Wedding Coordinating: A Corporate Profile

An Honors Thesis (HONRS 499)

by

Elizabeth J. W. Campbell

Thesis Advisor: John Vann, Associate Professor of Marketing

Ball State University
Muncie, Indiana
May 7, 2005
Abstract

The following is a corporate profile of a wedding coordinator. It outlines the necessary parts of a business plan to being a small business as a wedding coordinator in the Indianapolis area as well as many aspects of the business. Wedding coordinating is a growing industry that requires much preparation in addition to skills held by the coordinator. In order to be successful, one should determine their objectives and set goals before beginning such a business. The result of this project will enable someone interested in entering the wedding coordinating business to understand the industry better, to plan their business more effectively and to prepare for the innumerable details involved in such a position.

I have included a basic introduction followed by a detailed business plan for a wedding coordinator. Following those are a Marketing Mix, Values Framework, Product/Market Matrix, Objectives, Environmental Influences, and a Break-Even Analysis all of which are pertinent to beginning as a wedding coordinator.
Acknowledgments

This project could not have been completed without the help of Dr. John Vann who educated me on corporate profiling and challenged me to think about many aspects of the wedding coordinating business that I hadn’t thought of.

My boss, Melissa Riggle, has taught me an amazing amount about the event planning industry and wedding planning specifically. She has been an inspiration for my career path.

Thank you so much to my parents who are so supportive of my ideas and my career goals. They have encouraged me to pursue my entrepreneurial talents and will hopefully be a part of my success in the wedding industry.

Most importantly, I would like to acknowledge that all of my talents and abilities including my graduation from the Honors College have come directly from God. He has made me who I am, and without His guidance I would not be where I am today!
Wedding Coordinating: A Corporate Profile

Introduction

The wedding planning industry is relatively new overall, and in the last ten years the demand for wedding coordinators has increased drastically for many reasons. According to the Wedding Planning Institute, what was once reserved for elite couples with a lot of money is now becoming common to 50% of all couples to be wed (National Bridal Consultants 2004a). More and more money is being spent each year on average for weddings, so coordinators are used to save time, save money, reduce stress, and be a source of information and ideas for the bride-to-be. Brides also rely on the men and women in this profession help to ensure a smoother wedding day, provide guidance on almost every aspect of the event, and assist in finding a site for the wedding and reception.

Each year, the wedding industry is estimated to generate fifty billion dollars in sales, including the wedding rings, apparel, flowers, reception and honeymoon, with an average budget for a wedding to be $25,000 and over $38,000 in metropolitan areas (National Bridal Consultants 2004a). With such a large amount of money being spent on a one-day event, it is evident why so many women choose to have a professional responsible for most of the details.

Because a couple’s wedding day is one of the most important days in their lives, wedding coordinators must be competent and skilled at their job. This requires experience, organization, detail-orientation, imagination, mature judgment, patience, and expertise (National Bridal Consultants 2004b). Along with those skills, a successful wedding coordinator should be knowledgeable on the trends in wedding products and
services. They will often advise the bride on wedding attire and decorations, and the bride will expect help that is pertinent to current styles.

The wedding coordinator is also vital to keeping the stress level of all involved parties to a minimum. The coordinator needs to possess excellent communication skills and an ability to understand and work well with the couple. The coordinator must also help everyone involved come reach decisions agreeably and remain calm when situations are difficult. Having a strong business background is often important when working as an entrepreneur, because wedding coordinating also involves budgets, finances, office duties and running the business.

The movie, *The Wedding Planner*, is an example of that. The main character, Mary, is the wedding coordinator for large budget weddings and enjoys a laid back relationship with the nuptial couple and their family. She is hardly ever under stress regarding the upcoming wedding, and the details are taken care of smoothly. This portrayal gives the general public, including aspiring wedding coordinators, the idea that coordinating weddings is a glamorous and enjoyable job with minimal difficulties. That view is skewed and causes a reality shock for many people after entering into the profession.

As wedding coordinating becomes more popular and at the same time more people are interested in becoming wedding coordinators, it is important for the job seekers to understand what is involved in such a career and how to be effective and successful in the industry. This professional profile will look in depth into what wedding coordinating entails from identifying the target market to determining their objectives and ultimately running a successful business.
Business Plan: Wedding Coordinator

Marketing Mix:

Starting a new business in the wedding coordinating industry requires much planning and thought before action takes place. To begin with, the person needs to decide where they want their services to be located in the market including the service itself, its price, promotion and place. These elements can be found in the Marketing Mix.

Price: Price should consider what the charges will be to customers for services performed, how that price relates to the market and how the person will use their pricing to gain market share.

Product-Service Offering: Product-Service Offering should describe in detail what product or services will be provided by the coordinator to lay the groundwork for the business.

Promotion: Promotion is the way that the coordinator will tell others about their business and how they will attract potential customers to their company. It can include advertising through television and magazines, marketing through personal contacts and marketing through the industry.

Place: Place should outline where the business will be located in terms of a city as well as the type of office setting and potential for growth.

