

Keefektifan Strategi Kemitraan Antara Hotel Borobudur Jakarta Dan Lembaga Pendidikan Seni Dalam Upaya Pelestarian Seni Dan Budaya Tradisional Indonesia

The Effectiveness Of The Partnership Strategy Between Hotel Borobudur Jakarta And Art Education Institutions In The Effort To Preserve Traditional Indonesian Arts And Culture

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Abstract

Competition in the modern hotel industry no longer relies solely on price, physical facilities, and service quality, but rather on differentiation strategies that create experiential value through intangible, authentic, and sustainable values. Leveraging culture as a strategic resource is a relevant approach to building a competitive advantage that is difficult to imitate. This research examines the cultural partnership undertaken by Hotel Borobudur Jakarta through the Discover Art & Batik program (October 2025) with the Jakarta Arts Institute, Digitalcom Academy, Jakarta State University, and Betawi painting maestro Sarnadi Adam. This partnership is positioned not as a ceremonial activity, but as a culture-based management strategy integrated with branding, CSR, and Creating Shared Value (CSV). The Discover Art & Batik program, which features traditional regional dances, seminars on Indonesian cultural writing, traditional Indonesian music, Betawi painting workshops, and Betawi painting exhibitions, represents the implementation of a non-financial differentiation strategy that leverages cultural value as a value-added business strategy. Within a strategic management framework, this activity demonstrates how culture can be ethically capitalized on as a source of competitive advantage without losing the essence of preserving traditional values. Using a grounded theory approach (open, axial, selective coding), the research focuses analysis on three main managerial aspects: (1) the challenges of cross-institutional partnerships, (2) partnership management strategies, and (3) the impact of partnerships on the organization. The results indicate that cultural partnerships function as a non-financial differentiation strategy that strengthens brand identity, brand equity, institutional reputation, and social legitimacy, while also supporting the preservation of traditional Indonesian culture. This study fills the research gap regarding hotel-arts institution partnerships as a sustainable management and branding strategy. The findings provide theoretical and practical contributions to the study of strategic management, partnership management, cultural-based branding, CSR, and CSV by positioning arts and culture as strategic resources within modern organizations.

Keywords: Strategic Partnership, Hotel Borobudur Jakarta, Arts Education Institution, Cultural-Based Branding, CSR, Creating Shared Value.

Abstrak

Persaingan di industri perhotelan modern tidak lagi hanya bergantung pada harga, fasilitas fisik, dan kualitas layanan, tetapi lebih pada strategi diferensiasi yang menciptakan nilai pengalaman melalui nilai-nilai tak berwujud, otentik, dan berkelanjutan. Memanfaatkan budaya sebagai sumber daya strategis merupakan pendekatan yang relevan untuk membangun keunggulan kompetitif yang sulit ditiru. Penelitian ini mengkaji kemitraan budaya yang dilakukan oleh Hotel Borobudur Jakarta melalui program Discover Art & Batik (Oktober 2025) dengan Jakarta Arts Institute, Digitalcom Academy, Universitas Negeri Jakarta, dan maestro lukisan Betawi Sarnadi Adam. Kemitraan ini diposisikan bukan sebagai kegiatan seremonial, tetapi sebagai strategi manajemen berbasis budaya yang terintegrasi dengan branding, CSR, dan Creating Shared Value (CSV). Program Discover Art & Batik, yang menampilkan tarian daerah tradisional, seminar tentang penulisan budaya Indonesia, musik tradisional Indonesia, lokakarya lukisan Betawi, dan pameran lukisan Betawi, mewakili implementasi strategi diferensiasi non-finansial yang memanfaatkan nilai budaya sebagai strategi bisnis bernilai

