

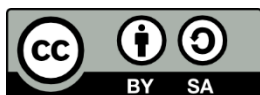
Comparative Analysis of Traditional and Modern Make Up Artists (MUAs) Integrated with Wedding Organizers in Jember Regency

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Article	Abstract
<p>Keywords: Makeup Artist, Wedding Organizer, Marketing Strategy, SWOT Analysis, Competitiveness</p> <p>Article History: Received: 11 Oct 2025; Reviewed: 17 Jan 2026; Accepted: 20 Jan 2026; Published: 31 Mar 2026;</p>	<p>This study examines the competitiveness of traditional and modern Make Up Artists (MUAs) integrated with Wedding Organizer (WO) services in Jember Regency. The research focuses on pricing, business location, digital marketing strategies, and socio-cultural dynamics influencing market competition. A qualitative descriptive method was applied using SWOT analysis. Data were collected through interviews, observation, and documentation involving traditional MUAs (Nadine Salon) and modern MUAs (Sriwijaya Salon). The results show that traditional MUAs possess strong cultural capital in the form of inherited skills, local trust, and cultural authenticity, supported by affordable pricing but limited digital adaptation. In contrast, modern MUAs demonstrate higher competitiveness through integrated services, digital marketing utilization, and alignment with contemporary consumer preferences, although they face high operational costs and intense digital competition. Sociologically, these differences reflect shifts in consumer behavior, generational preferences, and the growing influence of digital platforms in shaping service selection. The study concludes that sustainable competitiveness requires a balance between technological adaptation and socio-cultural sensitivity. Traditional MUAs need selective digital integration without losing cultural identity, while modern MUAs should strengthen personalized and culturally responsive services. The findings provide practical insights for SMEs and policymakers in supporting a competitive and culturally inclusive beauty service industry.</p>



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Introduction

Marriage is an important and meaningful moment in the life of every couple. To realize a perfect wedding reception, couples need to prepare many aspects, including the selection of a *Make Up Artist* (MUA). An MUA is a professional makeup service provider whose role is to conceal imperfections while enhancing the client's natural beauty (Kusumamurti, 2019). In addition to choosing an MUA, the bride and groom

must also decide on the wedding concept, time and venue, wedding attire, and other essential needs such as bridal services, catering, entertainers, masters of ceremony, and documentation. The numerous requirements involved in organizing a wedding have led to the growing popularity of *wedding organizer* (WO) services as a practical solution for managing all aspects of the event. The WO business has grown rapidly in line with modern lifestyles that demand efficiency and convenience (Muzaiyin, 2021). The tendency of younger generations to prefer practical arrangements has further stimulated the growth of WO services (Rasyid et al., 2021). One of the most essential services included in WO packages and contributing significantly to the success of weddings is makeup artistry.

Along with the rising demand for WOs, the need for professional MUA services has also increased significantly. The makeup industry today extends beyond personal needs, encompassing weddings, photoshoots, fashion shows, and digital media (Husain, 2020). This growth has produced two main categories of practitioners traditional MUAs and modern MUAs integrated within WOs. Nadine Salon represents traditional MUAs that operate independently, relying on self-taught skills and word-of-mouth promotion, while Sriwijaya Salon exemplifies modern MUAs offering integrated services such as makeup, wardrobe, documentation, and event management, with strong utilization of digital platforms for marketing and client engagement.

The differences between traditional and modern MUAs are not only seen in pricing and technical skills but also in their ability to respond to changing consumer preferences in the digital era. Traditional MUAs like Nadine Salon maintain personal and conventional approaches, whereas modern MUAs such as Sriwijaya Salon provide professional, technology-based services that meet the needs of millennial and Gen Z clients. Promotional strategies through social media have proven highly effective in reaching broader markets (Wulandari et al., 2022), while web-based applications enhance client interaction and service efficiency (Ramadhan & Tresnawati, 2024). According to Panjaitan et al. (2024), price reflects the perceived value received by consumers, which explains why traditional MUAs often offer lower rates, while modern MUAs provide more comprehensive and professional packages at higher prices. Business location also plays a crucial role in the success of makeup services (Susilowati, 2025). Traditional MUAs tend to operate within local communities with flexible systems, while modern MUAs occupy more strategic locations integrated into larger WO networks. Furthermore, digital marketing enables businesses to reach wider audiences and strengthen competitiveness (Sopiyan, 2022).