The Marketing Mix is a good way for the business person to specify their ideas and form them into written plans. It will provide a basis for the future of the company and create guidelines to work by when planning might otherwise become confusing. The Marketing Mix is essential to a business plan and to a business whether it is brand new or one-hundred years old.
Values Framework:

After determining the price, service, promotion and place for the new business, the wedding coordinator needs to identify who their beneficiaries will be, what their goals are for each beneficiary, what value they will bring to those beneficiaries and how they will add those values. This outline can be found in the *Values Framework.*

**Beneficiaries:** For this coordinator, the beneficiaries are: Bride and Groom, Parents of the couple, Wedding Guests, Vendors including florists, bakers, photographers, DJs, and more, Venues, and the Wedding Coordinator themselves.

**Objectives:** After determining the beneficiaries, objectives need to be made outlining what the coordinator plans to accomplish for each beneficiary. Each objective must be an outcome, meaning they are an end state, and therefore cannot be an action. It is important that they be able to be verified as well. After the objectives have been set, the coordinator must list activities that are ways to reach the stated objectives.

**Activities:** The activities are the actions that result in the objectives. Activities should be specific in order to be effective.

**Relationships:** Finally, as part of the *Values Framework,* the coordinator should decide what type of relationship they want to have with each of their beneficiaries. For example, some coordinators may want to be full-service planners who are involved in every detail of the wedding and others may want to act more as a liaison and not be as involved in the specifics with the couple. Determining the relationship aspect of the framework is
important because it sets boundaries for the business, and it is vital for the next part of the business plan.

**Product/Market Matrix:**

Following the *Values Framework*, in the business plan, comes the **Product/Market Matrix**. In this detailed information, the wedding coordinator needs to outline the functional needs of each beneficiary and activities that will meet and exceed those needs.

**Functional Needs:** Functional needs are also the services that the coordinator wants to offer to their beneficiaries. In this section, the coordinator has to think specifically about what all of their clients’ needs will be and what of those needs the coordinator wants to meet and/or exceed. Some wedding needs are impossible for the coordinator to meet or may require too much work and they would rather have someone else do that specific job. This should be taken into consideration for all functional needs the beneficiaries might have and then written into a **Product/Market Matrix**.

The **Product/Market Matrix** is the most specific of the preceding parts of the business plan because all parts of the coordinator and the client’s relationship should be outlined. As can be seen in the *Matrix* that is attached to this business plan, thirteen functional needs have been identified just for the bride and groom, and many more activities correspond to each functional need.

**Activities:** This business plan is for more of a full-service wedding coordinator who will be involved in almost all of the aspects of coordinating the wedding. They will arrange for the venue, flowers, music, wedding cake, linens, dinnerware, food and drinks,
photography, videography, wedding attire, wedding officiate, transportation, and hotel accommodations according to the preferences of the bride and groom.

Objectives:

After the coordinator has outlined their price, services, promotion and place, who their beneficiaries are, what they want to do for each group of beneficiaries, and how they will accomplish all of this, it is important to set objectives for the overall business. These can be found in the Objectives section. Here, a performance dimension is described, followed by how that dimension will be accomplished, the target level to be achieved, the deadline for that achievement, and for whom the outcome is intended.

Performance Dimension: The “performance dimension” should be a measurable objective that can be evaluated upon the end of the time period set.

Course of Action Taken: The “course of action taken to accomplish this” is a specific way that the performance dimension will be accomplished.

Target Level: “Target level to be achieved” is simply that, the level the coordinator wishes to reach by the “deadline to be achieved.”

For Whom the Outcome is Intended: Finally, the coordinator must identify “for whom the outcome is intended” so they can establish who benefits from each performance dimension.

Objectives are goals that can motivate the wedding coordinator to work harder and do more because their goals are written down and are detailed about how the goals will be reached. Without written goals, a business does not have anything to aspire to, and without specific
courses of action and ways to measure the goal, reaching the goals is less likely. These goals should include income, number of hours worked per week, satisfaction of clients as well as other business partners, how the coordinator wishes to be seen in the community, and more.

**Environmental Influences:**

Finally, the last section of the business plan is *Environmental Influences*. This looks at the economic, technological, social, and domestic and global competition influences on the wedding coordinating industry.

**Economic:** Economic influences are how a change in the economy will affect the business of a wedding coordinator.

**Technological:** Technological influences are ways that changes in technology benefit or hurt wedding coordinating.

**Social:** Social influences include statistics of average weddings today and how they affect the industry.

**Domestic & Global Competition:** Finally, competition looks at who the competitors are for a wedding coordinator.

When writing a business plan, it is important to identify influences that can both improve and constrain the business being planned. In this case, the wedding industry is growing rapidly and the amount of money spent on weddings is constantly increasing. The demand for wedding coordinators is large, as well. All of these factors contribute to a positive outlook for a person launching a wedding coordinating business. If the factors of *Environmental Influences* are consistently negative, the business person should reconsider their plan to start the business.
**Break-Even Analysis:**

After the previously discussed parts of the business plan have been decided, the person needs to look at finances next to determine the amount of money needed to start up their business, what their costs will be annually, what amount of income they plan to bring in will be and what their forecasted revenue will be annually. To do this, a break-even analysis needs to be created.