tambah. Dalam kerangka manajemen strategis, aktivitas ini menunjukkan bagaimana budaya dapat dimanfaatkan secara etis sebagai sumber keunggulan kompetitif tanpa kehilangan esensi pelestarian nilai-nilai tradisional. Dengan menggunakan pendekatan grounded theory (pengkodean terbuka, aksial, selektif), penelitian ini memfokuskan analisis pada tiga aspek manajerial utama: (1) tantangan kemitraan lintas institusi, (2) strategi manajemen kemitraan, dan (3) dampak kemitraan terhadap organisasi. Hasil penelitian menunjukkan bahwa kemitraan budaya berfungsi sebagai strategi diferensiasi non-finansial yang memperkuat identitas merek, ekuitas merek, reputasi institusional, dan legitimasi sosial, sekaligus mendukung pelestarian budaya tradisional Indonesia. Studi ini mengisi kesenjangan penelitian mengenai kemitraan hotel-lembaga seni sebagai strategi manajemen dan branding berkelanjutan. Temuan ini memberikan kontribusi teoritis dan praktis pada studi manajemen strategis, manajemen kemitraan, branding berbasis budaya, CSR, dan CSV dengan memposisikan seni dan budaya sebagai sumber daya strategis dalam organisasi modern.

Kata Kunci: Kemitraan Strategis, Hotel Borobudur Jakarta, Lembaga Pendidikan Seni, Branding Berbasis Budaya, CSR, Menciptakan Nilai Bersama.

1. Introduction

In this era of globalization, business competition has become increasingly intense. Globalization has driven rapid growth across various industries, both in goods and services. Services can be defined as economic activities offered by one party to another, aimed at delivering desired outcomes to recipients, objects, or other assets under the responsibility of the buyer (Alaska & Supain, 2014). This condition compels companies to compete by implementing appropriate marketing strategies in order to sustain their business operations. In the service industry, particularly hospitality, many countries have aggressively developed hotel infrastructure within their regions (Alexander, 2015).

Globalization has also indirectly contributed to the rapid growth of hotel supply in several Asian countries. As reported by an article on Kompas.com regarding the rapid development of hotels in Indonesia in 2015, by 2018 the government had planned the development of more than 560 new tourist destinations across 19 provinces, which was positively welcomed by business actors and the hospitality industry. This led to increasingly intensive hotel development between 2015–2018, particularly in Jakarta and Bali as key reference areas (Alexander, 2015).

In the modern hospitality industry, competition extends beyond price, physical facilities, and service quality, encompassing differentiation strategies that create meaningful experiential value for consumers. Star-rated hotels in major cities such as Jakarta face increasingly complex competition due to the growing number of hotels, the emergence of alternative accommodation platforms, and shifting consumer preferences that prioritize authenticity, sustainability, and cultural identity. These conditions encourage hotel management to develop intangible, difficult-to-imitate, and long-term oriented business strategies, including leveraging cultural values as a source of competitive advantage.

Tourism in Indonesia in recent decades has shown growth and development into an independent industry. However, public awareness and understanding of tourism have not yet fully reached society at large. Indonesia is a country rich in natural resources land, air, and marine as well as cultural diversity and high historical value (Yuwana, 2010).



Figure 1. International Tourist Arrival Statistics (January – December 2024)

Source: Badan Pusat Statistik (processed by the Ministry of Tourism Bureau)

Based on the data on international tourist arrivals, it can be concluded that it significantly influences hotel occupancy rates. International tourists require temporary accommodation during their visits, which increases demand for hotels, particularly in provinces such as North Sumatra. The hospitality industry is a broad category within the service sector, including lodging, restaurants, event planning, amusement parks, transportation, cruise lines, and other tourism-related services. Hotels serve as primary accommodation facilities for tourists during their visits. In addition, before traveling, tourists require information about their destination and its facilities. Hotels are among the main accommodations that tourists seek information about prior to travel; therefore, their existence is essential (Hutasoit et al., 2017).

Hotel Borobudur Jakarta, as one of the iconic hotels in Jakarta, frequently hosts various cultural events. Partnerships with art education institutions have the potential to become an effective strategy in addressing these challenges. However, studies discussing the impact of such partnerships on the preservation of traditional cultural arts remain limited. The hotel has routine cultural programs, a strategic location in Jakarta, and an extensive partnership network.

As a five-star hotel with strong positioning in Jakarta, Hotel Borobudur Jakarta demonstrates strategic management practices through partnerships with art education institutions and cultural practitioners in the *Discover Art & Batik* program held in October 2025. This partnership is not merely ceremonial but is part of a broader strategy involving cultural-based branding, Corporate Social Responsibility (CSR), and the implementation of the Creating Shared Value (CSV) concept, which integrates business interests with the preservation of Indonesian traditional arts and culture.