These contrasting characteristics raise fundamental questions about how traditional and modern MUAs can remain competitive amid market transformation. Nadine Salon is recognized for its personalized approach and affordability but often lacks innovation and professional management. Meanwhile, Sriwijaya Salon offers professional and integrated services but faces challenges such as high operational costs and less personal client relationships. The limited research comparing the competitiveness between traditional and modern MUAs in Indonesia reveals a significant research gap. A deeper understanding of marketing strategies particularly in terms of pricing, location, and digital promotion is essential for MSME actors and policymakers to support the development of the beauty service industry.

This study aims to contribute both practically and academically. Practically, it is expected to help traditional MUAs such as Nadine Salon adapt to market trends without losing their cultural identity and local wisdom. Academically, the findings can enrich

the literature on service business studies, particularly within the creative economy sector. Moreover, service quality, pricing, and makeup characteristics have been shown to influence customer satisfaction (Rosida et al., 2021; Nur Safira et al., 2021). Managerial approaches such as the PDAC method (Salsabila et al., 2024) and strong visual communication (Nadiyah & Mansoor, 2023) have proven effective in building a competitive business image. Likewise, marketing mix strategies significantly affect service sales performance (Rahjasa & Rahadiarta, 2023). Therefore, to remain relevant in the digital era, traditional MUAs must integrate technology and innovation into their business strategies. The selection of traditional and modern MUAs integrated with WOs as research objects is based on their distinct strategies, promotions, and service models, which reflect the dynamics of competitiveness in Jember's bridal beauty industry.

Methods

This study employed a qualitative descriptive approach to analyze the competitiveness between traditional and modern *Make Up Artists* (MUAs) integrated with *Wedding Organizer* (WO) services in Jember Regency. The qualitative method was chosen because it allows for an in-depth understanding of the characteristics, strategies, and challenges faced by both types of MUA businesses. Data were collected through in-depth interviews, observation, and documentation. The primary data consisted of interviews with business owners, makeup artists, and clients from both traditional MUAs (represented by Nadine Salon) and modern MUAs (represented by Sriwijaya Salon). Secondary data were obtained from previous studies, business reports, and online media related to the beauty service industry.

The data collection process involved several stages. First, the researcher identified and selected key informants based on their experience and relevance to the study. Second, semi-structured interviews were conducted to gather detailed information about business operations, marketing strategies, pricing systems, customer relationships, and technological adaptation. Third, field observations were carried out to examine the service processes, facilities, and customer interactions directly at the research sites. Fourth, documentation in the form of photos, promotional materials, and social media activities was analyzed to support qualitative findings.

Data analysis followed the interactive model proposed by Miles and Huberman, consisting of three stages: data reduction, data display, and conclusion drawing. Data reduction involved sorting and categorizing interview transcripts and field notes according to key themes such as price strategy, service quality, location advantage, and digital marketing use. Data display was carried out through narrative description and a SWOT analysis framework to identify strengths, weaknesses, opportunities, and threats for both MUA types. Finally, conclusions were drawn by comparing empirical findings with relevant theories and previous research to produce strategic recommendations for improving business competitiveness.

The validity of the data was ensured through triangulation, combining data sources, methods, and informant verification to strengthen research credibility. The analysis process also included member checking, where research findings were discussed with several key informants to confirm accuracy and reliability. The overall methodological design of this study is illustrated in the research framework below.

