

Using mystery shopping as a methodology in improving internal organisational processes and client's satisfaction in the wedding industry

Branislava Hristov Stančić, Igor Kovačević,
Violeta Urošević

Abstract: Paper focuses on the providing theoretical and practical background on the wedding industry, with a special emphasis on the recommendation for wedding event planners, reached through implemented field “mystery shopping” research methodology. Wedding industry becomes one of the leading segments of the global events industry, with turnover of almost USD 220 billion only in the USA. Having this economic impact, it is necessary to understand that the wedding (as the form of event organisation) is becoming more and more complex process, and that complexity is driven by changes in the needs and wants of new generation of clients, and by changes in clients free time management in the life-work balance. On the case of the largest wedding organiser in Serbia, using the mystery shopping approach, it was possible to determine key areas of improvement internal wedding organiser process and to reach higher client's satisfaction.

Keywords: *events, wedding industry, wedding organizer, mystery shopping*

JEL Classification: L83, Z31, M30

Rad dostavljen: 20.08.2024.

Rad prihvaćen za objavljivanje: 18.09.2024.

1. INTRODUCTION

Although represents an important society-driven activity, wedding industry market creates an inevitably strong economic impact due to its complicated products/service value chain and involvement of large number of interested parties. Therefore, in the paper authors are focused on researching both academic and practical aspects of the wedding industry market. Paper will provide readers with theoretical research framework, in addition to practical application of research results into the industry. In the same time, authors wanted to test the research methodology in Serbia.

As generally defined, weddings are traditional ritual, and is celebrated by the couple, their parents, and other guests (Daniels & Wosicki, 2020). Given the cultural importance, weddings represent one of the most significant social moments, wedding planning requires special attention and skills compared to other types of events.

The wedding industry market size has experienced significant growth in recent years, projected to increase from USD 196.58 billion in 2023 to USD 219.8 billion in 2024, with a compound annual growth rate of 10.5% according to the Wedding Service Global Market Report (2024). The global wedding services market is rapidly expanding due to the rising number of marriages worldwide (The Brainy Insights, 2023). In 2022, Asia Pacific led the global wedding services market with a 40.52% market revenue share. The Indian wedding industry is the second largest globally, hosting approximately 10 million weddings annually. An Economist report states that the wedding industry ranks as the fourth-largest industry in India, with an annual spending of US\$ 130 billion (IBEF, 2024).

Weddings planning process is a time intensive process due to complexity of decisions that need to be take into consideration and activities that need to be organized (Carter & Duncan, 2017). Given that the

concept of a traditional wedding, where the bride and her mother play a key organising role, is transformed, wedding planners took over an essential role.

Contemporary demand is showing strong need in having a wedding tailored to their preferences and completely personalized. Therefore, wedding planners must consistently improve the quality of their work, and one tool that can assist them in this is mystery shopping. To the best of the authors' knowledge, this tool has not been used in scientific literature for research in the domain of wedding organization, which is also an additional contribution of this paper.

The aim of this study is to investigate the influence of wedding organization on customer decision-making and satisfaction. Specifically, a case study was conducted, where mystery shopping was used to evaluate brand recognition, availability of information, location, ambiance, and the attitude, knowledge, and expertise of employees, to gain a comprehensive understanding of the wedding planner's work process and the impact of these elements on client satisfaction. The obtained results serve as a solid foundation for improving existing strategies and achieving better business outcomes.

2. WEDDINGS AS THE EVENTS INDUSTRY SEGMENT

Events tourism represents one of the most entertaining, challenging, and fastest-growing forms of the tourism phenomenon (Bowdin, Allen, Harris, McDonnell & O'tool, 2012). All events can be categorized into two groups: planned and unplanned events. Events that are not planned, i.e., those that occur spontaneously, are unplanned events, while planned events involve planning and organization over an extended period (Tassiopoulos, 2010). Getz (2008) explains that all planned events are unique due to the specific interaction between the environment, individuals, and management systems. Weddings fall into the category of planned events.

