

## Marketing Strategy and Customer Value of Astuti Wedding Gallery Using SWOT, QSPM, and VPC

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**Abstrak**

*Pengelolaan Penelitian ini mengkaji strategi pengembangan layanan berbasis budaya pada Astuti Wedding Gallery (AWG), penyedia jasa pernikahan tradisional Jawa di Samarinda. Penelitian ini didasarkan pada meningkatnya minat generasi muda terhadap konsep pernikahan tradisional yang dikombinasikan dengan sentuhan modern. Secara teori, studi ini menggunakan analisis SWOT untuk menilai posisi internal dan eksternal perusahaan, serta Value Proposition Canvas (VPC) untuk memahami kebutuhan pelanggan dan kesesuaian nilai yang ditawarkan. Metode yang digunakan adalah pendekatan kualitatif melalui wawancara, observasi, dan triangulasi untuk memastikan validitas data. Hasil penelitian menunjukkan bahwa keunggulan utama AWG berasal dari keunikan budaya Jawa, hubungan interpersonal yang baik dengan klien, serta fleksibilitas paket layanan. Kelemahan ditemukan pada keterbatasan tenaga kerja, promosi digital yang belum optimal, dan sistem operasional yang tidak terorganisir. Peluang tercipta melalui tren pernikahan tradisional dan ekspansi pemasaran digital, sementara ancaman berasal dari persaingan industri dan perubahan kondisi ekonomi. Berdasarkan analisis SWOT, VPC, dan QSPM, strategi yang paling tepat adalah pengembangan pasar melalui penggunaan media digital dan kerjasama dengan vendor lokal. Secara keseluruhan, integrasi nilai budaya dengan inovasi modern menjadi dasar peningkatan daya saing AWG.*

**Abstract**

This research examines the culture-based service development strategy at Astuti Wedding Gallery (AWG), a Javanese traditional wedding service provider in Samarinda. This study is based on the increasing interest of the younger generation towards the concept of traditional marriage combined with a modern touch. Theoretically, the study uses SWOT analysis to assess the company's internal and external positions, as well as Value Proposition Canvas (VPC) to understand customer needs and the appropriateness of the value provided. The method used is a qualitative approach through interview, observation, and triangulation to ensure the validity of the data. The research result show that the main advantage of AWG comes from the uniqueness of Javanese culture, good interpersonal relationship with clients, and the flexibility of service packages. Weaknesses are found in limited manpower, digital promotion that is not optimal, and operational system that is not organized. Opportunities are created through traditional marriage trend and the expansion of digital marketing, while threats come from industry competition and changing economic conditions. Based on SWOT, VPC, and QSPM analysis, the most appropriate strategy is market development through the use of digital media and cooperation with local vendors. Overall the integration of cultural values with modern innovation is the basis for increasing AWG's competitiveness.

## INTRODUCTION

The wedding organizer (WO) industry in Indonesia is accelerating rapidly along with the increase in public demand for wedding services that not only highlight the aesthetic side, but are covered with deep cultural meanings. This phenomenon is felt in various regions, including Samarinda City, where young couples are now increasingly active in combining traditional values in traditional marriage with a modern touch. This shift in taste indicates that consumers no longer only prioritize technical efficiency in the organization of events, but also appreciate the value of experience, cultural identity, and service flexibility. This situation pushes the WO industry to sharpen its competition, so that every business actor must prepare an agile management strategy and a completely different value proposition.

Marketing strategy is an important factor in maintaining the competitiveness of a business. In research Surahman et al., (2024) explained that most companies, both large and small, apply SWOT



analysis to help managers in designing the right marketing strategy and minimize risks that are not in line with the company's goals. This principle is relevant for AWG who need strategic planning based on internal and external analysis in order to be able to face market challenges, such as limited human resources and dependence on the wedding season.