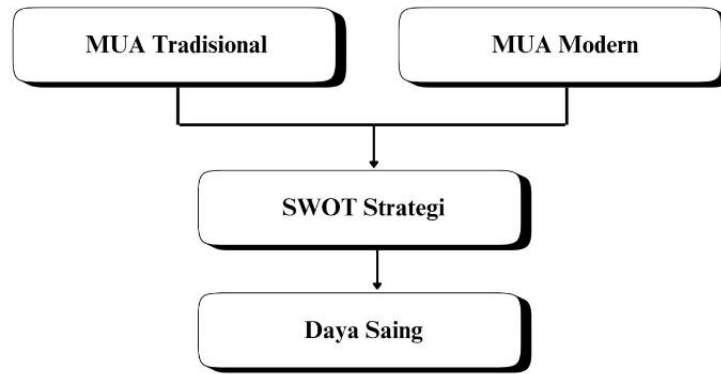


Figure 1. Research Framework

Results and Discussion

Based on interviews with respondents consisting of traditional Make Up Artists (MUA) and modern MUAs operating under Wedding Organizer (WO) services, various insights were obtained regarding business characteristics, promotional strategies, and challenges faced in the digital era. The interview data were then analyzed using the SWOT approach (Strengths, Weaknesses, Opportunities, Threats) to identify internal and external factors influencing the competitiveness of each type of MUA. SWOT analysis was chosen because it provides a comprehensive overview of the business conditions, both from the perspective of internal strengths and weaknesses, as well as external opportunities and threats.

Through this analysis, the differences in competitive positions between traditional and modern MUAs are expected to become more apparent, along with strategies that each can develop to remain sustainable and competitive amid technological advancements and shifting consumer behavior. The results of the SWOT analysis are presented in tabular form to facilitate the mapping of strategic factors, accompanied by interpretive explanations that not only describe the current conditions but also provide meaning and implications related to the research problem formulation.

1. SWOT Analysis of Traditional Make Up Artists (MUA)

Table 1. SWOT Analysis of Modern Make Up Artist (MUA) Based on Wedding Organizer

Strengths	Weaknesses	Opportunities	Threats
In-depth expertise in traditional makeup (paes, hair bun styling, and traditional attire). Extensive experience and a strong reputation within the local community.	Limited human resources; most tasks are handled independently. Limited digital marketing skills; promotion is still simple (word of mouth, WhatsApp, brochures).	Digital media platforms (Instagram, TikTok, WhatsApp) offer potential to expand market reach. Collaboration with modern wedding organizers or photographers can broaden the service segment.	Consumer demand that still prioritizes traditional customs. Competition from modern MUAs who are more aggressive on social media.

Strengths	Weaknesses	Opportunities	Threats
A complete collection of traditional attire, often passed down through generations. Relatively affordable prices for the local market.	Limited capital for investing in modern equipment. Less up-to-date with modern makeup trends popular on social media.	Government or community support for training and business development.	Many new MUAs offering low prices to attract customers. Changing preferences among younger consumers who tend to prefer modern styles.

The results of the SWOT analysis on traditional Make Up Artists (MUAs) reveal that their main strengths still serve as the foundation of their competitiveness. First, their deep expertise in traditional makeup such as *paes*, *sanggul* (hair bun styling), and traditional attire arrangement represents a distinctive identity that is difficult for modern MUAs to replicate. This strength is further supported by their long-standing experience and strong reputation within the local community. The possession of a complete collection of traditional attire, often passed down through generations, adds significant value by allowing them to offer comprehensive services for traditional weddings. Moreover, their relatively affordable pricing makes traditional MUAs attractive to middle- to lower-income clients seeking quality services at reasonable costs. These factors affirm that traditional MUAs continue to hold an important position, particularly in market segments that value cultural authenticity and affordability.

