

## Segmenting, Targeting, and Positioning Strategies in the formation of Mahar Agung Organizer's Brand Image

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### ARTICLE INFO

*Keywords:* Segmenting, Targeting, Positioning, Brand Image

*Received :* 05, November

*Revised :* 10, December

*Accepted:* 15, January

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### ABSTRACT

In order to create a competitive advantage, the strategy that is considered effective in overcoming it is the existence of the right strategy, for example the STP (Segmenting, Targeting, Positioning) strategy. This research focuses on analyzing the marketing strategy of Mahar Agung Organizer Event Organizer (EO) on brand image formation. This research is useful in knowing how wedding organizer services maximize their marketing strategies to get as much profit as possible. This research is a type of qualitative research that uses descriptive analysis. The results of this study indicate a segmentation strategy based on geographic, demographic, behavioral, and psychographic segmentation. The focus of Mahar Agung Organizer's target is from the upper middle class community with an age range of 20-60 years in the East Java Province area. The implementation of the right positioning and targeting has succeeded in forming a positive brand image of Mahar Agung Organizer as a top quality EO in handling traditional Javanese weddings.

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## **INTRODUCTION**

Business conditions in Indonesia are currently experiencing a lot of progress because if you look at the number of people who are involved in opening their own businesses and jobs, it has a positive impact on reducing unemployment and economic development in Indonesia. However, the fact behind it is that the higher the number of job providers, the higher the level of business competition in the future (Chebli et al., 2020). Especially in the current era, companies need a strong competitive strategy in effective and efficient market competition (Widodo & Maryama, 2021). The current focus is on competitive advantage in existing business competition. A businessman tries to maximize profits by minimizing the output issued. Focusing on profit makes business people required to have high competitive strength in order to be in control of the high competition and always be ready to produce new strategies in the face of increasingly competitive businesses. Existing competition has occurred evenly both in the service sector and the trade industry. One example is a wedding organizer service provider where there are currently around tens of thousands of Wedding Organizer services in Indonesia. This triggers intense competition, especially including the quality of services provided. In showing quality services, of course, it requires an intermediary in the form of an effective and efficient marketing strategy (Rosyida et al., 2020). One of the stages in determining the right strategy is to attract the attention of clients by knowing what they need first.

For prospective clients using wedding organizer services, a wedding is considered a sacred event where two human beings commit and agree to establish a relationship to a more serious level through the procession of *ijab qabul*. Most people, especially those who are ready and mature to carry out marriage, certainly want the event to run well and smoothly because generally marriage occurs once in a lifetime. This makes some people feel that the event will run smoothly if it is structured and detailed in every process. Therefore, the use of wedding organizer services is a solution that can help organize the entire series of events in a wedding in order to reduce the risk of event failure. The factors that cause brides to prefer using WO services rather than organizing themselves are to control costs, reduce stress, time management, and pay attention to every detail in the event. A well-organized wedding is actually a planned wedding that obtains various preferences from the selection of vendors, prewedding assistance, the technical meeting process to determine the details of the event and a structured series of events on the day of the wedding. In other words, the use of WO services is very important considering the effectiveness and efficiency of the event presented. The deep impression that the bride and groom want to feel in the momentum of marriage makes them choose to use WO services rather than organizing personally. Therefore, this

research will discuss the segmenting, targeting, and positioning strategies at Mahar Agung Organizer in shaping brand image so that clients are interested in using their services.

Mahar Agung Organizer is a company that organizes weddings and other events that has been established since 2014 and is engaged in providing services in the city of Surabaya. Currently, Mahar Agung Organizer has served more than 1000 clients and even the number of followers from Instagram social media with the username @maharagung.organizer is 69 thousand and followers on the tiktok account are 89 thousand. This proves indirectly that the interest of Mahar Agung Organizer service users is very high because they see the quality factors of service services, crew performance and interesting content about wedding events uploaded on their Instagram page. Mahar Agung is one of the popular event organizer service providers and is widely used by artists. Not without reason but Mahar Agung has been building branding and brand image for 9 years. The implementation of segment grouping strategies, precise targeting, and their success in creating uniqueness in the minds of customers is one of the reasons why Mahar Agung Organizer is a popular EO and is widely used by artists. In this increasingly advanced era, every company prioritizes their company's brand image to build a good image in the eyes of clients (Kotler. P, 2016). The process cannot be formed in a short time but requires various mature strategies to meet the expectations to be achieved. Mahar Agung Organizer builds a brand image through Instagram social media (digital marketing) by airing a number of wedding content that has managed to become a highlight with a fairly high number of viewers and Mahar Agung Organizer has joined the largest wedding market place, namely bride story. However, even so, Mahar Agung still focuses on competitive advantage because it sees many emerging competitors who are also involved in the same strategy. Therefore, Mahar Agung Organizer maximizes efforts in maintaining the segments they create to increase their competitive advantage and brand image.

