

AN INTER-ORGANIZATIONAL RELATION PERSPECTIVE OF INDUSTRIAL SERVICE QUALITY ON THE WILLINGNESS TO RECOMMEND

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Abstract: W Bali – Seminyak is one of the luxurious 5-star hotel brands under Marriott International with its own style of wedding with the brand's signature style, sophistication, and fun. Nonetheless, achieving targeted wedding sales still poses a challenge as it only achieved 80% of targeted sales. W Bali - Seminyak needs to understand factors that form wedding planners' willingness to recommend the place as a wedding venue. Seventy wedding planners in Bali that are registered in the company's database will be used as the sample. Exploratory factor analysis will be used to cluster items that make a wedding planner willing to recommend W Bali – Seminyak. Exploratory Factor Analysis (EFA) was used as a statistical technique to identify underlying factors or dimensions that explain the variation in a set of observed variables. From the results of the data processed by SPSS factor analysis, it was known that there are 8 factors that contribute to the wedding planners' willingness to recommend: perceived employee quality, client experience, output service quality, physical evidence, attractiveness, aesthetic view, additional assurance determinants, and price. This research was conducted at the beginning of Covid-19 pandemic, further studies need to be done on whether the conclusion of this paper will hold post covid-19.

Keywords: perceived employee quality, output service quality, physical evidence, aesthetic view, willingness to recommend

INTRODUCTION

In service marketing and management, value is probably the most ill-defined and elusive concept. There are several attempts to create comprehensive conceptualizations of value, which are generally on the individual level, to assess

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the trade-off between benefits and sacrifices, or to use means-ends models (Grönroos & Voima, 2013). On a general level, value creation involves a process that increases the customer's well-being, so the user becomes better in some aspects (Grönroos & Voima, 2013).

The conservative treatment of value creation and co-creation places the company or organization in control of value creation, and customers may join the value-creating process as co-creators (Grönroos & Voima, 2013). Both the organization and the customer play a specific role in the value-creating process. Furthermore, value is created between parties with respect to a wider social context rather than a simple dyadic creation process; it is contextual and specific to social structures, systems, and forces (Dowell et al., 2019). This creates an iterative customer engagement between the producer and consumer of a value that involves two areas of behavioral engagement: helping to design and improve the product and giving word-of-mouth (WOM) and other forms of consumer-to-consumer engagement (Dowell et al., 2019).

Wedding planners have an important role in helping couples decide which vendors they will use including the wedding venue, even though the final decision maker will be the couple. Professional wedding planners might also often have access to and offer discounts for vendors that is otherwise difficult to get, and save the couples' money (Finnell, 2018). Both the hotels and the wedding organizer need to cooperate to create value in their business

W Bali – Seminyak, a hotel property of W Hotels, is one of the luxurious 5-star hotel brands under the biggest hotel chain company, Marriott International. This hotel brand is positioned as a disruptor and provides the service promise of Whatever/Whenever (providing the guests with whatever they want and whenever they need it). It also has its own style of wedding called 'Wed Your Way', the property's one-of-a-kind comprehensive wedding experience with the brand's signature style, sophistication, and fun (Marriott.com). This makes the weddings at W Bali – Seminyak unforgettable with its beautiful venues, customized catering, and ability to create unique concepts based on the wishes of the clients.

W Bali – Seminyak works together with a lot of wedding agents or planners and offers them special packages in order to sell the wedding venues more. The weddings held in W Bali – Seminyak are quite a lot. However, it still has not

reached its target. Out of 42 weddings targeted in 2019, only 34 weddings were held within the year. As the property did not reach 2019's target, the goal for 2020 remains the same. The first three months of 2019 have 9 weddings, while the numbers of 2020's wedding productions are still below 2019; with only 5 weddings from January until March 2020. This shows that the hotel still needs to increase its productivity to reach 2020's target and to remain above 2019's wedding sales.

There are 2 main sources of weddings that are held in W Bali – Seminyak which are direct reservation by the client and from wedding agents or planners. W Bali – Seminyak hoped that these numbers can be balanced; 50% from direct client reservations and 50% from wedding planners, in order to balance financial and operational benefits or work efficiency of the hotel.

In 2019, the balance was almost reached. Of the total of 34 weddings confirmed, 47.06% came from wedding planners and the remaining 52.94% came from direct client reservations. From those 16 weddings, it turns out that only 7 wedding agents that have produced in W Bali – Seminyak in 2020I. With a total of 227 networks of wedding planners, this number is still considered low, and the hotel needs to maximize the relationship with other wedding planners in order for the relationship to be productive.

Even though the final decision makers will be the couples, wedding planners have an important role in helping these couples to decide on the vendors they will use, including the wedding venue. Professional wedding planners might often have access to and be able to offer vendor discounts that is otherwise difficult to get and save the couples' money (Finnell, 2018). According to the survey held by Bridestory.com, from 5,000 brides & grooms, 7.1% of them find wedding vendors through recommendations from other wedding vendors. Although this number might not be significant, wedding opportunities from wedding planners or organizers may benefit the hotel in terms of work efficiency, where the hotel does not need to handle everything during the day. On the other hand, direct wedding opportunities may benefit the hotel in terms of profitability where the hotel does not need to give commissions. Nevertheless, the hotel still needs to arrange the decorations and marriage celebrants, as well as organize the wedding themselves, making the operation less efficient.

Based on the management dilemma stated above, this research will focus on an inter-organizational relation perspective of industrial service quality on the willingness to recommend W Bali – Seminyak as a wedding venue.

METHOD

Research Design

In this study, the research type used is quantitative approach. This research explains the factors that influence wedding planners' willingness to recommend the W – Seminyak venue. Exploratory factor analysis will be used to determine factors forming the willingness to recommend W Bali - Seminyak as a wedding venue. EFA was used because (1) EFA can help reduce large datasets by identifying underlying factors that explain most of the variations in the observed variables; (2) it can be used to develop tests or scales by identifying the underlying dimensions of a construct; and (3) it can be used to screen a large dataset for outliers. A particular variable that does not load well on any of the factors may indicate that it is not related to the other variables in the dataset. Overall, EFA can help researchers identify underlying dimensions or factors that explain the variations in their data.

Sampling Procedure

The researcher used the Likert Scale on the questionnaire to be answered by 70 respondents who partnered with W Bali - Seminyak. The questionnaire will be spread using an online method to all wedding planners registered in the company's database that has been in the industry for at least 1 year and are willing to recommend W Bali – Seminyak as a wedding venue

RESULTS

According to Table 2, the indicator of price compatibility (X1.4) has the highest mean out of the other indicators, which is 4.686. It can be concluded that the price of the wedding packages in W Bali – Seminyak is compatible with the products and services provided, as there are different types of wedding packages

provided with different prices according to the service that the customers choose. On the other hand, price affordability (X1.1) has the lowest mean of 4.029. This explains that some wedding planners feel that the price of the wedding package in W Bali – Seminyak is considered as not fairly affordable based on the benchmark by the author, that W Bali – Seminyak has the most expensive wedding package among the other main competitors: Alila Seminyak, Sofitel Bali Nusa Dua, and The Apurva Kempinski Bali (see Table 1).

