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Experience-Based Transformation In The Wedding Event Industry: Development And Validation Of The VDHI Model

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Abstract

This study develops an integrative transformation model for intimate weddings as a new paradigm in the experience-based wedding industry and examines the role of value orientation and organizational capabilities in fostering sustainable business performance. The proposed VDHI (Value–Digital–Human–Intimate) model integrates intimacy values, digital capabilities, human resource quality, experiential excellence, and sustainability into a unified framework. A quantitative approach was employed using data from 329 couples who organized intimate weddings between 2023 and 2025. The findings indicate that intimacy value orientation significantly enhances digital capabilities, human resource quality, and experiential excellence. Human resource quality positively influences experiential excellence, whereas digital capabilities have no significant direct effect. Experiential excellence emerges as the strongest driver of sustainable business performance and acts as a key mediating factor. The results validate the VDHI model and highlight the value of integrating PLS-SEM and the Balanced Scorecard for multidimensional performance evaluation.

Keywords: Intimate Wedding; Customers Experiences; Transformation Services; PLS-SEM; Balanced Scorecard.

INTRODUCTION

The phenomenon of the intimate wedding has seen significant growth over the past decade as part of the cultural transformation of modern wedding (Instituto & Lisboa, 2022) . In its early stages, the intimate wedding was understood as a small-scale event format and a product

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of the wedding industry that emphasized efficiency and market segmentation (R. Mead, 2008) ; (Daniels & Wosicki, 2020) . The concept of the small wedding evolved into a form of wedding that is economical , simple , free , and unique , yet it was still viewed as a market strategy rather than a shift in social values (H.-M. Kim, 2019) . The study has begun to shift toward the dimension of individualization and social resistance, where couples use intimate weddings as a means to reduce the dominance of family norms and traditions in wedding planning (Castren & Maillochon, 2009) .

The most significant changes occurred during the COVID-19 pandemic, when social restrictions made intimate weddings a structural necessity in various countries (Kumar, 2021) ; (JGS Kahambing, 2021). These conditions drove a shift in focus from grandeur toward emotional closeness, personal experiences, and a more authentic sense of connection (Goel et al., 2021) . Intimate weddings have a more positive psychological impact compared to large-scale weddings (A. M. Scott and L. Stafford, 2022). Post- pandemic, this trend has not declined but has evolved into a new social preference emphasizing relationship quality, economic rationality, and anti-waste principles (Balatonyi, 2023); (Balatonyi, 2023); (Bajaj & Nair, 2025).

Based on the development of study on *intimate wedding*, it appears that most studies still focus on changes in the format of the event, couples' preferences, and the impact of the pandemic on modern wedding practices. Early research (R. Mead, 2008) positioned the *intimate wedding* as a commercial product within the wedding industry, while a study (Castrén & Maillochon, 2009) highlighted the social negotiations surrounding guest limits. In the next phase, research expanded to include market trends, event personalization, and changes in couples' behavior post-pandemic, as seen in the studies by (Castrén & Maillochon, 2009) (Goel et al., 2021); (Kim et al., 2021); and (S. Pywell and R. Probert, 2022).

Nevertheless, most of these studies remain limited in scope and have not yet systematically explained the transformation of the intimate wedding as a paradigm shift within the industry. Existing studies tend to view intimate weddings merely as a small-scale event format (Castrén & Maillochon, 2009); (Dwhmaira, 2022); (Daniels & Wosicki, 2020) or a new lifestyle trend (Bajaj & Nair, 2025). Research on the psychological impact (AM Scott and L. Stafford, 2022) , public health (JGS Kahambing, 2021), and the digitalization of weddings (Kumar, 2021) also largely frame this phenomenon as a situational response to the COVID-19 pandemic, without linking it to changes in business structures, organizational models, and the comprehensive restructuring of the wedding industry's value chain.

On the other hand, some studies have begun to address economic implications and business strategies, such as the study by Dwhmaira (2022); however, the discussion remains

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limited to companies' practical adaptations and has not yet been grounded in a theoretical framework regarding changes in consumer values (value transformation). Research discussing changes in culture and couple preferences have also not yet been able to explain how these changes are driving the restructuring of the wedding organizer industry, vendors, bridal services, and even more personalized and flexible consumer experience models.

Thus, there is a clear research gap: no study has yet integrated changes in couples' social values, the transformation of wedding culture, and shifts in the wedding industry's business models within a single, comprehensive conceptual framework. Furthermore, previous research has not extensively addressed the "intimate wedding" as a form of organizational transformation and innovation within the experience-based wedding industry. Therefore, this study is crucial for explaining how the "intimate wedding" has evolved not merely as a post-pandemic trend, but as a form of a values revolution and systemic transformation within the modern wedding industry.

The novelty of this study lies in its framing of "intimate weddings" not as a consumer trend or a situational consequence of the pandemic, but as a new paradigm of value creation within the wedding industry