## **THEORETICAL REVIEW**

### ***Segmenting***

Segmentation strategy is interpreted as a strategy to classify prospective clients into groups according to their character, needs, purpose of using services, and types of clients that are different from those available in the market. The purpose of market segmentation is to secure competitive advantage by concentrating on consumer groups (Lee & Kim, 2023). The different characteristics and division of groups of potential clients make it easier for companies to meet their needs and attract as much profit as possible. In addition, segmentation will be very useful for service companies in providing services that are in accordance with the wishes of clients who are certainly

different and minimize the risk of client dissatisfaction with the services offered. The performance of a company can run smoothly, efficiently, and effectively by relying on the presence of market segmentation. the following are the basics of market segmentation according to (Kotler & Keller, 2016).

1. Geographic Segmentation, this type of segmentation classifies clients into different segments covering areas such as countries, provinces, cities, residential areas and neighborhoods. generally, companies take one of these segment groups, but there are also companies that market to all groups in the geographic segmentation.
2. Demographic segmentation, this type of segmentation groups potential clients based on gender, age, occupation, education, social group in society, and religion.
3. Behavioral Segmentation, this type of segmentation groups potential clients based on their habits, routines, insights, and benefits obtained after using certain services or products.
4. Psychographic segmentation, this type of segmentation groups clients based on lifestyle, social class and client personality. in this segmentation focuses on usage status and client loyalty to the product/service used.

### ***Targeting***

Targeting is an evaluation stage of the segmentation that has been made with the focus of marketing strategies towards a country, province, city or group of people who are considered capable of providing feedback. In other words, this targeting becomes a determination of the segment that the company will target. With the targeting strategy, the company develops products and services offered to clients / consumers. Market targeting decisions, identifying people who are targeted goals will direct the company towards its positioning strategy (Nadube & Didia, 2018).

### ***Positioning***

Positioning is a strategy that companies implement to design product or service offerings so that they can create a good impression and be remembered in the minds of consumers and clients (Barney, 2015). Positioning describes how a product or service is in the eyes of the client so that it can also be used as an analysis to develop products and services that are superior and different from those of competitors. If a product or service is in the same position as competitors, then the company needs to implement a new strategy to create a product that is more creative and superior to competitors. Basically, the STP strategy helps in identifying strengths, weaknesses, opportunities, and threats to market expansion (Kalam, 2020). This positioning strategy is identical to the product and service differentiation strategy which includes several factors such

as quality, price, and goals and objectives. the essence of the positioning strategy is how to present products and services that are expected and desired by clients.

### ***Brand Image***

Brand image is still related to the positioning strategy of a company because the good and bad products/services received by consumers/clients will have an impact on the brand image of the company. Therefore, the determination of marketing strategies, especially promotion through social media, will significantly affect brand image and consumer brand awareness (BİLGİN, 2018). Brand Image is divided into Brand Strength, Brand Favorability, and Brand Uniqueness. These dimensions are divided into their respective aspects, of which (1) Brand Strength, the strength of a product both in terms of popularity, consumer views which will shape the brand image in a positive direction. (2) Brand Favorability, is a factor that leads to product excellence, product excellence in competition. (3) Brand Uniqueness, is the uniqueness provided by a product or service.

## **METHODOLOGY**

In this study using qualitative methods that rely on data collection techniques through observation, interviews and researchers as observers to find out the real conditions descriptively and usually use more analysis results. Data collection techniques becomes a researcher's strategy in collecting data to complete his research ( Sugiyono, 2019).

This descriptive qualitative research is not used to test hypotheses but rather shows a description of the situation and conditions under study so that this research leads to existing facts and events accurately. The use of descriptive qualitative analysis has described how the segmenting, targeting, and positioning strategies of Mahar Agung Organizer.

The data needed by the author in this study is in the form of descriptive explanations related to Mahar Agung Organizer's STP Strategy. Primary data collection strategy obtained from interviews with Marketing Manager of Mahar Agung Organizer regarding the Segmenting, Targeting and positioning strategies of Mahar Agung Organizer. Secondary data is obtained from several literature studies such as articles, journals, websites and related information.

## **RESULTS AND DISCUSSION**

### ***Segmenting***

Based on data obtained from interviews by Mbak Angie Progres as Marketing Manager of Mahar Agung Organizer, which segmentation is divided into four types, namely geographic segmentation, demographic segmentation,

behavioral segmentation and psychographic segmentation which are described as follows :

1. Geographic segmentation

Mahar Agung Organizer divides the client segment group in the East Java Province area which focuses on Surabaya City because the location of Mahar Agung itself is in Surabaya. Besides Surabaya, there are Sidoarjo, Gresik, Jember, Banyuwangi, Bondowoso, Pasuruan. For geographic segmentation, it is taken based on ads from Mahar Agung Organizer's Instagram social media.