The break-even analysis looks at a number of necessary expenses for the startup of the business as well as the annual costs. Startup expenses include the cost of a computer, a printer/copier/fax machine, a telephone and cell phone, wedding software, a digital camera to have pictures of past events to show to future clients, a desk and chair for the owner, chairs for clients, a file cabinet, a bookcase, and legal fees to establish the name of the company. Monthly expenses include the telephone and voicemail costs, cell phone cost, gas to meet with clients and vendors, office rental, utilities, the owner’s salary, and insurance costs including both general and professional liabilities. Annual expenses that may be incurred are the costs to print business cards, company brochures, and office supplies such as pens, paper, ink cartridges, light bulbs, etc.

It is important when starting a business to have equipment separate from that owned for personal use because of legal issues and claiming them as business expenses. It is also very important when creating a break-even analysis to include a realistic salary to be drawn every year including the first year. Insurance costs are also vital for a small business owner, and it is important to make sure all aspects of the business are covered. The insurance quotes included in the business plan are through the Association of Bridal Consultants and include General Liability Coverage and Professional Liability, Errors and Omissions (Wood 2005). The General Liability
coverage covers property and equipment damage as well as bodily injury. The $500 per year premium carries a $1 million coverage per event and $2 million aggregate per year. The Professional Liability coverage is equivalent to malpractice and covers non-performance or contract disputes. The $1,500 per year premium also carries $1 million coverage per event and $2 million aggregate per year (Wood 2005).

Once the Marketing Mix, Values Framework, Product/Market Matrix, Objectives, and Environmental Influences have been established and a Break-Even Analysis has been created, the person should look at all of the details to determine if creating this business is feasible. Startup costs can often be a hindrance that should be carefully considered including where the money will come from, and if it is borrowed the person should consider how soon I can be repaid and at what cost. If money is borrowed, the interest fees should be included in the break-even analysis as well.

After deciding that starting the business is realistic, a mission statement can be created. The business owner can begin making appointments with insurance agents, property owners to lease office space, a lawyer to establish the company name, printers to develop business cards, brochures and stationery, money lenders for startup costs, and office equipment vendors to purchase equipment. The business owner should consider appointing a trusted friend or business acquaintance who is familiar with operating small businesses to help them as a consultant if problems occur or financial questions arise as they begin their business. This will provide the owner with reliable and trustworthy advice if they need it.

All of the activities included above comprise the startup of a potentially successful wedding coordinating business. Many characteristics are important for the coordinator to possess in order to be successful at the coordinating part of the business.
"A professional wedding consultant is an experienced, organized, detail-oriented, imaginative, people-person, possessing mature judgment, patience, and the expertise to orchestrate your client’s special day. A successful wedding consultant needs to be an expert in hospitality, event planning, decorating and wedding trends and traditions. You need to be knowledgeable of the latest trends in wedding products and services, food, music, ceremony and reception décor. …You must be a master in diplomacy and possessing excellent communication skills. You must understand the bride’s psychology, including her anxiety and stress, to work well with your client. You must also be an effective arbitrator to help the bride, groom and their mothers reach decisions agreeably,” (National Bridal Consultants 2004a).

As can be seen, becoming a wedding coordinator takes a good business sense, a lot of planning and preparing, a substantial amount of startup money, and specific personal characteristics to be successful. In the beginning, the job requires more time than a typical 40-hour work week. As a result, dedication and motivation is also important to the success of the business.

The following components are all parts of the business plan that have been discussed and are necessary for the production and operation of a small wedding coordinating business.
Marketing Mix

Price:

The wedding coordinator will position their services as full service and high quality to be competitive with other high quality, full service wedding coordinators in the industry. The coordinator will use their pricing to gain market share using different strategies including price bundling and repeat business pricing. Price bundling will be a way for clients to obtain an increasing amount of services at an increasing discount. The services listed separately will be a higher cost than when the client requests several of the services for the same event. Repeat business pricing will occur when a family acquires the coordinator’s services more than once, saving them between 10 and 15% on service fees. For instance, if a father hires them to coordinate his oldest daughter’s wedding and later hires them for another daughter’s wedding, the coordinator would discount his price by 15% as a way to thank him for his business. Overall, the pricing image will be competitive in the higher end wedding coordinating industry.

