

## Bridezilla does not live here anymore

Attitudes of Croatian millennials towards wedding planning services

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## ABSTRACT

The research focused on expectations of Croatian millennial brides towards wedding planning services. It was investigated what do millennial brides expect to be delivered from wedding planning agencies and what are their expectations when seeing themselves as future brides. Out of 178 questionnaire participants, results showed how older millennials do not expect a strong relationship with their wedding planner. The research also showed how more educated millennials view the relationship with their wedding planner more realistically than less educated millennials. What they all have in common is the importance of reliability as the most important feature pertaining to the wedding planning agency and the service they offer. It has been proven that reliability is the number one by importance between five dimensions within the SERVQUAL method and how customers identify their brand loyalty to companies through the common shared values. For future research it is advised to measure perceptions of married women who have already experienced the relationship with the wedding planning agency.

Key words: millennial generation, bride, balanced scorecard, customer intimacy, wedding planner

## INTRODUCTION

In today's world, people have developed new standard needs in their lives. More and more household functions have been outsourced due to the progression of economic evolution. Blakely (2007) talks about the simple home functions such as child care and cleaning, how they have become outsourced because of the human hectic lifestyles. Young people today do not want to waste their precious time to clean their houses or plan parties, they would rather hire a person to do these functions for them in order to have more free time. Due to economic change in the market industry, from 1990s to present, there has been an increase in the need for a relationship between customers and service providers (Beetles and Harris, 2010). Beetles and Harris claim that this new "relationship market" is taking the initial service that has been provided and is shifting it to a new level called experience. People today need to feel an honest connection between themselves and the service for the transaction to be successful.

For such new market to function, Kaplan and Norton have designed a measurement tool that combines four perspectives into one strategic objective and have named it the balanced scorecard (1993) ( Figure 1). Balance scorecard works like a map for managers to measure financial perspective, customer perspective, internal processes perspective and learning and growth perspective of their business. All this is done in business organizations to promote the company's strategy and to motivate its employees by giving useful feedback and words of encouragement (Soderberg et al., 2011). Kaplan and Norton went even further and co-founded a group called "The Palladium Group" which helps undeveloped and poor performing businesses to apply the balanced scorecard measurement tool (Wingender, et al., 2015). The article further explains how The Palladium Group created a "Balanced Scorecard Hall of Fame for Executing Strategy" membership. The mean of this prestigious membership is to welcome few companies per year

who managed to implement the balanced scorecard successfully into their business and to reward them for their excellent performance. In March 2017, the Palladium Group reported on their website that over 200 companies are listed in the Hall of Fame which makes balanced scorecard one of the most used methods of strategic leadership. For this research, the author will focus on one part of the balanced scorecard and that is the customer perspective. This perspective is combined out of three strategies: operational excellence, product leadership and customer intimacy. To support Treacy and Wiersma's claim about customer intimacy, first we need to understand the meaning of relationship marketing.

Relationship marketing is an interaction between two parties who are trying to establish a long term, honest and engaging relationship (Gummesson, 2017). Gummesson explains how in the past, people would engage into business with their family and friends but, due to the increase in trade, the need for new type of long-lasting relationship marketing took place. Sellers needed to win over, establish and maintain the customers by adding an additional value to their marketing tool which means to establish a win-win relationship with their customers. To do so, Ciotti (2014) states that the true receipt to success is through brand loyalty. Customers are not interested in company's engagement if they feel the company does not share the same beliefs and values as they do. From a company stand point, it is important to state clearly their main purpose which will connect them with their customers. For instance, Blake Mycoskie who is a founder of TOMS Shoes, created a company in 2011 after his trip to Argentina where he saw children who were barefoot every day. He decided to give a new pair of shoes for each purchase to a child in need. This venture is called "One for One" and it has helped children form Nepal to Kentucky. With this movement, TOMS Shoes has gained many followers who will intentionally buy at their

stores for a greater good and they have established a strong brand loyalty through common shared values.

This view is supported by Treacy and Wiersema (1993) who have explained that customer intimacy does not only focus on the product or services operational functions, but additionally for those functions to align with the customer himself. The product or service is no longer factory made, but rather created to fit each customer to his core. They support their claim by providing an example of a company called Home Depot. It is a home repair company which does not look at the time their employees spend at the site but rather they focus on the established relationship, trust and the information provided from their employee to the customer. Such companies that value customer intimacy over monetary transactions view each service as a lifelong friendship instead of one-time investment. For those reasons, this research will apply the strategy of customer intimacy in the wedding industry.

Blakely (2007) in her article mentions a new term called ‘‘commodity frontier’’ which is a name for a market that offers common services to their customers for more family time. One of such services has become the wedding planning. Wedding became known as a separate industry in late 1970s and early 1980s, when baby boomer kids started to get married. Graff (2010) states how in that time, boomers felt the need to impress and overshadow their neighbors with lavishing wedding parties, while Blakely (2007) indicates that due to women’s liberation movement there was a sudden need for a person who will plan their wedding day. Such position carries a lot of responsibility, but most importantly it turns a complete stranger into a new family member.

Wedding planner is a person who has to deliver various diverse activities in harmony. Huang (et al., 2017) describes some services and abilities which wedding planners need to possess in order

to deliver excellent and intimate service. Such services can vary from planning, educating and advising the couple, to coordinating and executing the wedding. In her article, Ip (2012) mentions that planners need to be successful “jugglers” in their work. For one wedding to take place, it takes planning up to one year in advance and requires around 100 emails of correspondents (Carter & Duncan, 2017; Greenberg, 2005).

This is the time of millennial generation and wedding planners should try to understand this new market and their needs because 90% of couples today are millennials (Randolph, 2017).

DeVaney (2015) addresses millennial generation as people who were born between 1980’s and 2000’s, which makes them at the age range between 18 to 38 years old. Randolph (2017) claims how today brides emphasize more on the trustworthy relationship between them and the wedding planner than on the total cost of their wedding. He also states wedding planners should “think of yourself as a mentor” to the bride and spend some time explaining to them into details the nature of their service. Millennial brides like to be involved into the decision-making process and research on their own what other possibilities exist. Schiller (2016) supports Randolph’s claims and adds how in 70% of the weddings, brides are the ones who have the final say, while grooms are taking the step back. Schiller’s claim can be related to an observation done by Greenberg (2005) who observed and reported that there is a common knowledge within the wedding industry that it is dominated by the female population.

Carter and Duncan (2017) claim how brides decided to look for new locations for their wedding day since the 1995 legislative changed. This action opened not only new locations such as outdoor parks, but it also opened new markets and expansion of the wedding industry. With destination weddings becoming legal, Croatian market started to attract more couples to wed.

Islands of Hvar and Vis, the peninsula of Istria and the city of Dubrovnik are some of the top locations to get married in Croatia (Rogulj, 2016).

Dubrovnik has been positioned as one of the leading wedding destinations in the world.

Numerous couples decide to get married in this ancient city due to the romantic and elegant note the city possesses, various wedding planner agencies and the concept of ‘‘ tailor made weddings’’ (Badinovac, 2010). Between twenty bigger or smaller agencies, three of them have distanced themselves as being the best in their field and those agencies are: Dubrovnik Event, DuYouWed.Me and Dubrovnik Luxury Weddings. All three agencies possess the same passion and commitment to their work with couples who come from Great Britain, USA, Ireland, Lebanon or other Arab countries (Dabeljak, 2016). Their devotion to each couple is seen through emphasis on quality over quantity of weddings planned in a year and the size of their agencies. All agencies are constructed out of few employees within a team and one wedding planner who corresponds with couples. Such structure allows all employees to get to know their customers and their needs better and to create an intimate relationship with them.

Even though wedding planners need to give maximum of themselves to the bride in order to establish trustful relationship, there comes a time when they should say enough. Some brides or popularly called ‘‘bridezillas’’ tend to lose themselves and become obsessed with planning their wedding (Goodman, 2015). When such situation occurs that a bride does not respect wedding planner's personal time and becomes unreasonably demanding, the question arises: When can a wedding planner say ‘‘enough is enough’’.

The purpose of this project is to discover how millennial brides have changed the wedding industry and what are the things they are expecting to be delivered. The above information introduces the following hypothesis that will be tested:

H1: The millennial brides expect and value when the relationship with the wedding planner is intimate.

H2: Millennial brides are looking to establish long - lasting relationship with their wedding planner in the process of getting married.

## METHOD

### Purpose

The purpose of this research is to measure expectations of Croatian millennial brides towards wedding planning agency's service delivery. The research tried to measure the level of intimacy between the bride and her wedding planner and does such relationship need to exist in order to deliver a personal service. Research was conducted by implementing the SERVQUAL method based on Zeithaml, Parasuraman and Berry (1990). Their book "Delivering quality service: Balancing customer perceptions and expectations" helps service providers to measure the level of customer's expectation and perception and apply the results in order to improve their service quality. This test is widely available and has been used in many investigational studies. For previously stated reasons, the design of measuring wedding planning services was based on Zeithaml's method by implementing the method into first three sections of the questionnaire. Even though SERVQUAL instrument measures both expectations and perceptions of its participants and has five dimensions, for this study only expectations were measured in first two sections of the survey and three dimensions were measured in third section of the survey. Those three dimensions were: Tangibles, Reliability and Empathy. Participants had to allocate 100 points between three statements without knowing which statement represents which dimension. After the initial points were entered in the excel spreadsheet, they were transformed into smaller point scale (from 1 to 3) in order to read results more clearly. Additionally, five-point Likert



scale was used in first two sections instead of seven-point, due to cultural familiarity with the method.

## Participants

Research was conducted as a nonprobability type of sampling by initially targeting a known group of people who will certainly complete the questionnaire and will use the snowball method to distribute the questionnaire to other potential participants. There were 88 people, all female, ranging in age from 18 to 38 years who took part in the online study. Additionally, paper surveys were distributed along with electronic ones by personal distributions and assistance from a faculty member from Zagreb campus. There were 40 people, all female, ranging in age from 18 to 38 years who took part in the paper distributed study. Participants were all female due to Greenberg (2005) who observed and reported that there is a common knowledge within the wedding industry that it is dominated by the female population. Participants were all within an age range from 18 to 38 years old because DeVaney (2015) addresses millennial generation as people who were born between 1980's and 2000's.

## Instrument

The questionnaire contained four sections dealing with expectations of excellent wedding planning agency, expectations of participants who see themselves as future brides, the importance of delivering a consistent service quality and participants demographics. First two sections contained twelve questions each and participants had to choose one answer on a five-point Likert scale where five represents strongly agreeing and one represents strongly disagreeing with the topic. Third section asked the participants to allocate 100 points between three statements, questioning the importance of tangibles, reliability and empathy when

delivering a service. Last section had four demographic questions to measure participants age, level of formal or school education that they have completed, current relationship status and current place of living (Appendix A).

