



Navigating Change: A Systematic Analysis of Business Models and Innovation in Indonesia's Event and Decoration Sector

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Abstract—The event and decoration industry in Indonesia has experienced significant transformation over the past decade, driven by changing consumer preferences, technological advancements, and growing environmental awareness. As the industry expands and evolves, it faces complex challenges at the intersection of business sustainability, environmental responsibility, and market demands. This qualitative literature review examines these dynamics while focusing on sustainability practices and innovative solutions. This study addresses three key objectives: (1) analyzing operational challenges including environmental sustainability, resource efficiency, and market adaptation; (2) evaluating these challenges' impact on service delivery and customer experience; and (3) developing actionable recommendations for enhancing industry sustainability and innovation. Using a qualitative systematic literature review methodology, the research synthesizes findings from 46 peer-reviewed articles published between 2019-2024, sourced from academic databases including Scopus and Google Scholar. The analysis reveals that the industry faces significant challenges in waste management, sustainable material sourcing, and meeting evolving consumer preferences for eco-friendly services. Key findings highlight the effectiveness of circular economy principles, sustainable design practices, and environmental partnerships in addressing these challenges. The study also identifies how emerging technologies, particularly digital management systems and recycling innovations, can enhance operational efficiency while reducing environmental impact. This research contributes to the growing body of knowledge on sustainable event management practices while providing practical insights for industry stakeholders.

Keywords: Event Industry; Decoration Industry; Project Management; Creative Innovation; Industry Challenge

1. INTRODUCTION

The event and decoration technology industry sector in Indonesia has experienced rapid growth in the past decade. This growth is driven by improving economic conditions and improving the lifestyle of the middle class, who increasingly want high-quality and unique event experiences. According to Andriani et al., (2022), an effective marketing strategy is very important for companies in the decoration sector to compete in an increasingly competitive market. In addition, advances in digital technology have made it easier to organize various types of events, from conferences to weddings, by utilizing e-marketplace platforms that allow online decoration rentals. (Mardhayiska & Pramatha, 2020). Stable economic development and increasing purchasing power of the middle class have driven the demand for increasingly diverse event and decoration services, ranging from weddings, business conferences, to cultural festivals.

The unique characteristics of this industry lie in the blend of artistic creativity and operational business management capabilities. Industry players are required to have a deep understanding of aesthetics, design trends, and consumer behaviour or preferences. Digital platforms are now the main means for consumers to find and compare event and decoration services. Along with the development of digital technology like artificial intelligence and machine learning, the industry is also undergoing a transformation in terms of marketing methods, ordering systems, and project management (Batani et al., 2024).

The industry involves a variety of interrelated professions, including interior designers, event coordinators, technicians, and creative teams. Each role has an important contribution in creating a satisfying experience for clients. The diversity of services offered reflects the complexity and dynamics of this industry, where each project has its own unique characteristics and challenges. In terms of operations, the event and decoration industry follows a typical pattern, with a demand cycle that varies throughout the year. Certain seasons, such as the end of the year and holiday periods, usually mark the peak of the industry's activity. Meanwhile, the aspects of creativity and innovation are the main differentiating factors between service providers, with each trying to develop their own identity and uniqueness in their services.

The development of this industry also reflects the changes in the lifestyle of Indonesian business landscape and people who are increasingly modern. Events that used to be held simply have now evolved into more elaborate and personalized productions. This is supported by technological advancements that allow for more detailed visualization and planning before the event is implemented. In the context of the national economy, the event and decoration industry plays an important role in creating jobs and encouraging the growth of related sectors such as catering, photography, and multimedia. This interconnection between sectors creates a significant multiplier effect in the local economy, especially in large cities where event and decoration activities are concentrated.

The event and decoration service industry in Indonesia has grown to become one of the important sectors in the national economy. In 2020, the market value of this industry was recorded to reach Rp 35 trillion, with an annual growth rate of 12% in the period 2015-2020. This growth is driven by the increasing demand for quality event services, in line with the growing middle class and the increasingly modern lifestyle of society (Leriant Medananda & Fertile Drajat, 2022). The sector also absorbs a sizable workforce, with hundreds of thousands of people involved in a variety



of professions, from designers, technicians, event coordinators, to administrative personnel (Fitri, 2019). Beyond the tangible economic contribution, the industry also plays an important role in supporting the growth of other sectors, such as hospitality, restaurants, transportation, and creative industries. The presence of various international class events and events, such as conferences and exhibitions, has attracted the arrival of foreign tourists, which provides a multiplier effect for the local economy (Wijaya & Shudiq, 2023). For example, major events organized in five-star hotels not only increase hotel occupancy but also encourage consumption in restaurants and transportation services. With this great potential, the event and decoration industry is one of the development focuses in Indonesia's economic development plan (Arya et al., 2022a).

However, the challenges faced by this industry are no less significant. Complicated team organization and leadership, tight financial pressures, and the need for creative business innovation are the main issues that industry players must address. Rachmah noted that good management and the proper use of information technology can help overcome these challenges (Rachmah, 2022). In addition, the use of effective marketing strategies, such as marketing public relations and word of mouth, is also important to increase the visibility and attractiveness of the services offered. Thus, while the industry is showing promising growth, sustainability and innovation will be key to facing the challenges of the future (Andriani et al., 2022; Medananda & Drajat, 2022).

Past analysis of the development of the event and decoration industry in Indonesia reveals several areas that require more in-depth exploration, especially related to trend dynamics, technology adoption, operational aspects, and the evolution of consumer needs. First, although many studies have discussed the use of technology in the industry, such as the Android-based Wedding Planner Organizer app that makes it easy to book and prepare for events (Rahmat et al., 2020). There is still a lack of in-depth analysis of how the technology is adopted and integrated into everyday practices by industry players. Further research is needed to explore the factors that influence the adoption of technology and its impact on operational efficiency and customer satisfaction. Second, in terms of innovation, although there are several studies that show the importance of creativity in organizing events, there are still few studies that systematically examine how these innovations can be applied sustainably in the face of dynamic market demands particularly in Indonesia. More in-depth research on effective innovation strategies and how industry players can adapt to changing trends would be very beneficial. Third, operational challenges/human resource management issues such as team coordination and budget pressures have not been discussed comprehensively. Some studies mention this problem, but there is no in-depth analysis of practical solutions that can be applied to address the challenge. More research is needed to identify best practices in project management and budget management that can help event organizers to stay competitive. Fourth, the growing needs of Indonesian consumers are also an area that is less explored. While there is research that shows the importance of understanding consumer preferences in the organization of events, there are still shortcomings in terms of analyzing Indonesian consumer behavior and how this affects the decisions of event organizers. More in-depth research on consumer preferences and expectations can provide valuable insights for industry players in designing services that are more in line with market needs. (Larasati, 2023; A. N. Putri & Titin Supiani, 2023; Arya et al., 2022a; Rachmah, 2022; Andriani et al., 2022; Sinaga & Ramadhana Sembiring, 2021)

Table 1. Research Gap

Research Gap	Previous Evidence
Existing research related to the event and decoration industry is still lacking in depth in terms of technology adoption, sustainable innovation strategies, solutions to operational challenges, and dynamic consumer behavior analysis	(Andriani et al., 2022; Arya et al., 2022b; Larasati, 2023; Nur Rachmah & Mahendra, 2022; A. N. Putri & Titin Supiani, 2023; Rahmat et al., 2020; Sinaga & Ramadhana Sembiring, 2021)

Although the event and decoration industry in Indonesia has shown significant growth, there are several important gaps in the academic literature that need to be filled. First, the majority of existing research still focuses on operational technical aspects such as ordering information systems and project management, but not many have examined industry dynamics holistically, especially in the context of digital transformation and changing consumer preferences. Previous studies such as those conducted by Maiyana (2019) and Mardhayiska and Pramatha (2020) have placed more emphasis on the development of technological systems, without considering the broader socio-economic impact of the transformation.