Suggested Service Packages with Price Bundling:

<table>
<thead>
<tr>
<th>Services</th>
<th>Original Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Services</td>
<td>$600</td>
</tr>
<tr>
<td>Venue arrangement</td>
<td></td>
</tr>
<tr>
<td>B Services</td>
<td>$400</td>
</tr>
<tr>
<td>Ordering Flowers</td>
<td></td>
</tr>
<tr>
<td>Food and Drink</td>
<td></td>
</tr>
<tr>
<td>C Services</td>
<td>$300</td>
</tr>
<tr>
<td>Ordering Cake</td>
<td></td>
</tr>
<tr>
<td>Photography</td>
<td></td>
</tr>
<tr>
<td>Videography</td>
<td></td>
</tr>
<tr>
<td>Hotel Accommodations</td>
<td></td>
</tr>
<tr>
<td>D Services</td>
<td>$200</td>
</tr>
<tr>
<td>Music</td>
<td></td>
</tr>
<tr>
<td>Linens</td>
<td></td>
</tr>
<tr>
<td>Wedding Attire</td>
<td></td>
</tr>
<tr>
<td>Wedding Officiate</td>
<td></td>
</tr>
<tr>
<td>E Services</td>
<td>$100</td>
</tr>
<tr>
<td>Dinnerware</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Packages</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>AB</td>
<td>$950</td>
</tr>
<tr>
<td>ABC</td>
<td>$1200</td>
</tr>
<tr>
<td>ABCD</td>
<td>$1350</td>
</tr>
<tr>
<td>ABCDE</td>
<td>$1400</td>
</tr>
</tbody>
</table>

Additional B Services: $350
Additional C Services: $250 ea.
Additional D Services: $175 ea.

Total Price for All-Inclusive:

$3,000
Plus $1,500 coordinating fee =

$4,500
Product-Service Offering:

The wedding coordinator will be a full-service planner whose services begin with a check list of all of the details necessary for a couple’s special day and involves assistance through choosing each detail, placing orders, signing contracts, and following up to be sure everything is taken care of. As discussed in the pricing portion, services will be offered at different levels in bundles. The client will be able to choose from several packages that include increasing amount of services acquired by the coordinator which will increase in price but decrease the amount of work required of the bride and groom.

The coordinator will provide current information on trends in weddings including attire, food, music, and entertainment. They will make the planning process for each couple as comfortable and stress-free as possible. One important part of their services will be that the coordinator will make sure that each couple feels like their wedding day is unique and represents them as well as possible. They will come away from their wedding feeling overjoyed and very special.

Promotion:

Marketing this business is very important to its success. As a result, the wedding coordinator will advertise in publications such as the *Perfect Wedding Guide*, a free guide for brides published in Indianapolis, and *Indianapolis Monthly*, a monthly magazine circulated throughout central Indiana. They will become a member of the local ISES (International Special Events Society) chapter, which is composed of event and wedding coordinators as well as vendors in the area. It provides an opportunity to network with vendors who could be sources of business as well as to learn what other coordinators are doing to further their business. The
monthly meetings are also excellent sources of ideas for all aspects of weddings and receptions. In addition to ISES, the coordinator will research other organizations that might assist in promoting my services in the area. They also will attend bridal shows and fairs to meet brides-to-be and other vendors that may connect them to future business. The most important form of promotion in this business will be word of mouth. As many ways as the wedding coordinator can spread the word through reliable sources, the better. Indianapolis Monthly and other publications in the area will also be excellent ways to have the business talked about and create interest in potential clients.

Place:

This wedding coordinating business will be based out of Indianapolis. As the business is launched, they will begin in a small office space in the Indianapolis area. Client meetings will take place either in the office, the client’s home or over coffee at a café. Meetings with vendors will take place at the vendor’s location. After the coordinator has built their business and has increased revenue as well as clientele, which will require more storage for client files and resource files. Relocating to a larger office will also allow the coordinator to have a room displaying past events and possibly lead to hiring an assistant to work with in the office.

Although the office will be located in or near Indianapolis, the wedding coordinator will not limit their services to the area. Often times, the bride or groom live in one city but would like to have their wedding where their parents live or where they grew up. This will expand the services of the business to other Indiana cities. As a result, relationships will be built with wedding coordinators from other cities to ask for advice and for the coordinator to offer advice if they ever come to Indianapolis.
Values Framework

Beneficiaries:
1. Bride and Groom
2. Parents of the couple
3. Wedding Guests
4. Vendors: Florists, Bakers, Photographers, DJs, etc.
5. Venues
6. Wedding Coordinator

Objectives:

Bride and Groom:
- Joyfulness as a result of the wedding
- Great memories of their wedding day to keep forever
- Stress-free wedding day

Parents of the Couple:
- Happiness as a result of the event succession
- Peace of mind
- Savings on involved expenses

Wedding Guests:
- Enjoyment of event
- Ease of participation in events
- Comfort while participating in event
- Knowledge of how to be a guest

Vendors:
- Financial success
- Improved relationship with coordinator
- Increased future business

Venues:
- Additional future business
- Successful event

Wedding Coordinator:
- Financial success
- Additional future business through referrals
- Satisfaction as a result of a successful event
Activities:

To benefit Bride and Groom:
- Attending to all the details and answering any questions for the couple.
- Beautiful wedding and reception that result from wedding preparations which require minimal work on the couple’s part and every detail attended to by a wedding coordinator.
- Smooth running wedding day through successful preparations with less stress and extra attention to details.

To benefit Parents of the Couple:
- Create a smooth running event through successful preparations with extra attention to details.
- Wedding preparation and assistance that removes pressure which might otherwise fall on the family of the couple.
- Research and locate best quality products at the lowest prices for financial savings.