Marriage is defined as a union of two individuals that is as old as civilization itself, recognized by the authorities and present in every society (Daniels & Wosicki, 2020). However, the approach to traditional weddings is continuously changing. The wedding process has evolved into an expensive and complex process with many phases that require the participation of many people (Azizah, 2022), and increased involvement of wedding planners as professionals' entity (Nelson & Otnes, 2005). Despite the popularity

of this trend, it is possible to determine that wedding planners lack clear operational guidelines for planning and developing wedding events within the events industry (De Witt, 2006).

Wedding Organizers are business units that offer services to help couples and their families prepare, plan, and manage wedding events according to their desired concept and needs within a series of scheduled events (Azizah, 2022). Over time, wedding organizer services have proven to be very helpful for prospective individual clients (brides, grooms, and their families), who often have busy schedules, making it difficult to prepare and plan all necessary aspects and various wedding supplies (Sinaga & Sembiring, 2021).

Given that weddings are subject to fashion trends, changes in social norms and preferences, as well as technological innovations, it is crucial for wedding planners to stay current and understand the latest trends. Wedding planners must be flexible and ready to adapt quickly to survive in a competitive market. They must also possess the necessary skills in using digital tools and social media to effectively communicate with their clients and promote their services.

As noted by Myung and Smith (2018), the website Pinterest was a key communication and social marketing tool for companies to interact with the client's market - Millennial women - regarding wedding related information, inspiration, products, and services during the wedding planning process. The influence of new technologies provides couples with the opportunity to save on organizing costs and to design their wedding down to the finest details. Simultaneously, the emergence of numerous television programs and fashion magazines dedicated to weddings shapes certain expectations among couples, as they strive to emulate the fashion trends offered to them (Schultz, 2013).

Two very important aspects of wedding planning are creativity and innovation. Azizah (2022) explains that the creativity variable positively impacts consumer satisfaction. Today's couples increasingly seek personalized experiences and original concepts that will make their wedding special and unforgettable. Wedding planners must be prepared to go beyond established patterns and offer unique solutions that match their clients' individual preferences and styles. Specifically, wedding planners must focus on the individual desires, traditions, and cultures of their clients to create an event that reflects their unique story and vision for the future.

Therefore, those providing wedding planning services must be highly dedicated, responsible, and able

to respond quickly. By offering services that are different from their competitors, innovative, and tailored to the individual, they can meet the evolving demands of their clients (Deti, 2018). All of this indicates that wedding planning is a dynamic and challenging business process that requires a combination of skills, creativity, empathy, and technical knowledge. Understanding the complexity and specificity of this industry is crucial for providing top-notch services and creating unforgettable moments for future brides and grooms.

3. SERBIAN WEDDING INDUSTRY MARKET VOLUME

Weddings encompass a wide range of services and attract visitors who use these services, thereby contributing to the economic value of the region (Shone & Parry, 2004). Therefore, many countries strive to enhance or stimulate the development of various events, as visitor expenditure contributes to the country's economic growth through increased demand for goods and services across numerous sectors, the creation of new job opportunities, growth in tax revenues, and more (Pereira, Mendonça, Dias, Costa & Gonçalves, 2022).

According to statistics maintained in the Republic of Serbia regarding the total population aged 15 and older by legal marital status and gender, the 2011 Census recorded a total of 3,396,240 individuals who identified as married (RZS, 2022). Data from the Republic Institute of Statistics indicates that in 2021, a total of 32,757 marriages were registered in the Republic of Serbia, representing a 38.8% increase compared to the previous year. Additionally, there were 26,309 first marriages recorded in the same year.

The average age at marriage for brides was 31.1 years, while for grooms it was 34.3 years. It was also noted that 28,126 marriages were between spouses of the same nationality, and 70.1% of marriages were between spouses with the same level of education. In terms of economic activity, 74.7% of marriages had both spouses economically active. Furthermore, 29,696 marriages, or 90.7%, were between citizens of the Republic of Serbia in 2021 (RZS, 2022a). While precise data on the value of the wedding market in Serbia is not available, its continued growth and development are expected to lead to more detailed tracking of relevant performance indicators.