On the other hand, traditional MUAs face notable weaknesses that may hinder business sustainability. One of the most critical weaknesses lies in limited human resources most tasks are handled by the owners themselves, restricting service capacity. In addition, their digital marketing skills remain minimal, as promotion is still conducted through simple means such as word of mouth, WhatsApp, and brochures, all of which have limited reach. Limited business capital also poses a challenge, preventing investment in modern tools and updated makeup products. Furthermore, many traditional MUAs fail to keep up with modern makeup trends that dominate social media, making them appear less relevant to younger generations. These weaknesses highlight a significant gap between their strong cultural foundation and their ability to market themselves effectively in the digital era.

Nevertheless, several promising opportunities are available. The rapid growth of digital platforms such as Instagram, TikTok, and WhatsApp opens wide opportunities for traditional MUAs to expand their market reach. Even with simple photo or video documentation of their work, they can attract younger and broader audiences. Additionally, collaborations with modern Wedding Organizers (WOs) or photographers can enhance their competitive position traditional MUAs can offer the cultural touch, while modern WOs manage promotion and event organization. Government or community support in the form of training programs also provides valuable opportunities to strengthen their capacity in technology adoption and skill development. Moreover, there remains a consistent market segment that values traditional customs, as not all couples prefer modern-style weddings.

However, external threats must also be carefully considered. Competition from modern MUAs who are more aggressive in using social media makes it increasingly difficult for traditional MUAs to attract new clients. The influx of new MUAs offering low prices further intensifies competition, putting pressure on traditional service providers. Additionally, changing consumer preferences especially among younger clients leaning toward modern and minimalist styles pose a risk of declining demand for traditional makeup services over time. If these threats are not properly anticipated, traditional MUAs may gradually lose their foothold in the beauty industry.

Overall, this SWOT interpretation emphasizes that traditional MUAs still possess unique and culturally valuable strengths but are highly vulnerable to shifts in consumer behavior and digital transformation. Therefore, a strategic step that must be taken is to harness digital opportunities to expand their reach while preserving traditional identity as their core differentiation. By combining cultural authenticity with digital adaptability, traditional MUAs can maintain business sustainability and enhance competitiveness in the modern era.

2. SWOT Analysis of Modern Make Up Artists (MUA) Based on Wedding Organizer (WO)

Table 2. SWOT Analysis of Modern Make Up Artist (MUA) Based on Wedding Organizer (WO)

Strengths	Weaknesses	Opportunities	Threats
Offers a one-stop service including makeup, decoration, documentation, and event planning.	High operational and digital promotion costs.	Digitalization enables access to clients across regions and even internationally.	Intense competition on social media, especially from newly viral MUAs.
Actively uses digital media (Instagram, TikTok, Ads) to reach a wider market.	Challenges in team management, particularly in balancing focus between WO operations and makeup quality.	Opportunities for collaboration with influencers, marketplaces, and wedding expos.	Rapidly changing makeup trends that require continuous skill updates.
Has strong networks with photographers, decorators, and other vendors.	Tends to underemphasize traditional or cultural aspects, leading to potential loss of traditional market segments.	Increasing trends of modern and international-style weddings.	Digital markets are becoming increasingly saturated with new competitors.
Able to follow modern makeup trends that appeal to younger generations.	Limited human resources during busy wedding seasons, leading to potential overload.	Opportunity to develop hybrid (modern + traditional) wedding packages as a form of differentiation.	Competitors offering lower prices, putting pressure on profit margins.

The SWOT analysis of modern Make Up Artists (MUAs) operating under Wedding Organizer (WO) services reveals several key strengths that form the foundation of their competitiveness in the digital era. The one-stop service concept covering makeup, decoration, documentation, and event planning provides significant added value, as clients no longer need to seek separate vendors. This model aligns well with the preferences of younger generations who prioritize practicality and efficiency. Another major strength lies in their use of digital platforms such as Instagram, TikTok, and paid advertising, which allows them to reach wider markets, even beyond their local regions. Additionally, strong partnerships with photographers, decorators, and other vendors create a solid support network for delivering integrated wedding services. Their ability to adapt to modern makeup trends that resonate with younger clients also keeps them relevant to evolving consumer lifestyles.