From a management science perspective, the partnership between Hotel Borobudur Jakarta and institutions such as Institut Kesenian Jakarta, Digitalcom Academy, Universitas Negeri Jakarta, and Betawi painting maestro Mr. Sarnadi Adam reflects cross-institutional collaborative management involving business actors, academics, and cultural practitioners. This collaboration demonstrates how organizations can manage external resources, institutional knowledge, and cultural capital as strategic assets to strengthen brand reputation, stakeholder loyalty, and organizational sustainability.

Partnerships are a form of collaboration necessary for business development to achieve global competitiveness (Devani Rahmadanti et al., 2020). A partnership is a collaborative arrangement between two or more entities aimed at achieving collective goals, where each entity has mutually recognized rights and obligations. In the hospitality domain, partnerships represent a significant collaborative modality essential for implementation, as the advancement of the sector is a shared responsibility among stakeholders. However, practical implementation of partnerships involves considerable challenges, particularly due to the need for shared authority. This implies that the effectiveness of partnerships relies more on influence than on power alone; therefore, a strategic framework is essential to enhance and sustain partnerships. Additionally, partnerships may require systematic approaches and the adoption of innovative technologies (Kementerian BAPPENAS, 2021).

This study aims to examine the business strategy of Hotel Borobudur Jakarta in preserving culture through partnerships with art education institutions in Indonesia. As an iconic hotel, these efforts are expected to attract visitors, encourage them to spend time and stay overnight, stimulate economic activity, and promote artists' works through programs such as workshops, seminars, solo exhibitions, and the sale of artistic products.

The implementation of partnership patterns with art education institutions aims to address limitations in capital and facilities faced by artists, students, lecturers, and cultural practitioners in producing their work. It also seeks to increase visitor numbers and event participation, enhance the attractiveness of Hotel Borobudur Jakarta as an iconic destination, and position it not merely as a five-star hotel but as one that actively contributes to the preservation of Indonesian culture, while also addressing marketing challenges. Considering the potential and challenges of partnership patterns as an innovation in improving organizational performance and contributing to community economic empowerment, it is necessary to analyze sustainable partnership strategies. The concept of partnership emphasizes mutual support, shared benefits, and collective strengthening, reflecting innovation through the renewal of partnership patterns in various aspects.



Figure 2. Number of MSME Actors by 9 Sector Categories

Source: Bank Indonesia

The preservation of cultural heritage within commercial domains is increasingly recognized as a vital effort that integrates economic sustainability with cultural management principles. Family-owned enterprises, particularly in Malaysia, exemplify this integration by combining traditional values with modern business

practices to preserve cultural heritage (Sani & Yusof, 2024). Similarly, heritage entrepreneurship has emerged as a significant paradigm, where entrepreneurs leverage cultural assets to drive socio-economic progress while addressing challenges such as skill shortages and branding authenticity (Amballoor & Naik, 2024). The digital era has transformed preservation efforts by offering innovative methods for archiving and disseminating cultural heritage, although it also introduces challenges such as data security and digital inequality (Prasad et al., 2024). Corporate Social Responsibility (CSR) initiatives provide alternative pathways for companies to engage in cultural preservation while fostering ethical practices that respect local communities and cultural identity (Ojha, 2022). Ultimately, globalization necessitates strategies such as cultural education and community engagement to safeguard diverse heritage, as exemplified in Indonesia (Hiswara et al., 2023).

Branding plays a crucial role in helping consumers systematically categorize and understand products and services in a way that supports informed decision-making, thereby creating value for organizations. For branding strategies to be effective, companies must engage in persuasive marketing efforts that convince consumers of the meaningful differences between brands, whether related to products or services.



Figure 3. Branding Strategy in the Implementation of Partnership between Hotel Borobudur Jakarta and Art Education Institutions

Several studies on hotel branding have been conducted by various researchers. For instance, O'Neill and Mattila (2014) examined hotel branding strategies through customer satisfaction and room revenue in several internationally rated star hotels in the United States. This study evaluated strategic impacts by analyzing hotel performance in the market, both in terms of guest satisfaction and revenue indicators. The researchers investigated how guest satisfaction across different international hotel brands influenced branding and room rates over a three-year period. In addition, they examined whether the proportion of franchised hotel properties affected guest satisfaction and occupancy rates in the following three years. They also analyzed whether overall brand size had a positive or negative effect on future hotel occupancy. The findings indicated that changes in guest satisfaction significantly influenced changes in the average daily rate over the three-year observation period (Syafudin et al., 2021).