Meanwhile, research Gurel & Tat, (2017) shows that SWOT analysis is an important tool to evaluate the strategic position of the organization, especially in a rapidly changing business environment. SWOT not only helps to recognize internal and external factors, but also directs companies to choose strategies that are adaptive and oriented towards market opportunities. This view supports AWG's move to use SWOT analysis as a basis for preparing a realistic and sustainable business development strategy. Based on research results Afidah, (2024) the implementation of the Value Proposition Canvas (VPC) concept turns out to be able to strengthen customer loyalty. This happens because VPC forces businesses to design more appropriate offers, personal, and emphasize user experience. However, most of the previous studies still highlight the implementation of VPC in the digital and retail sectors, while studies on traditional cultural-based service businesses such as WO are still very rare. Clara & Abdilla, (2025) emphasize that an effective competitive strategy must be able to connect the company with its environment to create a sustainable competitive advantage. This concept is important for AWG that operates in the marriage service industry, where the ability to adjust strategies to changing consumer trends and competitor activities is the key to success. By understanding environmental factors and market behavior, AWG can strengthen its position in Samarinda and surrounding areas. Based on research Marendra et al., (2023) explain that SWOT analysis can be used as a tool to formulate a business strategy based on internal and external factors of the company. The application of this analysis on AWG is very relevant to identify key strengths, such as reputation and experience in the field of customary marriage, as well as understanding threats such as the emergence of many new competitors in the same industry. According to Sari et al., (2024), explained that strategic innovation not only focuses on product development, but also involves updates in business models and marketing strategies. This finding is closely related to the condition of AWG who need to innovate in the management of their services, for example by utilizing social media more professionally or collaborating with local vendors such as photographers, decorators, and make-up artists to increase the company's bargaining value. In a similar context, Sriwidadi & Gautama, (2016) explained that SWOT analysis is an important tool in formulating a competitive strategy through mapping the company's internal and external factors. The application of this concept to AWG can help identify the strengths and weaknesses of the organization, as well as respond to market opportunities and competitive dynamics in the marriage service industry.

Research shows a gap, where most SWOT analysis still focuses on general elements such as management, promotion, and pricing strategy, but rarely explores the strengths that come from local cultural values and personal relationships applied by the business. Likewise, in the VPC approach, research generally emphasizes modern products and services, but discusses how traditional values and cultural experiences can be used as the main proposition to provide additional value to customers.

This research aims to close the identified gap by compiling SWOT and VPC analysis contextually and creatively specifically for AWG. In it, the strength is not only judged in terms of price and service, but also includes the uniqueness of Javanese culture that is presented as well as the emotional relationship established between service providers and customers. Weaknesses are identified through limited resources and digital promotion that have not been maximized. Opportunities are focused on the trend of increasing interest of the younger generation towards traditional weddings, while threats include competition with modern wedding organizers and local economic uncertainty. By utilizing the VPC framework, this study explores how AWG grows value through services that raise cultural elements, improve more efficient coordination, and design integrated service packages that are able to lighten the burden and reduce customer stress. Therefore, this work not only expands the application of SWOT and VPC analysis in the context of local service businesses, but also shows how cultural values

can be processed into innovative business strategies, thus strengthening the competitiveness of WO in the midst of the changing trend dynamics of the marriage industry.

## LITERATURE REVIEW

SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is a strategy used to identify internal and external factors that affect the performance of an organization Gurel & Tat, (2017) This method helps in understanding a business from its strengths and weaknesses as well as the opportunities and threats faced by the market. Meanwhile, the Value Proposition Canvas (VPC) is a tool developed by Osterwalder et al., (2014) to assist Companies in understanding customer needs and designing the right value proposition. VPC focuses on matching the "customer profile" (work, problem, and customer experience) with the "value map" (products, solutions, and benefits offered by the business).

This topic focuses on culture-based service development strategies using SWOT and VPC approaches at Astuti Wedding Gallery (AWG) in Samarinda. The Wedding Organizer (WO) industry is growing rapidly along with the increasing demand for wedding services that combine traditional values and elements of modernity. However, AWG faces challenges in the efficiency of the work system, promotion and fierce competition with modern WO. Therefore, this study seeks to understand how local cultural values (Javanese) can be a strategic force and part of a value proposition that appeals to customers.

