with regular training, increasing understanding of traditional processions, compiling SOPs and clear job descriptions for the entire team.
 - b. Improve quality and brand awareness.
 - c. Improve experience and portfolio when handling prominent people or high end clients.
 - d. Management must follow wedding organizer associations such as Hastana Indonesia to expand the market
6. Premarital class facilities. Increase the quality and intensity of premarital education classes both online and offline and create modules with a predetermined curriculum. This is an effort to increase value to clients.

6. Conclusion and Advice

6.1 Conclusion

1. *Key Success Factor* Arista Wedding Project, yaitu:

- a. Quality of service
- b. Types of services
- c. Human Resources Capabilities
- d. Price
- e. Marketing
- f. Portfolio
- g. Brand
- h. Vendor recommendations
- i. Website digitization
- j. Premarital class facilities

With the *Eliminate, Reduce, Raise* and *Create* process as follows:

- a. *Eliminate*: excessive service is not in accordance with the function of the wedding organizer, the team is less alert.
- b. *Reduce* : HR who does not understand the job description, and over customize for services provided for free.
- c. *Raise*: target market reach, understanding traditional processions, online and offline premarital class education programs, brand awareness, product/service knowledge, team sensitivity and flexibility, vendor cooperation and recommendations, fast response, online and offline marketing, effective communication.
- d. *Create*: the ability of the team to create layouts, the wedding team specifically takes care of web invitations for RSVP if you choose a full-service package, customer service team, digitizing service through the website with timeline, guestlist, online invitation and budgeting features, cooperation with banks to digitize payments through websites and premarital savings programs, pricelists for customize services or additional services, and create modules for premarital classes.

2. The Arista Wedding Project strategy canvas has eleven reference factors according to *Key Success Factor*. When compared with the *benchmarking* results, Arista Wedding Project has differentiation that can be used to increase the use of wedding planning & organizer services, including human resource capabilities, prices, vendor recommendations, and creating new services, namely digitizing services through websites and premarital education classes conducted online and offline.

3. Innovative strategies that can be applied to increase the use of wedding planning & organizer services at the Arista Wedding Project, namely:

- a. Product/service diversification by creating pre-wedding classes and honeymoon packages.
- b. Service development by developing technology in the form of digitizing services through websites, custom services for exclusive markets.

- c. Joint venture is a collaboration with the banking industry to facilitate transactions made through the website and minimize risk.
- d. Market penetration, which is expanding the target market to an exclusive market by increasing credibility through the website.

6.2 Suggestion

6.2.1 Practical advice

- 1. Arista Wedding Project needs to improve the weaknesses and capabilities of human resources and implement the innovation strategy that has been prepared, so as to increase brand awareness and portfolio to more easily enter the highend market in order to increase the use of its services and increase business development.
- 2. Arista Wedding Project needs to pay attention to eleven *Key Success Factors* which are important aspects in the development of the wedding organizer industry.

6.2.2 Further Research Suggestions

- 1. Further research needs to be done on the innovations carried out to determine the impact of the innovation strategy that has been carried out whether it can develop the wedding organizer business.
- 2. Further research needs to be done on various innovation strategies and other key success factors to survive in the wedding organizer industry.
- 3. Further research can be done to explore marketing and branding strategies in the wedding organizer industry.

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