Second, there are limitations in research that analyzes the evolution of the event and decoration industry from a long-term strategic perspective. Most existing studies, such as those conducted by Andriani et al. (2022) and Arya et al. (2022), tend to focus on short-term solutions to specific operational problems, without providing an in-depth understanding of the trends and development patterns of the industry as a whole. This creates a gap in our understanding of how the industry evolves and adapts to the changing dynamic business environment.

Third, there is still a lack of comprehensive studies that integrate the perspectives of various stakeholders in the industry. Previous studies have tended to adopt limited perspectives, either from the perspective of service providers or consumers, without considering the complex interactions between various actors in the industry ecosystem. In fact, understanding these dynamics is important for the development of effective and sustainable strategies.

Fourth, there has been no systematic analysis of the impact of innovation on industrial performance and competitiveness in the context of the Indonesian market. Although several studies such as Putri and Supiani (2023) have



discussed aspects of innovation, no one has comprehensively examined how various forms of innovation affect the growth and sustainability of the industry as a whole.

This research aims to fill these gaps by providing a comprehensive analysis of the dynamics of the event and decoration industry in Indonesia, integrating the perspectives of various stakeholders, and providing a deeper understanding of the role of innovation in industry transformation. By adopting a systematic approach in analyzing the existing literature, this research is expected to make a significant contribution to the development of theory and practice in this industry.

Specifically, this study has three main objectives: identifying and analyzing industrial development patterns in the 2019-2024 period, evaluating factors influencing industrial transformation including technological, socio-cultural, and economic aspects, and examining innovative practices applied to improve service quality and operational efficiency. To achieve this goal, this study will answer several interrelated research questions. First, this study examines the development pattern of the event and decoration industry in Indonesia during the 2019-2024 period, including the main trends that emerge and changes in consumer preferences that affect the evolution of services. Second, the research analyzes the factors that play a role in industrial transformation, with a special focus on the influence of digital technology on operations and the impact of socio-cultural changes on industrial development. Third, the research investigates how innovative practices are developed and applied in industry, including the dominant forms of innovation as well as the effectiveness of their implementation in improving service quality. Through a systematic analysis of the existing literature, this study aims to make a theoretical and practical contribution to the development of the event and decoration industry in Indonesia, as well as identify potential areas for future development.

2. RESEARCH METHODOLOGY

2.1 Systematic Literature Review

Systematic Literature Review (SLR) is a comprehensive and systematic research methodology to identify, evaluate, and interpret all relevant research related to research questions, topics, or phenomena of concern. In contrast to traditional literature reviews, SLRs follow strict and replicable protocols, which ensures objectivity and minimal bias in the research process. This approach was chosen in this study because of its ability to systematically synthesize research evidence and produce reliable findings for evidence-based decision-making.

In the context of this study, SLR is used to analyze the development of the event and decoration industry in Indonesia with a focus on the 2019-2024 period. The SLR process is carried out in several structured stages: (1) review planning, which includes the identification of needs and the development of research protocols; (2) the implementation of the review, including the identification, selection, and evaluation of the quality of the literature; and (3) reporting and dissemination of findings. This approach allows researchers to integrate findings from various sources, identify emerging trends and patterns, and generate new insights that contribute to a better understanding of industry dynamics.

The advantage of using SLRs in this study lies in their ability to: (1) minimize bias through explicit and measurable selection criteria; (2) facilitate systematic evaluation of research quality; (3) integrate information from various studies to identify trends and gaps in knowledge; and (4) provide a strong basis for evidence-based decision-making in the context of event and decoration industry development.

2.2 Literature Selection Criteria

The literature selection criteria in this study are set to ensure that the articles used are relevant to the research topic and are of high quality. To filter the articles that are most relevant to this literature review, inclusion and exclusion criteria are applied to the search results. The main criteria include topic relevance, where the article should address the event and decoration industry, specifically related to operational challenges, creative innovations, industry trends, or consumer preferences. In addition, only articles published in the last five years are selected to keep up with the latest developments in the industry. Articles in Indonesian or English are included to ensure the accessibility of the analysis.

Another criterion is a strong methodology, where the article must have a clear and accountable research design, such as a case study, survey, or analysis of relevant secondary data. Articles that present significant contributions to the research, such as insights regarding project management, innovations in decoration design, or marketing strategies, are also a priority to include in the analysis. With this criterion, the selected literature is expected to provide a solid foundation for understanding the dynamics of the event and decoration industry (Sinaga & Ramadhana Sembiring, 2021; Wahyuni et al., 2021a).

Table 2 Inclusion and Exclusion Criteria

Criterion	Inclusion	Exclusion
Year of Publication	2019-2024	In addition to 2019-2024
Language	English, Indonesian	Non-English-Indonesian
Subject Areas	Business, Management, and Accounting	Non-Business, Management and Accounting
Document Type	Article	Non Articles

2.3 Screening and Justification Process

The literature screening process is carried out systematically to ensure that only articles that meet the selection criteria are included in the analysis. The first step is identification, where articles are collected from academic databases such as Scopus, Google Scholar and Mendeley using relevant keywords, including "event industry," "decoration industry," "project management," "creative innovation," and "industry challenges." At this stage, duplicate or irrelevant articles are immediately removed to avoid repetition. (Latief, 2020; Words Nirmala & First, 2020)

The next stage is the initial screening, where the title and abstract of the article are examined to determine their relevance to the research topic. Articles that do not address core issues, such as operational challenges, innovation, or consumer preferences, are excluded from consideration. After that, articles that pass the initial screening stage are evaluated more in-depth through reading the full text. This evaluation includes an analysis of the quality of the methodology, the depth of the analysis, and the contribution of the article to the broader research question (Hidayatul Fa'jriyah & Muhamad Wildan Fawa'id, 2022; Kurniawan et al., 2023; Maryam et al., 2021; Wang, 2023)

Articles that do not meet the eligibility criteria, such as lack of relevant data or weak methodology, are excluded from the analysis. Instead, relevant, high-quality articles, for example those that discuss technological innovations in decoration management or consumer preferences in the organization of events, are included in literature reviews. This process ensures that only articles that can provide significant insight into the dynamics of the event and decoration industry are considered (Quake & Mlynkowiak-stawarz, 2023; Edris, 2023).

This systematic approach not only ensures the validity of the research results but also provides a comprehensive and reliable review. By following PRISMA's guidelines, this literature review serves as a solid analytical basis for understanding the challenges and opportunities in the event and decoration industry in Indonesia.

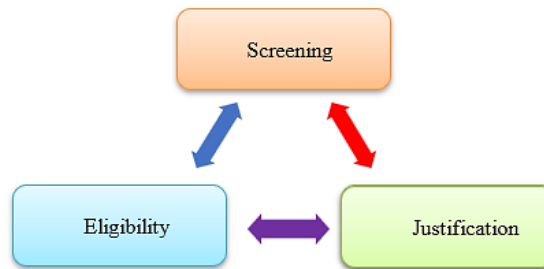


Figure 1. Research Methodology

2.4 PRISMA Flow Diagram

The entire selection process can be seen through the following PRISMA diagram flow:

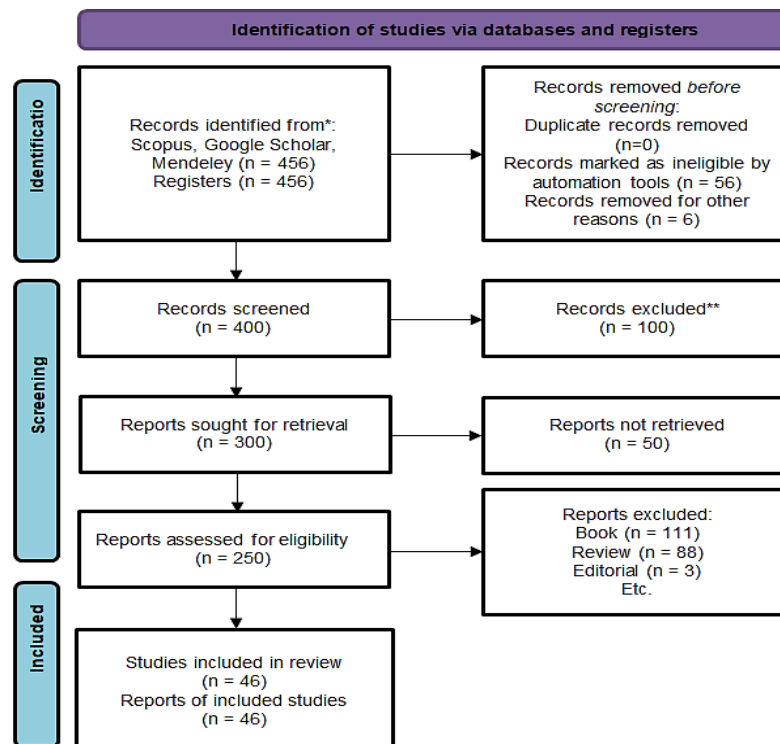


Figure 2. PRISMA SLR



2.5 Quality Assessment Criteria

In addition to using inclusion and exclusion criteria, this study also applies article quality assessments to ensure the relevance and credibility of the sources used. This quality assessment is based on three main criteria. First, the suitability of the research topic, i.e. the article must discuss topics relevant to the challenges and solutions in the event and decoration industry. Second, the quality of the methodology, where the article must use a proper and systematic methodological approach in analyzing related issues, such as project management or innovation in decoration design. Third, a comprehensive analysis, which requires the article to present an in-depth discussion of the research topic, covering operational challenges and the development of trends in the industry. These criteria can be formulated into several questions used to evaluate the quality of the article, as presented in Table 3.

Tabel 3. Quality Criteria

Quality Criteria	Assessment Questions
Topic Relevance	1. Does the article address the main challenges in the event and decoration industry?
Quality Methodology	2. Is the research methodology used clearly explained and appropriate to the industry context?
In-Depth Analysis	3. Does the article provide a comprehensive analysis of operational or innovation challenges in the industry?
Linkage to Industry Trends	4. Does the article relate the findings to the latest trends in the event and decoration industry?
Best Practices and Solutions	5. Does the article provide practical insights or solutions related to management or design in the event and decoration industry?

3. RESULTS AND DISCUSSION

3.1 Descriptive Statistics of Studies

In this section, the articles that are the references of this study will be grouped based on several criteria, including the source of publication, the year of publication, the highest number of citations, and the main topics discussed. Table 4 depicts the descriptive statistics produced by the authors.

Table 4. Publication Sources

Source	Sum	Percentage
Intercom Journal of Scientific Publications in the Field of Information and Communication Technology	3	6.53%
<i>Bandung Conference Series Public Relations</i>	1	2.17%
School Cultural Literacy Bulletin	1	2.17%
Bulletin of Islamic Information Systems and Technology	1	2.17%
<i>Cogent Arts and Humanities</i>	3	6.53%
<i>Concept Philosophy Religion Culture</i>	1	2.17%
Djtechno Journal of Information Technology	1	2.17%
<i>Early Popular Visual Culture</i>	4	8.69%
Ecosiana, Journal of Sharia Economics	1	2.17%
Exposure of the Journal of Communication Sciences	2	4.35%
<i>Emerging Markets Review</i>	2	4.35%
<i>Entrepreneurship Research Journal</i>	3	6.53%
<i>International Journal of Market Research</i>	6	13.05%
<i>Journal of Asia Business Studies</i>	5	10.87%
<i>Journal of Business & Industrial Marketing</i>	4	8.69%
<i>Journal of Business Research</i>	4	8.69%
<i>Management and Organization Review</i>	3	6.53%
<i>Social Behavior and Personality: an international Journal</i>	1	2.17%
Total	46	100%

Based on the data in table 4, the distribution of articles from various sources shows a diverse contribution to the literature of this study. The International Journal Of Market Research contributed the most articles with 13.05% (6 articles), signifying a significant influence on the topics discussed. In addition, the Journal of Asia Business Studies also made an important contribution of 10.87% (5 articles). Other sources accounted for 8.69%, 6.53%, 4.35% and 2.17% respectively. This indicates a wide spread of research and balanced contributions from various platforms.



Table 5. Years of Publication

Year	Sum	Percentage
2019	3	6.53%
2020	9	19.56%
2021	8	17.4%
2022	13	28.26%
2023	9	19.56%
2024	4	8.69%
Total	46	100%

Based on table 5, the distribution of articles by year shows that 2022 dominates with the largest contribution of 28.26% (13 articles). The years 2020 and 2023 are also significant with 19.56% (9 articles) each. The contribution from 2021 is 17.4% (8 articles). Meanwhile, 2024 and 2019 have smaller contributions of 8.69% (4 articles) and 6.53% (3 articles). This variation reflects an increase in the focus of research related to the topic discussed in recent years.

Table 6. Most Cited Article

Cites	Authors	Title	Year
35	Maiyana E	Web-Based Wedding Organizer Online Rental	2019
31	Mardhayiska Aa, Pramatha Aa	Design Of Mobile-Based Decoration Service E- Marketplace Application System	2020
25	Putri R, Sushartami W	Cultural Production in Wedding Planner in Urban Society	2019
25	I,	Design and Build a Web-Based Clothes Rental and Decoration System at Nita Wedding Organizer	2021
23	Pudzovati J, Vahyani S, Anindi M.	Business Opportunities for Micro, Small and Medium Enterprises Handicrafts "Kreasindo Leather Products" in Baratajaya Surabaya	2022
18	Sinaga R, Sembiring R	Analysis of Wedding Organizer Business Opportunities for Millennials	2021
13	Stops A	Festivals and Decorations on the Occasion of the End of the Third Carlist War. The Arch of the Major Street, Liturgy, Functions and Iconography	2022
8	Syahroni M, Suroso S, Anggela F	Business Level Strategy, Market Competition and Human Resource Management in the Sales of PT. Citra Nusantara Catering	2022
5	Pudzovati J, Vahyani S, Anindi M.	Business Opportunities for Micro, Small and Medium Enterprises Handicrafts "Kreasindo Leather Products" in Baratajaya Surabayaties, Entrepreneurial Orientation And Intellectual Capital	2022

Table 6 Most Cited Articles presents a comprehensive overview of the 10 most influential publications in the event and decoration industry based on citation counts. The most frequently cited article is by Maiyana E (2019), focusing on web-based wedding organizer systems, with 35 citations, followed by Mardhayiska and Pramatha's (2020) research on e-marketplace applications for decoration services, garnering 31 citations. Two articles share the third position with 25 citations each: Putri and Sushartami's (2019) study examining cultural production in wedding planning, and I's (2021) research on web-based rental systems. Pudzovati et al.'s (2022) work on SME business opportunities received 23 citations. Other significant contributions include Sinaga and Sembiring's (2021) analysis of wedding organizer business opportunities for millennials with 18 citations, and Stops A's (2022) historical festival decoration study with 13 citations. The citation distribution and publication years (2019-2022) demonstrate that recent research in this industry has been dominated by themes of service digitalization, business opportunity analysis, and consumer preference studies, particularly in the millennial segment. This citation pattern reflects the industry's growing emphasis on digital transformation and market adaptation to changing consumer demographics.

Table 7. Main Topics Discussed

Topic	Sum	Percentage
Philosophy of Business and Decoration	18	39.12%
Art Decoration	17	36.95%
Decoration in Environmental Context	5	10.87%
Event Business Management	3	6.53%
Event Business Innovation Challenges	3	6.53%
Total	46	100%

Based on table 7, the most discussed topic was "Philosophy of Business and Decoration" with 39.12% (18 articles), highlighting the importance of philosophy in influencing the development of the event and decoration business. "Decoration Arts" was in second place with 36.95% (17 articles), followed by "Decoration in Environmental

Context" with 10.87% (5 articles). Other contributions, such as "Event Business Management" and "Event Business Innovation Challenges" of 6.53% (3 articles), show the diversity of approaches to event discussion and decoration in the study.

An analysis of these 46 articles reveals a strong and growing literature on events and decorations emphasizing their crucial role in business relationships, performance, and cultural dynamics. The number of publications that vary from year to year shows the growing importance of the event and decoration business challenges. Then it also shows that the most discussed main topic is the Philosophy of Business and Decoration, followed by the Art of Decoration.

3.2 Bibliometric Analysis

This study also utilizes VOSviewer version 1.6.20 to analyze bibliographic data that includes information such as titles, authors, and journals. These tools are used to assess research gaps, identify dominant references, and find research opportunities in specific areas. VOSviewer is considered a useful tool for researchers to analyze research trends and identify new opportunities.

After going through the PRISMA selection process, as many as 46 articles were selected for analysis using VOSviewer. The analysis resulted in 5 clusters, 3146 links, and 4715 total link strength, which were grouped by wording of the article title and keywords.

Bibliometric analysis includes three types of visualizations: network, overlay, and density. Network visualization displays a network of relationships between terms, while overlay visualization shows changes in research topics over time, while density visualization highlights underexplored research areas, providing opportunities for further research. After analyzing using VOSviewer Type Data, then creating a map based on the text data, the data was taken from a reference file exported in RIS format from the Mendeley Library. The analysis was carried out by selecting fields from the title and abstract using the binary counting calculation method.

In the analysis process, the threshold was set at the minimum number of occurrences of a term = 2, which resulted in 267 out of 1805 terms meeting the criteria. Furthermore, as many as 60% of the 267 terms were selected based on their level of relevance, leaving 160 terms for further analysis.

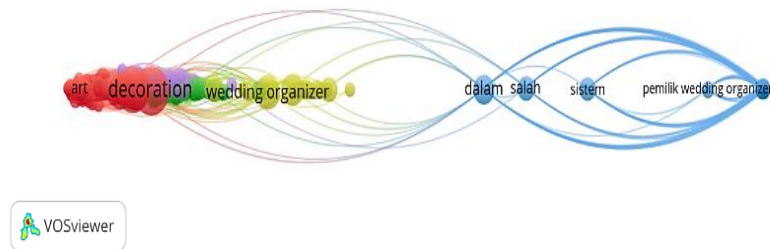


Figure 3. Network Visualization 46 Articles

It can be seen in Figure 3 Network Visualization 46 Articles displays a bibliometric mapping that depicts the relationship between keywords in 46 articles analyzed using VOSviewer software. The network formed was relatively simple with only two main clusters connected, indicating a polarized concentration of research in two specific domains. The first cluster (red) focuses on business and service aspects centered on the keywords "decoration" and "wedding organizer", while the second cluster (blue) is oriented towards technical aspects with the dominant keywords "system", "design", and "wedding". The simplicity of this network indicates several important things: first, there is a very specific research focus in the existing literature; second, limited diversification of research topics in the event and decoration industry; and third, there is still a lack of interconnection between various aspects of research in this field. The connecting lines between keywords represent co-occurrence or co-occurrence in the literature, with the thickness of the line indicating the strength of the relationship. This simple visualization also reveals opportunities for future research that can bridge the two clusters and explore other aspects that are not yet represented in this network.

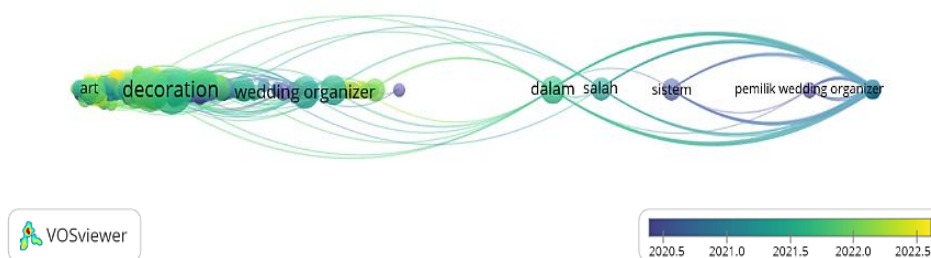


Figure 4. Overlay Visualization 46 Articles

Figure 4 Overlay Visualization 46 Articles presents a temporal visualization of research developments in the event and decoration industry, which is analyzed using VOSviewer. This visualization displays a color gradient from

blue to yellow that represents a timeline of publications from 2020.5 to 2022.5, with blue indicating older publications and yellow for newer publications. The network remains as simple as in the previous visualization, but with the addition of a time dimension that provides insight into the evolution of the research focus. The simplicity of this network, which remains divided into two main clusters, reveals that during the period, research patterns tended to be consistent and have not experienced significant diversification. The cluster on the left, dominated by "decoration" and "wedding organizer," shows a more yellow color, indicating that business and service aspects are the focus of more recent research. Meanwhile, the right-hand cluster with a focus on systems and design tends to have a bluer color gradation, suggesting that research on technical aspects was more dominant in the early period. This overlay visualization not only illustrates the relationships between research topics, but also provides an understanding of how the focus of research in this industry has evolved over time.

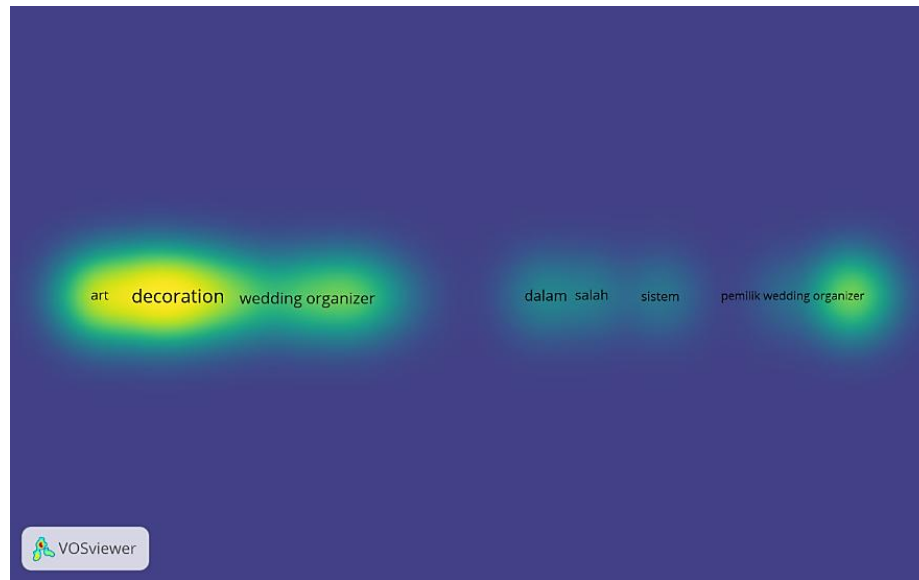


Figure 5. Density Visualization 46 Articles

Figure 5 of Density Visualization 46 Articles shows a map of research density analyzed using VOSviewer, with a color representation that shows the intensity of the research focus in the dataset. This density visualization uses a color spectrum from blue (low density) to yellow-green (high density), where areas with lighter colors indicate higher research concentrations. The simplicity of the network in this visualization is again evident in the presence of two main areas that stand out: the first high-intensity area (yellow-green color) is centered on the keywords "decoration" and "wedding organizer", while the second, lower-intensity area (blue-green color) focuses on "system" and related technical aspects. This simple density pattern reveals that research in the event and decoration industry is still heavily concentrated on a few core topics, with the areas of "decoration" and "wedding organizer" being the most intensive research focus. The significant color gap between these two areas also indicates an imbalance in the research focus, where the business and service aspects receive greater attention compared to the technical and system aspects. This simple density visualization reinforces previous findings about the limited diversification of research topics in this field, while also identifying areas that have the potential for further exploration in the future.

3.3 Discussions

3.3.1 Lack of Innovation in Project Design and Management

The biggest challenge faced by the event and decoration industry is the lack of innovation in design and project management. Many event organizers and decoration service providers still rely on traditional methods, which are often unable to keep up with rapidly changing consumer trends and needs. This reliance on conventional business models hinders their ability to adapt to increasingly dynamic market demands, as explained by. This creates a gap between what consumers want and what the industry can provide, particularly when it comes to creative design and efficient event management.(Sergienko et al., 2021). To overcome this challenge, a feasible solution is the adoption of digital technology in the design and project management process. The use of augmented reality (AR) in decoration visualization is one innovation that allows consumers to see what their decorations look like in the context of the event in real-time, before making an ordering decision. Not only does this increase customer engagement and satisfaction, but it also reduces the risk of errors or dissatisfaction with the event's final outcome. This technology provides a more interactive experience and allows consumers to feel as if they are at the actual event location.(Airport & Gangananda, 2021)

In addition, to optimize project management, the use of cloud-based platforms to plan and manage events more efficiently is also highly recommended. The platform allows event organizers to manage various aspects of the event, from budgets to team coordination in an integrated manner, which reduces the risk of errors and improves collaboration



between related parties. For example, the use of a cloud-based project management system (Arya et al., 2022a) can increase transparency and allow teams to access the necessary information in real-time from different locations. The implementation of a web-based e-marketplace system for decoration rentals can also increase efficiency in finding and ordering decoration items. The system provides tenants with pricing information from various rental service providers, allowing them to easily compare prices and services, as well as conduct online transactions quickly and efficiently. This speeds up the event planning process and provides more convenience for consumers (Handhajani et al., 2021).

By driving innovation in design and project management through technology, the event and decoration industry can meet higher market demands, improve operational efficiency, and create a more engaging and satisfying experience for customers. The use of technology in every aspect of this business will allow the industry to remain competitive in a highly dynamic and ever-evolving market.

3.3.2 Limited Professional Skills in the Event and Decoration Industry

The second biggest significant challenge faced by the event and decoration industry is the limitation of professional skills. Many professionals in this field have limited technical skills, especially when it comes to the use of new technologies, project management, and understanding of consumer preferences. These limitations can lead to difficulties in meeting increasingly high and diverse client expectations, as well as hinder the industry's ability to adapt to rapid changes in trends and technology. Our findings based on the literature review found that many decoration service providers still rely on traditional methods of their operations, which are often inadequate to compete in an increasingly competitive market. (Natalian & Saniscara, 2020)

To address these challenges, a viable solution is to prioritize training and competency development for professionals in the industry. Training focused on the use of new technologies, such as project management software, digital design tools, and cloud-based applications, is essential to improve their technical skills. Technology like this can help professionals plan and manage projects more efficiently, as well as make it easier to collaborate between teams, emphasizing the importance of appropriate training to ensure that the workforce has skills relevant to the demands of the industry (Widiargun et al., 2024). In addition to training, collaboration with educational institutions to produce talents who are ready to face industry challenges is also very important. Educational institutions can play a role in creating a curriculum that is more relevant to the needs of the industry, which will produce graduates who are better prepared to enter the job market. The curriculum should cover important aspects of the event and decoration industry, such as project management, technology in design, and communication with clients. According to , the integration of a curriculum that matches the demands of the industry will ensure graduates have the skills needed to meet the needs of the market (Dobrydneva, 2020)

For example, training programs designed specifically for wedding organizers can include skills such as time management, effective communication with clients, and the use of digital technology in event planning and execution. With appropriate training, professionals will not only be better prepared to carry out their duties but will also be able to provide better services to clients, thus improving the quality of services offered. Research by reveals that a good understanding of clients' wants and expectations can be a significant added value for service providers in the industry (Vesselia et al., 2024). The development of these skills will also drive innovation in the industry. When professionals have better skills, they will be better able to implement creative ideas and innovative solutions in their work. This will not only improve the quality of service, but also improve the overall competitiveness of the event and decoration industry. shows that more innovative industries can meet the demands of a dynamic market and stay afloat in the midst of fierce competition (Zheng & Gao, 2020). Therefore, investing in training and skills development is a crucial step to ensure the sustainability and future growth of the event and decoration industry. By providing appropriate and relevant training, the industry can overcome the challenges of professional skill limitations, improve service quality, and facilitate continuous innovation.

3.3.3 Meeting Increasingly Specific and Dynamic Consumer Demands.

Difficulties in meeting increasingly specific and dynamic Indonesian consumer demands are the third biggest challenge for the event and decoration industry. Changing consumer preferences, influenced by the latest social and lifestyle trends, require event organizers and decoration service providers to have the ability to adapt quickly. In this case, emphasizing the importance of an e-marketplace information system that can help decoration tenants to find the right choice according to the theme and needs of their event (Syahroni et al., 2022). This shows that to meet these challenges, the industry needs to introduce a more responsive and flexible approach in delivering services and designs that meet consumer expectations.

One effective solution is the implementation of a customer-centric strategy that focuses on a deep understanding of consumer behavior and preferences. By using analytics data, event organizers can analyze purchasing patterns and consumer preferences to gain better insights into market needs. For example, data analysis can identify the types of decorations that consumers are most interested in at a particular event, so that service providers can adjust their stock of goods and offers. This will allow service providers to be more responsive to consumer needs and ensure that they can provide the right choice at the right time. The implementation of this solution can increase consumer satisfaction and provide a more personalized experience in each event (Toivanen, 2022).

Additionally, to improve customer satisfaction and attract more consumers, it is important to increase flexibility in design and service offerings. Service providers can develop customizable service packages, which allow consumers



to choose themes, colors, and decorative elements according to their personal preferences. Providing wider customization options will make customers feel more involved in their event planning process, improving the overall user experience. Research by shows that the use of e-marketplace-based apps to order decorations can provide more convenience for consumers, as they can easily choose and order the desired services according to their specific needs (Jovovic, 2021; Valluzzi et al., 2020 ;R. C. Putri & Sushartami , 2019). In addition, collaboration with educational and training institutions is essential to create a workforce that is more skilled and ready to face the challenges of a dynamic industry. Through training that focuses on the latest trends and new technologies, professionals in this field can better meet the increasingly complex demands of consumers. With better skills, professionals can provide more quality services and improve the industry's ability to adapt to rapid changes in trends and technology. It will also ensure that the event and decoration industry can remain competitive in an ever-changing market.

3.3.4 Fierce Competition in the Indonesian Event and Decoration Industry

The fourth biggest challenge faced by the Indonesian event and decoration industry today is the increasingly fierce competition. The large number of new players entering the industry, coupled with the limited barriers to entry, makes the competition even more intense, especially in terms of price. In these conditions, event organizers and decoration service providers need to find ways to differentiate themselves from competitors, in order to remain relevant and attractive to consumers. One solution that can be implemented is service differentiation, which includes various strategies to offer more value to customers. (Pudjowati et al., 2022; Rani, 2023)

An effective way to differentiate is to offer premium plans. By offering more exclusive and high-quality services, event organizers can create added value that makes them stand out more in the market. This premium package can include additional services such as personal consultations, custom designs, as well as the use of more quality decoration materials. This strategy will not only increase customer satisfaction but can also increase profitability for service providers, as premium prices are usually offset by higher profit margins (Marlina & Narundana , 2024).

Additionally, developing specialized expertise in certain aspects of event and decoration services can provide a significant competitive advantage. For example, event organizers who have expertise in a specific theme, such as vintage-themed weddings or sustainability-focused corporate events, can attract market segments looking for unique and different experiences. Research shows that service providers who understand consumer trends and preferences can develop services that are more tailored to specific market needs, thus strengthening their position in the competition (Pramana et al., 2024).

Leveraging technology to improve operational efficiency is also a very important strategy in the face of fierce competition. The use of web-based information systems for project management and booking allows event organizers to better manage their resources, reduce the time it takes to complete tasks, and improve the customer experience (Medananda & Drajat, 2022). For example, an online booking system designed for wedding organizers makes it easier for brides-to-be to find and book the services they need, which in turn reduces the time and effort required to plan an event. With the application of this technology, service providers can improve the efficiency and effectiveness of their services, while providing a smoother experience for customers.

In addition, implementing an effective marketing strategy can help event organizers to differentiate themselves from competitors. Marketing based on a more personalized consumer approach, as well as the use of social media to promote their services, can expand audience reach and increase the visibility of event organizers in an increasingly competitive market (Rolando, 2024). Research by shows that the right marketing strategy can have a significant impact on business success in the decoration sector (Wahyuni et al., 2021b). By improving digital marketing and leveraging social media platforms, event organizers can reach more potential customers, as well as increase the attractiveness of their services in the market.

3.3.5 Sustainability and Environmental Responsibility

The last and no less important challenge faced by the event and decoration industry today is the issue of sustainability and environmental responsibility. Consumers are increasingly demanding event organizers and decoration service providers to implement environmentally friendly practices. This includes the use of recyclable decoration materials to the implementation of effective waste management. To remain relevant and meet the expectations of consumers who are increasingly concerned about environmental issues, the industry needs to adopt sustainable strategies and practices. (Rachmat et al., 2022; Soelaiman & Liusca , 2022)

The main solution that can be done is to adopt circular economy practices. The circular economy focuses on reducing waste and using resources more efficiently by recycling and reusing existing materials. For example, event organizers can use decoration materials that can be recycled or come from sustainable sources, such as bamboo or organic fabrics. This move not only reduces the environmental impact of the event but also improves long-term cost efficiency. Research by shows that the implementation of eco-friendly practices can improve a company's image in the eyes of consumers and attract more clients who care about sustainability (Stops, 2022; Vesselia et al., 2024).

In addition, sustainable decoration design is also an important step. This design not only considers the aesthetic aspect, but also the environmental impact of each decorative element used. For example, using live plants as decorative elements not only provides visual beauty, but also improves air quality and reduces carbon footprints. By designing decorations that minimize the use of hazardous materials as well as maximize eco-friendly materials, event organizers



can make a positive contribution to the environment while still meeting the needs of their clients.(R. C. Putri & Sushartami , 2019; Andriani et al., 2022)

To strengthen sustainability efforts, forging partnerships with environmental organizations can be an effective strategy. This collaboration allows event organizers to develop programs that support sustainability, such as waste reduction campaigns or greening programs (Widiargun et al., 2024). For example, by working with environmental organizations, organizers can organize events with a carbon-neutral concept or hold post-event waste management campaigns. This move not only enhances the company's reputation, but also attracts media and public attention, thereby creating greater awareness of the importance of eco-friendly practices in the event and decoration industry.

Table 8. Summary of Results

Solution	Key Statements
1. Solutions to Lack of Innovation: Modern Technology and Design	The use of technologies such as augmented reality (AR) and cloud-based project management platforms can improve operational efficiency and a more interactive customer experience.
2. Solutions to Professional Skills Limitations: Training and Competency Development	Training in new technologies and collaboration with educational institutions can improve professional skills, enable innovation, and provide more quality services.
3. Solutions to Meet Dynamic Consumer Demands: A Customer-Centric Approach	The use of analytics data to understand consumer preferences and the flexibility to offer customization services can help meet the changing needs of the market.
4. Solutions to Fierce Competition: Service and Technology Differentiation	Offering premium plans, developing specialized skills, and leveraging web-based technology can help event organizers differentiate themselves from competitors.
5. Solutions to Sustainability Challenges: Circular Economy and Environmental Partnerships	Adopting circular economy practices, sustainable decoration design, and cooperating with environmental organizations can enhance a company's eco-friendly image.

3.4 Discussions and Recommendations

Based on the results of the analysis that has been presented earlier, this discussion will examine more deeply the implications of the proposed solutions in the event and decoration industry. The main focus of the discussion lies on how the insights gained can be translated into real practices that can improve the operational and strategic performance of the industry. In implementing these strategies, a comprehensive feasibility analysis is needed to ensure the effectiveness of their implementation in the field. Implementation feasibility analysis needs to consider several crucial aspects, especially in terms of resource availability. Financial and human resource factors are key determinants of successful implementation, given that many event organizers face budget constraints for initial investment in sustainable materials or new technologies. As stated by A. N. Putri and Titin Supiani (2023) and Soars et al. (2022), eco-friendly decoration materials often require higher costs than conventional materials, so a careful cost-benefit analysis is needed to ensure long-term added value for companies and consumers.

Implementation challenges also include the availability of supporting infrastructure and aspects of organizational culture. Vesselia et al. (2024) identified that the limitations of recycling facilities and waste management systems are still an obstacle in various regions. Sinaga and Sembiring (2021) emphasized the importance of changing organizational culture through training and active communication to ensure understanding and support of all elements of the organization towards sustainable practices.

In terms of risk, the implementation of sustainability strategies faces challenges both internally and externally. Nur Rachmah and Mahendra (2022) noted that there is consumer resistance to additional costs for environmentally friendly services, while Wahyuni et al. (2021a) identified the risk of declining competitiveness due to the high cost of sustainable raw materials. To address these challenges, a structured implementation plan is needed, including efficient resource identification and allocation, strategic partnership development, internal training, and periodic evaluations to monitor implementation effectiveness.

Despite the challenges and risks, the analysis shows that sustainability strategies can still be implemented effectively in the event and decoration industry through careful planning and careful management. Successful implementation will not only meet consumer expectations but also contribute to environmental sustainability and increase the company's competitiveness in the market. The implementation of sustainability solutions in the event and decoration industry requires a gradual approach and long-term commitment. In order to ensure a successful implementation, event organizers need to follow a clear roadmap to integrate sustainability practices into every aspect of their operations.

In the early stages, the main focus is on steps that are relatively easy to implement and have a significant impact. Some actions that can be taken include reducing the use of single-use plastics by replacing plastic-based decoration materials and event supplies with more environmentally friendly alternatives, such as biodegradable or reusable (Leriant Medananda & Fertile Drajat , 2022) materials. Additionally, it is important to maximize recycling at every event. This can be done by providing separate bins for recyclable materials as well as educating attendees on the



importance of recycling. Providing reusable decoration materials for various events is also an effective measure, thus reducing the need to buy new items at each event held (Rachmah, 2022 ; Latief, 2020).

Once the basic steps are in place, in the medium term, event organizers can move on to more complex solutions. One is designing decorations that are life-cycle-based, which considers the entire product cycle from material selection to final disposal to minimize environmental impact. Building an integrated waste management system is also important. This system should include waste reduction, reuse of materials that are still useful, and recycling of waste generated from each event. In addition, developing strategic partnerships with environmental organizations to gain support and resources in implementing sustainability practices is also crucial. (Rahmat et al., 2020; Pramana et al., 2024)

In the final stage, the event and decoration industry can move towards the implementation of a truly sustainable circular economy model. At this stage, the integration of sustainable design principles in every aspect of event planning and execution is indispensable, including in the selection of more environmentally friendly materials and decoration techniques. In addition, the use of advanced recycling technologies can be implemented to improve efficiency and effectiveness in waste management. On a more strategic level, the development of innovative business models that prioritize sustainability—not just profitability—will further strengthen the company's position in a market that is increasingly concerned about environmental and social issues. (Soelaiman & Liusca, 2022 ; Vesselia et al., 2024 Maryam et al., 2021). With this gradual approach, the event and decoration industry can progressively change current practices and position itself as a leader in a sustainable sector. These measures will not only enhance the company's reputation, but also contribute to global efforts to achieve sustainable development goals.

3.5 Future Direction of the Event and Decoration Industry

Based on the analysis that has been carried out, the Indonesian event and decoration industry has great potential to develop sustainability practices and make a positive contribution to environmental sustainability. Despite the challenges in its implementation, the solutions that have been presented show that this industry can transform to be more environmentally friendly. Integrating sustainable design principles in every stage of event planning and execution is essential to reduce negative impacts on the environment. This includes the selection of environmentally friendly materials, the application of minimal-impact decoration techniques, and efficient waste management. With sustainable design, event organizers can not only reduce their carbon footprint, but also increase added value for consumers who are increasingly concerned about environmental issues. The application of this principle will further strengthen the position of the industry as a sector that cares about sustainability.

The event and decoration industry also needs to develop innovative business models that prioritize sustainability, not just profitability. The application of the circular economy concept is an important step in creating new business opportunities that are in line with sustainability principles. For example, event organizers can offer reusable decoration rental services, which reduces the need to buy new items every time an event is held. This kind of business model is not only more environmentally friendly, but also provides more sustainable financial benefits for the company (Wahyuni et al., 2021a; Widiargun et al., 2024)

In addition, strengthening strategic partnerships with various stakeholders, such as environmental organizations, government agencies, and academics, is essential to drive the industry in a more sustainable direction. This collaboration will provide technical support, resources, and policies that support the implementation of sustainability solutions. Such partnerships can also help in the development of programs that strengthen public awareness of the importance of eco-friendly practices in the event and decoration industry. (Hidayatul Fa'rijyah & Muhamad Wildan Fawa'id, 2022; Latief, 2020)

In addition, increasing the awareness and competence of human resources is also one of the main keys in sustainable industrial development. Through training and education programs on sustainability, every individual involved in this industry will better understand the importance of green practices and can be more committed to their implementation. This increase in competencies will support the achievement of sustainability goals and drive more effective transformation across the event and decoration industry sectors. (Handhajani et al., 2021; Soelaiman & Liusca, 2022)

Finally, the development of technological innovation is also an important element in sustainability management in this industry. Technologies that support efficiency and effectiveness, such as waste recycling technology, integrated supply chain management systems, and sustainability-oriented design tools, will help event organizers better manage resources and reduce waste. By utilizing this technology, the industry can improve its operational performance while maintaining sustainability principles. (A. N. Putri & Titin Supiani, 2023; Rachmat et al., 2022)

By focusing on these aspects, the event and decoration industry has the opportunity to transform into a more environmentally friendly and sustainable sector. These measures will not only enhance the company's reputation in a market that is increasingly concerned about environmental issues, but also make a significant contribution to the achievement of sustainable development goals. With the right commitment and actions, the industry can become a leader in sustainability practices in the future.

3.6 Future Research Directions

This research has identified various challenges and solutions in developing sustainability practices in the event and decoration industry. However, more research is still needed to gain a more comprehensive and in-depth understanding of this topic. Table 9 highlights some future research directions that can be explored.



Tabel 9. Future Research Directions

Research Topics	Statement
1. Quantitative Study on Environmental Impact	Quantitative research that measures environmental impacts in detail, such as carbon footprint, resource use, and the volume of waste generated, will strengthen the argument for the industry's transformation towards sustainability.
2. Innovative Business Models for Sustainability	Research on innovative business models that can drive the industry to achieve sustainability goals, such as the implementation of a circular economy, as well as an analysis of opportunities and challenges in its implementation, will provide practical insights.
3. The Role of Stakeholders in Sustainability Practices	Research on the role and contribution of stakeholders (environmental organizations, government agencies, and academia) in supporting sustainability practices will help develop more effective partnership strategies.
4. The Effect of Organizational Culture Change on Sustainability	Further studies on how changing organizational culture in the event and decoration industry can support the implementation of sustainability practices, as well as the challenges faced in adopting this culture.
5. Use of Technology to Improve Sustainability	Research on technological innovations that can support sustainability, such as technology-based waste management systems, eco-friendly design tools, and energy efficiency technologies that can be implemented in the industry.

3.7 Summary of Key Findings

This study concludes that the event and decoration industry has great potential to adopt sustainability practices and make a positive contribution to environmental sustainability. Sustainability practices, such as the use of eco-friendly decoration materials, efficient waste management, and the implementation of a circular economy, can reduce the environmental impact of major events and strengthen the industry's image in the eyes of consumers who are increasingly concerned about environmental issues.

The implementation of these sustainability solutions, while promising, is not without its challenges. Limited resources, infrastructure constraints, and consumer resistance to additional costs are some of the main obstacles that need to be overcome. However, with the right measures, such as the use of innovative technologies, education and training for the workforce, and partnerships with environmental organizations, these challenges can be effectively managed. The sustainability solutions proposed in this study, such as reducing the use of single-use plastics, implementing sustainable design, and developing innovative business models based on the circular economy, can help the event and decoration industry to transform into a more environmentally friendly one. In addition, an effective marketing strategy can also increase consumer awareness and expand the market for more sustainable services.

While the industry is already showing progress in adopting sustainability practices, there is still a lot of more research needed. Quantitative research on environmental impacts, the development of more innovative business models, as well as studies on the role of stakeholders in supporting sustainability will be very beneficial to deepen understanding and develop more effective strategies in the future. With the right measures, the industry can position itself as a leader in sustainability practices, while meeting the needs of a market that is increasingly concerned about the environment. While this research provides important insights into the challenges and solutions in the implementation of sustainability practices in the event and decoration industry, there are some limitations that need to be considered. First, although this research covers a wide range of relevant sources and studies, most of the existing literature focuses on sustainability practices in the context of other industries or in different geographic regions. Therefore, the results of this study may not fully describe the local context and specific challenges faced by the event and decoration industry in Indonesia or other developing countries.

In addition, the time span focused on in this study, i.e., 2019-2024, may not include the development of trends or significant changes in sustainability practices that occurred before. Therefore, some broader or important sustainability dynamics may be missed, which can affect the overall understanding. The use of Mendeley and Google Scholar databases with searches based on certain keywords also has the potential to cause bias in literature selection. The literature screening process conducted based on criteria such as subject area and document type can limit the scope of accessible sources, so there may be important research that is not covered. In addition, although bibliometric analysis conducted using VOSviewer software provides an informative visualization of the distribution and relationships between related literature, this method may not yet fully describe the complexity of the relationships between various variables in sustainability practices in the event industry and decoration. The resulting visualization provides an overview, but may lack depth in representing more specific nuances related to operational or cultural aspects of the sector.

Despite the limitations of this study, the results obtained still provide important insights into the application of sustainability practices in the event and decoration industry. While the data used may not cover all relevant literature or the latest developments in the industry, the study still provides a useful insight into the challenges faced by the industry and the solutions that can be implemented towards greener practices.

Future research should focus on expanding the scope of the data and further research on sustainability in the event and decoration industry, especially to include more sources originating from different geographical regions and



local contexts. This is important to provide a more comprehensive picture of the implementation of sustainability in different countries and cultures. Further research can reduce the limitations that have been identified, such as the use of more diverse analysis methods and the application of more in-depth research techniques. Additionally, further research may further explore the relationship between sustainability and technological innovation in the industry, as well as its impact on ethical business practices and marketing strategies. With the development of technology and digitalization, it is crucial to understand how technology can be leveraged to strengthen sustainability practices, such as in waste management, eco-design, and digital-based ordering systems.

By recognizing these limitations, this study can serve as a foundation to deepen understanding and design more responsive and effective business strategies in facing increasingly pressing sustainability challenges. Further research will be very helpful in formulating more targeted and implementable policies and practices in the event and decoration industry, as well as supporting contributions to the achievement of sustainable development goals.

4. CONCLUSION

This qualitative research produced several important findings regarding the dynamics of the event and decoration industry in Indonesia. Regarding the first research question about the pattern of industrial development during 2019-2024, the results of bibliometric analysis of 46 articles show that there are two main research clusters: business-service aspects and technical-systems aspects, with a greater concentration on business aspects as seen in density visualization. For the second question regarding the factors of industry transformation, the research identifies the significant role of digital technology and changing consumer preferences as key drivers of industry evolution, although technology adoption is still limited to basic ordering systems and project management. Regarding the third question about innovative practices, the study found that innovation in this industry focuses more on the digitization of services and the development of sustainable materials, although its implementation is still constrained by cost and infrastructure factors. This study has several limitations that need to be considered. First, the limited time frame of analysis in 2019-2024 may not fully capture long-term trends in the industry. Second, the use of data that comes mostly from academic publications may not fully reflect the practical realities in the field. Third, the limited focus of research on the Indonesian context can limit the generalization of findings to the global context. Based on these findings and limitations, several recommendations can be submitted for further research. First, longer longitudinal studies are needed to understand the evolution of the industry more comprehensively. Second, future research should integrate primary data from industry players to provide a more practical perspective. Third, comparative studies with similar industries in other countries can provide broader insights into best practices within the industry. Fourth, future research needs to explore more deeply about the impact of emerging technologies such as AI and AR in the transformation of the event and decoration industry.

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