Table 1 W Bali – Seminyak’s Competitors Benchmark

Hotel	Price (for 50 pax)	View	Location	Service Quality
W Bali - Seminyak	IDR 128,000,000++	Garden & Ocean View	Seminyak – near attractions area	9.4/10
Alila Seminyak	IDR 74,000,000++	Temple Garden	Seminyak – near attractions area	9.2/10
Sofitel Bali Nusa Dua	IDR 60,000,000++	Ocean View	Nusa Dua – far from main attractions area	8.7/10
The Apurva Kempinski Bali	IDR 65,000,000++	Ocean View	Nusa Dua – far from main attractions area	9.2/10

Source: Processed Data from Bridestory.com and Agoda.com (2020)

Table 2 Price Variable Processed Data Result

Indicator	Answer Count					Mean	Standard Deviation
	Percentage						
	1	2	3	4	5		
X1.1	0	5	20	48	16	4.03	0.68
	0%	5.6%	22.5%	53.9%	18%		
X1.2	0	0	9	48	32	4.34	0.59
	0%	0%	10.1%	53.9%	36%		
X1.3	0	0	8	50	31	4.33	0.58
	0%	0%	9%	56.2%	34.8%		
X1.4	0	0	8	27	54	4.69	0.53
	0%	0%	9%	30.3%	60.7%		
Average						4.35	0.64

The price affordability (X1.1) indicator also shows the highest standard deviation of 0.68. This means that the respondents have different perspectives

towards price affordability and their standard for the price might vary, as the perspective towards price depends on the wedding planners' clients' or the consumers' income profile. The second-highest standard deviation belongs to X1.2, which is price competitiveness. This explains that there are some wedding planners who feel that the price of the wedding packages in W Bali – Seminyak is not competitive enough compared to their competitors. Price competitiveness relates to the pricing strategy where branding plays a big role and thus, results in lower competition (Marco et al., 2018).

Based on Table 3, spatial considerations (X2.4) have the highest mean of 4.6. This means that the respondents agree that an aerial view or the open space by the beach and ocean is appealing to their eyes and is considered beautiful for a wedding venue. Mendoza-González et al., (2018) explained that ocean view and proximity to the beach are the environmental amenities for which hotels charge and tourists are willing to pay. On the contrary, the naturalness (X2.1) of the wedding venue provides the lowest mean of 3.786. According to Marshall et al., (2019), naturalness means there are no human-made constructs (e.g. boats, harbors, marinas, etc.) and since the view of the wedding venue in W Bali – Seminyak still has human-made constructs around the wedding venue, thus it is considered as not natural.

Table 3 View Variable Processed Data Result

Indicator	Answer Count					Mean	Standard Deviation
	Percentage						
	1	2	3	4	5		
X2.1	0 0%	4 4.5%	3 34.8%	38 42.7%	16 18%	3.79	0.80
X2.2	0 0%	0 0%	8 9%	54 60.7%	27 30.3%	4.34	0.54
X2.3	0 0%	1 1.1%	17 19.1%	34 38.2%	37 41.6%	4.34	0.70
X2.4	0 0%	1 1.1%	11 12.4%	27 30.3%	50 56.2%	4.6	0.60
Average						4.27	0.73

Naturalness (X2.1) also has the highest standard deviation of 0.80, which explains that wedding planners might still choose wedding venues that have

human-made constructs and are not completely natural since the naturalness of a wedding venue is not one of the important factors. There are other physical evidences that may add to the aesthetic value of the wedding view, such as the design of the facilities, or any other brand characteristics that signal the property's sustainability orientation (Pomeroy, 2017). The second indicator that has the highest standard deviation is color (X2.1), which shows a standard deviation of 0.70. This explains that different people have different perspectives on the color of the view in W Bali – Seminyak, which according to Marshall et al., (2019) includes the blues, greens, or turquoises of the water and/or sky, or the whiteness of the sand.

Based on Table 4, the surrounding environment indicator (X3.3) shows the highest mean of 4.69, which explains that the respondents agree that the location of the wedding venue is strategic since there is a large variety of entertainment facilities, retail shops, and restaurants near the wedding venue. Meanwhile, the lowest mean is shown by indicator X3.2.1, which is the ease of accessing the venue from the airport, with a mean of 3.56. This explains that W Bali – Seminyak might not have an easily accessible location from the airport due to its strategic location which attracts tourists or crowds to come to the area. Indicator X3.2.1 also holds the highest standard deviation of 0.93. This means that even though the location of W Bali – Seminyak is not easy to access from the airport; however, the ease itself might not be an important factor in determining a wedding venue, since a strategic location provides more value for the customers. Indicators X3.1 and X3.2.2 share the same standard deviation of 0.61, which is the second-highest standard deviation. For indicator X3.1, or the accessibility to points of interest or tourists' interactions, there are some wedding planners who feel that the Seminyak area is not near the tourists' attractions since their perspective towards tourists' attractions might be different (i.e. watersport areas, monkey forests, temples, etc.) and the attractions itself might not be important in this variable. For indicator X3.2.2, or the ease of leaving and returning using various types of transportation, there are some respondents who find it difficult to leave and return to the wedding venue due to the traffic and smaller roads; however, this factor might not be important in this variable.

Table 4 Location Variable Processed Data Result

Indicator	Answer Count					Mean	Standard Deviation
	Percentage						
	1	2	3	4	5		
X3.1	0	0	9	32	48	4.54	0.61
	0%	0%	10.1%	36%	53.9%		
X3.2.1	1	15	26	38	9	3.56	0.93
	1.1%	16.9%	29.2%	42.7%	10.1%		
X3.2.2	0	0	22	49	18	4.03	0.61
	0%	0%	24.7%	55.1%	20.2%		
X3.3	0	0	8	26	55	4.69	0.53
	0%	0%	9%	29.2%	61.8%		
Average						4.20	0.82

Based on Table 5, X4.2.5 shows the highest mean of 4.74, which explains that the respondents agree that W Bali – Seminyak’s employees are able to understand their needs. Meanwhile, the lowest mean is shown by indicator X4.1.5, which is the low employee turnover indicator, with a mean of 3.83. This explains that W Bali – Seminyak’s employee turnover is not as low as expected because there are some wedding planners that meet different wedding managers or people in charge in W Bali – Seminyak throughout their careers.

Table 5 Industrial Service Quality Variable Processed Data Result

Indicator	Answer Count					Mean	Standard Deviation
	Percentage						
	1	2	3	4	5		
X4.1.1	0	0	9	32	48	4.54	0.61
	0%	0%	10.1%	36%	53.9%		
X4.1.2	1	15	26	38	9	3.56	0.93
	1.1%	16.9%	29.2%	42.7%	10.1%		
X4.1.3	0	0	22	49	18	4.03	0.61
	0%	0%	24.7%	55.1%	20.2%		
X4.1.4	0	0	8	26	55	4.69	0.53
	0%	0%	9%	29.2%	61.8%		
X4.1.5	0	5	19	49	16	3.83	0.82
	0%	5.6%	21.3%	55.1%	18%		
X4.1.6	0	0	8	44	37	4.46	0.56
	0%	0%	9%	49.4%	41.6%		
X4.2.1	0	0	5	57	27	4.30	0.49
	0%	0%	5.6%	64%	30.3%		

X4.2.2	0	0	6	32	51	4.61	0.55
	0%	0%	6.7%	36%	57.3%		
X4.2.3	0	0	6	48	35	4.46	0.50
	0%	0%	6.7%	53.9%	39.3%		
X4.2.4	0	0	8	34	47	4.61	0.52
	0%	0%	9%	38.2%	52.8%		
X4.2.5	0	0	7	26	56	4.74	0.47
	0%	0%	7.9%	29.2%	62.9%		
X4.3.1	0	0	7	32	50	4.66	0.51
	0%	0%	7.9%	36%	56.2%		
X4.3.2	0	0	8	30	51	4.67	0.50
	0%	0%	9%	33.7%	57.3%		
X4.3.3	0	0	7	34	48	4.66	0.48
	0%	0%	7.9%	38.2%	53.9%		
X4.3.4	0	0	9	51	29	4.36	0.57
	0%	0%	10.1%	57.3%	32.6%		
X4.3.5	0	0	18	50	21	4.09	0.65
	0%	0%	20.2%	56.2%	23.6%		
X4.3.6	0	0	5	47	37	4.46	0.53
	0%	0%	5.6%	52.8%	41.6%		
X4.4.1	0	0	5	64	20	4.23	0.46
	0%	0%	5.6%	71.9%	22.5%		
X4.4.2	0	0	6	44	39	4.50	0.50
	0%	0%	6.7%	49.4%	43.8%		
X4.4.3	0	0	14	52	23	4.13	0.61
	0%	0%	15.7%	58.4%	25.8%		
X4.4.4	0	0	24	49	16	3.93	0.69
	0%	0%	27%	55.1%	18%		
X4.4.5	0	0	16	53	20	4.10	0.76
	0%	0%	18%	59.6%	22.5%		
Average						4.37	0.62