Several previous studies have highlighted the basic concepts in the management of a service business that are an important cornerstone in strategic analysis. According to Gurel & Tat, (2017) strengths, the SWOT analysis comes from the company's internal advantages such as service quality and the ability to maintain relationships with customers, while weaknesses are generally caused by limited resources and inefficient management systems. In line with that Kotler & Keller, (2016), it states that (opportunities) are external factors that can be used to encourage business growth, while threats come from market dynamics and increasingly fierce competition levels

In the context of small and medium enterprises, it was found that the most common ones that emerged were high dependence on business owners and lack of professionalism in the work system, which had an impact on limited management capacity. On the other hand, the VPC approach developed by Osterwalder et al., (2014) emphasizes the importance of a deep understanding of customers that includes their activities, constraints, and emotional needs so that the company can create a value proposition that is right on target. It is also further researched by Afidah, (2024) proving that the application of the VPC concept can increase customer loyalty because it encourages companies to design services that are more personalized, relevant and user experience-oriented. This literature shows that the integration of SWOT analysis and the Value Proposition Canvas can provide a comprehensive understanding of the internal and external conditions of the business, as well as assist service companies such as WG in designing sustainable value strategies and a culture of high competition.

Based on the results of the study and AWG's conditions, it can be explained that in terms of strengths, AWG has a strong Javanese cultural uniqueness in every service provided, establishes a good emotional relationship with customers, and applies elegant and traditional event concepts. This cultural strength is the main differentiation that modern WO rarely have. However, in order to remain relevant and competitive, these cultural advantages need to be supported by continuous service innovation. In terms of Weaknesses, AWG faces limited workforce, suboptimal digital promotion, and a work system that is still inefficient. To overcome this, a modernization process is needed in the management and implementation of a more effective digital marketing strategy, so that AWG does not lag behind competitors who are already technology-based. Furthermore, in the aspect of Opportunities, there is a trend of increasing interest among the younger generation in traditional marriage, as well as the opening of wide promotional opportunities through social media. This opportunity can be used by strengthening the Javanese cultural branding that is characteristic of AWG, as well as creating a more adaptive and attractive service package for the younger generation. As for the Threats aspect, AWG

faces stiff competition with modern WO as well as seasonal demand fluctuations. This threat requires companies to implement innovative strategies and diversify services to maintain revenue stability and strengthen competitiveness.

From the results of this comparison, AWG can strengthen its value proposition by combining the advantages of traditional culture and modern innovation. The integration of SWOT and VPC provides strategic direction so that cultural values are not only symbolic but also competitive differentiators that can build long-term customer loyalty.

## METHOD

This analysis applies a qualitative approach with a case study of one of the wedding services in Samarinda. Bogdan and Taylor (1982) in (Moleong, 2021) state that qualitative research is a method that produces descriptive data in the form of written or spoken words from individuals and observable behavior. Data collection was carried out through several steps, namely interview techniques and direct observation of consumer behavior. Data was collected using interview techniques and direct observation that focused on consumer behavior. After that, the data obtained is analyzed through a process of data reduction, data presentation, and conclusion drawing in accordance with the analysis model (Miles et al., 2014). To maintain data validity, this study uses source triangulation and techniques so that the results obtained are more reliable (Sugiyono, 2019). Next, the findings were analyzed using two analytical tools, namely SWOT and Value Proposition Canvas (VPC). SWOT analysis serves to identify strengths, weaknesses, opportunities, and threats in business strategy (Rangkuti, 2018). On the other hand, VPC is used to understand in more detail the relationship between customer needs and the value provided (Osterwalder & Pigneur, 2014). These two analytical tools serve as interpretive guides in qualitative research to help researchers organize and interpret interview and observation results systematically