Although the wedding planning industry has been established globally for some time (Nelson & Otnes, 2005), the emergence of such companies in the Re-

public of Serbia is relatively recent. The appearance of wedding planners is primarily associated with larger cities in Serbia, while in smaller, especially rural areas, the traditional wedding concept prevails, with customs that have been part of our tradition for many years and are typically organized by the couples and their families themselves. It is presumed that one reason for this is the significant number of young people living in larger cities who are physically separated from their primary families.

4. MYSTERY SHOPPING AS A PRIMARY RESEARCH METHOD

Mystery shopping can be employed across a wide range of companies, particularly in fields characterized by direct interaction between business and customer (Alison, 2009). The most frequently cited reasons for using mystery shopping are quality and asset control and cash handling (Beck & Miao, 2003). Mystery shopping is a tool used to analyse the level of service quality in a variety of service organizations such as hospitality, retail, and banking (Beck & Miao, 2003), as well as fast food restaurants (Silver, 2000), etc.

Mystery shopping offers companies a valuable method for assessing service from the customer's perspective (Schultz, 1997). It involves evaluating the shopping or buying experience through trained shoppers who are pre-informed about the aspects they need to assess. These shoppers, posing as ordinary customers, provide detailed evaluations of their experiences through written reports or questionnaires (Schultz, 1997).

Mystery shopping enables the evaluation of business processes based on predefined standards. This innovative tool is increasingly recognized in modern business practices as it allows for an impartial assessment of customer experiences throughout the entire service process. This method helps identify problems, potential challenges, and deficiencies within the organization (Herbst, Barisch & Voeth, 2007).

By precisely pinpointing where the service process fails, mystery shopping measures potential customer dissatisfaction and, consequently, lost revenue (Burnside, 1994). Its significance is especially pronounced during crisis periods when companies cannot afford the loss of additional clients (Tutt Woods, 2010). Beyond identifying issues, mystery shopping serves as a means for improvement through systematic analysis, challenge identification, and fostering innovation.

The tool is primarily focused on business processes, aiming to enhance quality, while simultaneously educating employees. Several key factors contribute to the success of a mystery shopping program, including a well-designed mystery shopping form and program, commitment to the initiative, well-trained shoppers, and the effective utilization of results (Burnside, 1994). Employees should be informed about the mystery shopping form and program prior to its commencement so they understand what management expects. It is important to remind employees that any customer could be a mystery shopper and to assure them that the program is intended for their benefit rather than to catch them making mistakes (Michelson, 1997).

Mystery shoppers are selected based on the target customer profile and should possess the necessary qualities, such as reliability, honesty, good intentions, responsibility, adherence to deadlines, following instructions, and a desire to improve service quality. This implies that the selection and training of mystery shoppers require considerable effort, as they must adhere to specific rules and instructions during their visits and be trained to justify their observations and maintain objectivity (MRS, 2020). According to Tutt Woods (2010), mystery shopping provides unbiased reports from typical consumers. The insights gained from mystery shoppers are used to improve services and products to attract more customers.

For any company aiming to achieve or maintain a high level of service quality, utilizing this tool is essential. In competitive industries where price and product assortment are no longer unique selling points, the service provided to customers often becomes the key to both success and failure (Jankal & Jankalová, 2011). Providing a high level of service has become a survival strategy for companies, as customers now expect value that exceeds the amount of money spent (Anand Shankar Raja, 2019).

Based on the extensive literature review process, authors can conclude that “mystery shopping” as a methodology has not been used in scientific literature for research in the domain of wedding organization and planning, which creates a significant contribution of this paper in understanding business processes.

5. RESEARCH DESCRIPTION

The research was conducted using the mystery shopping technique at Arkadia, the largest wedding planning company in Serbia. The mystery shopping process was carried out with the aim of identifying

potential issues and deficiencies in the business process and employee performance, as well as determining their impact on client satisfaction, with the final management implication of improving business strategies and creating better business results.