To benefit Wedding Guests:
- Create a wedding ceremony and reception that is enjoyable and reflects the tastes and preferences of the bride and groom.
- Produce an event that will cause the guests to want to use the same coordinating services for their events in the future.
- Prepare event so guests are easily accommodated and easily able to participate
- Provide guidance regarding where to sit, when to dance, where to place gifts, etc.

To benefit Vendors:
- Abide by any rules they may have to maintain a positive relationship.
- Pay invoices and bills on time.
- Use services of various vendors of my preference to further the success of their business.

To benefit Venues:
- Hosting event at locations increase awareness or and enjoyment of facilities that leads to increased future business.
- Plan and prepare event so all part run smoothly and successfully.

To benefit Wedding Coordinator:
- Provide services at a fee that will create a financial profit.
- Create successful event that will cause others to seek out their services in the future.
- Produce event that meets their previously set standards and goals for the day including finances, enjoyment by beneficiaries, flow of events, and meeting the needs of the couple.
**Relationships:**

**Bride and Groom:**
- Develop a friendly, understanding and dedicated relationship that strives to provide the very best service and relieve as much stress as possible.

**Parents of couple:**
- Develop a friendly, understanding and dedicated relationship that strives to provide the very best service.

**Wedding Guests:**
- Minimal interaction but the source for any problems that may occur.

**Vendors:**
- Maintain a strong, positive, mutually beneficial relationship.

**Venues:**
- Develop and maintain a positive, mutually beneficial relationship that fosters future business for both parties involved.
Product/Market Matrix

Beneficiary: Bride and Groom; Parents of Couple:

Functional Need: Knowledge of all aspects involved in planning their wedding
Activities:
- Provide a checklist and timeline for all details involved in planning a wedding
- Walk client through the steps as time comes
- Coordinate contracts between client and vendors

Functional Need: Venue for wedding and reception
Activities:
- Provide list of options for both locations
- Provide details for locations including seating capacity, room decorations, restrictions and special instructions for each location
- Create price lists for preferred locations to show to the couple
- Create reference list of previous clients who used each location
- Arrange tour of locations they are interested in
- Arrange meeting with client, location manager and myself to sign contract
- Serve as liaison for all details and changes made
- Be on-site at both locations on wedding day to ensure event success

Functional Need: Flowers for wedding and reception
Activities:
- Provide list of preferred florists in the area
- Create portfolio with sample photos of each florists’ arrangements
- Create price lists for preferred florists to show to the couple
- Create reference list of previous clients who used each florist
- Arrange meeting with client, florist and myself to sign contract, choose colors and choose flowers
- Serve as liaison regarding any changes in the order
- Approve arrangements and placement on event day

Functional Need: Provision of music for reception
Activities:
- Provide list of music options for reception: live band, DJ, small orchestra, etc.
- Provide list of preferred resources for each music option
- Create price lists for all options to show to the couple
- Create reference list of previous clients who used specific music options
- Arrange meeting with client and music provider to sign a contract and choose music selections for event
- Serve as guidance for event setup regarding location and logistics
**Functional Need:** Availability of wedding cake at reception site  
*Activities:*  
- Provide list of preferred bakers in the area  
- Create portfolio with sample photos of each bakers' products  
- Create price lists for preferred bakers to show to the couple  
- Create reference list of previous clients who used each baker  
- Arrange meeting with client and baker for tasting  
- Arrange meeting with client, baker and myself to choose cake and sign contract  
- Serve as liaison for any questions or changes  
- Serve as guidance for storage and placement on event day

**Functional Need:** Linens at reception  
*Activities:*  
- Provide list of preferred linen sources in the area  
- Provide suggestions for linen needs and displays  
- Create portfolio with samples of the linen fabrics and colors  
- Create price lists for preferred linen sources to show the couple  
- Create reference list of previous clients who used each source  
- Arrange meeting with client, vendor and myself to choose linens and sign contract  
- Serve as liaison for any questions or changes  
- Approve of linen colors, presentation and placement on event day

**Functional Need:** Dinnerware at reception  
*Activities:*  
- Provide list of reception sites that include dinnerware in offerings  
- Provide suggestions for alternate sources of dinnerware rentals

**Functional Need:** Food and drinks at reception  
*Activities:*  
- Provide list of catering options for reception  
- Create portfolio with sample menus and presentation by each caterer  
- Create price lists for preferred caterers to show the couple  
- Create reference list of previous clients who used each caterer  
- Arrange meeting with client, caterer and myself to choose menu and sign a contract  
- Serve as liaison regarding any changes or questions about the order  
- Approve meal placement and presentation on event day
Functional Need: Photographic & Videographic record of event
Activities:
- Provide list of preferred photographers and videographers in the area
- Create portfolio with sample work of each photographer and videographer
- Create price lists for both types of preferred vendors to show the couple
- Create reference list of previous clients who have used the vendors
- Arrange meeting with client, vendor and myself to sign contract
- Serve as liaison regarding and questions or changes
- Serve as guidance on event day