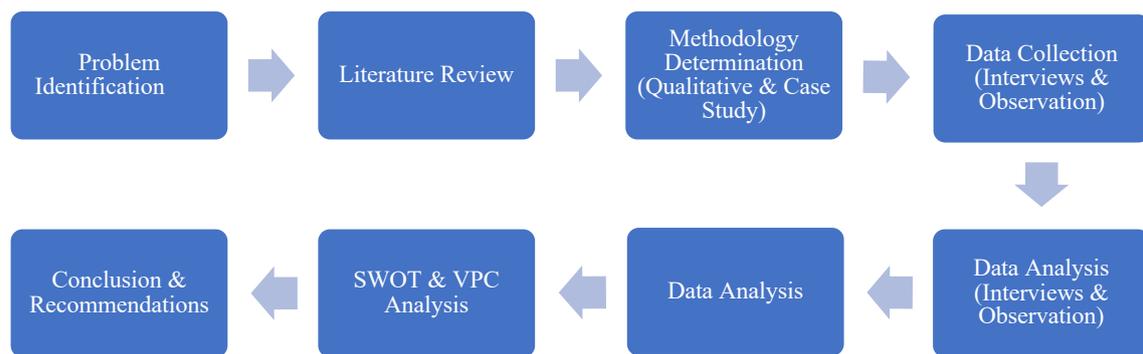


Figure 1. Research Flow

Table 1. SWOT Analysis Matrix

IFAS or EFAS	S (Strength) Identifying internal strengths	W (Weakness) Identifying internal weakness factors
O(Opportunity) Identifying external opportunity factors	Strategy SO Developing a strategy that uses strengths to take advantage of opportunities	Strategy WT Developing a strategy that uses strengths to take advantage of opportunities
T (Threat) Identifying internal threats	Strategi ST	Strategi WT

Developing a strategy that uses strengths to take advantage of opportunities      Developing a strategy that uses strengths to take advantage of opportunities

Source (Rangkuti, 2018)

Based on Table 1, the main strength factor comes from the professionalism and experience of the team, while the weakness lies in online promotion, which is not yet optimal.

**Table 2. VPC Analysis Matrix**

Customer Segment	Value Proposition
Prospective brides and grooms who want a modern and efficient concept	Providing complete packages, attractive designs, and fast service
Clients who value ease of communication	Providing consultation services both online and personalized concepts

Source (Osterwalder & Pigneur, 2014)

Based on Table 2, the main values offered emphasize time efficiency and personalized services tailored to customer needs.

After the data was collected and analyzed, the researchers used SWOT analysis tools to explore strengths, weaknesses, opportunities, and threats. In addition, the Value Proposition Canvas (VPC) was used to assess the suitability between the value offered and customer needs. The research flow is shown in Figure 1, while the results of the SWOT and VPC analyses can be seen in Tables 1 and 2.

## RESULTS AND DISCUSSION

### SWOT ANALYSIS

Variable Factor Analysis conducted through internal environmental research at this business identifies several components of internal strategy based on strengths and weaknesses, where the strengths include friendly employees, prices that are relatively cheaper than competitors, good personal relationships with clients that help build trust, lower operational costs due to the efficiency of local suppliers, and flexibility in service packages tailored to consumer needs, while the weaknesses consist of high dependence on the owner in operations, a limited team size resulting in low work capacity, a lack of digital promotion, the absence of an inventory system that causes uncontrolled operational costs, and the risk of disruption if local suppliers experience problems despite the business not being directly dependent on them; furthermore, the results of external environmental research at Astuti Wedding Gallery Samarinda show that the external strategic factors consist of opportunities such as the increasing popularity of traditional Javanese weddings among the younger generation, growing demand for wedding organizer services in Samarinda and surrounding areas, the potential of digital marketing platforms like Instagram and TikTok to reach a wider market, collaboration with local vendors, videographers, and photographers, and the opportunity to offer traditional-modern combination packages tailored to young couples' preferences and threats, including intense competition with other wedding organizers in Samarinda, a shift in trends toward modern or minimalist wedding concepts, economic uncertainty that could reduce interest in using wedding organizer services, the risk of supplier disruption in the form of delays or price increases, and changes in regulations governing major events after the pandemic.

**Table 3. IFE Matrix**

No	Strength	Weight	Rank	Weight x Rating
1	Friendly Employees	0,12	3	0,36
2	Relatively cheaper than competitors	0,14	4	0,56
3	Good personal relationships with clients, fostering trust	0,11	4	0,44
4	Lower operating costs due to the efficiency of local suppliers	0,08	3	0,24
5	Flexibility in service packages (tailored to customer needs)	0,07	3	0,21

<b>Total (Strength)</b>		<b>0,52</b>		<b>1,81</b>
<b>Weakness</b>				
1	Heavy reliance on the owner in operations	0,14	2	0,28
2	Limited number of teams resulting in low work capacity	0,11	2	0,22
3	Digital promotion is still lacking	0,1	1	0,1
4	No inventory system, resulting in uncontrolled operating costs	0,07	2	0,14
5	Risk if local suppliers experience disruptions (not direct dependence)	0,06	2	0,12
<b>Total (Weakness)</b>		<b>0,48</b>		<b>0,86</b>
<b>Total</b>		<b>1</b>		<b>2,67</b>

The Internal Factor Evaluation (IFE) matrix shows an overall score of 2.67, indicating that the company's internal conditions are quite strong as it exceeds the average of 2.5. However, obtaining a significant score does not automatically mean that this matrix is free from weaknesses. The strengths of this matrix are not only evident from the final score but also from the consistency of the aspects used, the readability of the weights, and the accuracy of the assessment. Based on Safitri et al., (2023) From a technical point of view, this matrix can be considered complete and accurate because the total weight reaches 1.00, the weight calculation is multiplied by the correct assessment, and the assessment is in accordance with the IFE preparation guidelines. Therefore, this matrix is suitable for use as a basis for initial assessment.

**Table 4. EFE Matrix**

No	Opportunity	Weight	Rank	Bobot x Rating
1	The trend of traditional Javanese weddings is increasingly popular among the younger generation	0,13	4	0,52
2	Growth in demand for wedding organizer services in Samarinda and surrounding areas	0,12	4	0,48
3	Potential for digital marketing (Instagram, TikTok, etc.) to reach a wider market	0,11	3	0,33
4	Collaboration with local vendors/videographers/photographers	0,11	3	0,33
5	Opportunity to offer traditional-modern combination packages tailored to the preferences of young couples	0,09	3	0,27
<b>Total opportunities</b>		<b>0,56</b>		<b>1,93</b>
<b>Threats</b>				
1	Intense competition with other WOs in Samarinda	0,13	2	0,26
2	Shift in trends toward modern/ minimalist wedding concepts	0,11	2	0,22
3	Economic uncertainty that could reduce interest in using WO	0,09	2	0,18
4	Risk of disruption from suppliers (delays/ price increases)	0,06	2	0,12
5	Changes in regulations or rules for major events post-pandemic	0,05	1	0,05
<b>Total Threat</b>		<b>0,44</b>		<b>0,83</b>

**Total** **1** **2,76**

This framework demonstrates excellent computational precision and organizational clarity (Safitri et al., 2023), with a total weight of 1.00 and an average weight of 2.76, indicating a strong external status exceeding 2.5. Elements such as “Javanese Traditional Wedding Trends” (weight 0.13, rank 4) are closely related to this particular business domain (Hasan, 2025a), while threat aspects such as “Fierce Market Competition” (Rank 2) are justified given the intense competitive dynamics in the wedding planning sector in Samarinda. The effectiveness of this framework is demonstrated by its ability to identify digitalization opportunities, such as advertising through Instagram, which has the potential to be combined with VPC to enhance the uniqueness of the services offered (Yulia et al., 2025). By processing the IFE matrix value of 2.67 and the EFE matrix value of 2.76, we can form a reference in the SWOT matrix to understand the position of this business.

**Table 5. Quadrant SWOT**

	<b>Strong (3.0 - 4.0)</b>	<b>Moderate (2.0 - 2.9)</b>	<b>Weak (1.0 - 1.9)</b>
<b>Strong (3.0 - 4.0)</b>	I	II	III
<b>Moderate (2.0 - 2.9)</b>	IV	V(2.67 ; 2,76)	VI
<b>Weak (1.0 - 1.9)</b>	VII	VIII	IX

This business is in Quadrant V, which describes a moderate position in terms of internal strength and responsiveness to external opportunities (Safitri et al., 2023). Therefore, the appropriate strategy is controlled growth (grow and maintain), which involves gradually improving service quality, taking advantage of market opportunities without taking big risks, maintaining financial stability, optimizing existing strengths, and slowly but consistently improving weaknesses.

The SWOT strategy table outlines various approaches to leverage strengths and opportunities while mitigating weaknesses and threats for the wedding organizer business. In the strengths-opportunities (SO) quadrant, the business can capitalize on strong personal client relationships, low prices, reduced operational costs, and service flexibility by tapping into the trend of traditional Javanese weddings among the younger generation, thereby expanding digital reach via local vendors to boost sales and trust. The weaknesses-opportunities (WO) quadrant suggests reducing owner dependency and enhancing digital promotion with minimal investment through Instagram and TikTok, while partnering with local vendors to implement an inventory system that minimizes local supplier risks. Meanwhile, the strengths-threats (ST) quadrant recommends utilizing robust personal ties, low operational costs, competitive pricing, and service agility to counter intense competition through effective promotion. The weaknesses-threats (WT) quadrant emphasizes cutting owner reliance, improving digital promotion performance with small investments, and mitigating local supplier risks by seeking alternative suppliers while further reducing owner dependency.

**Table 6. Matrix Quantitative Strategy Matrix for planning (QSPM)**

<b>Internal Evaluation Factors</b>		<b>Strategic Alternatives</b>						
		Weight	Market Penetration		Product Development		Market Development	
			AS	TAS	AS	TAS	AS	TAS
No	Strength							
1	Friendly Employees	0,12	3	0,36	4	0,48	3	0,36
2	Relatively cheaper than competitors	0,14	4	0,56	3	0,42	3	0,42
3	Good personal relationships with clients, fostering trust	0,11	4	0,44	3	0,33	3	0,33

4	Lower operating costs due to the efficiency of local suppliers	0,08	3	0,24	2	0,16	2	0,16
5	Flexibility in service packages (tailored to customers needs)	0,07	3	0,21	3	0,21		0,21
<b>Weakness</b>								
1	Heavy reliance on the owner in operations	0,14	2	0,28	2	0,28	2	0,28
2	Limited number of teams resulting in low work capacity	0,11	2	0,22	3	0,33	4	0,44
3	Digital promotions is still lacking	0,1	1	0,1	3	0,3	3	0,3
4	No inventory system, resulting in uncontrolled operating costs	0,07	2	0,14	2	0,14	2	0,14
5	Risk if local suppliers experience disruptions (not direct dependence)	0,06	2	0,12	2	0,12	2	0,12
<b>Opportunity</b>								
1	Traditional Javanese weddings are becoming increasingly popular among the younger generation.	0,13	4	0,52	3	0,39	3	0,39
2	Growth in demand for wedding organizer services in Samarinda and surrounding areas.	0,12	4	0,48	3	0,36	4	0,48
3	Potential for digital marketing (Instagram, TikTok, etc.) to reach a wider market.	0,11	3	0,33	3	0,33	3	0,33
4	Collaboration with local vendors/videographers/photographers.	0,11	3	0,33	3	0,33	4	0,44
5	Opportunity to offer traditional-modern combination packages tailored to the tastes of young couples.	0,09	3	0,27	3	0,27	3	0,27
<b>Threats</b>								
1	Fierce competition with other wedding organizers in Samarinda	0,13	2	0,26	2	0,26	2	0,26
2	Shifting trends toward modern/minimalist wedding concepts	0,11	2	0,22	3	0,33	3	0,33
3	Economic uncertainty that could reduce interest in using wedding organizers	0,09	2	0,18	3	0,27	3	0,27
4	Risk of disruptions from suppliers (delays/price increase)	0,06	2	0,12	2	0,12	2	0,12

5	Changes in regulations or rules for large events post pandemic	0,05	1	0,05	3	0,15	3	0,15
<b>Total</b>				5,43		5,58		5,8

The Internal Evaluation Factor (IFE) in the total IFE matrix for the IFE section is 2.67. The IFE factor shows the strength factor with the highest score, namely Lower Prices Compared to Competitors with a weight of 0.14 and a TAS score of 0.56 in the market penetration strategy, which results in a strategy of increasing competitive price promotions and emphasizing cost efficiency to attract customers. Good Personal Relationships with Clients, with a weight of 0.11 and a TAS score of 0.44, results in a strategy of building loyalty through personal communication and testimonials. However, the weakness factor with the lowest score is Risk of Disruption from Local Suppliers, with a TAS score of 0.12, resulting in a strategy of diversifying backup suppliers to reduce dependence. Digital Promotion is Still Lacking with a TAS score of 0.10, resulting in a strategy of investing in digital campaigns such as Instagram and TikTok to increase visibility.

External Factor Evaluation (EFE) in the EFE matrix, the total score for the EFE section is 2.76. The EFE factor shows the highest opportunity factor, namely the trend of traditional Javanese weddings becoming increasingly popular among the younger generation (Hasan, 2025), with a weight of 0.13 and a TAS score of 0.52, resulting in a strategy to adapt traditional-modern packages to attract the younger generation and collaborate with digital influencers, with a weight of 0.11 and a TAS score of 0.33, resulting in a strategy to collaborate with local videographers or photographers. The lowest threat score is Post-Pandemic Regulatory or Rule Changes for Large Events, with a TAS score of 0.05, resulting in a strategy of monitoring the latest regulations and adapting to health protocols. Stiff Competition with Other WOs in Samarinda has a TAS score of 0.26, resulting in a differentiation strategy through unique packages and digital promotions.

Based on the results of the QSPM Analysis with 3 Strategic Alternatives, the highest strategy is market development with a total score of 5.80. This means that expansion into new markets such as the Samarinda region or the younger generation through digital marketing and collaboration with vendors is necessary to increase business growth. This is followed by Product Development with a total score of 5.58, which focuses on service package innovation such as combining traditional and modern elements (Nabila, 2021). Meanwhile, Market Penetration has a total score of 5.43, which is more suitable for deepening the local market through intensive promotion (Gultom et al., 2025).

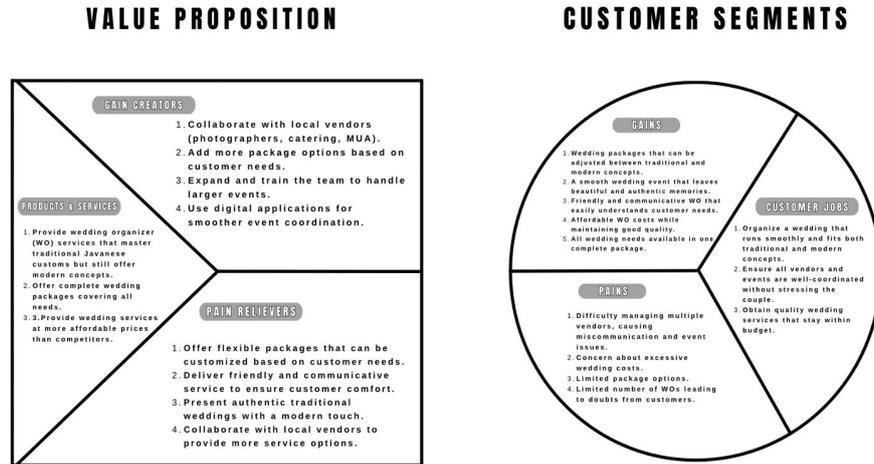


Figure 1. Value Proposition Canvas (VPC)

The customer segment for Astuti Wedding Gallery targets young couples (millennials and Gen Z) in Samarinda and surrounding areas who desire traditional Javanese weddings infused with modern elements; these individuals are socially active online, price-sensitive, and prioritize authentic yet efficient experiences (Amirilia & Rumayya, 2021). When planning weddings, customers handle key tasks like researching hybrid concepts on social media, budgeting, and logistics amid supplier risks or post-pandemic regulations, while expecting unique, trend-aligned celebrations that blend tradition and modernity for emotional and practical satisfaction (Rahmah, 2023); however, they face pains from

intense local competition causing selection confusion, economic uncertainty, and high costs that deter professional services or compromise quality. The business's value proposition addresses these needs through affordable, personalized wedding planning that leverages strengths like personal relationships and flexibility, alongside opportunities in Javanese trends and digital marketing (Shalihah & Purnomo, 2025), offering specialized services such as consultations, vendor management for music, catering, and decor, flexible traditional-modern packages (e.g., minimalist Javanese fusions), event execution, TikTok/Instagram promotion, and local partnerships with photographers and videographers (Madilis & Sukirno, 2025; Mustafadah & Abadiyah, 2023; Soelistyowati, 2024). As a pain reliever, it simplifies planning with one-stop, friendly services to avoid vendor hunting and disruptions, controls costs via competitive pricing and efficient operations, and adapts to trend shifts like minimalist styles (Nur Azizah & Famiola, 2022; Tadulako et al., 2023); meanwhile, as a gain creator, it fosters owner-client trust, enables authentic local vendor collaborations at lower prices, and provides trend inspiration through social media for broader reach (Madilis & Sukirno, 2025; Nur Azizah & Famiola, 2022; Soelistyowati, 2024).

## DISCUSSION

### Relationship Between Value Proposition & Customer Segment

The Value Proposition designed this business is based on an understanding of the needs and preferences of the customer segment, particularly young couples in Samarinda who want a modern wedding concept that still incorporates Javanese cultural elements. Based on the results of the research, prospective brides and grooms need services that are practical, affordable, and able to provide a memorable wedding experience. Therefore, the values offered by this business, such as flexibility in service packages, more competitive prices, and close and personal communication, are tailored to these needs. Thus, the value proposition is not only a description of the benefits of the service, but also a strategic response designed to align with customer expectations and experiences, making the services provided more relevant and valuable.

### Relationship Between Value Proposition Canvas & Swot Analysis

The relationship between the Value Proposition Canvas and SWOT analysis is evident when both are used together to formulate this business development strategy. SWOT provides an overview of internal and external conditions, such as strengths in Javanese culture and pricing, as well as weaknesses in digital promotion and team capacity. Meanwhile, VPC provides a more detailed explanation of how these factors affect customers needs experiences. For example, weaknesses in digital marketing align with customers needs and experiences. For example, weaknesses in digital marketing align with a customer pain points, such as difficulty distinguishing WO quality due to a lack of visual information, which confirms that strengthening digital promotion is an important strategy. The integration of these two tools helps companies develop strategies that are not only in line with business conditions but also more focused on fulfilling the values desired by customers.

## CONCLUSION

Based on the results of the SWOT and VPC analyses, it can be concluded that the development of this Astuti Wedding Gallery strategy should be directed at strengthening Javanese cultural identity as the main differentiator, as well as improving service quality through the modernization of work systems and the optimization of digital promotion. The formulated value proposition is proven to be in line with needs of young couples who want a simple, affordable wedding that still has a traditional touch. The integrated use a SWOT and VPC provides comprehensive understanding of the business situation and customers preferences, resulting in a more precise and applicable strategy. Overall, the most ideal strategy is market development through the use of digital media and collaboration with local vendors to expand reach and strengthen the company's competitiveness).

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