However, behind these advantages lie several significant weaknesses. High operational and digital marketing costs often become a financial burden, especially given the intense price competition in the online marketplace. Team management challenges also emerge, particularly in balancing the focus between managing the WO operations and maintaining the quality of makeup services. Furthermore, modern MUAs often underrepresent traditional or cultural elements in their work, risking the loss of clients who still value cultural authenticity. Limited human resources during peak wedding seasons can lead to work overload, reducing service quality and client satisfaction. These weaknesses indicate that while modern MUAs excel in promotion and market reach, they face substantial internal risks in terms of cost management and quality consistency.

In contrast, the opportunities for modern MUAs are vast in today's digital era. Advances in technology allow them to reach clients across regions and even international markets. Collaborations with influencers, online marketplaces, and participation in wedding expos create broader promotional avenues and enhance brand awareness. The growing trend of modern and international-style weddings further supports business expansion. Moreover, the opportunity to develop hybrid wedding packages (combining modern and traditional styles) provides a promising differentiation strategy appealing to consumers who wish to preserve cultural values while embracing contemporary aesthetics. These opportunities can be leveraged to broaden market segments and strengthen brand positioning.

Nonetheless, modern MUAs face several external threats. Intense competition on social media poses a major challenge, especially with the rise of newly viral MUAs who attract attention through engaging content and lower prices. The rapidly changing makeup trends also require continuous skill updates and investment in new products. Furthermore, as the digital market becomes increasingly saturated, the cost of promotion rises while advertising effectiveness declines. Competitors offering lower pricing strategies also put pressure on profit margins for modern MUAs with higher operational costs. Hence, while modern MUAs enjoy substantial opportunities in the digital space, they also face intense competition and sustainability challenges that demand continuous innovation.

When compared, the SWOT analysis shows that traditional MUAs excel in culturally rooted strengths and client loyalty, while modern MUAs lead in innovation and digital marketing. However, traditional MUAs lag in technology adoption, whereas modern MUAs struggle with high costs and digital market saturation. Therefore, a

collaborative hybrid strategy combining traditional and modern elements emerges as the most synergistic approach to enhance competitiveness and market reach.

Overall, this SWOT interpretation indicates that modern MUAs possess strong competitive advantages in digital engagement and integrated services but are vulnerable to high costs, rapid trend shifts, and aggressive market competition. To remain sustainable and competitive, modern MUAs must develop adaptive strategies, including promotional diversification, cost efficiency, and service innovation by blending modern and traditional values as a distinctive differentiation in an increasingly competitive market.

The following analysis is derived from in-depth interviews with ten MUA business owners, comprising both traditional and modern (WO-based) practitioners. The data were analyzed qualitatively using the SWOT approach to map internal and external factors determining the competitive position of each type. The aim of this discussion is to address four key research questions comprehensively: (1) business characteristics, (2) SWOT of each MUA type, (3) strategies to enhance competitiveness, and (4) the influence of technology and changing consumer behavior on competitive positioning. This analysis integrates empirical findings (respondent quotations and response patterns) with strategic interpretation, ensuring that the results can be directly applied as operational recommendations.

3. Characteristics of MUA Businesses

From the interviews, two distinct yet complementary business models were identified. Traditional MUAs are generally rooted in inherited expertise in traditional makeup styles (such as paes, traditional hair buns, and customary attire) and maintain strong local relationships. Their services are typically personal the owner is often directly involved, managing most aspects manually and offering a complete collection of traditional outfits, which serves as their main differentiating factor. Their marketing interactions rely heavily on word-of-mouth, WhatsApp, or local brochures, emphasizing their focus on clients who value cultural authenticity and affordability. This pattern is consistent among senior respondents and long-established businesses, who highlight cultural values as the main reason customers choose their services.