Functional Need: Procurement of wedding attire
Activities:
- Provide list of all types of clothing needed for the wedding day
- Provide list of preferred stores to purchase the attire
- Provide price options and suggestions for attire
- Create portfolio with sample photographs of dress and tuxedo styles
- Serve as fashion guidance regarding popular trends in attire
- Arrange appointment between client and clothing store to purchase wedding attire

Functional Need: Procurement of wedding officiate
Activities:
- Provide list of types of officiates able to perform weddings
- Provide preferred names for each type of officiate
- Provide price list for each type of officiate
- Arrange appointment between client, officiate and myself to sign contract
- Instruct officiate of necessary duties on wedding day

Functional Need: Transportation
Activities:
- Provide list of transportation options for wedding day
- Provide list of preferred transportation companies
- Create price lists for each type of transportation
- Create reference list of previous clients who have used the companies
- Arrange meeting with client, vendor and myself to sign contract
- Serve as liaison regarding any questions or changes
- Escort couple to and from their transportation on event day

Functional Need: Hotel Accommodations
Activities:
- Provide list of nearby hotels for out of town guests
- Create price lists for each hotel
- Arrange for specified number of rooms to be reserved for guests
- Ensure that all names and contact information are correct
- Serve as liaison between the hotel and the client or guests
Beneficiary: Wedding Guests  
*Functional Need: Parking*

*Activities:*
- Provide free parking to guests at wedding and reception locations

*Functional Need: Seating*

*Activities:*
- Provide seating for wedding  
- Provide decorated tables and chairs for guests to sit and enjoy reception

*Functional Need: Hotel Accommodations*

*Activities:*
- Provide list of nearby hotels for out of town guests  
- Create price lists for each hotel  
- Arrange for specified number of rooms to be reserved for guests  
- Ensure that all names and contact information are correct  
- Serve as liaison between the hotel and the client or guests

Beneficiary: Vendors  
*Functional Need: Revenue*

*Activities:*
- Create business through clients for vendors thus creating revenue

Beneficiary: Venues  
*Functional Need: Revenue*

*Activities:*
- Create business through clients for venues thus creating revenue
Objectives

1. Performance dimension sought: Annual income measured in dollars of at least $60,000 by the end of the third year of business.
2. Course of action taken to accomplish this: Perform an amount of weddings per year that will produce $60,000 income after expenses and taxes.
3. Target level to be achieved: $60,000 income
4. Deadline to be achieved: Third year of business
5. For whom the outcome is intended: Myself

1. Performance dimension sought: Annual income measured in dollars of at least $100,000 by the end of the fifth year of business.
2. Course of action taken to accomplish this: Perform an amount of weddings per year that will produce $100,000 income after expenses and taxes.
3. Target level to be achieved: $100,000 income
4. Deadline to be achieved: Fifth year of business
5. For whom the outcome is intended: Myself

1. Performance dimension sought: Maximum work hours per week of 40 hours by the end of the fifth year of business.
2. Course of action taken to accomplish this: Through experience, perform tasks at a level of efficiency that will reduce working hours to 40 per week.
3. Target level to be achieved: 40 work hours per week
4. Deadline to be achieved: Fifth year of business
5. For whom the outcome is intended: Myself and my family

1. Performance dimension sought: 90% of clients to say they are satisfied or fully satisfied with my services on a satisfaction survey. (See Appendix)
2. Course of action taken to accomplish this: Understand expectations and then exceed those of each client to leave them ecstatic about the way their wedding day happened.
3. Target level to be achieved: 90% of customers satisfied
4. Deadline to be achieved: Each year
5. For whom the outcome is intended: Brides and Grooms; Parents of the couples

1. Performance dimension sought: 90% of vendors worked with every year to be satisfied or fully satisfied with our interactions, measured by a satisfaction survey
2. Course of action taken to accomplish this: Develop positive relationships; Be flexible and cooperative; Meet deadlines and pay invoices at requested times.
3. Target level to be achieved: 90% of vendors satisfied
4. Deadline to be achieved: Each year
5. For whom the outcome is intended: Vendors

1. Performance dimension sought: Respect of clients in community as well as colleagues in the industry.
2. Course of action taken to accomplish this: Behave in an ethical manner; Produce exceptional events that deserve respect; Maintain constant positive atmosphere.
3. Target level to be achieved: 100%
4. Deadline to be achieved: Every day
5. For whom the outcome is intended: Myself

1. Performance dimension sought: Two weddings per year as a result of vendor referrals, shown on intake questionnaire, by the third year.
2. Course of action taken to accomplish this: Maintain positive relations with all vendors; Refer clients to vendors who I prefer; Ask for referrals after successful relations develop.
3. Target level to be achieved: Two weddings per year.
4. Deadline to be achieved: Third year
5. For whom the outcome is intended: Myself; Brides and Grooms

1. Performance dimension sought: One referral within a year of event as a result of every wedding performed, shown on intake questionnaire.
2. Course of action taken to accomplish this: Provide outstanding service to wedding couples that cause them to want to tell others about my services.
3. Target level to be achieved: One additional booking per event performed.
4. Deadline to be achieved: Within one year of wedding
5. For whom the outcome is intended: Myself

