



Corporate Growth Strategy for Sustainable Wedding Decoration Businesses in Indonesia

Romi Aldi^{1*}, Moh. Nopriandi²

¹Program Studi Magister Ekonomi Syariah, Pascasarjana Universitas Islam Negeri Mataram, Indonesia

ABSTRACT

This study examines corporate growth strategies in the wedding decoration industry with a focus on sustainability, innovation, and local cultural adaptation. Using a qualitative descriptive approach, the research explores how wedding decoration companies in Indonesia, particularly in Nusa Tenggara Barat, integrate creative business models and environmentally responsible practices to achieve long-term competitiveness. Data were collected through interviews, observations, and document analysis from leading local enterprises, including *Cristall Party Planner* and *Yazid Decoration*. The findings reveal that sustainable growth in this sector is driven by four key factors: product innovation, digital marketing optimization, partnership building with wedding organizers and venues, and the incorporation of local cultural elements into modern design concepts. In addition, the study highlights the implementation of *green wedding* principles—such as reducing waste, reusing decorative materials, and sourcing locally—which contribute to both environmental protection and brand differentiation. The application of the Ansoff Matrix framework demonstrates how businesses can balance market expansion with risk management through market penetration, product diversification, and strategic collaboration. This study concludes that sustainability-oriented innovation and adaptive corporate growth strategies are essential for maintaining competitiveness in Indonesia's creative wedding industry.

KEYWORDS:

Corporate growth strategy; sustainable business; innovation; wedding decoration industry; green wedding; Ansoff Matrix; Indonesia

INTRODUCTION

The creative industry plays a crucial role in driving Indonesia's economic transformation, contributing not only to national income but also to employment generation and the preservation of cultural heritage. Among the various subsectors, the wedding decoration industry has become one of the most dynamic and resilient fields within the creative economy, combining artistry, entrepreneurship, and cultural expression. In the era of increasing competition and changing consumer expectations, companies in this sector must implement effective corporate growth strategies that balance innovation, sustainability, and market responsiveness.

In recent years, the concept of sustainability has gained significant attention across global industries, including the wedding business, which was traditionally characterized by high material consumption and environmental waste. The shift toward sustainable wedding practices—commonly referred to as *green weddings*—represents a paradigm change that integrates environmental awareness, local sourcing, and cultural preservation into business strategies (Abdelmalak, 2024). As consumers become more eco-conscious, companies that adopt sustainable approaches not only enhance their brand image but also secure long-term profitability. This phenomenon has created

opportunities for Indonesian wedding decoration firms to align local cultural identity with global sustainability standards.

Indonesia's wedding industry is experiencing rapid growth, driven by demographic trends and increasing middle-class consumption. According to the Indonesian Ministry of Tourism and Creative Economy ([Kemenparekraf, 2023](#)), the wedding sector contributes significantly to the national creative economy, generating revenue through decoration, photography, catering, and event management services. Within this ecosystem, decoration services serve as a symbolic and functional centerpiece that shapes the aesthetic and emotional dimensions of a wedding event. Thus, developing a sustainable and innovative decoration business requires strategic management of resources, creative design, and market-oriented planning.

Corporate growth strategy is a critical framework for analyzing how companies expand and strengthen their market positions. Ansoff's Growth Matrix offers four strategic alternatives: market penetration, product development, market development, and diversification ([Ansoff, 1957](#)). In the context of the wedding decoration industry, these strategies can be applied to enhance competitiveness through innovative designs, digital promotion, partnership expansion, and diversification into new market segments such as sustainable weddings or destination events. The challenge lies in implementing these strategies while maintaining profitability, preserving artistic integrity, and adhering to sustainable principles.

The wedding decoration business in Indonesia, particularly in regions like Nusa Tenggara Barat, faces both opportunities and challenges. On one hand, cultural diversity provides an abundant source of inspiration for creative design. On the other, businesses must contend with fluctuating demand, rising material costs, and environmental concerns. Companies such as *Cristall Party Planner* and *Yazid Decoration* have demonstrated that integrating local culture and sustainable innovation can strengthen corporate growth while appealing to environmentally conscious consumers. Their strategies illustrate how creative entrepreneurs can transform traditional craftsmanship into scalable and eco-friendly business models.