Primary data were obtained through mystery shopping conducted by a secret shopper, who received clear instructions based on a structured questionnaire. The questionnaire was divided into three sections. The first section required responses to questions regarding advertising, ease of finding information about the agency, and the accessibility and ease of locating the Arkadia agency premises.

The second section of the questionnaire focused on the initial impressions the secret shopper had of the service environment upon entering the agency’s premises. The third section contained questions related to the communication with employees during the decision-making process and when discussing the desired service, namely wedding planning.

The shopper was asked to describe their purchasing experience in an objective and unbiased manner. The research process primarily involved the collection and analysis of qualitative data obtained through field research. The results provided a solid foundation for understanding customers’ opinions and attitudes about the service process, as well as for improving and educating employees.

6. RESULTS AND MANAGERIAL IMPLICATIONS

For example, how might the growing market impact competition among wedding planners? What are the potential risks and challenges facing the industry?

Growth in the market demand (based on the analysed figures in chapter “Serbian wedding industry market volume”), happened after the “slow” COVID-19 period, certainly impact all aspects of the offer, especially wedding planners. Strong demand growth in the post-Covid period demonstrated that weddings, as the event form, kept strong traditional, social and cultural position, that is being implemented in the new life-work balance era, that brings contemporary organisational aspects. On one side, growth in market demand, and on another side, need for more complex and customised service, impacted the business process of wedding planners, and the key questions are how to be different, how to offer more customised service and how to be price competitive remains, and these topics should be part of the future researches.

Wedding industry will certainly face challenges that is impacting hospitality sector in general, and are related to the shortage of the human resources, price inflation, long-term booking (up to 18 months in advance).

The results from the first part of the questionnaire indicated that the secret shopper found the most information about Arkadia through online searches, noting that they were previously unaware of the agency's existence. It was highlighted that no advertisements or other forms of marketing were found. Information about the agency is available on the agency's website and on social media platforms Instagram and Facebook. It was noted that while the agency's location is easy to find, the approach to the premises is not clearly marked. Additionally, difficult access to parking was mentioned as a drawback.

The results from the second part of the questionnaire showed a positive impression regarding the first encounter with the agency's employees. Satisfaction was also expressed regarding the interior design, which was described as simple, luxurious, modern, and effective, modelled after globally recognized agencies of the same business profile. A drawback noted was inadequate cooling of the premises, which hindered prolonged stay.

The results from the third part of the questionnaire indicated that there was clear and adequate communication with employees, characterized by a courteous and professional tone. Employees' expertise, knowledge, and experience were highlighted throughout all phases of communication. A deficiency identified was limited flexibility in terms of rapid response and organizing weddings on short notice. At the same time, the secret shopper was quickly and easily assigned a salesperson or contact person to address any questions and details regarding the service even after returning home. Overall, the interaction with employees was rated at a very satisfactory level.

Based on the obtained results, several recommendations for the managers of Arkadia can be outlined to serve as a solid foundation for shaping future business directions to achieve greater customer satisfaction:

First, increasing investment in marketing and advertising. Additional investments in marketing and advertising would enhance market visibility. Promotional and sales channels should be chosen in accordance with the target demographic, which, in this case, primarily consists of young individuals. Promotion through television and print media should focus strongly on intermediaries involved in fashion, design, event organization, etc. Billboards and advertising posters can also be part of Arkadia's communi-

cation strategy. Participation in wedding fairs can play a significant role in market positioning. Given these proposed marketing efforts, a larger budget allocation for marketing expenses is necessary. The goal of this strategy is better market positioning, increased brand recognition, and market share growth.

Second, investing in agency exterior and interior. Investment in the agency's exterior and interior can directly lead to increased client satisfaction and, consequently, better business results for the agency.