1. Performance dimension sought: Esteemed status in industry by the fifth year of business shown through achieving the “Gold Professional” ranking by the Perfect Wedding Guide.
2. Course of action taken to accomplish this: Generate high quality events from start to finish.
3. Target level to be achieved: Social ranking comparable to top wedding coordinators in the area.
4. Deadline to be achieved: Fifth year of business
5. For whom the outcome is intended: Myself
Environmental Influences

Economy:

The main way the state of the economy affects wedding coordinating is through disposable income. Although weddings are very important events, the money spent on them would be considered disposable income. If there is job loss in the community or unexpected expenses arise, money allocated towards wedding budgets may be one of the first things to be reduced. In this situation, the demand for wedding coordinators’ services will decrease significantly. In the same way, if the state of the economy worsens and affects potential clients’ incomes, they will reduce their spending on the wedding which may mean eliminating the coordinator altogether. Wedding coordinators are avoidable expenses if it is necessary to the wedding budget.

In contrast, the wedding industry is booming in the economy’s current state. The wedding industry is a $50 billion industry with the average wedding costing $25,000 (Bandy 2005). As the divorce and remarriage rate increases, the wedding industry’s income may continue to grow. Because the average age of couples to be wed is older, their disposable income is greater to contribute to the parents’ funding of the wedding services.

Technology:

Technology is increasingly affecting the wedding coordinating industry. The Internet is a one-stop shop for some people to line up all of the services for their wedding. It provides access to florists, bakers, musicians, venues, wedding attire, transportation, etc., without leaving the house. This takes business away from coordinators who make their money by providing easy
access to those services. Although the personal service like a coordinator provides is not available online, convenience and quick comparison shopping is readily available.

On the other hand, technology is an excellent way to promote the services of a wedding coordinator. Because so much time is being spent online for convenience’s sake, couples to be wed are more likely to seek out their services online. By advertising wedding coordinating services on the Internet, the coordinator’s client base may expand greatly.

Technology is not only important to the wedding coordinator’s business, it also plays an important role in the businesses of many vendors. Digital photography and videography used for weddings and receptions is an expanding industry. As technology advances, the vendors with the easiest access to their product and the quickest turnover time have the greatest chance for furthering their business with couples-to-be-wed. In the same way, the musical entertainment industry is advancing in technology and gradually requires less equipment and includes more options for the wedding reception. This can even allow the couple to choose every song to be played at their reception, the order of the play list, and the volume level for each song.

Social Environment:

There are many social aspects that are affecting the wedding industry today. To begin with, couples are statistically waiting longer to get married. As of 2004, the median age for first-time brides was 24 and grooms was 26 (National Bridal Consultants 2004a). In conjunction with that, more money is being spent on weddings, either by the couple who have already begun their careers, their parents or both. As discussed earlier, the wedding industry is a $50 billion industry with the average wedding costing $25,000 (National Bridal Consultants 2004a). A recent study by the Event Planning Institute showed that half of all brides will use a wedding consultant or
wedding day coordinator (National Bridal Consultants 2004a). This combined with the wedding costs alone are promising for better business for new wedding coordinators.

The divorce rate is also growing in the United States. Because the divorce rate is at 43% as of 2004, women are, on average, remarried by 34 and men by 37 (National Bridal Consultants 2004a). This statistic also increases the number of weddings performed each year and the potential for success for new wedding coordinators. In addition, with the remarriage statistics, most women are professionals in the workforce and do not have time to plan their own weddings. As a result, they are more likely to seek a wedding coordinator to take control of their wedding details.

Domestic & Global Competition:

The main source of competition for independent wedding coordinators comes from churches, reception sites with exclusive coordinators, and family members. More and more churches are hiring a wedding coordinator to have in-house for couples who choose to get married in their church building. These professionals help with arrangements to be made for the wedding ceremony and help with coordinating details relative to the events that take place in their facility.

Reception sites, including hotels, often have exclusive coordinators with whom the couple must work with to hold their reception at the particular site. Examples of these sites in Indianapolis include: Adam’s Mark Indianapolis, Indianapolis Marriott Downtown, Rick’s Boatyard, Valle Vista Conference Center, and Wyndham Indianapolis (Swathwood 2005). This service can be doubly beneficial for the venue: first, when a couple wants to have their reception at the site they also spend their money on the coordinator affiliated with the site; second, when
the couple searches for a wedding coordinator, they also get a reception site that the coordinator is fully familiar with. This type of coordinator is a big source of competition for other wedding coordinators.