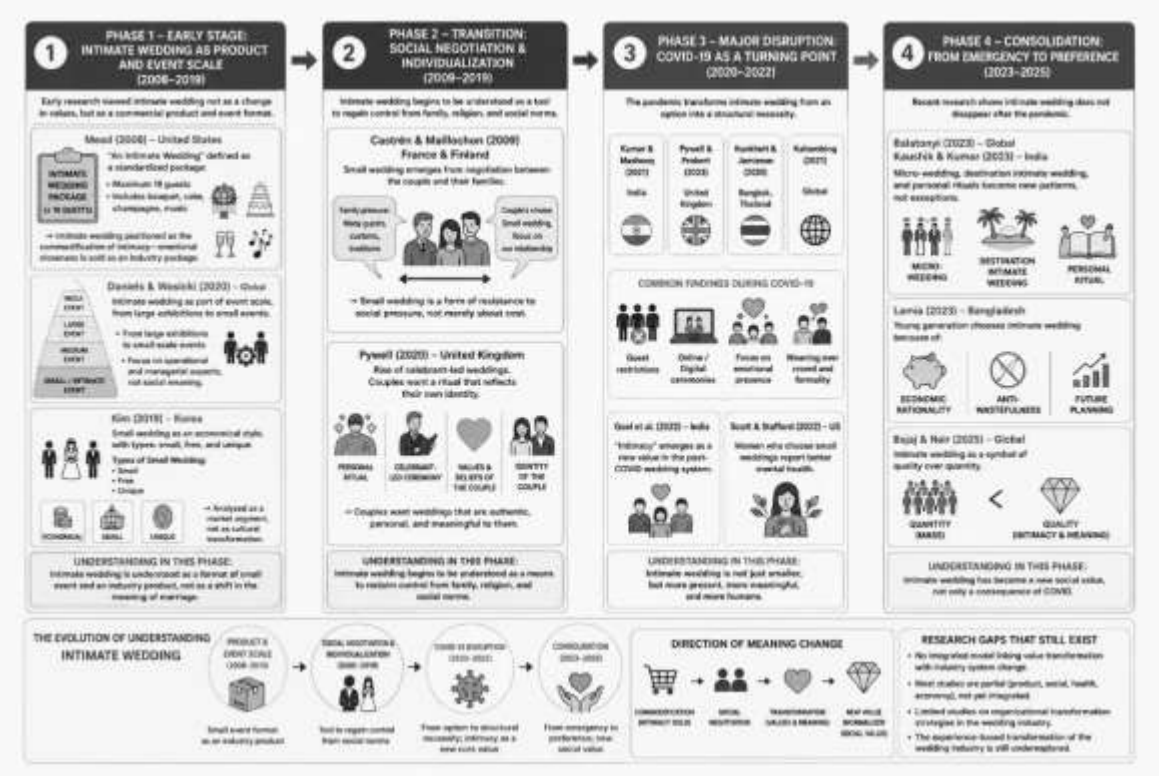


Figure 1. Evolution of Intimate Wedding Paradigm

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This study integrates the value orientation of couple intimacy, digital capabilities, and human capital quality into a single structural framework to explain how personal and meaningful marital experiences can be translated into sustainable business performance. This model has not yet been formalized in the literature on wedding studies or event management.

Theory Development and Hypothesis

Conceptual Model (VDHI)

A paradigm shift in the wedding industry indicates that value creation is no longer centered on the scale of the event, but on the quality of the experience delivered (Chevtchouk et al., 2021) . This shift calls for a conceptual framework capable of explaining how couples' value orientations can be translated into organizational capabilities and meaningful customer experiences. The Value–Digital–Human–Intimate (VDHI) model was developed to address this need by integrating four key constructs: Intimacy Value Orientation (IVO), Digital Wedding Capability (DWC), Human Capital Experience Quality (HCQ), and Intimate Wedding Experience Excellence (IWE), which have implications for Sustainable Wedding Business Performance (SWBP).

The VDHI model is based on the assumption that an intimacy-based value orientation serves as the primary driver in the development of organizational capabilities and the service interactions quality. Digital capabilities and the quality of human resources are positioned as mechanisms that enable the translation of this value orientation into tangible experiences perceived by customers (Bai & Costa, 2025) . An exceptional wedding experience subsequently serves as a strategic link that transforms organizational resources into sustainable business performance (Mahmudur et al., 2026) . This relational structure reflects a systemic approach to

Figure 1. Evolution of Intimate Wedding Paradigm

understanding the experience-based wedding industry. Values, technology, people, and experiences are mutually integrated within a single causal framework (Lee et al., 2023)

Hypothesis Development

According to the Intimacy Value Orientation, couples tend to prioritize emotional aspects, personalization, and meaning in wedding planning. By developing capabilities that support intimacy-based experiences, this value orientation encourages companies to transform their service strategies. Organizations with a strong intimacy-oriented value orientation tend to develop more adaptive and targeted digital capabilities. The integration of digital technology is a

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key mechanism in supporting communication, service coordination, and the personalization of the customer experience (Wang et al., 2026) .

An intimacy-based value orientation requires better interaction between service providers and consumers. Human resources capable of fostering empathy, emotional communication, and an understanding of customer needs are essential for a personalized and meaningful wedding experience. Organizations that adopt an intimacy-based approach will place greater emphasis on developing the quality of their human capital as the key to creating a positive customer experience (Fan & Yang, 2026) .

How clients design and experience their wedding is influenced by their value orientation toward intimacy. Clients expect the quality of the experience they receive to be based on their preferences for personalization, an emotional approach, and the symbolic meaning of the event. A personalized and meaningful wedding experience is more likely to occur if the client's value orientation is stronger (Rasoulivalajoozi et al., 2025) .

Based on this premise, this research proposes the following hypotheses:

H1: Intimacy Value Orientation has a positive and significant effect on Digital Wedding Capability.

H2: Intimacy Value Orientation has a positive and significant effect on Human Capital Experience Quality.

H3: Intimacy Value Orientation has a positive and significant effect on Intimate Wedding Experience Excellence.

The experience-based service industry relies heavily on the quality of its human resources. The key factors that shape a memorable experience are the team's ability to communicate on a personal level, understand customers' emotional needs, and provide services that meet their expectations. Positive service interactions make the wedding experience more intimate and meaningful (Saha et al., 2025) .

Digital capabilities enable organizations to enhance service effectiveness by integrating technology into communication, coordination, and the delivery of the customer experience. Digital technology helps personalize services, improve communication efficiency, and expand the customer experience through digital media. The degree to which technology is integrated with customer needs determines how effective these capabilities are in shaping a better customer experience (Figueiredo et al., 2026) .

In the experience-based service industry, personalized and meaningful customer experiences boost customer loyalty, generate positive recommendations, and enhance the

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perceived value of services. A memorable wedding experience strengthens customer relationships and supports long-term business performance (Goals, 2025) .