Third, investing in flexibility of the business model. Investment in the flexibility of the business model and reducing the time required for event preparation is desirable. This strategy could potentially involve forming stock of certain products, enhancing and expanding supply chain collaboration, additional hiring, and specialization in certain business segments to reduce the need for external participants in providing comprehensive services.

As demonstrated (Zahra & Tambunan, 2019), consumers consider factors such as price, promotion, service portfolio, and business model when choosing a wedding planner. Therefore, it is recommended that the management of Arkadia focus on increasing brand visibility in the market through appropriate promotional tools and clearly present their service portfolio with competitive pricing in the future.

7. LIMITATIONS OF THE RESEARCH

Mystery shopping as the research methodology is characterised by several limitations in general, that are present in paper particular research as well. Limitations are seen in following aspects of mystery shopper's: adequacy and capability to report data precisely and objectively (Lowndes & Dawes, 2001), to report on each individual each researched segment rather than on the subject matter as a whole (Wirtz, 2000), to report in timely manner without time-leg impact between observation and reporting (Block, Friebel, Heinz & Zubanov, 2022), and to avoid halo effect (Javidmehr & Ebrahimpour, 2015). In addition, this paper is based on the research of one company, and therefore the conclusions are based on sample that does not fully represent the total market.

8. CONCLUSION

Wedding organisation is an important part of the events industry on the global level. In this case, clients and users of the wedding industry products are individuals,

private persons, who are entering the process of event organisation that is continuously changing, becoming more and more complex, along with change in needs and wants of the new generations and new clients.

Due to the COVID-19 mitigation crisis change, number of marriages and weddings, has increase in 2021 reaching a record breaking over 32,000 marriages in Serbia. This indicates that the wedding industry is also reaching high market figures in the post-covid years.

Therefore, it is of great importance to understand the wedding planners business process and how it impacts the customer satisfaction rate. Due to high market demand, it is possible to conclude that wedding planners are not using any particular marketing and promotional paid tools, rather relying on own social media channels and organically reached interaction and followers.

In addition, internal employee capacities of the wedding planners are crucial in creating positive

image among clients, while the office design and arrangement can also influence the customer experience during the decision-making process along the wedding organisation value chain.

Some of the recommendation for the wedding planners include: increased marketing and advertising budget, in order to reach more quality and targeted segment; more user-oriented design of the offices in which clients are making decisions prior, during and after the wedding; creating a more flexible business proposals towards clients and reducing the time required for event preparation.

Future research of the wedding industry should be focused on measuring the economic size, scale, and impact of the wedding industry on the local and national economy, in order to get full understanding of the market. In addition, the mystery shopping methodology would be used for future researches that will cover multiple wedding planners, in order to reach higher market understanding.