### Procedure

After collecting the questionnaires, the samples were entered in an excel spreadsheet where for each question mean and standard deviation was measured. The spreadsheet was used to transform the points in the third section to a smaller point scale (from 1 to 3) in order to read the results more clearly. Additionally, IBM SPSS statistics subscription was used to compare sections one and two with four demographic questions. One-way ANOVA and graphs were gained for each question.

## RESULTS

During the research, 210 questionnaires were returned after completing the survey. Out of 210 questionnaires, 178 were valid, 13 were invalid and 19 were excluded. Invalid questionnaires were eliminated because not all questions were answered. Excluded questionnaires were eliminated if participants were under or over the age range between 18 and 38 years old, or if the participants were married since the research focuses on future millennial generation brides.

### *Expectations of wedding planning agencies by age difference*

Simple statistical analysis was used to measure the mean scores within first two sections of the questionnaire. In section one, there was seven questions that showed significant difference between people of different ages when it comes to having expectations from an excellent wedding planning agency. All questions have a 5% chance of repeating the same results if tested again.

On a question about expectations from an excellent wedding planning agency having employees who are neat, appealing to the eye, survey participants who are 34 years old have found it to be the most important ( $M=5.00$ ,  $SD=0.00$ ), while 32 year old participants have find it to be the less important ( $M=3.00$ ,  $SD=0.00$ ),  $F(15,162)=3.17$ ,  $p=0.00$ . (Figure 2)

There is a significant difference in expectations from an excellent wedding planning agency between the people of different ages when it comes to delivering an action by a certain deadline. With this being the most important to 28/29-year old's and 34/35-year old's ( $M= 5.00$ ,  $SD= 0, 00$ ) and the least important to 32-year old's ( $M=3.00$ ,  $SD=0.00$ ),  $F (15,162) =2.66$ ,  $p=0,001$ . (Figure 3)

When it comes to expectations from an excellent wedding planning agencies showing a sincere interest in customers problems (if they occur), participants who have 35 years find it to be more important ( $M=5.00$ ,  $SD=0.00$ ), then participants who are 32 years old ( $M=3.00$ ,  $SD=0.00$ ),  $F(15,162)=2.44$ ,  $p=0,003$ . (Figure 4).

There is a significant difference between people of different age when it comes to having high expectations from an excellent wedding planning agency when performing a service right form the first time. With this being more important to 30 and 34/35-year old's ( $M=5.00$ ,  $SD=0.00$ ) and less important to 32 year old's ( $M=2.00$ ,  $SD=0.00$ ),  $F (15,162) = 2.88$ ,  $p=0.00$ . (Figure 5)

On a question about expectations from an excellent wedding planning agency providing honest and reliable information to all customers, survey participants who are 28 years old and 34/35 years old have found it to be the most important ( $M=5.00$ ,  $SD=0.00$ ), while 32 year old participants have find it to be the less important ( $M=2.00$ ,  $SD=0.00$ ),  $F(15,162)=3.53$ ,  $p=0.00$ . (Figure 6)

There is a significant difference in expectations from an excellent wedding planning agency between the people of different ages when it comes to showing patience towards customers. With this being the most important to 30-year old's and 34/35-year old's ( $M= 5.00$ ,  $SD= 0, 00$ ) and the least important to 32-year old's ( $M=2.00$ ,  $SD=0.00$ ),  $F(15,162) =3.08$ ,  $p=0, 00$ . (Figure 7)

When it comes to having expectations from an excellent wedding planning agencies staying within the client's budget, participants who are 34 years old find it to be more important ( $M=5.00$ ,  $SD=0.00$ ), then participants who are 32 years old ( $M=2.00$ ,  $SD=0.00$ ),  $F(15,162)=2.03$ ,  $p=0,16$ . (Figure 8). There was no significant difference in remaining questions.

#### *Seeing oneself as future bride by age difference*

Simple statistical analysis was used to measure the mean scores within first two sections of the questionnaire. In section two, there was one question that showed significant difference between people of different ages when it comes to seeing themselves as the future brides. The question has 5% chance in repeating the same result if tested again.

There is a significant difference between expectations of people with different ages when it comes to seeing themselves as future brides who will develop a strong relationship with their wedding planner. With this being the most important to 19-year old's ( $M= 3.83$ ,  $SD= 0, 98$ ) and the least important to 32-year old's ( $M=1.00$ ,  $SD=0.00$ ),  $F(15,162) =1.93$ ,  $p=0, 23$ . (Figure 9). There was no significant difference in remaining questions.

#### *Seeing oneself as future bride by the level of education*

Simple statistical analysis was used to measure the mean scores within first two sections of the questionnaire which showed the significant difference between people of different formal or

school education level. Section one did not show any significant difference while in section two, there was one question that showed significant difference between people of different educational level when it comes to seeing themselves as the future brides. The question has 5% chance in repeating the same result if tested again.

There is a significant difference between people of different educational level who see themselves as future wedding brides who should get everything they wish from their wedding planner. With this being the most important to Associate's Degree participants ( $M=4.0$ ,  $SD=0.00$ ) and least important to Doctoral Degree participants ( $M=1.00$ ,  $SD=0.00$ ),  $F(4,173)=3.18$ ,  $p=0.015$ . (Figure 10). There was no significant difference in remaining questions.

#### *Expectations of wedding planning agencies by current place of living*

Simple statistical analysis was used to measure the mean scores within first two sections of the questionnaire which showed the significant difference between people of different current place of living. When analyzing results, only two highest ranking cities will be measured due to small sample of participants in other cities (below 10 participants). Those cities are Dubrovnik and Zagreb and they make 155 participants. In section one, there were two questions that showed significant difference between people of different current place of living when it comes to having expectations from an excellent wedding planning agency. All questions have a 5% chance of repeating the same results if tested again.

On a question about expectations from an excellent wedding planning agency having employees who are neat, appealing to the eye, survey participants who are from Dubrovnik have found it to be the most important ( $M=4.60$ ,  $SD=0.604$ ), while participants from Zagreb have find it to be the less important ( $M=3.90$ ,  $SD=0.982$ ),  $F(1,153)=28.092$ ,  $p=0.00$ . (Figure 11)

There is a significant difference in expectations from an excellent wedding planning agency between the people of different current place of living when it comes to having convenient working hours to all customers. With this being the most important to participants from Dubrovnik ( $M= 4.23$ ,  $SD= 0,741$ ) and the least important to participants from Zagreb ( $M=3.95$ ,  $SD=0846$ ),  $F(1,153) =4.066$ ,  $p=0, 45$ . (Figure 12). There was no significant difference in remaining questions.

*Seeing oneself as future bride by current place of living*

Simple statistical analysis was used to measure the mean scores within first two sections of the questionnaire which showed the significant difference between people of different current place of living. For analyzing results only three highest ranking cities will be measured due to small sample of participants in other cities (below 10 participants). Those cities are Dubrovnik and Zagreb and they make 155 participants. In section two, there were two questions that showed significant difference between people of different current place of living when it comes to having expectations as future wedding brides. All questions have a 5% chance of repeating the same results if tested again.

On a question about expectations from participants who see themselves as future wedding brides which will insist on engaging their partner in wedding planning, survey participants who are from Zagreb have found it to be the most important ( $M=3.90$ ,  $SD=0.871$ ), while participant from Dubrovnik have find it to be the less important ( $M=3.95$ ,  $SD=1.002$ ),  $F(1,153)=3.908$ ,  $p=0.05$ . (Figure 13)

There is a significant difference between people of different current place of living who see themselves as future wedding brides who should ask for their partner's opinion when planning

their wedding. With this being the most important to Zagreb participants ( $M=4.40$ ,  $SD=0.778$ ) and least important to Dubrovnik participants ( $M=4.10$ ,  $SD=0.799$ ),  $F(1,153)=4.119$ ,  $p=0.044$ . (Figure 14). There was no significant difference in remaining questions.

*Seeing oneself as future bride by the relationship status*

Simple statistical analysis was used to measure the mean scores within first two sections of the questionnaire which showed the significant difference between people of different relationship status. Section one did not show any significant difference while in section two, there were two questions that showed significant difference between people of different relationship status when it comes to seeing themselves as the future brides. The question has 5% chance in repeating the same result if tested again.

There is a significant difference between people of different relationship status who see themselves as future wedding brides who should feel safe in transactions with their wedding planner. With this being the most important to single participants ( $M=4.53$ ,  $SD=0.58$ ) and least important to engaged participants ( $M=3.95$ ,  $SD=0.99$ ),  $F(2,175)=6.66$ ,  $p=0.02$ . (Figure 15)

On a question about expectations from participants who see themselves as future wedding brides which will develop a strong relationship with their wedding planner, survey participants who are single have found it to be the most important ( $M=3.22$ ,  $SD=1.101$ ), while participants who are in a relationship have found it to be the less important ( $M=2.77$ ,  $SD=1.022$ ),  $F(2,175)=3.76$ ,  $p=0.025$ . (Figure 16). There was no significant difference in remaining questions.

*Importance of tangibles, reliability and empathy when delivering a service*

The third section of the questionnaire measured the importance between three statements and their importance to survey participants as wedding planning agencies customers. Each statement represented a dimension (Tangibles, Reliability and Empathy) were:

1. The appearance of the wedding planning agency's physical facilities, equipment, personal and communication materials = tangibles
2. The wedding planning agency's ability to perform the promised service dependably and accurately = reliability
3. The caring, individual attention the wedding planning agency provides its customers = empathy

After transforming 100 points into a smaller point scale (from 1 to 3) the results have shown that 326 points were allocated to tangibles, 489 points were allocated to reliability and 401 points were allocated to empathy. (Figure 17)

## DISCUSSION

The present study was designed to determine the expectations of Croatian millennial brides towards the wedding planning agencies. The initial research claims how millennial generation brides expect from their wedding planners to carry out a lot of responsibilities by successfully juggling thorough various aspects of wedding planning and additionally, become very close to the bride and educate her about all the possibilities regarding her wedding day. Within delivering the expected service, wedding planners still need to keep distance and not fully commit themselves to the bride.

It was hypothesized that H1: The millennial brides expect and value when the relationship with the wedding planner is intimate. H2: Millennial brides are looking to establish long-lasting



relationship with their wedding planner in the process of getting married. Both hypotheses were rejected with additional research.

Contrary to expectations, this study showed a slight difference between expectations in level of intimacy between a bride and her wedding planner. It was expected for empathy to be the most important dimension of customer intimacy, but research shows that participants value reliability more. A small difference of 88 points indicates that reliability is the number one by importance between five service dimensions within the SERVQUAL method. According to the book ‘‘ Delivering Quality Service ‘‘, by Zeithaml, Parasuraman and Berry, being reliable and delivering on a promised service is more important than showing caring, individualized attention to the customers even within the wedding industry. A possible explanation for this might be because of the values of a company that are shared with their customers. If a company shares the same values as their customers, then brand loyalty gets stronger and additionally, the bond between the company and customers becomes unbreakable.

It was hypothesized that millennial brides want to establish a long-lasting relationship with their wedding planner. Surprisingly, this statement was found to be incorrect. Croatian millennial brides are looking for a reliable person to help them during their wedding preparations, but they do not want to establish a long-lasting relationship with their wedding planner. A possible explanation for these results may be the lack of different cultural background that can be explained by Hofstede’s cultural dimensions. All participants had Croatian cultural background which can explain the similar way of thinking when it comes to creating a post ceremony relationship with their wedding planner. Croatian cultural background values more empathy and assurance, while Western cultural background value more reliability and responsiveness. If the research would be conducted again, the results would probably show a significant change.

## LIMITATIONS

Potential limitations of this research can be found in several areas. First one can be found in the lack of 35 to 38-year-old participants who would represent the higher age group within the millennial generation. By comparing older and younger millennials, some new data could be discovered about their preferences and expectations. Second limitation that this research has is the similar cultural background of most participants because the end results could not be applied internationally. If having participants from variety of cultural backgrounds, the end results could be implemented to larger groups of people. The third limitation that this research has is the narrowed understanding of a relationship.

## FUTURE RESEARCH

Further research should be done by investigating the perceptions of already married women who have experienced the relationship and delivered service from a wedding planning agency. Listening to their input, wedding planners and their employees can learn about their experience and if expectations matched the delivered service.

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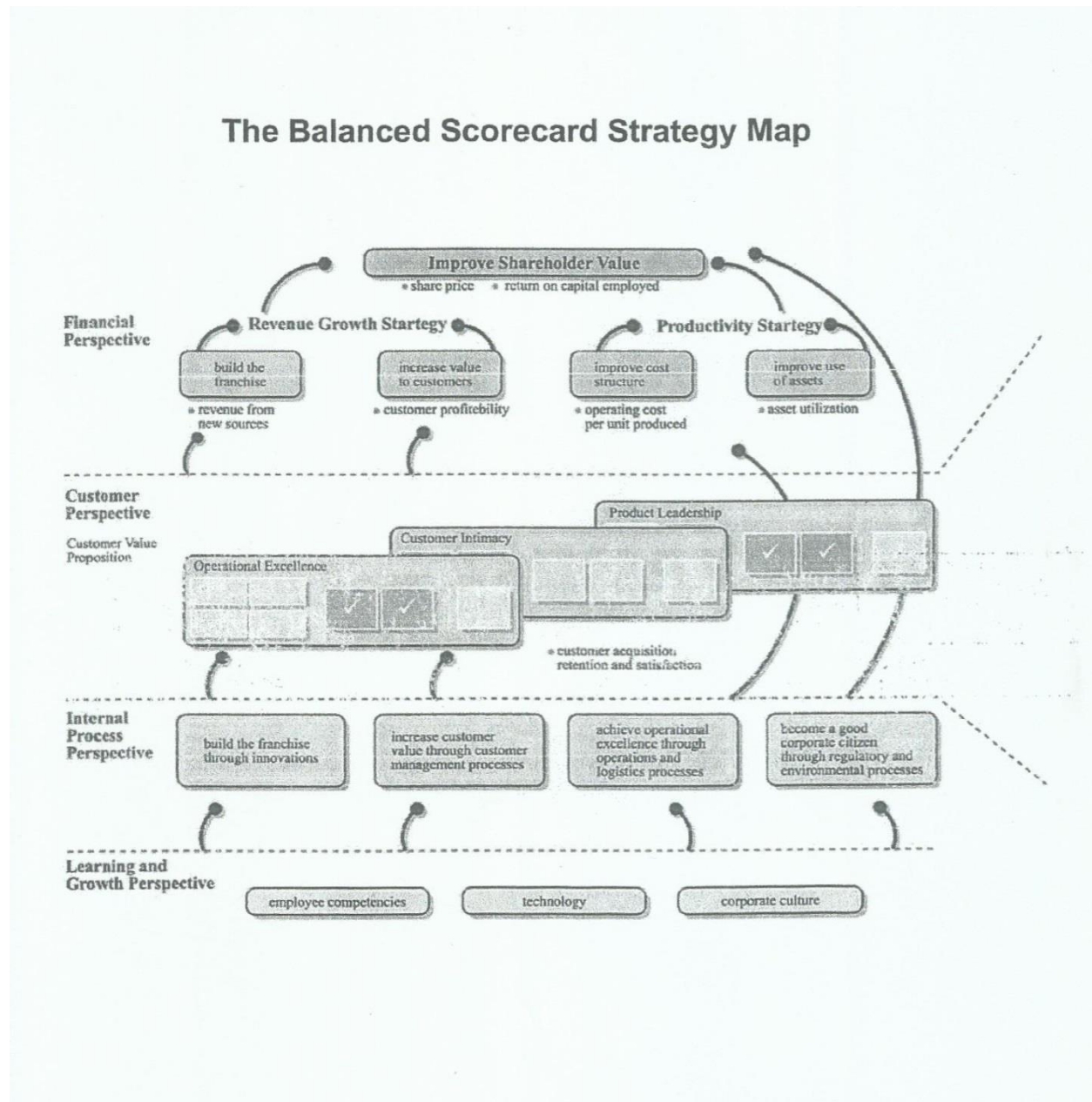
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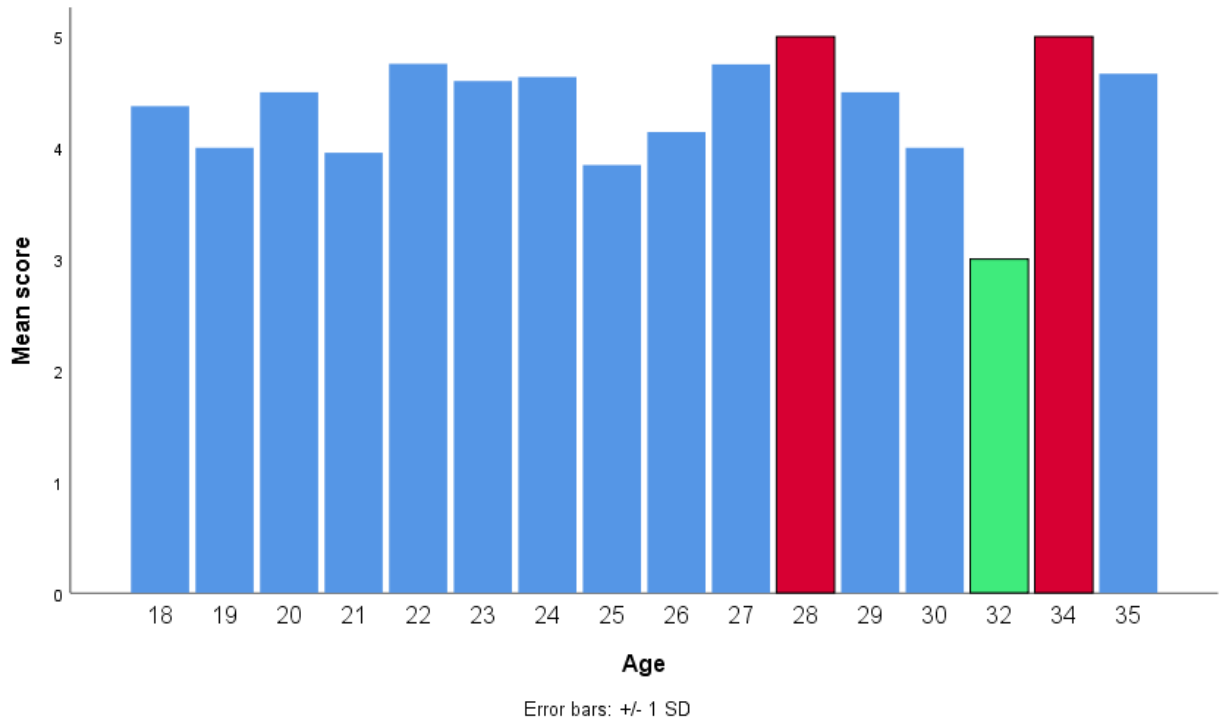
## APPENDICES

### APPENDIX A

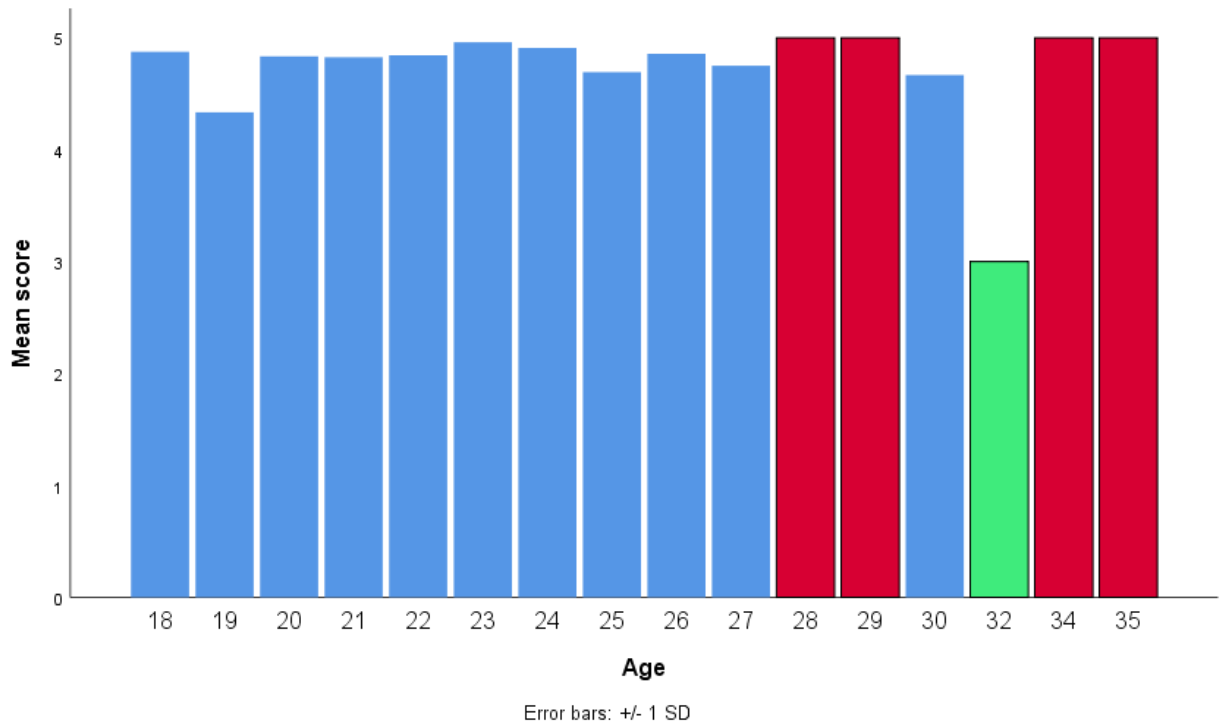
**Figure 1** – Balanced scorecard division and categories



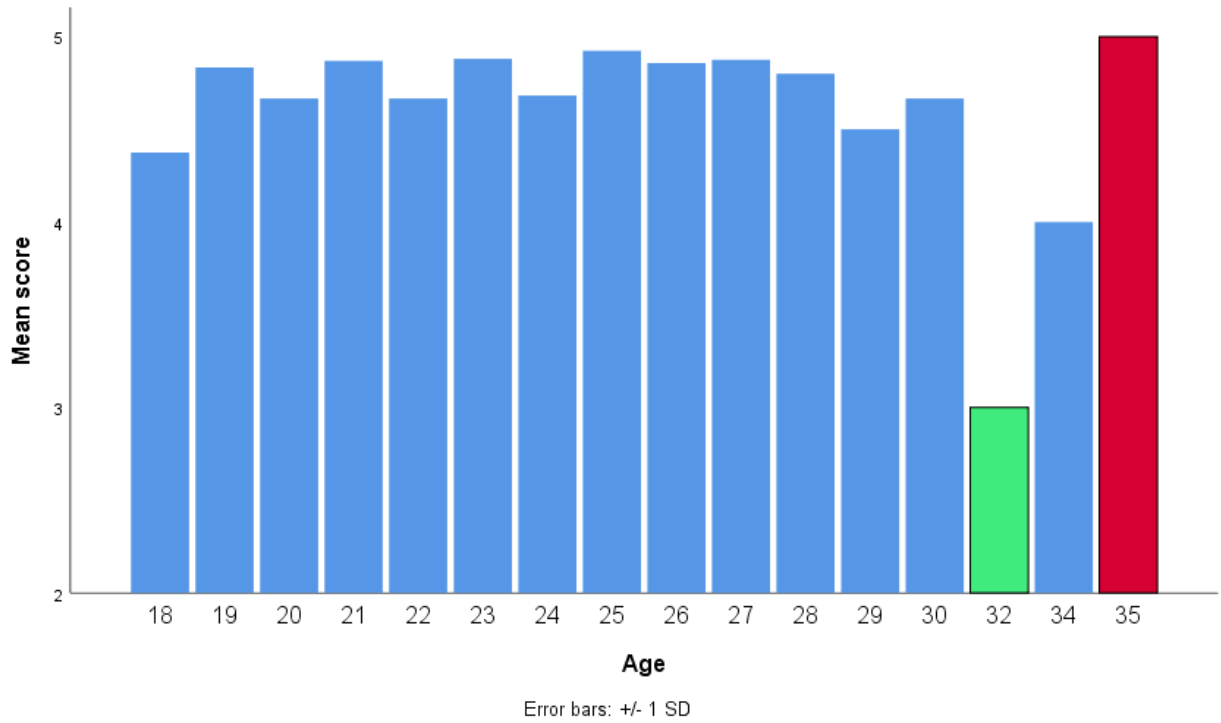
**Figure 2** – Importance of wedding planning agencies employee appearance



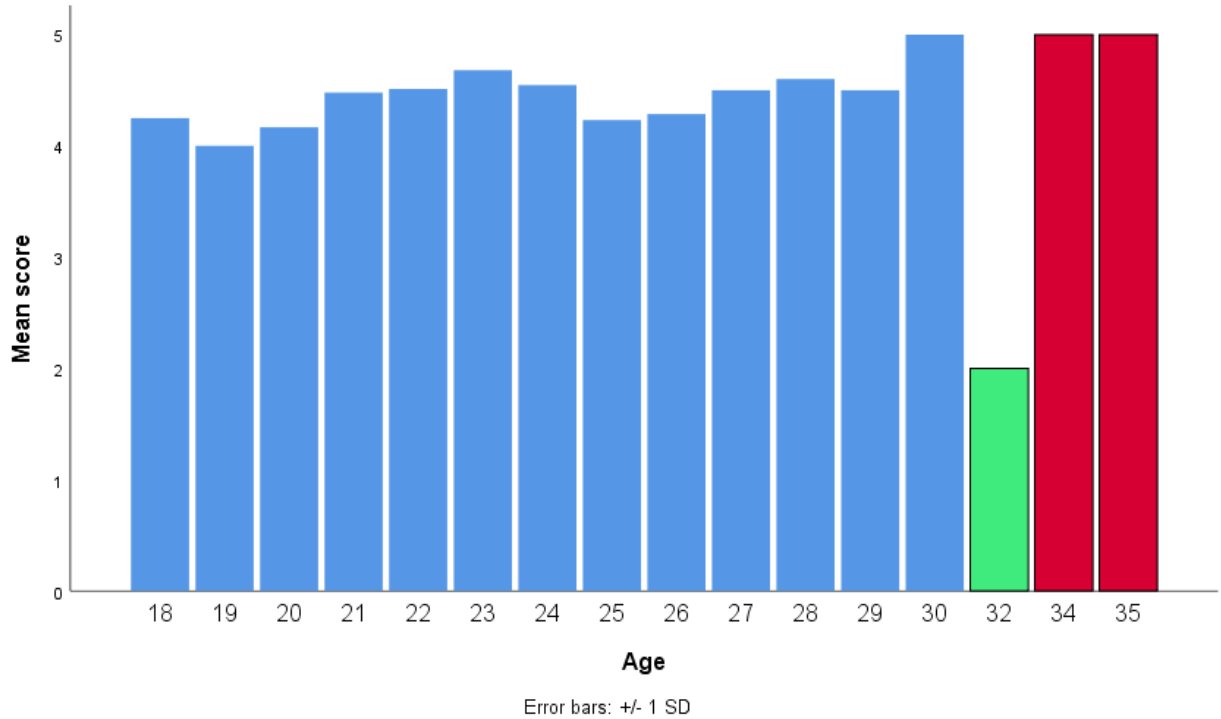
**Figure 3-** Importance of wedding planning agencies actions delivered by deadlines



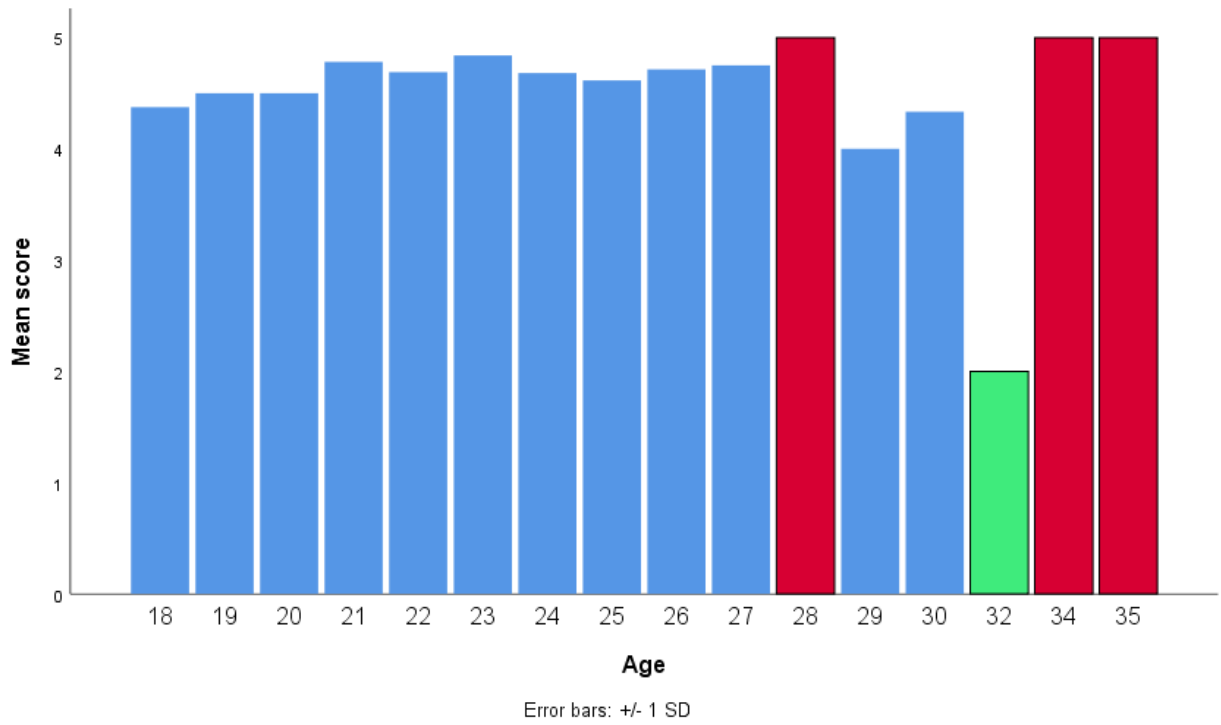
**Figure 4** - Importance of wedding planning agencies solving customers problems



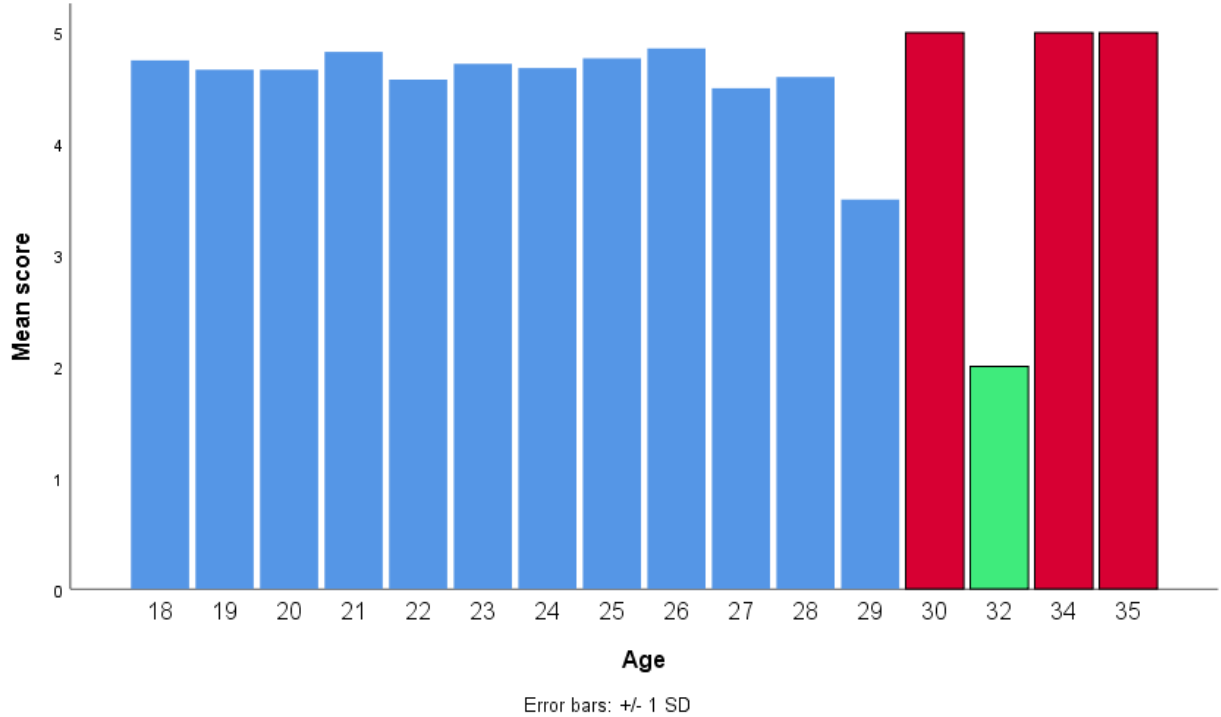
**Figure 5** - Importance of wedding planning agencies to perform the service right from the first time



**Figure 6** – Importance of wedding planning agencies to provide honest and reliable information

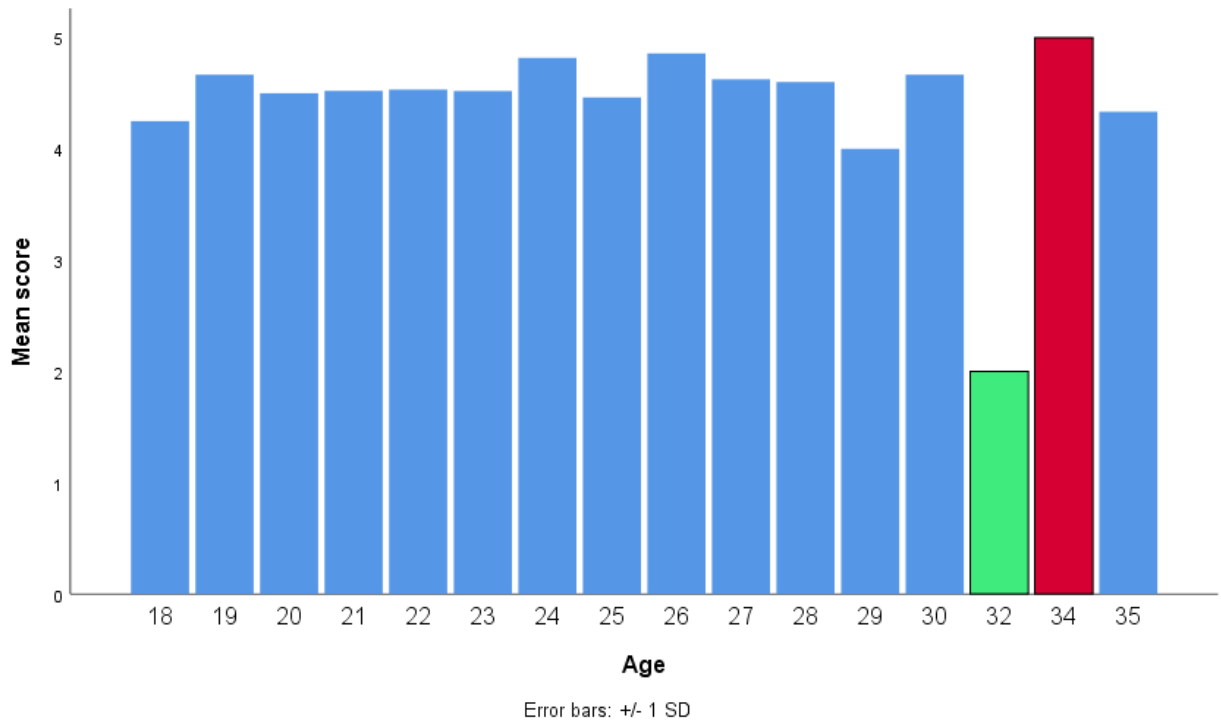


**Figure 7** – Importance of wedding planning agencies to show patience towards customers

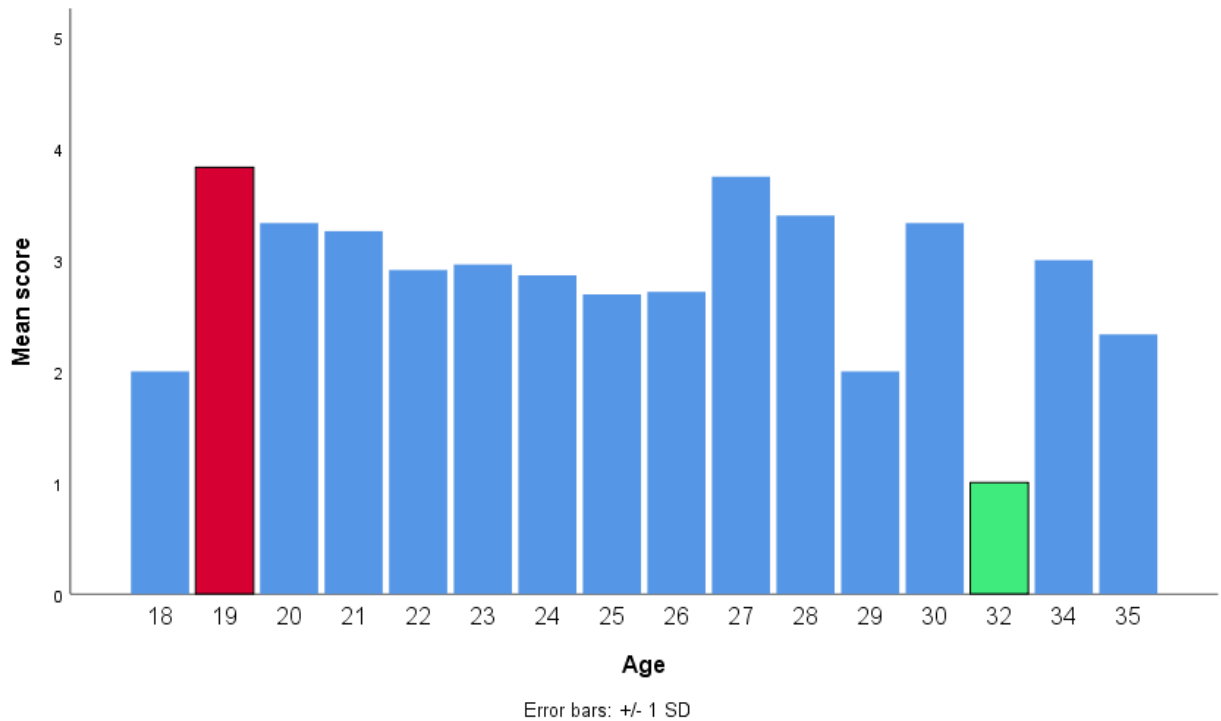




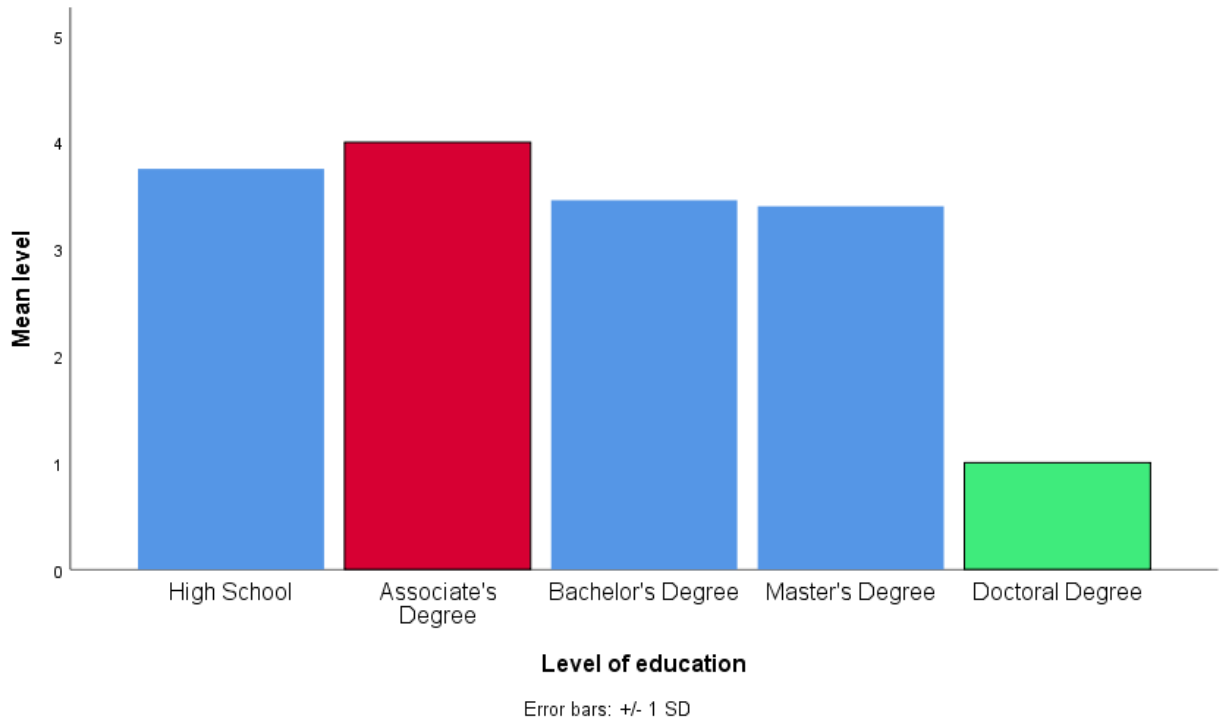
**Figure 8** – Importance of wedding planning agencies to stay within the client’s budget



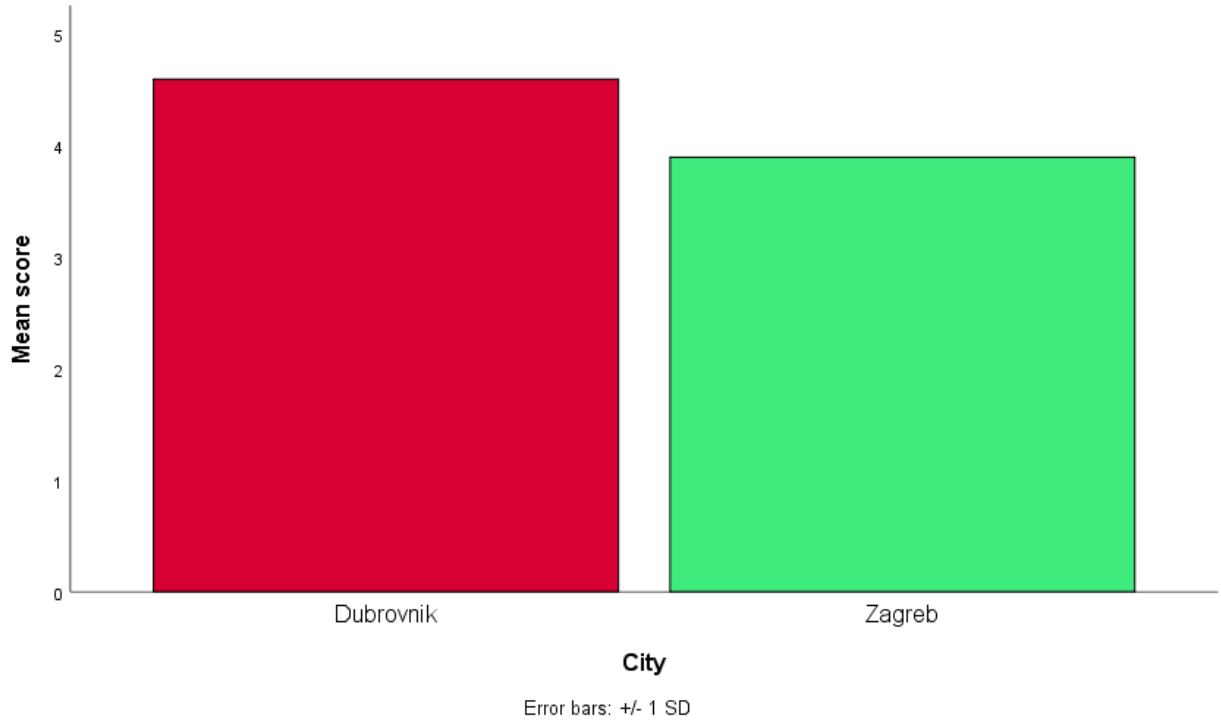
**Figure 9** – Importance of future brides to have a strong relationship with their wedding planner



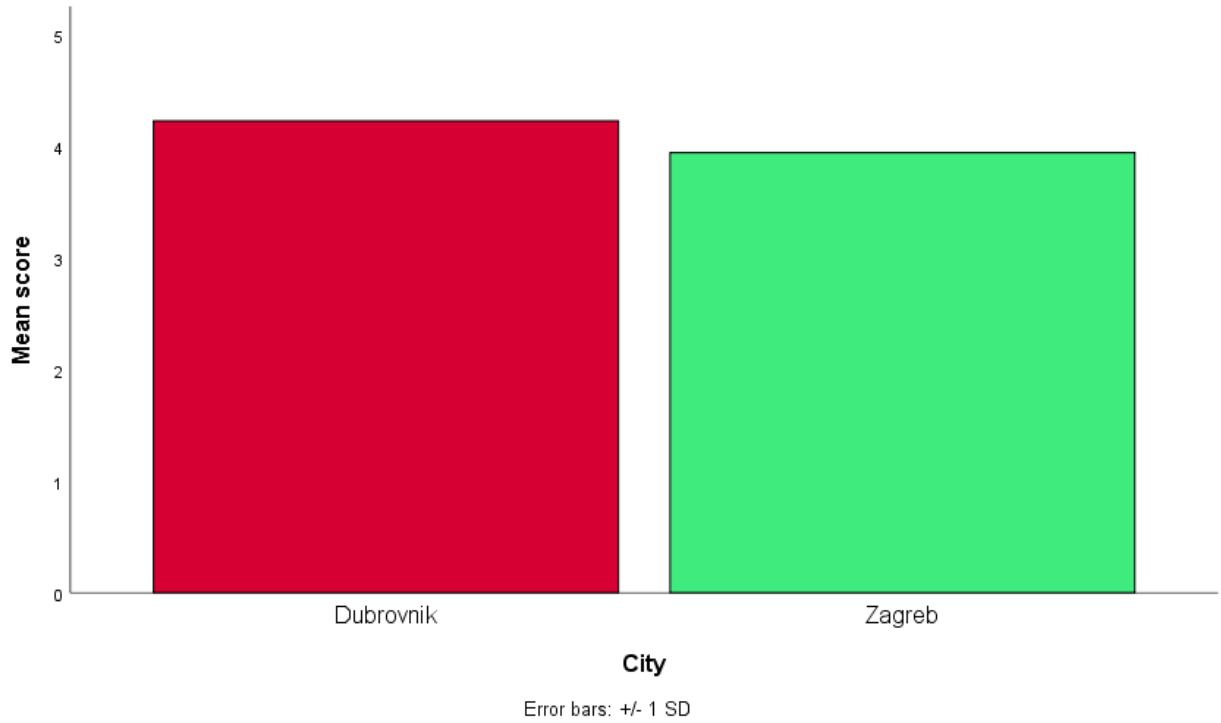
**Figure 10** – Importance for future brides to get everything they wish from their wedding planner



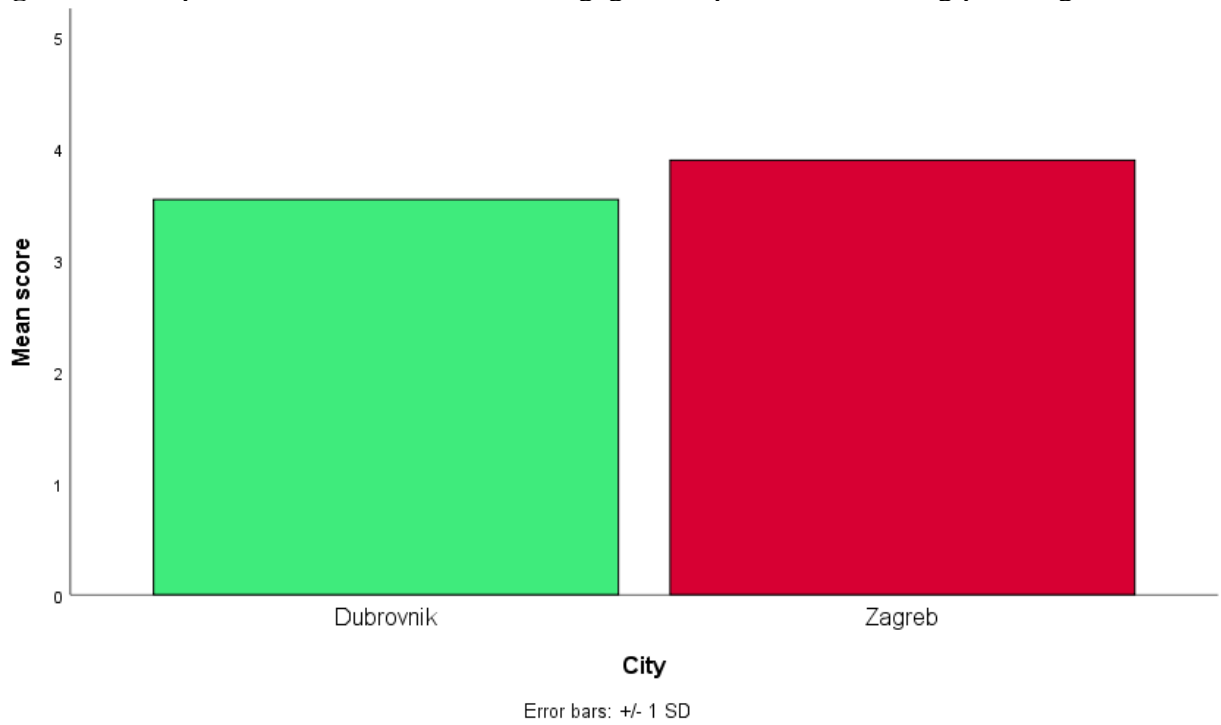
**Figure 11** – Importance of wedding planning agencies employee appearance



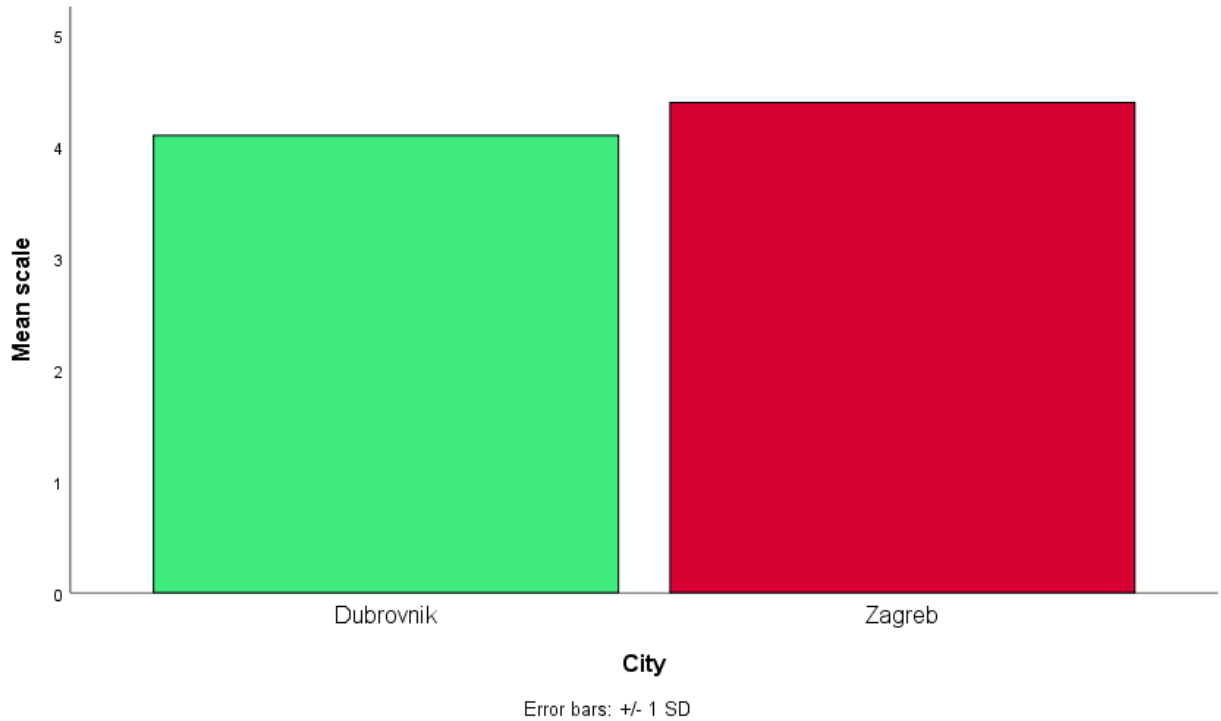
**Figure 12** – Importance of wedding planning agencies working hours



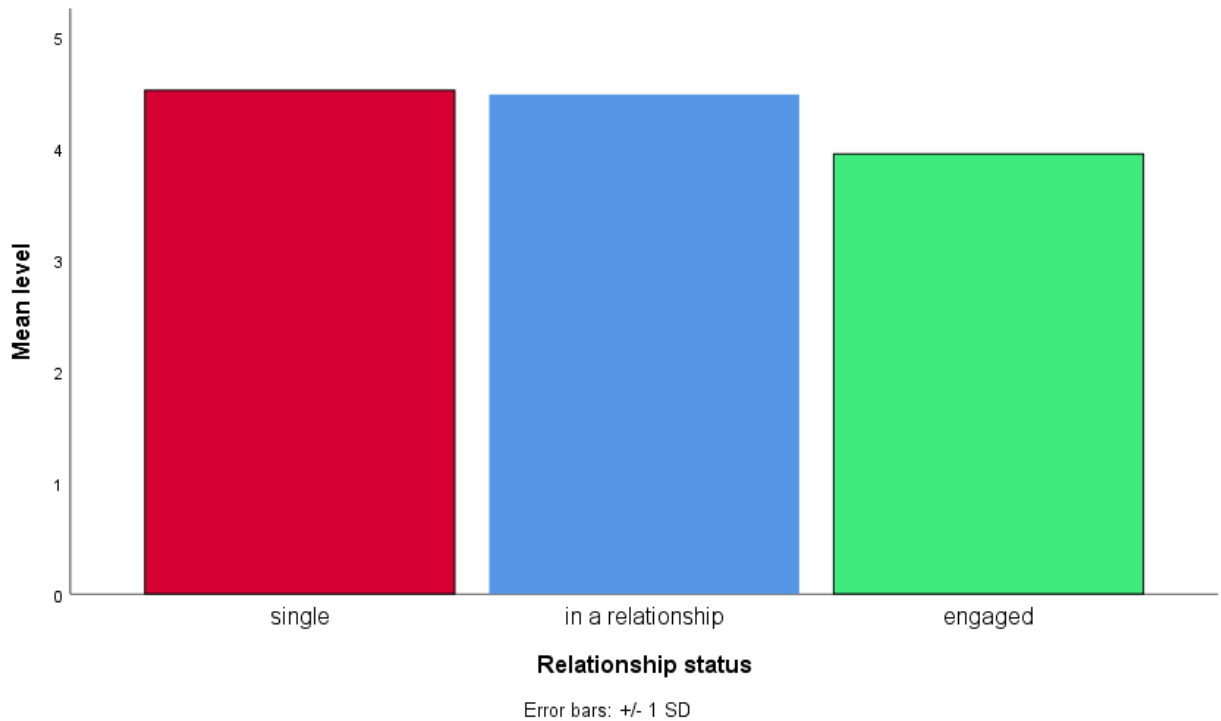
**Figure 13** – Importance for future brides to engage their partner in wedding planning



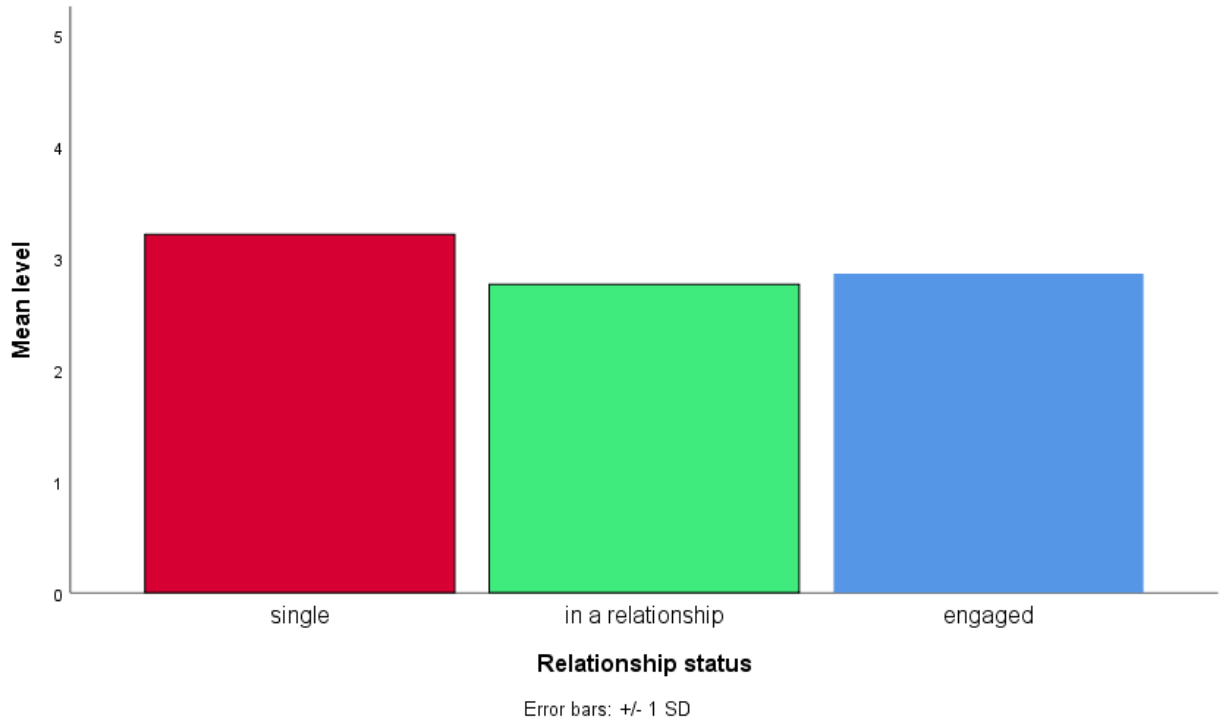
**Figure 14** – Importance for future brides to ask for their partner’s opinion when planning a wedding



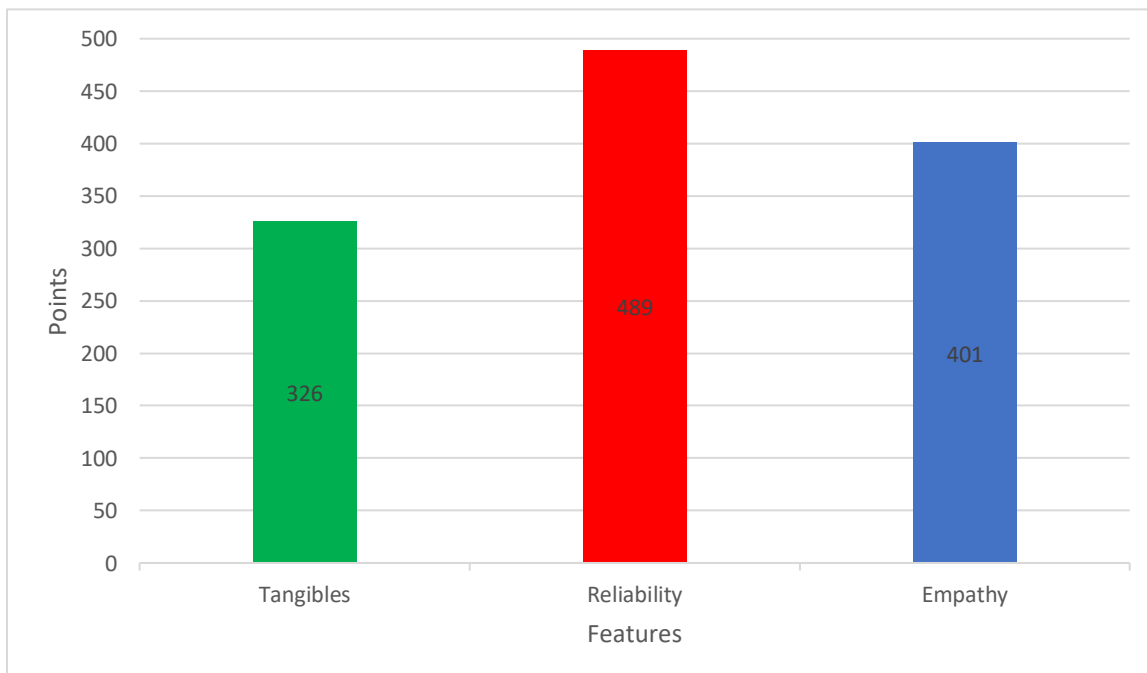
**Figure 15** – Importance for future brides to feel safe in transactions with their wedding planner



**Figure 16** – Importance for future brides to develop a strong relationship with their wedding planner



**Figure 17** – How important are three features in wedding planning services



## APPENDIX B

### ENGLISH QUESTIONNAIRE

Dear Survey Participant:

My name is Jelena Baričević and I am a senior student at RIT Croatia Dubrovnik, a global campus of Rochester Institute of Technology, based in Rochester, New York.

For my final research project in International Hospitality and Service Management, I am examining how millennial brides have changed the wedding industry and what are the things they are expecting to be delivered.

Because you are a part of the millennial generation and future brides to be, I am inviting you to participate in this research study by completing the attached survey. It will require approximately 4-5 minutes to complete.

Your participation is completely voluntary. The information you provide on this survey will be kept completely anonymous and confidential. There is no risk to you. In order to ensure that all information will remain confidential, please do not include your name in your answers.

If you choose to participate, please answer all questions as honestly and accurately as possible.

Thank you for taking the time to assist me in my educational endeavors.

If you would like additional information about this survey or my research project, please contact me at phone number (0989790732) and email ([jxb4770@g.rit.edu](mailto:jxb4770@g.rit.edu)) or my mentor, Professor Milena Kužnin, at [milena.kuznin@croatia.rit.edu](mailto:milena.kuznin@croatia.rit.edu).

Sincerely,

Jelena Baričević

Please circle the most appropriate number of each statement which corresponds most closely to your desired response. On a scale from 1 to 5 (where 1 represents strongly disagree and 5 represents strongly agree) how would you rate each of the following statements?

| <b>From excellent wedding planning agency, I expect they will:</b>           | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|-------------------|----------|---------|-------|----------------|
| Have employees who are neat, appealing to the eye                            | 1                 | 2        | 3       | 4     | 5              |
| Have modern equipment  | 1                 | 2        | 3       | 4     | 5              |
| Deliver an action by a certain deadline.                                     | 1                 | 2        | 3       | 4     | 5              |
| Show a sincere interest in solving customers problems (if they occur)        | 1                 | 2        | 3       | 4     | 5              |
| Perform their services right for the first time                              | 1                 | 2        | 3       | 4     | 5              |
| Never be too busy to respond to customers' requests                          | 1                 | 2        | 3       | 4     | 5              |
| Have knowledgeable employees who are able to answer all customers' questions | 1                 | 2        | 3       | 4     | 5              |
| Have convenient working hours to all customers                               | 1                 | 2        | 3       | 4     | 5              |
| Provide honest and reliable information to all customers                     | 1                 | 2        | 3       | 4     | 5              |
| Show patience towards customers  | 1                 | 2        | 3       | 4     | 5              |
| Have happy and cheerful / smiling employees                                  | 1                 | 2        | 3       | 4     | 5              |
| Stay within the client's budget  | 1                 | 2        | 3       | 4     | 5              |

Please circle the most appropriate number of each statement which corresponds most closely to your desired response. On a scale from 1 to 5 (where 1 represents strongly disagree and 5 represents strongly agree) how would you rate each of the following statements?

| <b>Seeing myself as a future bride, I expect I will:</b>  | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|-------------------|----------|---------|-------|----------------|
| Feel safe in transactions with their wedding planner  | 1                 | 2        | 3       | 4     | 5              |
| Be respectful towards their wedding planner   | 1                 | 2        | 3       | 4     | 5              |
| Deliver on their part of the wedding planning process until predetermined time                  | 1                 | 2        | 3       | 4     | 5              |
| Be in control of all decisions  | 1                 | 2        | 3       | 4     | 5              |
| Insist on engaging their partner in wedding planning  | 1                 | 2        | 3       | 4     | 5              |
| Ask for their partner's opinion when planning their wedding                                     | 1                 | 2        | 3       | 4     | 5              |
| Follow tradition when planning their wedding  | 1                 | 2        | 3       | 4     | 5              |
| Get everything they wish from their wedding planner   | 1                 | 2        | 3       | 4     | 5              |
| Expect to be in 24/7 contact with their wedding planner   | 1                 | 2        | 3       | 4     | 5              |
| Ask their wedding planner to handle personal disputes if they occur during the planning process | 1                 | 2        | 3       | 4     | 5              |
| Develop a strong relationship with their wedding planner  | 1                 | 2        | 3       | 4     | 5              |
| Stay in contact with their wedding planner after the wedding                                    | 1                 | 2        | 3       | 4     | 5              |



|   |
|---|
| <p>Listed below are three features pertaining to wedding planning agency and the service they offer. I would like to know how much each feature is important to you as a customer. Please allocate 100 points among the three features according to how important it is to you. Make sure the points add up to 100.</p> |
| <p>1. The appearance of the wedding planning agency's physical facilities, equipment, personal and communication materials. _____</p>   |
| <p>2. The wedding planning agency's ability to perform the promised service dependably and accurately. _____</p>  |
| <p>3. The caring, individual attention the wedding planning agency provides its customers. _____</p>  |

|   |
|---|
| <p>What is the highest level of formal or school education that you have completed?</p> |
| a) High School  |
| b) Associate's Degree   |
| c) Bachelor's Degree  |
| d) Master's Degree  |
| e) Doctoral Degree  |

|  |
|--|
| <p>What is your current relationship status?</p> |
| a) single  |
| b) in a relationship                             |
| c) engaged                                       |
| d) married                                       |
| e) separated                                     |
| f) divorced                                      |
| g) widowed                                       |

|                                     |
|-------------------------------------|
| <p>Where do you currently live?</p> |
| a) Dubrovnik                        |
| b) Zagreb                           |
| c) Other:                           |

|                         |
|-------------------------|
| <p>How old are you?</p> |
|                         |

## CROATIAN QUESTIONNAIRE

Poštovani,

Moje ime je Jelena Baričević i student sam četvrte godine visokoškolske institucije RIT Croatia u Dubrovniku, koja provodi program dodiplomskog studija menadžmenta u uslužnim djelatnostima fakulteta Rochester Institute of Technology iz Rochestera, u državi New York (SAD).

Trenutno pišem diplomski rad, a tema mog rada je "The mindset of the millennial bride". Ovim radom pokušavam otkriti kako su milenijske mladenke promijenile industriju vjenčanja, te koja su njihova nova očekivanja.

Budući da ste vi dio milenijske generacije i buduće mladenke ovim Vas pozivam da svojim odgovorima sudjelujete u mom istraživanju koje provodim za potrebe mog diplomskog rada. Ispunjavanje upitnika u privitku trajat će otprilike 4-5 minuta.

Sudjelovanje u ovom upitniku je u potpunosti dobrovoljno, a vaši podaci anonimni i povjerljivi, te ne postoji nikakav rizik ispunjavanja istog. Kako biste u potpunosti osigurali da Vaši podaci ostanu povjerljivi, molim Vas da na upitnik ne upisujete Vaše ime.

Ukoliko odlučite sudjelovati, molim Vas da odgovorite na sva pitanja što je moguće iskrenije i preciznije.

Zahvaljujem Vam na Vašem vremenu i sudjelovanju u ovom istraživanju.

Ukoliko biste željeli bilo kakve dodatne informacije o ovom istraživanju ili mom diplomskom radu, slobodno mi se obratite na moj osobni telefon (0989790732) ili mail adresu ( [jxb4770@g.rit.edu](mailto:jxb4770@g.rit.edu)) ili direktno mom mentoru, profesorici Mileni Kužnin ([milena.kuznin@croatia.rit.edu](mailto:milena.kuznin@croatia.rit.edu)).

S poštovanjem,

Jelena Baričević

Molim vas zaokružite jedan najprikladniji broj svake izjave koja najviše odgovara vašem željenom odgovoru. Na ljestvici od 1 do 5, u kojoj 1 predstavlja izrazito ne slaganje, a 5 predstavlja apsolutno slaganje s izjavom, kako biste ocijenili svaku sljedeću tvrdnju?

| <b>Od izvrsne agencije za planiranje vjenčanja, očekujem da će:</b>         | Uopće se ne slažem | Ne slažem se | Niti te slažem, niti se ne slažem | Slažem se | Apsolutno se slažem |
|---|--------------------|--------------|-----------------------------------|-----------|---------------------|
| Imati uredne zaposlenike.   | 1                  | 2            | 3                                 | 4         | 5                   |
| Imati modernu opremu.   | 1                  | 2            | 3                                 | 4         | 5                   |
| Izvesti ugovorenu radnju u dogovorenom roku                                 | 1                  | 2            | 3                                 | 4         | 5                   |
| Pokazati iskren interes za rješavanje problema kupaca                       | 1                  | 2            | 3                                 | 4         | 5                   |
| Izvršiti besprijekornu uslugu   | 1                  | 2            | 3                                 | 4         | 5                   |
| Nikada neće biti previše zauzet da bi odgovorili na zahtjeve kupaca         | 1                  | 2            | 3                                 | 4         | 5                   |
| Imati obrazovane zaposlenike koji će znati odgovoriti na sva pitanja kupaca | 1                  | 2            | 3                                 | 4         | 5                   |
| Imati povoljno radno vrijeme za sve kupce                                   | 1                  | 2            | 3                                 | 4         | 5                   |
| Pružiti iskrenu i pouzdanu informaciju svim korisnicima                     | 1                  | 2            | 3                                 | 4         | 5                   |
| Pokazati strpljenje prema klijentima  | 1                  | 2            | 3                                 | 4         | 5                   |
| Imati sretne i vesele / nasmiješene zaposlenke                              | 1                  | 2            | 3                                 | 4         | 5                   |
| Paziti kako bi ostali unutar proračuna klijenta                             | 1                  | 2            | 3                                 | 4         | 5                   |

Molim vas zaokružite jedan najprikladniji broj svake izjave koja najviše odgovara vašem željenom odgovoru. Na ljestvici od 1 do 5, u kojoj 1 predstavlja izrazito ne slaganje, a 5 predstavlja apsolutno slaganje s izjavom, kako biste ocijenili svaku sljedeću tvrdnju?

| <b>Vidjevši sebe kao buduću mladenku, očekujem da ću:</b>   | Uopće se ne slažem | Ne slažem se | Niti se slažem, niti se ne slažem | Slažem se | Apsolutno se slažem |
|---|--------------------|--------------|-----------------------------------|-----------|---------------------|
| Osjećati se sigurno u transakcijama sa svojim planerom vjenčanja  | 1                  | 2            | 3                                 | 4         | 5                   |
| Imati poštovanja prema svom planu vjenčanja   | 1                  | 2            | 3                                 | 4         | 5                   |
| Izvršiti ugovorenu radnju planiranja vjenčanja do unaprijed određenog vremena                                     | 1                  | 2            | 3                                 | 4         | 5                   |
| Imati kontrolu nad svim odlukama  | 1                  | 2            | 3                                 | 4         | 5                   |
| Inzistirati na angažiranju svog partnera u planiranju vjenčanja   | 1                  | 2            | 3                                 | 4         | 5                   |
| Pitati za mišljenje svog partnera prilikom planiranja vjenčanja   | 1                  | 2            | 3                                 | 4         | 5                   |
| Slijediti tradiciju pri planiranju vjenčanja  | 1                  | 2            | 3                                 | 4         | 5                   |
| Dobiti sve što zaželi od svog planera vjenčanja   | 1                  | 2            | 3                                 | 4         | 5                   |
| Biti u kontaktu sa svojim planerom vjenčanja u bilo koje doba dana  | 1                  | 2            | 3                                 | 4         | 5                   |
| Zatražiti od svog planera vjenčanja da rješava osobne sporove (između mene i partnera) tijekom procesa planiranja | 1                  | 2            | 3                                 | 4         | 5                   |
| Razviti snažan odnos sa svojim planerom vjenčanja   | 1                  | 2            | 3                                 | 4         | 5                   |
| Ostati u kontaktu sa svojim planerom vjenčanja nakon dana vjenčanja   | 1                  | 2            | 3                                 | 4         | 5                   |

|   |
|---|
| <p>Dolje su navedene tri značajke koje se odnose na agencije za planiranje vjenčanja i usluge koje nude. Htjela bih znati koliko vam je svaka značajka važno kao klijentu. Dodijelite 100 bodova između tri značajke prema tome koliko je svaka značajka važna za vas. * Pobrinite se da zbroj bodova bude 100.</p> |
| <p>1. Izgled fizičkog objekta agencije za planiranje vjenčanja , njihova oprema, osobni i PR materijal.<br/>_____</p>   |
| <p>2. Sposobnost agencije za planiranje vjenčanja da obavljanja obećane usluge pouzdano i precizno.<br/>_____</p>   |
| <p>3. Brižljiva, individualna pozornost koju agencije za planiranje vjenčanja pružaju svojim klijentima.<br/>_____</p>  |

|  |
|--|
| <p>Koja je najviša razina obrazovanja koju ste stekli?</p> |
| <p>a) Srednja škola</p>                                    |
| <p>b) Dvogodišnja/ Viša škola</p>                          |
| <p>c) Stupanj prvostupnika</p>                             |
| <p>d) Magisterij</p>                                       |
| <p>e) Doktorat</p>   |

|  |
|--|
| <p>Koji je vaš trenutni status veze?</p> |
| <p>a) Nisam u vezi</p>                   |
| <p>b) U vezi</p>                         |
| <p>c) Zaručena</p>                       |
| <p>d) Udana</p>                          |
| <p>e) U braku ali živomo odvojeno</p>    |
| <p>f) Rastavljena</p>                    |
| <p>g) Udovica</p>                        |

|                              |
|------------------------------|
| <p>Gdje trenutno živite?</p> |
| <p>a) Dubrovnik</p>          |
| <p>b) Zagreb</p>             |
| <p>c) Other:</p>             |

|                             |
|-----------------------------|
| <p>Koliko imate godina?</p> |
| <p> </p>                    |