Based on the literature, this research proposes the following hypotheses:

H4: Human Capital Experience Quality has a positive and significant effect on Intimate Wedding Experience Excellence.

H5: Digital Wedding Capability has a positive and significant effect on Intimate Wedding Experience Excellence.

H6: Intimate Wedding Experience Excellence has a positive and significant effect on Sustainable Wedding Business Performance.

Digital capabilities can help businesses incorporate a customer-centric approach into more personalized and efficient service experiences. Leveraging this technology enables businesses to tailor services to customer preferences and enhance interactions throughout the wedding planning process (Tamba et al., 2022) .

When shifting the focus from metrics to meaningful customer experiences, the quality of human resources is the key factor. The resulting experiences become a vital tool for sustaining organizational performance (Pratiwi et al., 2025) .

Customer experience is key to aligning customer-centric values with business sustainability. A positive experience fosters customer loyalty, positive recommendations, and a positive perception of the company's service value, which leads to the company's long-term sustainability (Koizumi et al., 2026) .

Based on the literature, this research proposes the following hypotheses:

H7: Digital Wedding Capability mediates the relationship between Intimacy Value Orientation and Intimate Wedding Experience Excellence.

H8: Human Capital Experience Quality mediates the relationship between Intimacy Value Orientation and Sustainable Wedding Business Performance through Intimate Wedding Experience Excellence.

H9: Intimate Wedding Experience Excellence mediates the relationship between Intimacy Value Orientation and Sustainable Wedding Business Performance.

H10: Intimate Wedding Experience Excellence mediates the overall relationship between Intimacy Value Orientation and Sustainable Wedding Business Performance.

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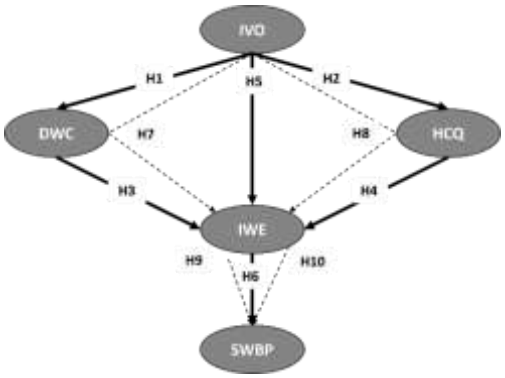


Figure 2. VDHI Model in General Theoretical

METHOD

Research Design

This study employs quantitative methods to investigate the causal relationships among the constructs in the VDHI model. Using an explanatory design, this research focuses on evaluating the direct and indirect relationships between value orientation, organizational capabilities, human resource quality, customer experience, and sustainable business performance. This method was chosen to provide an empirical understanding of the value creation process in the experience-based wedding industry.

Data Collection

The research data was collected using a structured questionnaire survey. The research method was based on indicators developed from previous studies and adapted to the context of the wedding industry. To reach a larger number of respondents, the survey was distributed online.

To avoid neutral bias and encourage stronger responses from participants, a four-point Likert scale (1–4) was used to evaluate each item (Magdolen et al., 2024) . Respondent must understand the questions and have experience relevant to the study.

Measurement and Variables

DWC reflects an organization's ability to integrate digital technology into service processes, while IVO is measured through indicators that reflect couples' focus on emotional experience, personalization, and the significance of marriage. HCQ measures the quality of interactions and the competence of human resources in creating customer experiences, whereas IWE reflects the quality of the wedding experience as perceived to be unique, meaningful, and

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memorable. Customer loyalty, perceived value, and business performance sustainability are the metrics used to measure SWBP.

Population and Sample

The study population and sample consist of individuals who have been married or plan to marry in the next three years, specifically in 2023, 2024, and 2025. The relevance of the respondents' experiences to the phenomenon under study determined the selection of this population. The research sample was drawn from Bandung, Cirebon, Indramayu, Kuningan, Majalengka, and Garut, located in West Java Province, Indonesia, which represent wedding market features within a nearly identical social and cultural context.

Data Analysis (PLS-SEM) & Balanced Scorecard (BSC)

Data Analysis (PLS-SEM): The Partial Least Squares–Structural Equation Modeling (PLS-SEM) method was used to perform data analysis using the SmartPLS software (Ge et al., 2021) . This method was chosen because it can test complex structural models and does not require a strict data distribution. Model evaluation is conducted in two main stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). Convergent validity, discriminant validity, and construct reliability are some examples of outer model evaluation. Tests within the model are conducted to determine how the variables are related to one another.

The Balanced Scorecard (BSC) approach was used to assess the actual impact of the VDHI model on overall organizational performance following the validation of the VDHI model via PLS-SEM (Elbanna et al., 2022); (Khan, 2023). This method serves as an evaluation framework that translates the results of causal relationships among constructs into four key perspectives: learning and growth (human resource capabilities, competencies, and learning culture); internal business processes (service process effectiveness and digital technology integration); customers (experience, satisfaction, loyalty, and customer value perception); and finance (revenue growth, profitability, cost efficiency, and learning culture). Internal company data, management perception data, and customer perception data are combined to conduct the analysis. Internal data is used as objective indicators of organizational performance, such as employee training hours, service cycle time, process digitization levels, repurchase rates, revenue growth, and profit margins. Perception data is analyzed using a modal value approach to identify dominant response trends for each indicator.

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RESULTS

Respondent Profile

The respondents in this study are individuals who held intimate weddings in 2023, 2024, and 2025. The distribution of respondents shows variations in characteristics based on age, year of marriage, number of guests, and venue location. The majority of respondents are from the working-age group and prefer intimate weddings that emphasize personal experiences and event efficiency. These characteristics reflect the relevance of the research context to the phenomenon of intimate weddings that is gaining traction among Generation Z.

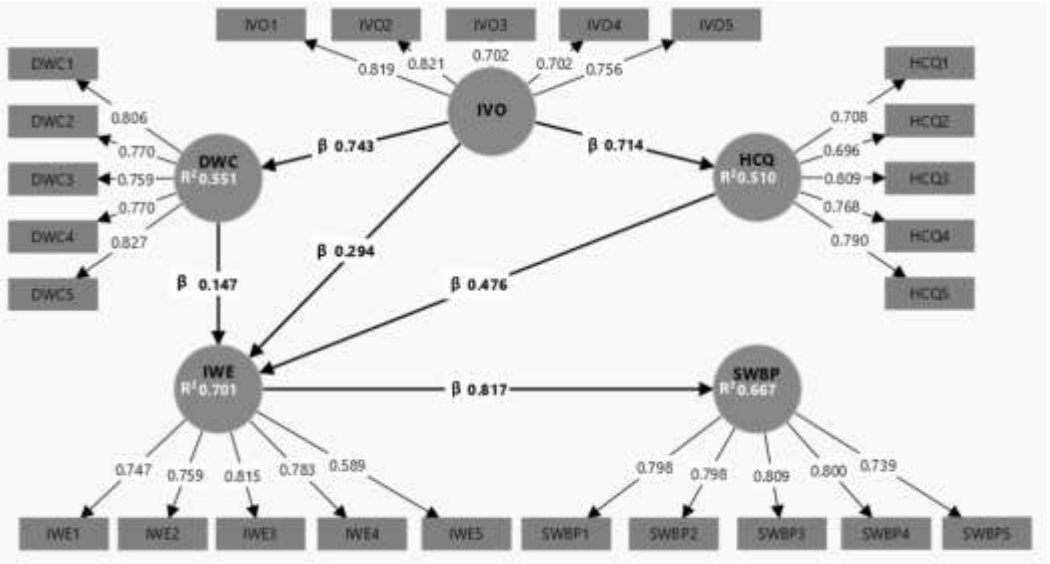


Figure 3. Model SEM-PLS

Measurement Model (Outer Model)

Validity

The convergent validity analysis showed that all indicators had outer loadings above the threshold of 0.70, indicating that the indicators adequately represented the constructs being measured. The Average Variance Extracted (AVE) values for each construct were also above 0.50, meeting the criteria for convergent validity (Zhu et al., 2025) . Discriminant validity was tested using the HTMT approach, which showed that all values were below the 0.85 threshold, indicating that each construct has a good level of discriminant validity.

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Reliability

Reliability testing showed that all constructs had composite reliability values above 0.70. These results indicate that the research instrument has good internal consistency in measuring latent variables. The Cronbach's alpha values were at an acceptable level and reinforce the reliability of the measurement model.

Structural Model (Inner Model)

Path Coefficient

The results of the structural equation modeling analysis indicate that most of the relationships among variables in the VDHI model have a significant influence. Intimacy Value Orientation (IVO) has a strong influence on Digital Wedding Capability (DWC) ($\beta = 0.743$; $p < 0.001$) and Human Capital Experience Quality (HCQ) ($\beta = 0.714$; $p < 0.001$). The direct effect of IVO on Intimate Wedding Experience Excellence (IWE) is also significant ($\beta = 0.294$; $p < 0.001$).

HCQ had a significant effect on IWE ($\beta = 0.476$; $p < 0.001$), whereas DWC did not have a significant effect on IWE ($\beta = 0.147$; $p = 0.104$). IWE has a very strong effect on Sustainable Wedding Business Performance (SWBP) ($\beta = 0.817$; $p < 0.001$), indicating that wedding experience is a key factor in determining sustainable business performance.

Hypothesis Testing

Table 1.Hypothesis Test Results

Code	Track	β	T	P	Decision
H1	IVO → DWC	0.743	20,923	0,000	Accepted
H2	IVO → HCQ	0.714	17,742	0,000	Accepted
H3	IVO → IWE	0.294	3,837	0,000	Accepted
H4	HCQ → IWE	0.476	5,055	0,000	Accepted
H5	DWC → IWE	0.147	1,627	0.104	Rejected
H6	IWE → SWBP	0.817	30,228	0,000	Accepted

The results of the hypothesis testing indicate that five of the six hypotheses proposed are supported by empirical data. H1, H2, H3, H4, and H6 are accepted because their significance values meet the criteria. H5 is rejected because the effect of DWC on IWE is not statistically significant. These findings suggest that digital capabilities do not directly contribute to the creation of a superior marriage experience.

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Mediation Analysis

Table 2. Mediation Test Results

Code	Indirect Path	β	T	P	Decision
H7	IVO → DWC → IWE	0.120	1,615	0.106	Rejected
H8	HCQ → IWE → SWBP	0.389	4,824	0,000	Accepted (Full Mediation)
H9	IVO → IWE → SWBP	0.449	6,930	0,000	Accepted (Partial Mediation)
H10	IVO → SWBP via IWE	0.607	15,780	0,000	Accepted

A mediation analysis was conducted to test the role of the intervening variable in the VDHI model. The results showed that the IVO → DWC → IWE path was not significant (β = 0.120; p = 0.106), indicating that DWC does not act as a mediator in that relationship.

HCQ plays a full mediating role in the relationship between IVO and SWBP through IWE (β = 0.389; p < 0.001). These results indicate that human resource quality is a key factor in translating value orientation into experiences that impact business performance.

The IWE also revealed a partial mediating role in the relationship between IVO and SWBP (β = 0.449; p < 0.001). These findings suggest that marital experience serves as the primary mechanism linking value orientation to sustainable business performance.

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Validated VDHI Model

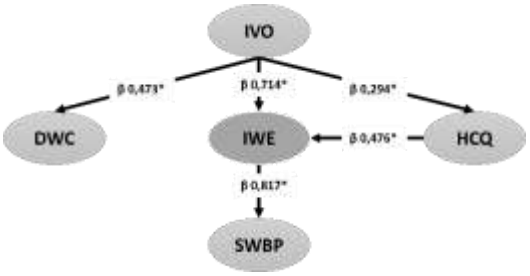


Figure 4. VDHI Model

Figure 4 shows the validated VDHI model based on the results of the PLS-SEM analysis. The results indicate that Intimacy Value Orientation (IVO) has a significant effect on Digital Wedding Capability (DWC), Human Capital Experience Quality (HCQ), and Intimate Wedding Experience Excellence (IWE). HCQ also has a significant effect on IWE, while DWC does not show a significant effect, indicating that digital capability acts as a supporting factor rather than the primary determinant of the experience. The most dominant effect is demonstrated by the relationship between IWE and Sustainable Wedding Business Performance (SWBP), which confirms that customer experience is a key factor in driving sustainable business performance.

Performance Analysis using BSC

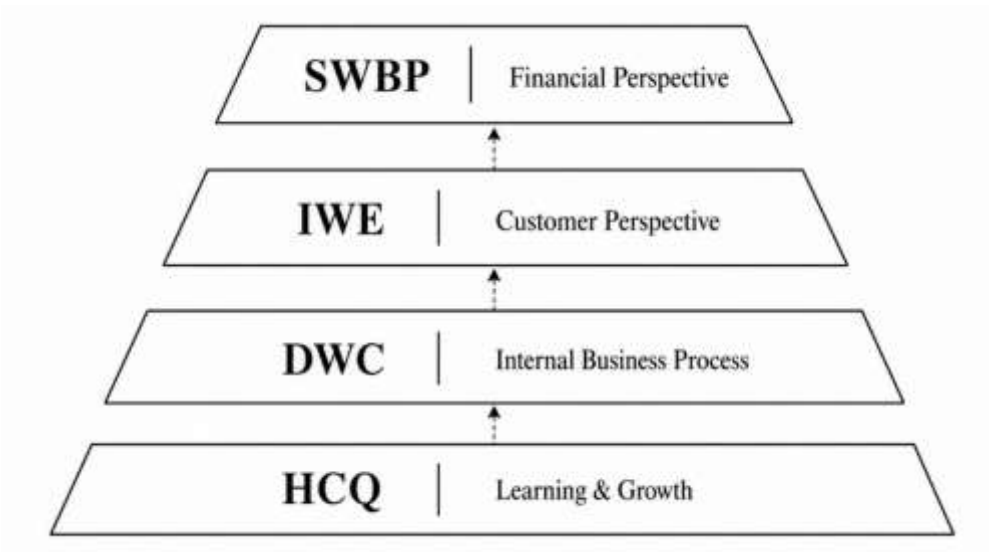


Figure 5. Integration of the VDHI Model and Balanced Scorecard Perspectives

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Following the validation of the VDHI model using PLS-SEM, the subsequent analysis focused on performance evaluation to assess the practical implications of the confirmed causal relationships among the constructs. The Balanced Scorecard approach was used as an evaluative framework by integrating performance indicators into four main perspectives: learning and growth (human resource capabilities, competencies, and quality of work experience), internal business processes (effectiveness of service processes and digital technology integration), customer (emotional experience, satisfaction, and customer value perception), and financial (revenue growth, cost efficiency, and business sustainability) (Manohar et al., 2026) . An analysis was conducted on questionnaire data from the management of Maheswari Enterprise Wedding Organizer and other wedding organizers. The mode value approach was used to identify dominant response trends for each indicator, thereby enabling a structured and practical interpretation of organizational performance that aligns with the results of the VDHI model (Magdolen et al., 2024) .

Performance Based Four BSC Perspective

Learning and Growth

Table 3

Recapitulation of Values of Wedding Organizer Management Mode from a Learning and Growth Perspective

A. *Learning & Growth Perspective*			
KPI	**Number of Items**	**Dominant Mode**	**Interpretation**
HR Competence	25	4	Excellent Performance
Engagement	28	4	Excellent Performance
Digital Capabilities	35	4	Excellent Performance
Culture of Innovation	35	4	Excellent Performance

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Table 4.Recapitulation of Training Hours Per Employee

Type of activity	Actual (Hours)	Ideal Target (Hours)	Achievements	Category Achievements
Pre-Event Briefing	0.42	**0.50**	84%	Enough
Post-Event Evaluation	0.42	**0.50**	84%	Enough
Meeting Coordination & Evaluation Monthly	18.00	**18.00**	100%	Very good
Technical Meeting	20.00	**20.00**	100%	Very good
Participant Material Provision Apprenticeship	2.00	**2.00**	100%	Very good
On-the-Job Training (Event Day)	32.00	**32.00**	100%	Very good
TOTAL	**72.84**	**73.00**	**≈99.8%**	**Good**

The learning and growth perspective was analyzed based on questionnaire data from wedding organizers (Table 3) and internal company data. The results indicate that competency development and the quality of work experience fall into the high category, reflecting the readiness of human resources to support experience-based services. This finding is supported by internal data on employee training hours (Table 4), which demonstrates a sustained investment in enhancing team capabilities. The results suggest that the organization possesses a strong human capital foundation, aligning with the role of Human Capital Experience Quality (HCQ) in the VDHI model.

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Internal Business Process

Table 5.Recapitulation of Wedding Organizer Management Mode Values from an Internal Business Process Perspective

B. *Internal Business Process Perspective*			
KPI	**Number of Items**	**Dominant Mode**	**Interpretation**
Process Efficiency	35	3	Good Performance

Table 6.Recapitulation of Client Mode Values for *Wedding Organizer* Service Users

B. *Internal Business Process Perspective*			
Clients Using *Maheswari Wedding Organizer* Services			
KPI	**Number of Items**	**Dominant Mode**	**Interpretation**
Quality	35	4	Excellent Performance
Clients Using Other *Wedding Organizer* Services			
KPI	**Number of Items**	**Dominant Mode**	**Interpretation**
Quality	35	3	Good Performance

Table 7.Event Service Cycle Time Recapitulation

Type of Service	**Process Period**	**Actual Cycle Time (days)**	**Target (day)**	**Achievement Level**	**Category**
All-in Package	H–6 months until H–1	180	180	100%	Very good

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WO Only / The Day	H–30 to H–1	29	30	103% → 100%*	Very good

Table 8. Internal Audit Recapitulation of Digitalization Process

Operational Process	Digitalization Status	Score Weight	Internal Sources
Client Booking	Digital	1.0	Report operational & link form
Provision Package Information	Digital	1.0	WA Business Catalog
Client Consultation & Coordination	Digital	1.0	Communication history & internal notes
Compiling an Event Rundown	Digital	1.0	Digital rundown file
Compilation Moodboard Draft	Digital	1.0	Archives digital moodboard
Mentoring Pre-Event Services	Semi-digital	0.5	Notes assistance & documentation
Minutes of the D-Day	Digital	1.0	Digital minutes template
Invoice & Billing	Digital	1.0	Report internal finance
Client & Event Data Archives	Digital	1.0	Internal company archives

Table 9.Recap of Process Digitalization Level

KPI	Target	Current	Achievements	Category	Basis of Assessment
Level of Process Digitalization	80%	94.4%	100%	Very good	Company internal audit

The internal business process perspective was analyzed using administrator data (Table 5), customer data (Table 6), and internal operational data. The effectiveness of service processes and coordination was rated as “good” by administrators. Customers confirmed and experienced the smoothness and consistency of event execution. Internal data showed the efficiency of event cycle times (Table 7) as well as increased digital integration in service processes (Tables 8–9). These

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results indicate that internal processes are running effectively, with digitalization serving as a driver of operational efficiency.

Customer

Table 10.Recapitulation of Values of Wedding Organizer Management Mode from a Customer Perspective

C. *CUSTOMER PERSPECTIVE*			
Clients Using *Maheswari Wedding Organizer* Services			
KPI	**Number of Items**	**Dominant Mode**	**Interpretation**
Satisfaction	35	4	Excellent Performance
Recommendation	20	4	Excellent Performance
Experience	40	4	Excellent Performance
Proximity	35	4	Excellent Performance
Clients Using Other *Wedding Organizer* Services			
KPI	**Number of Items**	**Dominant Mode**	**Interpretation**
Satisfaction	35	3	Good Performance
Recommendation	20	3	Good Performance
Experience	40	3	Good Performance
Proximity	35	3	Good Performance

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Table 11. Recapitulation *Repeat Purchase*

No	Repeat Purchase Form	Category	Number of Clients
1	Addition package arts & entertainment	Upselling services	6
2	Addition siraman event services	Cross-event purchase	4
3	Addition engagement event services	Cross-event purchase	2
4	Used returned by brother / twin	Family repeat purchase	2
	Total repeat purchase customers		**14**
	Total customers overall		**40**

Table 12.Recap KPI *Repeat Purchase Rate*

KPI	Target	Current	Achievements	Category
Repeat Purchase Rate	25%	35%	100%	Very good

Customer perspectives were analyzed based on data from customers of Maheswari Wedding Organizer and other wedding organizers (Table 10), supported by the company's internal data. The results show that customer satisfaction levels, emotional experiences, and perceived value fall into the high to very high categories. Internal data regarding *repeat purchases* and *repeat purchase rates* (Tables 11–12) indicate a trend toward customer loyalty. These findings suggest that the organization has successfully created superior and meaningful wedding experiences, thereby fostering emotional engagement and long-term relationships with customers.

Financial

Table 13.Recapitulation Maheswari Enterprise Financial Perspective (2023–2025)

KPI	2023	2024	2025	Trends	Performance Category
Revenue Growth	–	9.66%	17.82%	↑ Increase	Good
Profit Margin	20.69%	20.58%	18.99%	↓ Stable-Decreasing	Good

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KPI	2023	2024	2025	Trends	Performance Category
Cost Efficiency Ratio	79.31 %	79.43 %	81.01 %	↑ Slightly up	Enough Efficient
Return on Investment (ROI)	26.09 %	25.92 %	23.44 %	↓ Gradually	Good
Sustainability Performance	–	–	Stable	Consistent	Sustainable

(Paros, 2023) The financial perspective was analyzed based on the company's internal data, which reflects the organization's actual performance. The results show that Maheswari Enterprise's financial performance is relatively stable, as indicated by the profit margin and return on investment (ROI) metrics for the 2023–2025 period (Table 13). Although there was a slight decline in the profit margin, overall performance continues to demonstrate sustainability. These findings indicate that the organization is able to maintain consistent business performance and convert its customer experience advantages into sustainable financial results in the long term.

Internal Data Integration and Perception

(Madsen, 2025) Data integration in Balanced Scorecard analysis is achieved by combining management perception data, customer perception data, and internal company data to produce a comprehensive performance evaluation. Management data is used to describe the state of the organization's capabilities and the effectiveness of internal processes, particularly within the learning and growth and internal business process perspectives. Customer data is used to represent the quality of the experience and satisfaction directly perceived by customers, within the customer perspective. Internal company data serves as an objective indicator reflecting the organization's actual performance, such as employee training hours, cycle time efficiency, process digitization levels, repeat purchase rates, and financial performance.

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The integration results indicate consistency between perceptions and actual data; management's positive assessment of internal capabilities is supported by efficient operational performance and confirmed by high customer satisfaction. Customer behavior indicators such as repeat purchases reinforce the finding that satisfaction and positive experiences are not merely perceptions but are also reflected in tangible actions. The integration demonstrates that organizational performance is not evaluated from a single perspective but is the result of alignment between internal capabilities, customer experience, and measurable business performance.

Relatedness with PLS-SEM Results

The results of the Balanced Scorecard analysis show a strong correlation with the findings of the VDHI structural model, which was tested using PLS-SEM. The learning and growth perspective, which indicates high-quality human resources, supports the SEM results confirming that human capital experience quality (HCQ) has a significant influence on the formation of wedding experiences. The internal business process perspective, service process effectiveness, and good digital integration indicate that digital capabilities serve as operational enablers, consistent with the SEM results showing that digital wedding capability does not have a significant direct effect on experience.

The customer perspective, which indicates high levels of satisfaction and emotional engagement, reinforces SEM findings that intimate wedding experience excellence (IWE) is a key determinant in driving business performance. The repeat purchase indicator demonstrates customer loyalty. The financial perspective, which indicates stable business performance, confirms that an exceptional customer experience can be translated into Sustainable Wedding Business Performance (SWBP).

These findings confirm that the causal relationships derived from the PLS-SEM model are not only statistically valid but are also clearly reflected in the organization's operational and financial performance. The VDHI model is not only conceptual and structural but also has practical implications for improving the performance of experience-based wedding businesses.

DISCUSSION

Formation of the VDHI Transformation Model

The transformation of the wedding industry toward the concept of intimate weddings did not happen overnight; rather, it evolved through a shift in customer values that gradually

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influenced organizational capabilities, service interaction patterns, and experience-creation mechanisms. The VDHI model was developed as an integrative framework to systematically explain this transformation process based on empirical research findings.

The initial stage of this transformation is marked by a shift in Intimacy Value Orientation (IVO)—specifically, a shift in customer preferences from a focus on the scale and grandeur of events toward more personal, emotional, and meaningful experiences. This shift in value orientation serves as the primary foundation driving wedding organizations to adjust their service strategies and develop internal capabilities.

The research results show that an intimacy-based value orientation has a significant influence on Digital Wedding Capability (DWC) and Human Capital Experience Quality (HCQ). These findings indicate that shifts in customer values drive organizations to enhance the integration of digital technology while strengthening the quality of human resource interactions in the service process. The results of the structural model also show that digital capability does not have a significant direct influence on Intimate Wedding Experience Excellence (IWE). Technology plays a role in supporting service efficiency and coordination, but has not yet become a major factor in shaping the customer's emotional experience. (Mehrotra et al., 2026) .

Human Capital Experience Quality has been proven to have a significant impact on creating an exceptional wedding experience. The quality of human interaction, the ability to understand customers' emotional needs, and interpersonal communication skills are key elements in creating an experience rooted in intimacy. The transformation of the experience-driven wedding industry remains centered on the human dimension as the primary architect of the customer experience (Dupej & Choi, 2025) .

The final stage of transformation in the VDHI model occurs when Intimate Wedding Experience Excellence (IWE) is successfully converted into Sustainable Wedding Business Performance (SWBP). A superior customer experience has been proven to drive loyalty, referrals, repeat business, and long-term business performance sustainability. Customer experience serves not only as a service outcome but also as a strategic mechanism that transforms an organization's value orientation and capabilities into sustainable business performance (Garaus et al., 2025) .

The VDHI model represents the systemic transformation process within the experience-based wedding industry, where shifts in customer values serve as the primary driver for the development of organizational capabilities, experience quality, and business sustainability in an integrated manner.

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Interpretation of Results

The research findings indicate that the transformation of the wedding industry based on *intimate experiences* is influenced not only by organizational capabilities but primarily by customers' value orientations. These findings indicate that intimacy-based value orientation serves as the primary driver of organizational capability transformation, with customer preferences directly shaping the direction of resource development and service strategies. These findings are reinforced by Balanced Scorecard results showing that the *learning and growth* perspective falls into the "very good" category, with high levels of employee training and strong human resource quality, thereby enabling the consistent delivery of emotionally-driven experiences.

The role of HCQ as a key determinant in shaping Intimate Wedding Experience Excellence (IWE) underscores that the quality of human interaction is the most crucial factor in the experience-based industry. The customer perspective on the Balanced Scorecard indicates that levels of satisfaction, emotional experience, and customer loyalty are in the very high category, including a repeat purchase rate that exceeds the target. An exceptional customer experience is not merely a perception but has been translated into tangible behavior that supports business sustainability (Zhu et al., 2025a).

The role of technology in the experience-based industry is contextual; digitalization does not directly create experiences, but merely enhances the effectiveness of interactions, which remain dominated by human factors (Vii, 2025) . The Balanced Scorecard is relevant to the *internal business process* perspective, indicating that the level of digitalization has reached the "very good" category and plays a role in improving operational efficiency, such as *cycle time* and service coordination. Digitalization serves as an *enabler*, not as the primary source of experience creation, which continues to depend on the quality of human interaction (Arif et al., 2026) .

The dominance of IWE's influence on SWBP indicates that customer experience is not merely a service outcome, but a strategic mechanism that transforms organizational capabilities into sustainable business performance. The *financial* perspective on the Balanced Scorecard shows stable revenue growth and ROI, despite a slight decline in margins. A superior experience can drive sustainable business performance, even under conditions of dynamic efficiency. Research findings indicate that experiential excellence is at the heart of value transformation in the modern wedding industry (Mahmudur et al., 2026).

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Theoretical Implications

This study makes a theoretical contribution by strengthening and expanding the framework of the experience economy, which places the customer experience at the center of value creation in the service industry. IWE has a dominant influence on SWBP. Experience functions not only as an outcome but also as a transformative mechanism that links value and business performance (Zhu et al., 2025).

From the perspective of service-dominant logic, the findings of this study reinforce the concept of value co-creation: value is not merely created by the organization, but is shaped through the interaction between customer value orientation and organizational capabilities (Jiang et al., 2026) . The significant relationship between IVO, HCQ, and IWE indicates that intimacy-based values serve as the foundation for creating meaningful experiences.

The DWC study on IWE offers a new contribution to the literature on digital transformation. These findings indicate that the role of technology is contextual and does not always serve as the primary determinant in industries based on emotional interactions. The VDHI model contributes as an integrative framework that links the dimensions of value, people, technology, and experience into a single, empirically validated system.

Practical Implications

The practical implications of this study highlight the importance of shifting strategies in the wedding industry from a scale-oriented approach to an experience-oriented one. Industry players need to understand that competitive advantage is no longer determined by the complexity of the event, but by the ability to create personalized, emotional, and meaningful experiences for customers.

Research findings indicate that investing in human resources is a top priority. Organizations need to develop training programs that focus on empathy, interpersonal communication, and the ability to recognize customers' emotional needs, as the quality of interactions has been shown to be a key factor in shaping the customer experience (Hashmi et al., 2024).

Digital capabilities continue to play a vital role and should be positioned as a support for services, not as a substitute for human interaction. Technology should be used to improve efficiency, strengthen communication, and enhance the experience, but it cannot replace the emotional role in creating that experience.

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Wedding organization companies need to strategically manage the customer experience as a long-term business asset. A superior experience has been proven to drive loyalty, *repeat purchase*, and customer recommendation, which ultimately contribute to sustainable business performance.

Impact Statement

This study has a significant impact on the wedding industry by introducing a new perspective on understanding intimate weddings as an experience-based transformation, rather than merely a variation in event scale. The VDHI model demonstrates that the success of a wedding business is no longer determined by the complexity of the planning or the grandeur of the event, but by the organization's ability to create personal, emotional, and meaningful experiences. These findings encourage industry players to shift their strategic focus from a volume-oriented approach toward the quality of the experience, and to position human resources as a key factor in building competitive advantage.

The impact on the field of event management is evident in the paradigm shift from an operational approach to an experiential approach. This study demonstrates that event design must be understood as a process of orchestrating interactions, emotions, and meaning, rather than merely technical management. Digital capabilities remain crucial, but they are not the primary determinant in creating exceptional experiences without the support of quality human interaction. These implications enrich event management practices by emphasizing the importance of integrating technology with the emotional dimension in event execution.

Customer experience is the primary driver of value creation and business sustainability (Naheed et al., 2025). The research findings indicate that meaningful experiences have a direct impact on customer loyalty, recommendations, and perceived value, which ultimately drive long-term business performance. This experience-based approach is relevant not only to the wedding industry but also to other service sectors that rely on human interaction and the creation of experience-based value. This study reinforces the argument that the shift toward an experience-based economy is a critical strategy for navigating the dynamics of the modern service market.

Contribution Statement

This study makes a theoretical contribution through the development of the Value–Digital–Human–Intimate (VDHI) model as an integrative framework for understanding the transformation of the experience-based wedding industry. This model links *Intimacy Value*

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Orientation, Digital Wedding Capability, Human Capital Experience Quality, and *Intimate Wedding Experience Excellence* to explain the value creation mechanisms that influence Sus*tainable Wedding Business Performance.* This approach expands the literature on the *experience economy* and service-dominant logic by positioning experience as a mechanism for value transformation, rather than merely an outcome of service. Findings regarding the dominant role of experience and the limitations of the direct influence of digital capabilities offer a new perspective on understanding the relationship between technology, people, and experience in the context of interaction-based services.

The empirical contribution is demonstrated through the testing of the VDHI model using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach in the context of intimate weddings during the 2023–2025 period. The research findings provide evidence that *Intimacy Value Orientation* has a significant effect on *Digital Wedding Capability* and *Human Capital Experience Quality*, and directly and indirectly influences the quality of the wedding experience. *Human Capital Experience Quality* is proven to play a crucial role in shaping the experience, while *Intimate Wedding Experience Excellence* serves as the primary determinant of sustainable business performance. These findings enrich the literature by providing an empirical model that explains the causal relationships between value orientation, organizational capabilities, customer experience, and business performance within the wedding industry.

The practical contribution of this research lies in providing a strategic framework for wedding industry stakeholders in designing experience-based services. The research findings emphasize the importance of strengthening the quality of human resources as experience architects and integrating digital technology as a support, not a substitute for human interaction. This approach encourages organizations to shift from a scale-oriented approach to an experience-oriented approach in creating competitive advantage. These implications can serve as a foundation for developing service strategies, improving the quality of customer interactions, and strengthening business sustainability in the experience-based service industry.

CONCLUSION

Conclusion

This study develops and tests the VDHI model to explain the mechanisms of transformation in the experience-based wedding industry. The results indicate that Intimacy Value Orientation serves as the primary driver in shaping digital capabilities and human resource quality, and directly influences the wedding experience. Human Capital Experience Quality is proven to be a key factor

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in creating Intimate Wedding Experience Excellence, while Digital Wedding Capability does not show a significant influence on the experience. These findings confirm that technology acts as an enabler, not the primary determinant, in the creation of emotion-based experiences.

The wedding experience has been shown to have a very strong influence on sustainable wedding business performance. These findings indicate that customer experience serves as the primary mechanism for transforming an organization's value orientation and capabilities into sustainable business performance. The VDHI model provides a conceptual and empirical framework that explains the relationship between values, technology, people, and experience in the experience-based wedding industry.

Limitation

This study has several limitations that should be noted. The scope of the study is limited to respondents who held intimate weddings within a specific geographic area; therefore, generalizing the findings to a broader context should be done with caution. The quantitative approach used focuses on testing relationships between variables; thus, it does not fully capture the in-depth dynamics of the experience from a qualitative perspective.

The research model also does not include external variables such as cultural factors, macroeconomic factors, or specific vendor characteristics that could potentially influence business experience and performance. The use of data based on respondents' perceptions allows for subjective bias in the measurement of research variables.

Future Research

Further research is recommended to expand the geographic scope and respondent characteristics in order to enhance the generalizability of the findings. A mixed-methods approach could be used to combine quantitative and qualitative analyses to gain a deeper understanding of the marriage experience. The model could also be refined by incorporating external variables such as local culture, market segmentation, and vendor characteristics to enrich the analysis.

Further research could also test the VDHI model in other experience-based service sectors, such as the tourism, hospitality, and non-wedding event industries, to assess the model's relevance and adaptability in a broader context. A longitudinal approach could be used to understand changes in customer experience and their impact on business performance over the long term.

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