The highest standard deviation also belongs to indicator X4.1.5. This explains that there are some wedding planners that feel the turnover in W Bali – Seminyak is high. This can be related to the tenure of the wedding planner (Table 6), whereas the longer he/she works in the industry, the higher the chances he/she works with the previous wedding managers. The second-highest standard deviation is shown by indicator X4.4.5, or the consistency with the wedding planner’s strategy, with a standard deviation of 0.76. Since there are more than 200 wedding planners in Bali that work together with W Bali – Seminyak and

each of them might have different strategies, W Bali – Seminyak cannot concern oneself with all of them; there might several offerings that are not consistent with their strategies.

Table 6 Respondents Classification Based on Work Tenure

Tenure	Number	Percentage
1 – 3 years	22	31.43%
4 – 6 years	36	51.43%
> 7 years	12	17.14%
Total	70	100%

Table 7 shows that the Y1.1 indicator, or the concern for others, has the highest mean of 4.47. This explains that the respondents agree to recommend W Bali – Seminyak’s wedding venue to help the clients or couples gain a positive experience. On the other hand, indicator Y1.3, or helping others, showed the lowest mean out of the other indicators. It shows a mean of 4.03, which explains that there are some respondents that do not agree to recommend W Bali – Seminyak’s wedding venue in order to give the property something in return for the positive experience. Both of these results state that the wedding planners’ recommendation is more likely to help their clients instead of giving something in return to the recommended vendor.

Table 7 Dependent Variable Processed Data Result

Indicator	Answer Count					Mean	Standard Deviation
	Percentage						
	1	2	3	4	5		
Y1.1	0 0%	0 0%	8 9%	43 48.3%	38 42.7%	4.47	0.53
Y1.2	0 0%	0 0%	6 6.7%	47 52.8%	36 40.4%	4.46	0.53
Y1.3	0 0%	1 1.1%	23 25.8%	39 43.8%	26 29.2%	4.03	0.76
Average						4.32	0.65

The highest standard deviation also belongs to indicator Y1.3 (0.76), which explains that there are some wedding planners that recommend W Bali – Seminyak not only to help their clients, but also to give something in return from

the benefits (i.e. gifts, bonuses, or commissions) that has been given by W Bali - Seminyak. Meanwhile, indicators Y1.1 and Y1.2 share the same standard deviation (0.53), which explains that both of the indicators share the same importance in this dependent variable.

DISCUSSION

The result of the factor analysis can be seen in Table 8 and Table 9 below:

Table 8 Measure of Sample Adequacy (MSA) Test

Factor	MSA Score	Information
X1.1	0.770	Predictable
X1.2	0.755	
X1.3	0.602	
X1.4	0.470	Eliminated
X2.1	0.777	Predictable
X2.2	0.696	
X2.3	0.714	
X2.4	0.627	
X3.1	0.613	
X3.2.1	0.872	
X3.2.2	0.744	
X3.3	0.574	
X4.1.1	0.797	
X4.1.2	0.693	
X4.1.3	0.647	
X4.1.4	0.702	
X4.1.5	0.576	
X4.1.6	0.744	
X4.2.1	0.707	
X4.2.2	0.704	
X4.2.3	0.769	
X4.2.4	0.790	
X4.2.5	0.600	
X4.3.1	0.647	
X4.3.2	0.660	
X4.3.3	0.820	
X4.3.4	0.788	

X4.3.5	0.685	
X4.3.6	0.715	
X4.4.1	0.716	
X4.4.2	0.804	
X4.4.3	0.803	Predictable
X4.4.4	0.591	
X4.4.5	0.625	
Y1.1	0.673	
Y1.2	0.622	

Table 9 Rotated Factor Matrix

	Factor							
	1	2	3	4	5	6	7	8
X4.3.4	0.783							
X4.3.6	0.727							
X4.2.5	0.716							
X4.3.1	0.613							
X3.1	0.580							
X4.3.2	0.574							
X4.2.4	0.542							
X4.2.3	0.494						0.402	
X4.3.3	0.471							
X4.1.6	0.415							
Y1.1		0.779						
Y1.2		0.771						
X4.1.1		0.484						
X4.3.5		0.434						
X4.4.3			0.724					
X4.4.5			0.722					
X4.4.4			0.541					
X4.4.1		0.432	0.477					
X4.4.2								
X2.2								
X4.1.4				0.818				
X3.2.1				0.635		0.441		
X3.2.2				0.589				
X4.1.2		0.461		0.461				
X4.2.2					0.732			
X4.1.3					0.640			
X3.3					0.619			
X2.4						0.794		
X2.3						0.671		
X2.1						0.451		

X4.1.5	0.670
X4.2.1	0.607
X1.3	0.447
X1.1	0.720
X1.2	0.694

From the factor analysis, the results of the factors were as follows:

1. From the total of 37 indicators, there are 4 statements that have been eliminated. Statement $Y_{1,3}$ is eliminated as it is not reliable, and statement $X_{1,4}$ is eliminated due to its MSA value being below 0.5 (Table 8).
2. After the component matrix process, there are 8 main factors that are formed by a total of 35 indicators. During the factor matrix process, 2 statements; $X_{4,4.2}$ and $X_{2,2}$ are removed from the research due to their value being under a sufficient factor of 0.4 (Table 9).
3. Factor 1 is called perceived employee quality. This factor consists of W Bali – Seminyak staff’s pleasant personality, ability to look at customer’s interests, understanding of customer’s needs, enthusiastic agreement acceptance, wedding venue’s accessibility to points of interest, staff’s ability to listen to the customer’s problems, look at details, meet deadlines, open to suggestions, and the hotel’s network of partners. Employee quality can be defined by the skills and knowledge about the property and its surroundings; therefore, frequent training and assessments are needed. Training such as annual Whatever/Whenever Remastered for all of the employees, trimonthly Marriott webinars for all management employees per department (different departments, different content), and daily What’s Up morning meetings to update the What’s New and What’s Next. Sending hampers and holding wedding showcases can also be done to increase the relationship between W Bali – Seminyak and the wedding planners.
4. Factor 2 is called client experience. This factor consists of helping the clients gain positive experience and share the positive experience with the clients by recommending W Bali – Seminyak’s wedding venue, as well as the full service offered by W Bali – Seminyak, and necessary arguments taken by their staff. A positive experience can be gained from the excellence of service provided by the employees. Quarterly Whatever/Whenever training can be practiced to remind and improve the service promise, and additional training

such as drone training, and cross-training between departments can also be done to increase the skills of each employee.

5. Factor 3 is called output service quality. This factor consists of W Bali – Seminyak’s contribution to the wedding planner’s sales, consistency with their strategy, creativity in its offering, and ability to produce events according to plan. Output service quality concerns about the delivery of the actual offering that is capturing not only the result of the technical efforts but also the impact for the buyers. W Bali - Seminyak can communicate with the marketing team during the process of creating the offer and also to have frequent communication with the wedding planner in order to discuss event details.
6. Factor 4 is called physical evidence. This factor consists of the management philosophy of W Bali – Seminyak, ease to access W Bali – Seminyak’s location from the airport, ease to leave and return with various types of transportation, and the fulfilment of the required personnel. Physical evidence is also important in the service industry. The existing tangibles can be improved through maintenance or improved operations such as transportation arrangement in the location entrance, providing additional transportation from the entrance gate to the lobby, security, and adjusting the facilities design with the management philosophy; bold, witty, and insider.
7. Factor 5 is called value for money. This factor consists of how W Bali – Seminyak honors financial agreements, having the required facilities, and having a large variety of entertainment facilities, retail shops, and restaurants near the wedding venue. This factor can be improved by reviewing contracts to make sure that it brings benefits to both parties, adding new facilities such as a wedding chapel and retail shops special for bridal necessities only.
8. Factor 6 is called aesthetic view. This factor consists of W Bali – Seminyak’s spatial considerations of the property’s beach and ocean, natural color, and the naturalness of the wedding venue’s view. Maintaining the cleanliness of the property, maintaining the blue color of the pool, and making sure that the beach and ocean view is not blocked by unnecessary boards, buildings, or trees.
9. Factor 7 is called additional assurance determinants. This factor consists of W Bali – Seminyak’s low turnover, the staff’s ability to keep a time schedule,

and compliance with the wedding package price. In order to give more assurance to the customers, W Bali – Seminyak may perform daily What’s Up morning meetings in each department to review the to-do-list to remind each of the employees about their tasks and upcoming meetings with clients or departments. It is also necessary for the company to maintain a supportive working culture. For example, hitting a gong for every milestone the employees have achieved or giving rewards in form of points that can be exchanged, or promoting the “Sweet Simple Things” culture not only for the customers but also between employees. Evaluating the price packages is also necessary and can be done through market research to make sure that it is compliant with the clients’ needs.

10. Factor 8 is called price. This factor consists of the affordability and competitiveness of W Bali – Seminyak’s wedding package price. W Bali - Seminyak can evaluate its pricing strategy in order to be more affordable and competitive by doing an external benchmark analysis with other competitors.

Conclusion

Based on the results of this study, it can be concluded that there are 8 factors that contribute in the wedding planners’ willingness to recommend W Bali – Seminyak. The researcher is also interested in providing useful suggestions for both W Bali – Seminyak and future research.

Based on the research conducted, W Bali – Seminyak needs to improve its employees’ skills and knowledge since their involvements are essential in the service provided. Training such as annual Whatever/Whenever Remastered for all employees, trimonthly Marriott webinars for all management employees per department with different contents per department, and daily What’s Up morning meetings to update the What’s New and What’s Next knowledge. Remastering the brand or management philosophy through Whatever/Whenever Remastered training is also important in this matter since W Hotels worldwide emphasizes their brand in almost every aspect. Annual training regarding this matter can be conducted so the services provided can be on brand and unique, and give a memorable and positive experience to the customers, both in B2B or B2C aspects.

Since W Bali – Seminyak also has a business-to-business relationship with the wedding planners, they can reevaluate the offerings or create more creative offerings that may provide more appropriate benefits for both sides. The wedding manager can communicate with the marketing team to create on-brand offers, but still, provide appropriate benefits for both sides. Other than that, as the relationship between wedding managers and wedding planners is different from any other professional relationship; friendlier than others, it might be great if W Bali – Seminyak can improve this relationship by giving gifts or hampers on certain events, or holding wedding showcase to gather the wedding planners in the property not only to showcase the property but also to create the neighborly atmosphere between two parties.

For further research, to gain more insight into the factors forming willingness to recommend, a focus group discussion is suggested. The FGD will give deeper meaning to the variables gained from this research. So instead of just accepting information that price forms willingness to recommend, more precise information can be obtained such as what will be the suggested charges/price, terms and conditions, etc.

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