From a theoretical perspective, the sustainable business model integrates economic, social, and environmental dimensions. The Triple Bottom Line [Elkington \(1998\)](#) provides a conceptual foundation for evaluating corporate performance beyond profit, incorporating the dimensions of people and planet. When applied to the wedding decoration industry, this approach underscores the importance of balancing financial success with environmental stewardship and cultural preservation. Furthermore, the adoption of digital technology enhances operational efficiency and marketing reach, enabling small and medium-sized enterprises (SMEs) to compete with larger firms ([Hossain et al., 2023](#)).

Despite the growing popularity of sustainable wedding businesses, academic studies focusing on corporate growth strategies in this niche industry remain limited. Most research emphasizes either environmental sustainability or creative innovation, often neglecting the strategic management aspect that links both elements. Therefore, this study aims to fill that gap by analyzing the growth strategies of Indonesian wedding decoration companies through the lens of sustainability and corporate innovation.

The objectives of this study are threefold: first, to identify the strategic approaches adopted by wedding decoration companies to achieve sustainable growth; second, to analyze how innovation and digitalization contribute to their competitiveness; and third, to evaluate how sustainability practices, such as green material usage and waste reduction, influence corporate reputation and market expansion. The findings are expected to provide valuable insights for entrepreneurs, policymakers, and scholars interested in understanding the integration of sustainability within creative industries.

In conclusion, this study argues that corporate growth in the wedding decoration industry depends on the synergy between innovation, cultural identity, and sustainable business practices. By analyzing successful examples from Nusa Tenggara Barat, this research highlights how small creative enterprises can evolve into competitive and environmentally responsible corporations that contribute to Indonesia's broader sustainable development agenda.

LITERATURE REVIEW

The concept of corporate growth has evolved from a narrow economic perspective into a multidimensional strategic framework that integrates innovation, sustainability, and adaptability as key drivers of long-term success. In the context of the creative industry, particularly in wedding decoration enterprises, growth is not merely measured by profit expansion or market share, but by the firm's ability to innovate, respond to cultural shifts, and incorporate environmentally conscious practices. Corporate growth thus represents an ongoing process of strategic renewal that enables companies to maintain competitiveness and resilience in an increasingly volatile business environment.

Scholars such as [Wheelen and Hunger \(2018\)](#) define corporate growth strategy as the systematic effort to strengthen an organization's market position through the coordination of resources, product innovation, and market expansion. Among the frameworks that have guided corporate growth decisions, the Ansoff Growth Matrix remains one of the most influential. Proposed by Igor [Ansoff \(1957\)](#), this model categorizes growth strategies into four types: market penetration, product development, market development, and diversification. These approaches represent various degrees of innovation and risk, allowing businesses to align their strategic choices with internal capabilities and external opportunities. In the wedding decoration industry, this framework is particularly useful for analyzing how firms expand from local markets to national or regional scales while innovating in design and service delivery.

Innovation has long been regarded as a central determinant of sustainable growth. In creative sectors, innovation goes beyond technological advancement; it encompasses artistic creativity, design originality, and the capacity to translate cultural identity into marketable products. As [Dangelico and Pujari \(2021\)](#) suggest, firms that integrate sustainability-driven innovation—often referred to as *eco-innovation*—can simultaneously achieve competitive differentiation and environmental responsibility. In the wedding decoration business, innovation manifests through the development of eco-friendly design concepts, modular and reusable decoration materials, and digitalized service systems such as virtual wedding consultations and online design previews. These practices not only improve operational efficiency but also appeal to environmentally conscious consumers who value ethical and sustainable consumption.

Sustainability in business is increasingly viewed as a strategic imperative rather than a philanthropic endeavor. The Triple Bottom Line framework introduced by [Elkington \(1998\)](#) conceptualizes sustainability as the integration of economic, social, and environmental performance—often summarized as profit, people, and planet. This perspective challenges firms to pursue financial growth while contributing to social welfare and minimizing ecological damage. Within the creative industry, adopting the triple bottom line means ensuring that aesthetic innovation and cultural expression coexist with environmental stewardship. The incorporation of locally sourced materials, biodegradable decorations, and cultural motifs that honor community traditions exemplify how businesses like wedding decorators can embed sustainability in their corporate strategies ([Oktadiana et al., 2022](#)).

In the contemporary global economy, digitalization has emerged as another catalyst of corporate growth. [Hossain et al. \(2023\)](#) emphasize that small and medium enterprises (SMEs) that embrace digital transformation—through social media marketing, e-commerce platforms, and digital management tools—experience significant gains in productivity, customer engagement, and brand visibility. For wedding decoration businesses, digital platforms enable real-time communication with clients, personalized design consultations, and immersive visual marketing through augmented reality or 3D modeling. Such digital adaptation not only reduces marketing costs but also enhances consumer trust and service transparency. The integration of digital marketing with sustainability narratives

further amplifies customer loyalty, especially among younger demographics who associate brands with ethical values and social impact.

The intersection of sustainability and corporate growth has also been explored through the Dynamic Capabilities Theory (Teece, 2018), which highlights a firm's ability to sense opportunities, seize them effectively, and reconfigure resources to adapt to change. In the case of wedding decoration enterprises, dynamic capabilities may involve sensing new lifestyle trends, such as minimalist or *green wedding* themes, and transforming them into innovative service offerings. Companies that develop dynamic capabilities can adapt quickly to shifts in customer preferences and macroeconomic conditions while maintaining competitive advantage. This agility allows firms to navigate uncertainty, such as fluctuating demand or supply disruptions, while sustaining long-term growth.

Empirical studies support the notion that sustainable growth in creative industries requires synergy among innovation, local culture, and environmental awareness. Rahman et al. (2023) found that companies integrating traditional aesthetics with modern business models achieve higher customer satisfaction and stronger brand differentiation. Similarly, Abdelmalak (2024) argues that in tourism and event-related sectors, digital governance and resilience-building strategies enhance both operational sustainability and market adaptability. Applying these insights to the wedding decoration sector suggests that integrating cultural authenticity with sustainable design and technological innovation can strengthen business resilience and market competitiveness.

In the Indonesian context, the wedding decoration industry represents a fusion of art, entrepreneurship, and cultural heritage. As a part of the creative economy, it contributes to local employment and community development while showcasing regional identity through visual design. The integration of sustainability principles within this industry not only addresses environmental concerns but also aligns with national development goals outlined by the Ministry of Tourism and Creative Economy (Kemenparekraf, 2023), which promotes sustainable creative enterprises as engines of inclusive economic growth. Thus, corporate growth strategies in this sector must simultaneously address profitability, cultural preservation, and ecological responsibility.

In summary, the literature underscores that corporate growth within the wedding decoration industry depends on a balanced combination of innovation, sustainability, and adaptability. The Ansoff Matrix provides a structural lens to analyze expansion strategies, while the Triple Bottom Line and Dynamic Capabilities frameworks highlight the necessity of aligning growth with social and environmental objectives. The convergence of these theoretical perspectives suggests that sustainable corporate growth is not a linear process of expansion but an evolving balance between creativity, ethics, and economic pragmatism. For Indonesian wedding decoration companies, this balance forms the foundation for long-term success and global competitiveness.

METHODOLOGY

This study employs a qualitative descriptive approach aimed at understanding the strategic patterns of corporate growth and sustainability among wedding decoration businesses in Indonesia. The qualitative method is appropriate because it enables an in-depth exploration of complex social and managerial phenomena, emphasizing meaning, process, and context rather than numerical measurement. This approach aligns with Creswell and Poth (2018), who argue that qualitative research is best suited for examining real-world practices, perceptions, and strategies as they naturally occur within their social settings.

The research was conducted in Nusa Tenggara Barat (NTB), one of Indonesia's rapidly developing creative economy regions known for its growing wedding and event decoration industry. The location was selected purposively because it reflects the evolving intersection between traditional art forms, modern design, and sustainable entrepreneurship. Two prominent decoration companies—*Cristall Party Planner* and *Yazid Decoration*—served as the primary case examples. Both firms represent local creative enterprises that have successfully adapted innovation and sustainability principles into their corporate strategies while maintaining cultural relevance and profitability.

Data collection involved three techniques: semi-structured interviews, direct observation, and documentation analysis. Interviews were conducted with business owners, designers, and operational managers to capture their perspectives on growth strategies, innovation processes, and sustainability implementation. The semi-structured format allowed flexibility in probing issues such as material sourcing, digital marketing, client management, and partnership networks. Observations were made at wedding events, workshops, and business premises to identify real-time practices of decoration setup, material reuse, and waste management. Documentary analysis included company profiles, promotional materials, social media content, and financial performance summaries to triangulate findings from primary sources.

The sampling technique applied was purposive, focusing on companies that had operated for at least five years and demonstrated evidence of corporate growth through product diversification, market expansion, or digital transformation. This criterion ensured that the selected cases reflected maturity in strategic management and sustainability orientation. Additional informants, including local event organizers and customers, were consulted to gain external insights into how the businesses are perceived in terms of innovation, service quality, and environmental commitment.

Data were analyzed using the Miles and Huberman interactive model (Miles, Huberman, & Saldaña, 2014), consisting of three interrelated stages: data reduction, data display, and conclusion drawing or verification. Data reduction involved coding and categorizing interview transcripts and field notes into major themes such as innovation strategy, market penetration, partnership management, and sustainability initiatives. The data display process involved organizing information into matrices and descriptive narratives to identify relationships among strategic actions, growth outcomes, and sustainability performance. The final stage, conclusion drawing, entailed interpreting the data considering theoretical frameworks such as the Ansoff Growth Matrix, the Triple Bottom Line, and the Dynamic Capabilities Theory.

To ensure validity and reliability, the study applied triangulation across data sources, methods, and theories. Source triangulation compared insights from business owners, employees, and customers; methodological triangulation combined interviews, observations, and documentation, while theoretical triangulation linked empirical data to multiple strategic management frameworks. Member checking was conducted by presenting preliminary results to the informants for feedback and confirmation. Ethical considerations were maintained by securing informed consent, protecting participant confidentiality, and ensuring that data were used solely for academic purposes.

This methodological framework provides a comprehensive foundation for analyzing how wedding decoration businesses in Indonesia pursue corporate growth while maintaining sustainability and cultural authenticity. By emphasizing the interaction between strategy, creativity, and environmental consciousness, the research design captures the multidimensional character of growth in creative enterprises. The qualitative approach allows the researcher to interpret managerial decision-making processes in depth, highlighting how innovation and sustainability become integrated components of corporate identity.

Ultimately, this study positions itself within the growing body of literature that seeks to understand sustainable entrepreneurship in the creative economy. The methodology not only provides insights into practical managerial actions but also contributes to the theoretical understanding of how small and medium-sized enterprises can align strategic growth with social and ecological goals in a culturally rich and competitive market.

RESULT AND DISCUSSION

Innovation and Product Diversification

The results reveal that innovation stands at the core of growth strategies among wedding decoration companies in Indonesia. Both *Cristall Party Planner* and *Yazid Decoration* have demonstrated that creative renewal and market adaptability are the most critical components of sustainable corporate growth. Innovation in this industry is reflected in two main dimensions: product design and service delivery. Product innovation includes the use of locally sourced, eco-friendly materials—such as bamboo, rattan, and dried flowers—that reduce production costs while aligning with sustainability values. This aligns with [Dangelico and Pujari \(2021\)](#), who emphasize that eco-innovation not only enhances brand reputation but also drives cost efficiency and customer satisfaction.

Beyond material innovation, these companies continuously experiment with visual aesthetics, combining modern minimalist styles with traditional motifs inspired by Sasak and Lombok cultural symbols. Such cultural integration creates a unique brand identity that differentiates local decorators from national competitors. Service innovation is equally significant. Both companies have adopted flexible service packages, digital catalogs, and virtual consultations, allowing clients to preview decoration designs online before making decisions. This digital approach bridges the gap between personalization and efficiency, catering to clients seeking convenience in post-pandemic event planning.

Digital Transformation and Marketing Strategy

Digital transformation has emerged as a pivotal driver of corporate growth in the wedding decoration industry. Social media platforms—particularly Instagram, TikTok, and Pinterest—have become primary tools for visual storytelling and customer acquisition. The businesses under study employ a multi-channel marketing approach that combines organic content, paid advertising, and influencer collaborations. Each post is designed to evoke emotion and aspiration, showcasing decoration details, behind-the-scenes processes, and testimonials from satisfied clients.

According to [Hossain et al. \(2023\)](#), digital adoption enhances business resilience by expanding market reach and enabling direct customer interaction. This is evident in the companies studied, which report an increase of approximately 40 percent in client inquiries following consistent digital engagement. The data also indicate that visual-based marketing plays a more significant role than conventional advertising in shaping purchase decisions, particularly among younger consumers who associate weddings with lifestyle expression.

Additionally, digital tools have improved operational management through online booking systems, digital invoices, and data analytics. These innovations have allowed managers to forecast demand, allocate resources efficiently, and personalize marketing messages. The use of data-driven insights reflects the firms' transition from traditional creative enterprises into strategically managed, technology-enhanced corporations—a hallmark of sustainable business growth in the creative economy.

Sustainability Practices and Green Innovation

Sustainability practices have become a defining element of corporate identity for wedding decoration companies in NTB. Both case firms have implemented *green wedding* initiatives as part of their business models. These practices include reusing decorative items, minimizing single-use plastics, composting floral waste, and collaborating with local artisans to produce biodegradable materials. Interviews with managers revealed that these practices not only reduce operational costs but also serve as a unique selling proposition for environmentally conscious clients.

The study also found that sustainability is deeply intertwined with local cultural wisdom. Traditional values of resourcefulness and respect for nature, commonly reflected in Sasak community norms,

influence how businesses design and execute decoration concepts. By aligning sustainability with cultural authenticity, the companies can market their services not merely as aesthetic offerings but as ethical experiences. This supports the argument by [Oktadiana et al. \(2022\)](#) that cultural-based sustainability enhances customer trust and reinforces social responsibility in creative sectors.

From a strategic standpoint, adopting sustainable innovation contributes to long-term competitiveness. It reduces dependence on imported materials, enhances community relationships through local partnerships, and attracts clients from eco-conscious urban markets. These findings confirm [Elkington's \(1998\) Triple Bottom Line](#) proposition that profitability, environmental care, and social contribution must coexist for businesses to achieve enduring success.

Corporate Growth and Strategic Challenges

The analysis of growth trajectories reveals that the wedding decoration industry faces both opportunities and structural challenges. The growing demand for personalized and sustainable wedding experiences provides ample opportunities for market expansion. The firms studied have successfully diversified their portfolios by offering complementary services such as event management, lighting design, and floral arrangements. This diversification strategy corresponds to the *product development* and *market development* quadrants of the Ansoff Matrix [Ansoff \(1957\)](#), indicating calculated risk-taking and innovation-driven growth.

However, challenges persist in maintaining quality consistency and resource management as the business scales up. Limited access to capital, skilled labor shortages, and material price fluctuations pose risks to long-term feasibility. Furthermore, digital competition intensifies the pressure to innovate continuously, as trends and customer preferences evolve rapidly. The firms address these issues by establishing partnerships with local suppliers, investing in staff training, and adopting flexible business models that allow adaptation to market shifts.

Another critical challenge involves regulatory and institutional support. While local governments promote creative economy development, the absence of standardized sustainability certifications limits the recognition of *green wedding* businesses. Strengthening policy frameworks to incentivize eco-friendly practices could enhance both competitiveness and environmental accountability in this sector.

Integration of Growth, Innovation, and Sustainability

Overall, the findings confirm that corporate growth in the wedding decoration industry results from a synergistic integration of innovation, digital transformation, and sustainability. Innovation ensures differentiation and creativity; digitalization enables visibility and efficiency; and sustainability builds trust and long-term value. Together, these elements form a holistic business strategy that balances profitability with social and ecological responsibility.

The experiences of *Cristall Party Planner* and *Yazid Decoration* demonstrate that small and medium-sized enterprises can achieve corporate growth without compromising environmental and cultural integrity. Their practices provide empirical support for the argument that sustainability-oriented innovation is not a constraint but a strategic advantage. By adopting the principles of the Triple Bottom Line and leveraging dynamic capabilities, these companies exemplify how creative entrepreneurs can transform traditional craftsmanship into modern, responsible, and globally competitive enterprises.

CONCLUSION

This study concludes that the success and sustainability of wedding decoration businesses in Indonesia depend on their capacity to integrate innovation, sustainability, and digital transformation into a

coherent corporate growth strategy. The findings demonstrate that corporate growth is not solely defined by financial expansion but also by the enterprise's ability to evolve creatively, ethically, and technologically within a dynamic market environment.

Innovation and product diversification enable businesses to create unique value propositions that blend local cultural identity with contemporary design aesthetics. Companies such as *Cristall Party Planner* and *Yazid Decoration* have exemplified how local artisanship and cultural symbolism can be modernized without losing authenticity. Meanwhile, digital transformation facilitates market visibility, operational efficiency, and stronger engagement with clients, aligning with global shifts toward technology-driven creative entrepreneurship.

Sustainability emerges as both a moral obligation and a strategic advantage. The adoption of green materials, waste reduction initiatives, and partnerships with local suppliers have strengthened brand credibility and reduced production costs. These practices align with the *Triple Bottom Line* approach, demonstrating that profitability can coexist with environmental and social responsibility. At a strategic level, the application of the Ansoff Matrix provides a practical framework for balancing risk and opportunity through market penetration, diversification, and product innovation.

However, challenges remain in the areas of human capital development, financial access, and institutional support. The absence of standardized sustainability certification for the wedding and creative sectors limits market recognition for eco-friendly practices. Therefore, future policies should focus on capacity-building programs, incentive structures, and sustainable business ecosystems that encourage responsible entrepreneurship.

In conclusion, the wedding decoration industry in Indonesia represents a vibrant example of how creative enterprises can achieve corporate growth through strategic innovation, cultural authenticity, and sustainable business practices. By leveraging digital tools and local wisdom, these businesses contribute not only to economic development but also to the broader sustainability goals of Indonesia's creative economy.

Funding

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

Conflict of Interest

The authors declare no conflict of interest related to the publication of this study.

Data Availability

The data supporting the findings of this study are available from the corresponding author upon reasonable request.

Author Contribution

All authors contributed equally to the design, data collection, analysis, and writing of this manuscript. All authors have read and approved the final version of the paper.

REFERENCES

- Abdelmalak, F. (2024). Smart tourism destinations: Governance and resilience—The use of ICTs in destination governance and its impact on resilience. *Journal of Smart Tourism*, 4(2), 35–45. <https://doi.org/10.52255/smartsourism.2024.4.2.5>
- Ansoff, I. (1957). Strategies for diversification. *Harvard Business Review*, 35(5), 113–124.
- Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE Publications.

- Dangelico, R. M., & Pujari, D. (2021). Mainstreaming green product innovation: Why and how companies integrate environmental sustainability. *Journal of Business Research*, 122, 628–639. <https://doi.org/10.1016/j.jbusres.2020.09.046>
- Elkington, J. (1998). *Cannibals with forks: The triple bottom line of 21st century business*. Capstone Publishing.
- Hossain, M., Dwivedi, Y. K., & Rana, N. P. (2023). Digital transformation and business sustainability in SMEs: A systematic literature review. *Journal of Business Research*, 155, 113441. <https://doi.org/10.1016/j.jbusres.2022.113441>
- Kementerian Pariwisata dan Ekonomi Kreatif (Kemenparekraf). (2023). *Laporan tahunan ekonomi kreatif Indonesia 2023*. Jakarta: Kemenparekraf.
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook* (3rd ed.). SAGE Publications.
- Oktadiana, H., Pearce, P. L., & Putro, H. P. (2022). Integrating local culture and sustainability in Indonesia's creative tourism industry. *Asia Pacific Journal of Tourism Research*, 27(5), 465–479. <https://doi.org/10.1080/10941665.2022.2056941>
- Rahman, M. K., Islam, N., & Tazim, M. A. (2023). The mediating role of destination image in Muslim tourist loyalty: Evidence from Southeast Asia. *Asia Pacific Journal of Tourism Research*, 28(4), 334–350. <https://doi.org/10.1080/10941665.2023.2180197>
- Teece, D. J. (2018). Business models and dynamic capabilities. *Long Range Planning*, 51(1), 40–49. <https://doi.org/10.1016/j.lrp.2017.06.007>
- Wheelen, T. L., & Hunger, J. D. (2018). *Strategic management and business policy: Globalization, innovation, and sustainability* (16th ed.). Pearson Education.