In contrast, modern MUAs operating under Wedding Organizer (WO) systems occupy a different operational space. They offer integrated services including makeup, decoration, documentation, and event planning providing clients with a complete "one-stop" solution. Their promotional strength lies in digital content through platforms such as Instagram, TikTok, paid advertisements, and collaborations with influencers or online marketplaces. Another advantage is their ability to adapt to international and contemporary makeup trends favored by younger generations, along with having a standardized network of vendors. WO-based business models tend to be more structured, supported by a team, simple standard operating procedures (SOPs), and tiered service packages. However, they also face challenges such as high advertising costs and complex operational management during peak wedding seasons.

Thus, the characteristics of both types of MUA businesses differ not only in terms of services but also in marketing models, target markets, operational capacities, and sources of competitive advantage. The practical implication of this difference is a clear market segmentation: traditional MUAs dominate the local and cultural segment that values heritage and authenticity, while modern MUAs appeal more to younger clients seeking convenience, modern aesthetics, and all-in-one packages. This

distinction opens opportunities for collaborative strategies, such as hybrid packages that combine the authenticity of tradition with the digital reach and efficiency of modern WO systems.

4. SWOT Analysis of MUA

The SWOT analysis reveals consistent patterns that clarify the competitive positions of both groups. For traditional MUAs, their main strengths lie in cultural authenticity, technical expertise in traditional makeup, years of experience, a complete collection of traditional attire, and a strong local reputation. These strengths provide a unique value that is difficult to imitate by modern MUAs, which tend to be more “mass-market” and trend-oriented. However, internal weaknesses are also evident: limited digital marketing capabilities, human resources often limited to the owner or a few assistants, restricted service capacity, and relatively low capital for equipment updates or modern style adaptation. This digital unreadiness makes their visual portfolios less visible to younger clients who typically search for references through Instagram or TikTok.

Externally, traditional MUAs have major opportunities if they can leverage social media, collaborate with WOs or photographers, and participate in training programs provided by government or community organizations opening new market access without sacrificing cultural values. Ironically, they also face significant threats, such as aggressive competition from digital-savvy modern MUAs, price-cutting by new entrants, and the shift in younger clients’ preferences toward modern aesthetics all of which could erode their market share if no adaptation occurs. This interpretation highlights a gap between cultural strength and marketing weakness, implying that the resilience of traditional MUAs depends on their ability to selectively transform their marketing approach while maintaining their cultural identity.

For modern MUAs operating under Wedding Organizer (WO) systems, the SWOT findings show a different position. Their strengths include integrated services, effective use of digital marketing, a broad vendor network, and relevance to younger aesthetic preferences. These factors enable rapid market penetration and strong brand awareness. However, their internal weaknesses include high operational and advertising costs, challenges in team management (balancing WO functions and makeup quality), and a tendency to lose cultural connection, resulting in missed traditional market segments. Externally, digitalization, influencer collaborations, and the growing trend of modern weddings offer expansion opportunities, yet threats such as sudden viral competitors, rapidly changing trends, and oversaturated digital markets require continuous adaptation. In essence, modern MUAs are strong in distribution and branding but vulnerable in profit margins and quality consistency during high-demand seasons.

Overall, the synthesis indicates that both SWOT profiles are complementary: traditional MUAs possess unique heritage-based content, while modern MUAs have advanced digital distribution capabilities. The optimal strategy is to minimize weaknesses (e.g., improving digital literacy for traditional MUAs and cost efficiency/SOP refinement for WOs) while leveraging collaboration opportunities to create shared competitive advantages.

5. Sociological Analysis of the Dynamics Between Traditional and Modern MUAs

Beyond strategic and managerial considerations, the differences between traditional and modern Make Up Artists (MUAs) also reflect broader sociological transformations occurring within society. From a sociological perspective, traditional MUAs are embedded within local social structures where trust, kinship, and long-standing community relationships play a central role in sustaining business continuity. Their services function not only as economic activities but also as mechanisms of cultural reproduction, preserving traditional values, customs, and aesthetic norms across generations. This explains why traditional MUAs continue to be preferred by clients who prioritize cultural authenticity, social familiarity, and affordability.

In contrast, modern MUAs operating under Wedding Organizer (WO) systems represent the logic of modern and late-modern society, characterized by efficiency, standardization, and digital visibility. Their business practices are shaped by market rationality and technological mediation, where social media platforms act as dominant spaces for self-presentation and consumer decision-making. The shift from community-based recommendations to algorithm-driven visibility illustrates how digitalization restructures social interaction patterns between service providers and consumers. In this context, competitiveness is increasingly determined by online presence, visual branding, and engagement metrics rather than solely by technical expertise.

This transformation also reflects generational and lifestyle differences. Younger consumers, particularly millennials and Generation Z, tend to value practicality, aesthetic trends, and instant access to information, making integrated WO-based MUA services more appealing. Meanwhile, older generations and culturally rooted families maintain preferences for traditional MUAs due to shared values, emotional attachment, and cultural legitimacy. Such differences indicate that competition between traditional and modern MUAs is not merely economic, but also symbolic, involving the negotiation of identity, modernity, and tradition within contemporary society.

Furthermore, digital technology functions as both an opportunity and a source of social inequality within the beauty service industry. Modern MUAs with greater digital literacy and capital gain structural advantages through wider market access and higher visibility, while traditional MUAs risk marginalization if they fail to adapt. However, selective adoption of technology does not necessarily require the abandonment of cultural identity. Instead, digital platforms can serve as tools for amplifying traditional values, allowing traditional MUAs to reposition their cultural uniqueness as a competitive advantage rather than a limitation.

Overall, this sociological analysis highlights that the sustainability of MUA businesses depends on their ability to navigate social change. Traditional MUAs must balance cultural preservation with gradual technological adaptation, while modern MUAs need to remain socially sensitive to cultural values and interpersonal relationships. Thus, collaboration between traditional and modern MUAs emerges not only as a strategic option but also as a socially integrative approach that bridges tradition and modernity in the evolving beauty service industry.

6. Competitive Strategies

Based on the SWOT mapping above, strategies should be pragmatic and tiered beginning with quick, low-cost interventions, followed by medium-term capability

improvements, and finally long-term transformation through investment and network building.

For traditional MUAs, the most rational short-term strategy is basic digital literacy training, such as short workshops on photographing makeup results using smartphones, creating simple digital portfolios, and using captions and local hashtags effectively. These steps require minimal capital but significantly enhance visibility. Simultaneously, traditional MUAs can offer collaboration packages with modern WOs through profit-sharing or commission-based agreements, allowing traditional makeup services to reach broader markets without managing the entire WO process themselves. In the medium term, establishing local cooperatives to share equipment and studio spaces can reduce investment costs and increase the professionalism of portfolio presentation.

For modern MUAs/WO, strategies should focus on strengthening back-office operations and product differentiation. WOs should develop clear operational SOPs, provide cross-skill training for assistants, and design tiered packages (basic/standard/premium) to serve different price segments without damaging their premium brand image. To reduce dependency on paid ads, they can collaborate with micro-influencers, participate in local wedding expos, and produce educational or testimonial content that builds trust while lowering the cost per lead. On the product side, developing hybrid packages that include traditional elements provided by traditional MUAs can create high-value differentiation, appealing to families who value cultural tradition yet desire modern aesthetics.

Implementation must be accompanied by measurable indicators for traditional MUAs, metrics include the number of portfolio posts per month, local follower growth, and digital booking rates within 3–6 months. For WOs, indicators include cost per lead (CPL), client satisfaction scores, and repeat booking percentages. Practically, the recommended timeline is:

- a. 0–3 months: quick steps (basic digital training for traditional MUAs; SOP creation for WOs)
- b. 3–9 months: medium-term programs (pilot hybrid package collaboration; formation of cooperatives/shared studios)
- c. 9–18 months: long-term investments (integrated branding, permanent studios, booking/CRM system integration).

The most effective approach is not direct competition between the two types, but mutual collaboration traditional MUAs maintain and monetize their uniqueness, while modern MUAs provide marketing and management channels so both can access wider markets and strengthen their overall competitiveness.

7. Impact of Technology and Consumer Behavior

Digital technology acts as both a disruptive force and a strategic opportunity. Interview data show that modern MUAs active on Instagram and TikTok gain significant advantages wider reach, easier brand-building through visual content, and faster access to clients across regions. Viral content can attract large numbers of clients in a short period, but it also creates a volatile competitive landscape where new viral players can disrupt prices and consumer attention. In contrast, traditional MUAs relying on local networks and simple communication tools lack this exposure, limiting their ability to acquire new clients. This creates a visibility gap between businesses undergoing digital transformation and those that are not.

Consumer behavior further reinforces this trend. Younger generations typically search for references through social media, choosing MUAs whose visual style matches their aesthetic preferences and appreciating the convenience of WO packages. Therefore, digitally advanced MUAs (WO-based) are more responsive to these preference shifts. However, this behavior is not uniform there remains a niche market of clients who value cultural authenticity and prefer traditional makeup, especially families that prioritize traditional values. This segment remains stable and valuable if traditional MUAs can effectively access it.

From a strategic perspective, technology should be viewed as a value amplifier, not a replacement. For traditional MUAs, selective technology adoption such as improving documentation quality, creating storytelling content about cultural values, and engaging in digital collaborations with Wos can expand their reach without erasing their identity. For modern MUAs, technology requires ongoing innovation in content and skill development but must also be balanced with a focus on client experience quality to avoid overreliance on follower metrics. Systemically, the future competitiveness of MUAs depends on their ability to combine "authentic heritage content" with "modern distribution channels" (digital marketing and WOs) so that both elements reinforce each other and align with diverse consumer preferences.

Conclusions

This study concludes that traditional and modern Make Up Artists (MUAs) exhibit distinct competitive characteristics shaped by managerial practices, technological adaptation, and socio-cultural contexts. Traditional MUAs, such as Nadine Salon, demonstrate strong competitiveness through cultural authenticity, inherited technical expertise, close social relationships, and affordable pricing. However, their sustainability is constrained by limited digital literacy, innovation capacity, and market exposure. Meanwhile, modern MUAs integrated with Wedding Organizer (WO) services, such as Sriwijaya Salon, offer integrated and technology-driven services supported by extensive digital marketing and professional networks, yet face challenges related to high operational costs, intense digital competition, and weakened personal interaction with clients.

From the sociological perspective, the competitiveness of MUAs is not solely determined by economic and technical factors, but also by broader social transformations. Shifts in consumer behavior, generational preferences, and the dominance of digital platforms have restructured how clients perceive value, trust, and service quality. Traditional MUAs tend to be favored by clients who prioritize cultural legitimacy and social familiarity, while modern MUAs appeal more to younger generations seeking efficiency, modern aesthetics, and convenience.

Therefore, the study emphasizes that sustainable competitiveness in the MUA industry requires a balanced approach between modernization and cultural preservation. Traditional MUAs are encouraged to engage in gradual digital transformation to enhance visibility while maintaining cultural identity as their core differentiation. Conversely, modern MUAs should strengthen cultural sensitivity and personalized services to build long-term social trust and client loyalty. Collaboration between traditional and modern MUAs emerges as a strategic and socially integrative solution that bridges tradition and modernity, ensuring the resilience and inclusivity of the beauty service industry in the digital era.

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