Finally, couples who wish to save money on their wedding budget often use a family member or close friend to coordinate their details of the wedding rather than hiring a wedding coordinator. This is a form of competition because it removes potential business from the coordinator’s market.
## Break Even Analysis

<table>
<thead>
<tr>
<th></th>
<th>Fixed Costs</th>
<th>Variable Costs</th>
<th>Total 1st Year Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Startup Costs</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computer</td>
<td>$1,500.00</td>
<td>$1,500.00</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>Printer/Copier/Fax</td>
<td>$300.00</td>
<td>$300.00</td>
<td>$600.00</td>
</tr>
<tr>
<td>Wedding Software</td>
<td>$30.00</td>
<td>$30.00</td>
<td>$60.00</td>
</tr>
<tr>
<td>Digital Camera</td>
<td>$250.00</td>
<td>$250.00</td>
<td>$500.00</td>
</tr>
<tr>
<td>Phones</td>
<td>$100.00</td>
<td>$100.00</td>
<td>$200.00</td>
</tr>
<tr>
<td>Desk &amp; Chair</td>
<td>$300.00</td>
<td>$300.00</td>
<td>$600.00</td>
</tr>
<tr>
<td>Chairs for clients</td>
<td>$6 x $50</td>
<td></td>
<td>$300.00</td>
</tr>
<tr>
<td>File Cabinets</td>
<td>2 x $75</td>
<td></td>
<td>$150.00</td>
</tr>
<tr>
<td>Bookcase</td>
<td>$100.00</td>
<td>$100.00</td>
<td>$200.00</td>
</tr>
<tr>
<td>Legal Fees</td>
<td>$300.00</td>
<td>$300.00</td>
<td>$600.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>$3,330.00</strong></td>
</tr>
<tr>
<td><strong>Monthly Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phone &amp; Voicemail</td>
<td>$20 + $10</td>
<td></td>
<td>$30.00</td>
</tr>
<tr>
<td>Cell Phone</td>
<td>$60.00</td>
<td></td>
<td>$60.00</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>$250.00</td>
<td></td>
<td><strong>$250.00</strong></td>
</tr>
<tr>
<td>Advertising</td>
<td>$2,000.00</td>
<td>$2,000.00</td>
<td><strong>$4,000.00</strong></td>
</tr>
<tr>
<td>Cost of Capital</td>
<td>10% of Startup</td>
<td></td>
<td>$333.00</td>
</tr>
<tr>
<td>Gas</td>
<td>$100.00</td>
<td></td>
<td>$100.00</td>
</tr>
<tr>
<td>Rent</td>
<td>$700.00</td>
<td></td>
<td>$700.00</td>
</tr>
<tr>
<td>Utilities</td>
<td>$200.00</td>
<td></td>
<td>$200.00</td>
</tr>
<tr>
<td>My salary</td>
<td>$3,000.00</td>
<td></td>
<td><strong>$3,000.00</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>$6,673.00</strong></td>
</tr>
<tr>
<td><strong>Annual Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office Supplies</td>
<td>$300.00</td>
<td></td>
<td><strong>$300.00</strong></td>
</tr>
<tr>
<td>Business Cards</td>
<td>$50.00</td>
<td></td>
<td><strong>$50.00</strong></td>
</tr>
<tr>
<td>Brochures</td>
<td>$200.00</td>
<td></td>
<td><strong>$200.00</strong></td>
</tr>
<tr>
<td>Stationery</td>
<td>$200.00</td>
<td></td>
<td><strong>$200.00</strong></td>
</tr>
<tr>
<td>Professional Liability Insurance</td>
<td>$1,500.00</td>
<td></td>
<td><strong>$1,500.00</strong></td>
</tr>
<tr>
<td>General Liability Insurance</td>
<td>$500.00</td>
<td></td>
<td><strong>$500.00</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>$2,750.00</strong></td>
</tr>
</tbody>
</table>
Break Even Analysis Continued

<table>
<thead>
<tr>
<th>Total Costs:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly</td>
<td>Annually</td>
</tr>
<tr>
<td>$6,673.00</td>
<td>$2,750.00</td>
</tr>
</tbody>
</table>

**Annual Costs**

(Monthly x 12) + Annual = $82,826.00

**Weddings per year at an average of $3000 per wedding =**

$82,826 / $3,000 = 28
**Satisfaction Survey**
*To be completed after conclusion of event.*

Please rank your answers to the following statements on a satisfaction scale of 1-10, 10 agreeing strongly and 1 disagreeing strongly.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The coordinator was pleasant and amiable to work with throughout the planning of our wedding day.</td>
<td>Strongly disagree</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>2. The coordinator dealt with our calls and appointments in a timely manner.</td>
<td>Strongly disagree</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>3. The coordinator met all of our needs in regards to researching and acquiring our vendors for the wedding day.</td>
<td>Strongly disagree</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>4. The services offered by the coordinator fully covered our wants and needs.</td>
<td>Strongly disagree</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>5. The time we spent working with the coordinator was efficiently spent and always productive.</td>
<td>Strongly disagree</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>6. The money we invested in the coordinator to plan our wedding day was well spent.</td>
<td>Strongly disagree</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>7. We felt that all prices were fair and competitive for comparable services.</td>
<td>Strongly disagree</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>8. The stress of planning our wedding day was relieved because of the coordinator’s work.</td>
<td>Strongly disagree</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>9. Our wedding day went smoothly, and we are very pleased with how everything went.</td>
<td>Strongly disagree</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>10. If I had to do it all over again, I would love to have our coordinator do our wedding.</td>
<td>Strongly disagree</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>Strongly agree</td>
</tr>
</tbody>
</table>
References:


