



Creativity and Innovation in the Wedding Organizer Business: A Case Study of Lumena Project

Nurul Dwi Pratiwi, Sultan Baa, Anggun Dwi Setia Iswadi, Siti Humairah Noor Azizah, Uswatun Hasanah Hafid

Pendidikan Bahasa Inggris, Fakultas Bahasa dan Sastra, Universitas Negeri Makassar

nuruldwiwati@gmail.com, sultan7304@unm.ac.id, anggundwisetia21@gmail.com, sitihumairah.na@gmail.com,
uswatunhasanah20@gmail.com

Abstrak

Kewirausahaan di industri jasa membutuhkan kreativitas dan inovasi untuk merespons kebutuhan pelanggan yang terus berubah serta persaingan pasar. Penelitian ini mengkaji penerapan kreativitas dan inovasi di Lumena Project, sebuah perusahaan penyelenggara dan perencana pernikahan di Makassar, Sulawesi Selatan. Pendekatan deskriptif kualitatif digunakan, dengan data dikumpulkan melalui observasi, wawancara semi-terstruktur, dan dokumentasi. Temuan menunjukkan bahwa kreativitas tercermin dalam konsep pernikahan yang disesuaikan, papan suasana (mood board), layanan yang dipersonalisasi, dan konten promosi. Inovasi ditunjukkan melalui integrasi perencanaan pernikahan, penyelenggaraan pernikahan, fotografi, dan videografi, yang didukung oleh pemasaran digital, prosedur operasional yang terstruktur, serta manajemen tenaga kerja yang fleksibel. Bisnis ini menangani sekitar empat hingga dua belas klien per bulan dan menggunakan pekerja lepas untuk menyesuaikan kapasitas operasional selama periode sibuk. Beberapa tantangan, termasuk perubahan acara yang tidak terduga, keterlambatan vendor, alokasi kru, persaingan, dan pemasaran digital, diatasi melalui komunikasi langsung, penjadwalan yang fleksibel, pemantauan vendor, pemberian wewenang pengambilan keputusan, serta evaluasi pasca-acara. Kasus ini menunjukkan bahwa kreativitas dan inovasi tidak hanya terbatas pada penciptaan ide, tetapi juga mencakup penerapan solusi praktis untuk menciptakan nilai bagi pelanggan dan mendukung pengembangan bisnis. Temuan ini juga menyoroti pentingnya kemampuan beradaptasi, komunikasi yang efektif, manajemen waktu, dan perbaikan berkelanjutan dalam menjaga kualitas layanan serta merespons secara efektif tuntutan operasional dan kebutuhan pelanggan yang terus berubah.

Kata kunci: Kewirausahaan, Kreativitas, Inovasi, Pengelola Pernikahan, Bisnis Jasa.

Abstract

Entrepreneurship in the service industry requires creativity and innovation to respond to changing customer needs and market competition. This study explores the application of creativity and innovation in Lumena Project, a wedding organizer and planner in Makassar, South Sulawesi. A qualitative descriptive approach was employed, with data collected through observation, semi-structured interviews, and documentation. The findings show that creativity is reflected in customized wedding concepts, mood boards, personalized assistance, and promotional content. Innovation is demonstrated through the integration of wedding planning, wedding organization, photography, and videography, supported by digital marketing, structured operational procedures, and flexible workforce management. The business handles approximately four to twelve clients per month and uses freelance workers to adjust operational capacity during busy periods. Several challenges, including unexpected event changes, vendor delays, crew allocation, competition, and digital marketing, are addressed through direct communication, flexible scheduling, vendor monitoring, delegated decision-making, and post-event evaluation. The case demonstrates that creativity and innovation are not limited to generating ideas but also involve implementing practical solutions to create customer value and support business development. The findings also highlight the importance of adaptability, effective communication, time management, and continuous improvement in maintaining service quality and responding effectively to operational demands and changing customer needs.

Keywords: Entrepreneurship, Creativity, Innovation, Wedding Organizer, Service Business.