References

- Allison, P. B. (2009). *Mystery shopper motivations and the presence of motivation crowding* (Doctoral Thesis), University of Central Florida, Orlando.
- Anand Shankar Raja, M. (2019). The Dimensions of Mystery Shopping Program (DMSP)-Checklist Construction. *International Journal of Management, Accounting and Economics*, 6(5), 414-426.
- Azizah, L. (2022). Innovation of wedding organiser management in new normal era using shariah contract: a case study in wedding house Pasuruan. *Airlangga Journal of Innovation Management*, 3(2), 149-164. <https://doi.org/10.20473/ajim.v3i1.39660>
- Beck, J. and Miao, L. (2003). Mystery shopping in lodging properties as a measurement of service quality. *Journal of Quality Assurance in Hospitality & Tourism*, 4(1-2), 1-21. https://doi.org/10.1300/J162v04n01_01
- Block, S., Friebel, G., Heinz, M. and Zubanov, N. (2022). *Mystery Shopping as a Strategic Management Practice in Multi-Site Firms*. Bonn: IZA Institute for Labour Economics.
- Bowdin, G., Allen, J., Harris, R., McDonnell, I. and O'toole, W. (2012). *Events management*. London: Routledge.
- Burnside, A. (1994). In-store spies sniff out poor service. *Marketing*, 28, 32-33.
- Carter, J. and Duncan, S. (2017). Wedding paradoxes: Individualized conformity and the 'perfect day'. *The sociological review*, 65(1), 3-20. <https://doi.org/10.1111/1467-954X.12366>
- Daniels, M. and Wosicki, C. (2020). *Wedding planning and management: Consultancy for diverse clients*. London: Routledge.
- De Witt., L. (2006). *Key success factors for managing special events: The case of wedding tourism* (Doctoral Thesis), North-West University, Potchefstroom.
- Deti, N. (2018). *Sistem Informasi Wedding Organizer Berbasis Web (Study Kasus: CV. Yakin Group)* (Doctoral Thesis), Uin Raden Fatah Palembang, Palembang.
- Getz, D. (2008). Event tourism: definition, evolution and research. *Tourism management*, 29(3), 403-428. <https://doi.org/10.1016/j.tourman.2007.07.017>
- Herbst, U., Barisch, S. and Voeth, M. (2007). Mystery Shopping as a Tool for Advanced Interaction Quality in Business Relationships—an Exploratory Study. In *Proceedings of the 23rd IMP-conference*, Manchester, England.
- IBEF. (2024). *Examining the Economic Impact of India's Wedding Industry*. Retrieved August 25, 2024, from: <https://www.ibef.org/blogs/examining-the-economic-impact-of-india-s-wedding-industry>

15. Jankal, R. and Jankalová, M. (2011). Mystery shopping– the tool of employee communication skills evaluation. *Business: Theory and practice*, 12(1), 45-49. <https://doi.org/10.3846/btp.2011.05>
16. Javidmehr, M. and Ebrahimpour, M. (2015). Performance appraisal bias and errors: The influences and consequences. *International Journal of Organizational Leadership*, 4(3), 286-302. <https://doi.org/10.33844/ijol.2015.60464>
17. Lowndes, M. and Dawes, J. (2001). Do distinct SERVQUAL dimensions emerge from mystery shopping data? A test of convergent validity. *Canadian Journal of Program Evaluation*, 16(2), 41-53. <http://dx.doi.org/10.3138/cjpe.16.003>
18. Michelson, M.L. (1997). Taking the mystery out of mystery shopping. *Quirk's Marketing Research Review*. Retrieved August 08, 2024, from: <https://www.quirks.com/articles/taking-the-mystery-out-of-mystery-shopping>
19. MRS. (2020). *MRS Guideline: Conducting Mystery Shopping*. London. Retrieved July 08, 2024, from: <https://www.mrs.org.uk/>
20. Myung, E. and Smith, K. (2018). Understanding wedding preferences of the millennial generation. *Event management*, 22(5), 693-702. <http://dx.doi.org/10.3727/152599518X15239930463172>
21. Nelson, M. R. and Otnes, C. C. (2005). Exploring cross-cultural ambivalence: a netnography of intercultural wedding message boards. *Journal of Business Research*, 58(1), 89-95. [https://doi.org/10.1016/S0148-2963\(02\)00477-0](https://doi.org/10.1016/S0148-2963(02)00477-0)
22. Pereira, L., Mendonça, S., Dias, Á., Costa, R. L. D. and Gonçalves, R. (2022). Impact of destination weddings in the tourism economy. *International Journal of Economics and Business Research*, 23(4), 500-526. <https://doi.org/10.1504/IJEBR.2022.123177>
23. RZS. (2022). *Statistički godišnjak Republike Srbije*. Beograd. Retrieved August 10, 2024, from: <https://publikacije.stat.gov.rs/G2022/PdfE/G20222055.pdf>
24. RZS. (2022a). *Zaključeni i razvedeni brakovi 2021*. Beograd. Retrieved August 11, 2024, from: www.stat.gov.rs/sr-cyrl/oblasti/stanovnistvo/zakljuceni-i-razvedeni-brakovi/
25. Schultz, K. (2013). From "Say Yes to the Dress," to Pinterest: How Agenda Setting is used in The Wedding Industry. A Senior Project, Presented to The Faculty of the Journalism Department California Polytechnic State University, San Luis Obispo.
26. Schultz, R. L. (1997). *Mystery shopping as a service quality improvement tool: Developing a comprehensive program for an economy motel chain* (Thesis), Rochester Institute of Technology, New York.
27. Shone, A. and Parry, B. (2004). *Successful event management*. London: Thomson Learning.
28. Silver, D. (2000). Hidden agenda. *Restaurants and Institutions*, 110(16), 63-65.
29. Sinaga, R. and Sembiring, R. R. (2021). Analisis Peluang Usaha Wedding Organizer Pada Kaum Millennial. *Journal of Millennial Community*, 3(2), 107-113.
30. Tassiopoulos, D. (2010). *Events management: A developmental and managerial approach*. Cape Town: Juta and Company Ltd.
31. The Brainy Insights. (2023). *Wedding Services Market Size Worth \$646.65 Billion by 2032: The Brainy Insights*. Retrieved 15 April, 2024, from: <https://www.globenewswire.com/news-release/2023/12/04/2790162/0/en/Wedding-Services-Market-Size-Worth-646-65-Billion-by-2032-The-Brainy-Insights.html>
32. Tutt Woods, P. (2010). Mystery Shopping Know-How. *Mystery Shopping, a legitimate business*. La Vergne, TN USA.
33. Wirtz, J. (2000). An examination of the presence, magnitude and impact of halo on consumer satisfaction measures. *Journal of Retailing and Consumer Services*, 7(2), 89-99. [https://doi.org/10.1016/S0969-6989\(99\)00019-3](https://doi.org/10.1016/S0969-6989(99)00019-3)
34. Wedding Service Global Market Report. (2024). *The business research company*. Retrieved April 14, 2024, from: <https://www.thebusinessresearchcompany.com/report/wedding-service-global-market-report>
35. Zahra, E. R. and Tambunan, D. B. (2019). Exploration Of Factors Which Affects And Considered By Consumers In Choosing Wedding Organizer. In *Proceedings of the 6th International Conference on Entrepreneurship* (pp. 48-51), Universitas Ciputra, Surabaya.