2. Demographic segmentation

Mahar Agung Organizer targets clients in the age range of 20 - 60 years. For the age of 20 years and above comes from young people who are ready to get married and have a wedding dream while for the age of 60 years is intended for parents who intend to marry their children. Mahar Agung Organizer has two types of packages offered, namely premium packages and masterpiece packages. The existence of these two packages determines the social class of the client, where for the lower middle class the majority is directed to the premium package and for the upper middle social class such as Entrepreneur, TNI, Artist will be directed to the masterpiece package. These two packages have different types of treatment

3. Behavioral Segmentation

Mahar Agung Organizer targets clients who are loyal to their brand. For example, the majority of clients from Mahar Agung come from the military such as TNI, AD, AL, Police where they apply word of mouth or indirectly recommend Mahar Agung Organizer to other colleagues to use Mahar Agung Organizer services.

4. Psychographic Segmentation

Initially Mahar Agung Organizer targeted their clients from various backgrounds. However, over time the majority of clients have the same background, namely coming from Entrepreneur, Artist and Military. In other words, people from the middle to upper social class are the source of most clients at Mahar Agung Organizer.

### ***Targeting***

The targeting system of Mahar Agung Organizer is not calculated based on the number of clients or events held but is classified as a fresh money targeting system, which depends on the amount of income each month. The money that comes in every month comes from Down Payment payments during the agreement process and term payments from clients so that the number of clients does not affect the targeting system of Mahar Agung

Organizer. The monthly income target is 300 million. As for certain months such as the month of Suro and the month of Ramadan, generally there are no clients getting married so that the fresh money calculated in that month is the result of budget income from DP payments and client terminals that have been scheduled by the marketing team every month.

The specific marketing strategy applied by Mahar Agung Organizer in achieving these targets is different every month. For example, at the end of the month, the marketing team holds an end of year sale promo. In addition, there is a bundling package system where they offer two different types of packages with a certain discount, for example, a bundling package of akad and reception with a discount of a certain percentage. This is also applied during the months of Suro and Ramadan, where the marketing team will schedule the client's second term payment during the month of Suro so that fresh money is still fulfilled every year.

Based on the results of the interview, Mahar Agung Organizer plans to instill a good image in the eyes of prospective clients and position itself as a "traditional Javanese WO" which from the name "Mahar Agung" itself already describes its positioning. From this positioning strategy, Mahar Agung Organizer is increasingly known as the Top Traditional Javanese WO that handles weddings ranging from Javanese, Sundanese, Palembang and other traditional weddings. However, it causes Mahar Agung Organizer to be slightly not seen in terms of International WO. From the results of the interview, it was revealed that the factor that

### *Positioning*

From the results of the interview, it was revealed that the factor that caused the international Chinese vendors of Mahar Agung Organizer who usually lacked trust when handled by Mahar Agung Organizer, but that does not mean Mahar Agung has never organized international events, in fact they often handle large events, it's just that the positioning of the community has already led to the realm of Traditional Javanese WO. In instilling a good image to clients, Mahar Agung Organizer focuses on the service of every HR involved in providing services such as Wedding Consultants, Project Managers, and Freelancers who work sincerely, provide equal treatment to each related vendor, and return to the original purpose of Mahar Agung Organizer is to bridge vendors with clients regarding needs, coordination and so on.

Mahar Agung Organizer itself has a goal of repurchasing orders from clients or in other words a word of mouth strategy so that as much as possible quality services are available from the wedding consultant to the implementation of the event led by the Project Manager. The positioning of Mahar Agung Organizer is supported by a digital marketing strategy through

the Instagram platform that contains interesting content about weddings. This aims to make people interested in finding out more about Mahar Agung Organizer. In addition, Mahar Agung Organizer is one of the vendors incorporated in the largest wedding market place page, namely bride story with a review rating of 5 stars which contains a price list, client and vendor testimonials, and various details of the services offered.



**Figure 1.** Mahar Agung Organizer Bride Story Account

Based on Figure 1, shows the rating of Mahar Agung Organizer on the bride story marketplace page which is one of the supporting factors in a positive brand image. The marketplace contains positive reviews from both vendors and clients.

### ***Brand Image***

In building a brand image, Mahar Agung Organizer implements a direct promotion strategy through Instagram social media. Instagram from Mahar Agung Organizer has currently reached 69 thousand followers with the username @maharagung.organizer. In addition, Mahar Agung Organizer also participates in bride stories which are related to interesting content about weddings. Based on the results of the interview, it shows that the content from Mahar Agung itself shows the fact side of the wedding, jobdesc crew, and behind the scene. This is because as an intangible service provider company, it can be dealt with with this content to make Mahar Agung's Instagram feed attractive and convince clients.