1. Introduction

Entrepreneurship plays an important role in economic development by creating business opportunities, employment, and value for society. It involves recognizing opportunities, developing ideas, and responding to market needs. Suryana and Bayu (2011) explained that entrepreneurship involves the ability to recognize opportunities, develop ideas, and manage risks to create value. In this context, creativity and innovation are

important because creativity generates new and useful ideas, while innovation involves implementing those ideas into products, services, or business processes. Both can help entrepreneurs respond to changing customer preferences and create business value.

The importance of creativity and innovation is particularly relevant to service-based businesses, including the wedding organizer industry. Wedding organizers manage various aspects of wedding events, such as concepts, vendors, schedules, and event coordination. Because weddings are personal events, customers may expect professional, flexible, personalized, and convenient services. Therefore, entrepreneurs can create differentiation through creative concepts, personalized services, integrated packages, and digital technology.

Previous studies have highlighted the importance of customer-oriented practices in the wedding organizer industry. Mawarni (2021) found that value creation significantly affected the performance of wedding organizers and planners. Rizkiana et al. (2023) reported significant relationships between price, promotion, service quality, and customer satisfaction, while Susanti and Riptiono (2024) found that service quality influenced customer satisfaction and word-of-mouth intention. Wijayanto (2022) also reported a significant relationship between customer satisfaction and consumer loyalty. More recently, Pramestyan (2025) found that customer experience and service quality significantly influenced purchase decisions for event and wedding organizer services. These findings indicate the importance of customer-oriented services, while further attention is needed to how creativity and innovation are applied as entrepreneurial strategies in developing integrated wedding organizer services.

This article examines Lumena Project, a wedding organizer and planner in Makassar that integrates wedding planning, wedding organization, photography, and videography. Creativity is reflected in customized wedding concepts, mood boards, personalized services, and promotional content, while innovation is reflected in service integration, digital marketing, structured operational procedures, and flexible workforce management. Therefore, this article aims to explore how creativity and innovation are applied in developing Lumena Project, particularly in creating customer value, responding to operational challenges, and supporting business development.

2. Business Description and Profile

2.1. Business History and Background

Lumena Project is a wedding organizer and wedding planner based on Jl. Kapten Pierre Tandean, Makassar, South Sulawesi. The business began operating in late 2018 and was founded by Andi Fadhilah Ajrin. The founder developed an interest in event management through organizational and event committee activities and later gained practical experience in the wedding industry by working with another wedding organizer. This experience contributed to the development of her event coordination and management skills.

The business was established in response to growing market demand and the limited availability of professional wedding organizer services in Makassar at the time. Lumena Project currently provides wedding planning and wedding organization services. Its end-to-end service model considers the needs of couples and their families and provides dedicated assistants rather than crew-only rental services.

2.2. Business Overview and Service Model

Lumena Project operates as a full-service wedding organizer and planner. Its main innovation is the integration of wedding planning, wedding organization, photography, and videography under coordinated management. This model is intended to simplify communication, improve coordination, and provide clients with a more convenient and personalized experience. The business also uses clients' ideas and preferences as a basis for developing wedding concepts and service arrangements.

2.3. Operational and Organizational Structure

Based on the interview findings, Lumena Project uses a structured organizational system supported by a core management team and a flexible freelance workforce. This structure allows the business to adjust team composition according to the scale and requirements of each event.

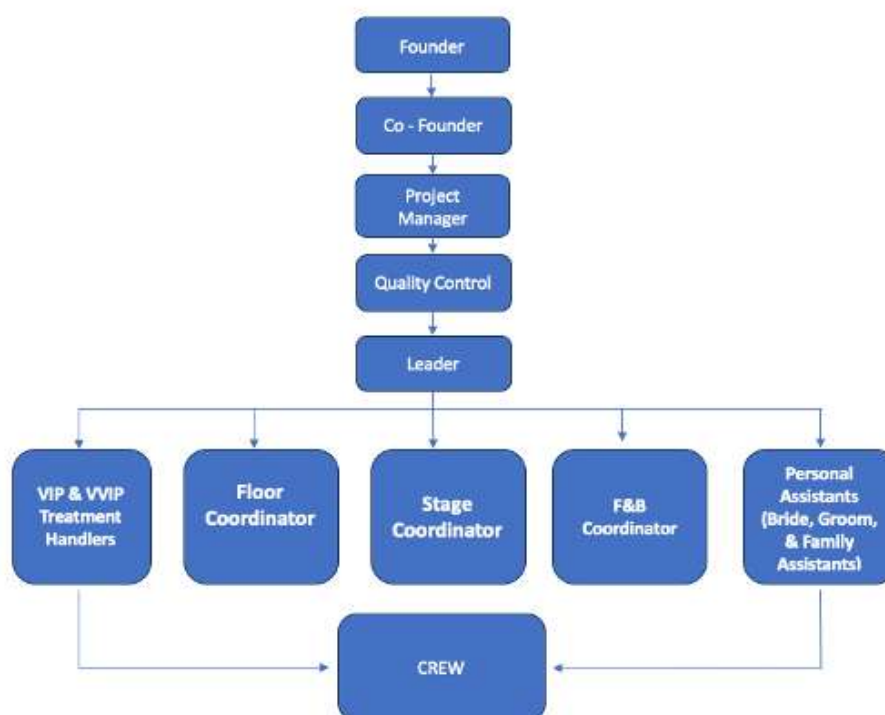


Figure 2. 1 Operational Structure of Lumena Project

The main management positions include the CEO and Co-Founder, Project Manager, Quality Control (QC), and Team Leader, supported by specialized field roles such as Floor Coordinator, Stage Coordinator, F&B Coordinator, Bride/Groom/Family Assistants, and VIP/VVIP Treatment Handlers.

The CEO and Co-Founder manages strategic and business matters, while the Project Manager coordinates operational activities. The QC maintains service standards and checks event preparation, whereas the Team Leader supervises event-day execution. The field team manages guest flow, stage activities, catering, client assistance, and special-guest services. This structure enables Lumena Project to allocate personnel according to event requirements while maintaining coordination and service quality.

3. Method

3.1. Research Design

This study employed a qualitative descriptive approach to explore the business practices, creativity and innovation, challenges, problem-solving strategies, and entrepreneurial learning of Lumena Project, a wedding organizer and planner in Makassar.

3.2. Data Collection

Data were collected through observation, semi-structured interviews, and documentation. Observation was conducted during the researchers' visit to the business. Because no wedding event was being handled during the visit, observation focused on directly observable business activities and materials. An observation checklist covered ten aspects: business identity, environment, service variety, portfolio, creativity, innovation, technology use, promotion, customer orientation, and entrepreneurial attitude.

A semi-structured interview was conducted with the owner or business representative using 21 questions covering six areas: business background and operations; income and development; business ideas, creativity and innovation; challenges; problem-solving strategies; and entrepreneurial learning. Semi-structured interviews

provide flexibility for follow-up questions and deeper exploration of relevant information (Adeoye-Olatunde & Olenik, 2021).

Documentation complemented the other data sources through photographs, portfolios, social media content, promotional materials, and other relevant materials provided with permission.

3.3. Data Analysis

The data were analyzed descriptively by organizing findings according to the study focus, comparing information from observation, interviews, and documentation, and interpreting the findings thematically. The analysis focused on business operations, profitability and capacity, creativity and innovation, challenges, problem-solving strategies, and entrepreneurial learning.

4. Results and Discussion

The findings were obtained through observation, semi-structured interviews, and documentation during the visit to Lumena Project. The results cover business operations, profitability and business capacity, creativity and innovation, business challenges, problem-solving strategies, and entrepreneurial lessons.

4.1. Business Operations and Organizationak Structure

Based on the interview, Lumena Project developed from the founder's interest in event organization and previous experience in the wedding industry. The founder had been involved in organizational activities since junior high school and later gained practical experience by working with another wedding organizer. This experience helped the founder understand wedding event coordination and recognize business opportunities in Makassar. The business was subsequently established together with her older sibling. This finding supports Politis (2005), who emphasizes the role of previous experience in entrepreneurial learning and opportunity recognition.

The two main services offered by Lumena Project are wedding organizer and wedding planner. While wedding organizers focus on organizing and executing the event on the wedding day, wedding planners focus on developing the wedding concept and preparing for the event's needs. In addition, the business uses mood boards to present wedding ideas and tailor its offerings to meet specific client requests, such as assistance for the bride, groom, and families. These customized strategies allow the company to adapt to a wide range of customer expectations and provide greater value to its clients.

In terms of organizational structure, Lumena Project has approximately 12 core team members and uses freelance workers according to event requirements. The main positions include CEO, Co-Founder, Project Manager, Quality Control, and Leader, supported by specialized field coordinators such as Floor Coordinator, Stage Coordinator, and F&B Coordinator, as well as VIP/VVIP treatment personnel, runners, and personal assistants. The division of responsibilities enables the team to manage several activities simultaneously while maintaining coordination during event execution.

The operational process begins with client acquisition and an initial consultation, followed by contract completion and transfer of information to the Quality Control team. The Leader then coordinates with the client and vendors. More intensive preparation begins approximately one month before the event, followed by a technical meeting around two weeks before the event and a final meeting involving the client, family, and vendors. This structured process helps align expectations, coordinate vendors, and minimize communication problems during event execution.

Lumena Project also uses several promotional channels, including Instagram, boosted posts, Meta Ads, and word-of-mouth recommendations. Team members also contribute to attracting potential clients. The combination of digital promotion and personal recommendations enables the business to reach customers through both online and interpersonal networks.

4.2. Business Profitability and Capacity

The interview indicated that Lumena Project's number of clients varies according to wedding seasons. The business handles at least four clients per month and has handled up to 12 clients in a busy month. In some cases, two weddings may be managed on the same day. During high-demand periods, additional freelance workers are recruited to support the core team.

Wedding seasonality affects business capacity and income. The period after Ramadan and Eid tends to be busier, whereas some periods toward the end of the year may have only one to four clients per month. Therefore, monthly income and operational requirements may fluctuate. The business needs to manage resources carefully during busy periods while maintaining financial and operational sustainability during quieter periods.

Based on the interview, Lumena Project has a monthly profit target of approximately IDR 10,000,000. This figure represents a target rather than a fixed monthly profit because actual profitability depends on the number and type of events, operational costs, workforce requirements, and other business expenses. The use of freelance workers provides flexibility in adjusting workforce capacity according to demand and helps the business manage fluctuations without maintaining a large permanent workforce throughout the year.

4.3. Business Ideas, Creativity and Innovation

The business idea of Lumena Project developed from the combination of personal interest, previous experience, and recognition of customer needs. The founder identified the need for more coordinated wedding services and developed a business model that integrates wedding planning, wedding organization, photography, and videography. This reflects opportunity recognition through identifying a service gap and transforming it into a business concept, consistent with Shane and Venkataraman's (2000) view of entrepreneurship as the discovery, evaluation, and exploitation of opportunities.

The integration of different services represents an important form of business innovation. Instead of requiring clients to coordinate several independent service providers, Lumena Project provides an integrated service under coordinated management. This model is intended to simplify communication, improve coordination, and provide greater convenience for clients.

Creativity is particularly visible in the development of customized wedding concepts. Lumena Project uses mood boards to translate client preferences into visual concepts and adapts services according to individual requirements. Creativity is therefore reflected in concept development, personalization, visual design, and promotional content, while innovation is reflected in the implementation of integrated services, digital marketing, structured operational procedures, and flexible workforce management.

These practices demonstrate that creativity and innovation are interconnected but not identical. Creativity generates ideas and alternatives, whereas innovation involves implementing those ideas as practical solutions that create business and customer value.

4.4. Business Challenges and Problem-Solving Strategies

The findings identified several challenges in Lumena Project's operations. These included understanding different client needs, unexpected changes during events, human error, vendor delays, time pressure in decision-making, crew allocation, industry competition, and digital marketing. Challenges became particularly complex when several parties, such as clients, families, vendors, and internal teams, needed to coordinate simultaneously.

One example of operational uncertainty occurred when an item required for an event segment was unavailable, requiring the team to find an alternative. Changes in the timing of important activities could also affect the event rundown. In addition, vendor delays or inappropriate crew allocation could disrupt the planned sequence of activities. Competition and the increasing difficulty of digital promotion also created challenges in attracting clients and building trust.

Lumena Project responded to these challenges through several strategies. First, the team maintained direct communication with clients to identify specific needs and preferences. Second, the team applied flexibility by adjusting the event schedule when actual conditions differed from the original plan. Third, vendors were monitored through regular communication and reminders to minimize delays and miscommunication.

The business also gave the event Leader authority to make immediate decisions during event execution. Crew members are assigned according to their skills, abilities, personalities, and job descriptions, particularly when multiple events occur on the same day. In addition, Lumena Project maintains service quality through attention to customer needs during and after the event. Post-event follow-up helps maintain client relationships and perhaps encourage word-of-mouth recommendations. This is relevant to Pramestyan (2025), who found that customer experience and service quality significantly influenced consumers' purchase decisions for event and wedding organizer services.

Digital marketing has also been strengthened through the development of a dedicated digital marketing team. Previously, social media activities were managed by the CEO/Owner and Project Manager. The establishment of a specific team represents an organizational adjustment intended to distribute responsibilities and improve promotional activities.

Finally, Lumena Project conducted evaluations after events through internal meetings. These evaluations allow the team to identify problems, discuss their causes, and determine improvements for future events. Thus, problem-solving is not limited to responding to unexpected situations but also involves organizational learning and continuous improvement.

Overall, the strategies demonstrated how creativity and innovation can be applied to everyday business problems. Creativity enables the team to generate alternatives and adapt plans, while innovation involves developing systems and practices that can be repeatedly implemented to improve business operations.

4.5. Entrepreneurial Lessons and Reflections

The Lumena Project case provided several lessons for developing an entrepreneurial spirit. The first is consistency. Business development requires continuous effort in maintaining service quality, communicating with customers, evaluating events, and improving business practices. Gundry et al. (2014) emphasize the relevance of persistence and continued effort in entrepreneurial activities.

The second lesson is time management. A wedding organizer must coordinate clients, vendors, team members, and event schedules simultaneously. Effective time management therefore helps entrepreneurs prioritize tasks and maintain productivity. Gea (2014) describes time management as the process of planning and controlling time to improve effectiveness, efficiency, and productivity.

The third lesson is adaptability and creative problem-solving. Wedding events can involve unexpected changes, requiring entrepreneurs to respond quickly without losing sight of the main objectives. Lumena Project demonstrates this through flexible scheduling, alternative solutions, and adjustments in crew allocation.

Finally, the experience showed the value of personal interest and previous experience in entrepreneurship. The founder's interest in event organization developed into practical experience and eventually into a business opportunity. For the researchers, this case demonstrates that entrepreneurship involves not only developing a business idea but also managing people, understanding customers, responding to challenges, learning from experience, and continuously improving through creativity and innovation.

5. Conclusion

This study explored the application of creativity and innovation in the development of Lumena Project as a wedding organizer and planner. The findings show that creativity is reflected in the development of customized wedding concepts, mood boards, personalized services, and promotional content. Meanwhile, innovation is demonstrated through the integration of wedding planning, wedding organization, photography, and videography, supported by digital marketing, structured operational procedures, and flexible workforce management. These practices allow Lumena Project to respond to different customer needs while creating value through convenience, coordination, and personalized service. The study also found that the development of a wedding organizer business requires adaptability, effective communication, time management, and continuous problem-solving. Unexpected event changes, vendor coordination, crew allocation, competition, and digital marketing challenges require the business to develop flexible and practical solutions. Overall, the Lumena Project case illustrates that creativity and innovation are not limited to generating new ideas but also involve implementing those ideas to improve services,

solve operational problems, and create customer value. The business experience further shows that entrepreneurial learning can develop through personal interest, previous experience, continuous evaluation, and adaptation to changing market needs. Dalam kesimpulan tidak boleh ada referensi.

References

1. Adeoye-Olatunde, O. A., & Olenik, N. L. (2021). Research and Scholarly Methods: Semi-Structured Interviews. *JACCP Journal of The American College of Clinical Pharmacy*, 4(10), 1358–1367. <https://doi.org/10.1002/jac5.1441>
2. Gea, A. A. (2014). Time Management: Menggunakan Waktu Secara Efektif dan Efisien. *Humaniora*, 5(2), 777. <https://doi.org/10.21512/humaniora.v5i2.3133>
3. Gundry, L. K., Ofstein, L. F., & Kickul, J. R. (2014). Seeing Around Corners: How Creativity Skills in Entrepreneurship Education Influence Innovation in Business. *The International Journal of Management Education*, 12(3), 529–538. <https://doi.org/10.1016/j.ijme.2014.03.002>
4. Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson.
5. Lestari, E. P., Nadzaruddin, A., Santika, I., Rahman, M., Usmirah, & Ningsih, R. (2023). Mengembangkan Hobi Menjadi Peluang Bisnis Garlid Adventure. *Jurnal Usaha*, 4(1), 110–118. <https://doi.org/10.30998/juuk.v4i1.1605>
6. Mawarni, D. (2021). The Influence of Entrepreneurial Marketing Dimensions on the Performance of Wedding Organizers and Planners in Surabaya. *International Journal of Review Management Business and Entrepreneurship*, 1(2), 153–165.
7. Politis, D. (2005). The Process of Entrepreneurial Learning: A Conceptual Framework. *Entrepreneurship Theory and Practice*, 29(4), 399–424. <https://doi.org/10.1111/j.1540-6520.2005.00091.x>
8. Pramestyan, M. E. M. (2025). The Effect of Customer Experience and Service Quality on Purchase Decisions of Event and Wedding Organizer Services. *JRMSI - Jurnal Riset Manajemen Sains Indonesia*, 16(1), 98–113.
9. Pratiwi, P. A., Mashalani, F., Hafizhah, M., Sabrina, A. B., Harahap, N. H., & Siregar, D. Y. (2023). Mengungkap Metode Observasi yang Efektif Menurut Pra-Pengajar EFL. *Mutiara Jurnal Penelitian Dan Karya Ilmiah*, 2(1), 133–149. <https://doi.org/10.59059/mutiara.v2i1.877>
10. Rizkiana, C., Bekti, S. M., Suryawardana, E., & Indriyanti, I. S. (2023). The Effect of Price, Promotion, and Service Quality on Consumer Satisfaction with Wedding Organizer Services. *Jurnal Riset Ekonomi dan Bisnis*, 16(1), 81–94.
11. Shafira, S., Titing, A. S., & Hendrik. (2023). The Effect of Service Quality and Price Perception on Customer Satisfaction with Wedding Organizer Services. *MASTER: Jurnal Manajemen Strategik Kewirausahaan*, 3(2), 199–210.
12. Shane, S., & Venkataraman, S. (2000). The Promise of Entrepreneurship as A Field of Research. *Academy of Management Review*, 25(1), 217–226. <https://doi.org/10.5465/amr.2000.2791611>
13. Sugiyono, S. (2013). *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Alfabeta.
14. Susanti, D. N., & Riptiono, S. (2024). Examining service quality dimensions on consumer satisfaction with Callalily Wedding Organizer and Their Impact on Word-of-Mouth Intention. *Jurnal E-Bis*, 8(2), 629–641.
15. Wijayanto, D. (2022). The Effect of Consumer Satisfaction and Brand Choice on Consumer Loyalty Toward Mahar Agung Organizer. *International Journal of Review Management Business and Entrepreneurship*, 2(1).