Apstrakt

Korišćenje tajne kupovine kao metodologije u poboljšanju internih organizacionih procesa i zadovoljstva klijenata u industriji venčanja

Branislava Hristov Stančić, Igor Kovačević,
Violeta Urošević

Rad se fokusira na pružanje teorijske i praktične pozadine o industriji venčanja, sa posebnim naglaskom na preporuke za organizatore venčanja, do kojih se došlo terenskom primenom metodologije istraživanja „tajne kupovine“. Industrija venčanja postaje jedan od vodećih segmenata globalne industrije događaja, sa prometom od skoro 220 milijardi dolara samo u SAD. Imajući ovaj ekonomski uticaj, potrebno je razumeti da venčanje (kao oblik organizacije događaja) postaje sve složeniji proces, a ta složenost je podstaknuta promenama u potrebama i željama nove generacije klijena-

ta, kao i promenama u upravljanju slobodnim vremenom klijenata u balansiranju između posla i privatnog života. Na primeru najvećeg organizatora venčanja u Srbiji, korišćenjem pristupa misteriozne kupovine, bilo je moguće identifikovati ključne oblasti za poboljšanje internih procesa organizatora venčanja i postići veće zadovoljstvo klijenata.

Ključne reči: *događaji, industrija venčanja, organizator venčanja, tajna kupovina*

Kontakt:

Branislava Hristov Stančić, Ekonomski fakultet, Univerzitet u Beogradu,
brislava.hristov@ekof.bg.ac.rs (autor za korespondenciju)

Igor Kovačević, Ekonomski fakultet, Univerzitet u Beogradu,
igor.kovacevic@ekof.bg.ac.rs

Violeta Urošević, Ekonomski fakultet, Univerzitet u Beogradu,
violetaurosevic97@gmail.com