The brand image of mahar agung organizer is analyzed based on 3 scopes of discussion in accordance with Keller's theory, namely Brand Strength, Brand favorability, and Brand Uniqueness. (1) The brand strength built by Mahar Agung Organizer includes the provision of Javanese, Palembang, Sundanese traditional wedding services which are very suitable for the positioning that has been implemented by Mahar Agung Organizer. This strategy also has an impact on the Client's view of Mahar Agung Organizer's image as a traditional Javanese WO that is thick with the Indonesian State.

In dimension (2) Brand favorability of Mahar Agung Organizer, namely involving crews / freelancers who are clearly qualified, this is supported by the

fact that each crew from Mahar Agung is selectively selected and receives training first before being given the responsibility to handle clients. In addition, Mahar Agung Organizer contains a complete wedding concept starting from pre-event, event, and post-event to minimize errors from both the vendor and client sides.

In the last dimension, namely (3) Brand Uniqueness of Mahar Agung Organizer is the provision of unlimited meetings in the wedding planner or in other words full service after an agreement with the client. Reporting from the marketplace wedding bride story from Mahar Agung Organizer itself even has a 5-star rating with testimonials from vendors who give positive reviews of the quality of service from Mahar Agung Organizer.



**Figure 2.** Vendor Testimonials in Marketplace Bride Story

Based on the picture above, it shows that the branding built by Mahar Agung Organizer can not only be felt by clients but every vendor involved is satisfied with the quality of services provided by Mahar Agung Organizer. This is one of the factors that support the Brand Uniqueness dimension that Mahar Agung Organizer has. Mahar Agung Organizer Client Testimonials in Bride Story



**Figure 3.** Mahar Agung Organizer Client Testimonials in Bride Story

In Figure 3, shows a positive review uploaded in the bride story by one of Mahar Agung Organizer's clients with an entrepreneurial background. The client expressed a good impression of the event preparation presented by

Mahar Agung Organizer until the event ran smoothly. The following is data on the number of clients of Mahar Agung Organizer in three periods

No	Period	Number of Clients
1	2020	57
2	2021	64
3	2022	67

(Data source processed: PT Maha Perkasa Indonesia)

The data above shows that the scale of the number of events increases every period. In 2020 the total clients of Mahar Agung Organizer were 57 people and increased by 7 clients with a total of 64 people in the 2021 period. In 2022, there was an increase of 3 clients with a total of 67 clients. From this data, some clients come from the same background, namely entrepreneurs and the military. This shows that the word of mouth strategy implemented has succeeded in meeting the goals of Mahar Agung to get repurchasing orders every year. However, in addition to the supporting factors of Brand Image, there seem to be inhibiting factors, one of which is the overly inherent positioning of Mahar Agung Organizer as a traditional Javanese WO, making some people, especially Chinese vendors, less confident when handled by Mahar Agung Organizer. Therefore, in anticipation of this, Mahar Agung Organizer often handles large events and prioritizes the performance of each related HR.

## CONCLUSIONS AND RECOMMENDATIONS

The segmentation strategy set by Mahar Agung Organizer consists of geographic segmentation, demographic segmentation, behavioral segmentation, and psychographic segmentation. In determining the right segmentation strategy, Mahar Agung Organizer targets their market to the upper middle class with an age range of 20 to 60 years old located in the East Java Province area.

60 years old located in the East Java Province area which is balanced with attractive advertising promotions on social media such as Instagram that are well packaged. In line with the fresh money targeting system implemented by Mahar Agung Organizer, they try to get clients who repurchase orders every month. The strategy that appears is Word of mouth from the client which also makes the Brand image of Mahar Agung Organizer positive. Not without reason, but basically the quality of service, the price offered, and the availability of unlimited services are the supporting factors. The brand image of Mahar

Agung is also based on the positioning that is thick with Indonesia, namely as a Traditional Javanese WO, but it does not rule out the possibility for some Chinese vendors who doubt Mahar Agung Organizer in handling an event. This is a challenge for Mahar Agung Organizer to always develop and handle more big events in the future. The suggestion can be recommended is to increase the handling of large events and start showing the international side of Mahar Agung. The goal is not only to be seen as good at handling traditional weddings but also to be trusted in international events so that it can reach a wider market.

### **FURTHER STUDY**

For future research, it is recommended to provide an in-depth introduction to the STP concept in a marketing context. Focus on a strong understanding of how segmentation, targeting and placement can play a key role in brand image formation.

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