Based on these issues, one effort that can be undertaken to strengthen the branding and marketing strategy of Hotel Borobudur Jakarta—positioning it as an iconic hotel that is active and committed to preserving traditional cultural arts—is by establishing partnerships with institutions, particularly those in the field of arts education. These institutions involve artists, lecturers, cultural practitioners, and students who can showcase various artworks and cultural performances. The hotel can support these activities by providing facilities such as hall spaces, promotional support through its social media platforms, and other forms of assistance free of charge. Through this partnership system, it is expected that Hotel Borobudur Jakarta will develop a strategic role in preserving cultural arts through collaboration with art education institutions. Furthermore, existing studies remain limited in examining the role of hotels in cultural preservation through such partnerships.

Based on the background described above, this study is proposed under the title: *“The Effectiveness of the Partnership Strategy between Hotel Borobudur Jakarta and Art Education Institutions in Preserving Traditional Indonesian Cultural Arts.”*

2. Literature Review

Strategic Partnership Concept

Partnership is understood as a formal collaboration between two or more parties to achieve mutually beneficial goals. In the context of the hospitality industry, partnerships can strengthen branding, enhance competitiveness, and create service differentiation. The literature suggests that the success of partnerships is influenced by the alignment of vision, commitment, and communication patterns among partners.

Traditional Indonesian Cultural Arts

Traditional cultural arts represent ancestral heritage that reflects national identity. However, globalization often marginalizes traditional arts, making strategic preservation efforts necessary. The literature highlights the important role of art education institutions and formal organizations in preserving culture through education, performances, and collaborative activities.

The Role of Art Education Institutions in Cultural Preservation

Art education institutions play a strategic role in maintaining the sustainability and transformation of a nation’s culture. As centers for knowledge development, creativity, and artistic practice, institutions such as Institut Kesenian Jakarta (IKJ), ISI Yogyakarta, and ISI Denpasar function as cultural laboratories that not only educate artists but also serve as agents of preserving traditional values through research, curricula, and partnerships with industry and society. According to Putra and Wahyuni (2023), art education serves as a medium for transmitting cultural values that bridges tradition and modernity, ensuring that cultural preservation goes beyond mere reproduction of forms to include the revitalization of meaning and social function (Putra & Wahyuni, 2013).

Hotels as Agents of Cultural Preservation

The hospitality sector plays an important role in supporting the preservation of arts and culture through its dual function as both a commercial space and a cultural space. Hotels not only serve as accommodation facilities but also act as mediums for social interaction and representations of local identity that can strengthen cultural

branding. According to Suryani and Nugraha (2022), culturally oriented hotels have a social responsibility to promote local values through interior design, artistic activities, culinary offerings, and service practices based on tradition. In this context, Hotel Borobudur Jakarta can be viewed as an economic institution with cultural awareness, positioning traditional arts as part of its corporate identity (Suryani & Nugraha, 2022).

3. Methods

This study employs a qualitative approach using the grounded theory method to gain an in-depth understanding of the partnership strategy between Hotel Borobudur Jakarta and art education institutions in preserving traditional Indonesian cultural arts. This method was selected as it allows researchers to develop theory based on empirical data through systematic processes, including open coding, axial coding, and selective coding. Data were collected through in-depth interviews, observations, and documentation conducted in natural settings, involving informants from hotel management, art education institutions, academics, and cultural practitioners. This research is also grounded in several pre-assumptions regarding the importance of synergy between the hospitality sector and art education, the role of partnerships as instruments for cultural preservation, and the significance of communication, commitment, and shared vision among partners. In the research process, the researcher acts as a participant observer, enabling direct understanding of partnership dynamics, managerial processes, and the social, economic, and cultural impacts of the collaboration. The analysis results are expected to generate new conceptual insights into hotel-art institution partnerships as strategies for management, cultural branding, and sustainable competitive advantage.

4. Result and Discussion

Grounded Theory Results: Challenges/Barriers/Opportunities in Partnerships Selective Coding Results:

Table 1. Selective Coding of Challenges/Barriers/Opportunities in Partnerships

Code	Coding	Core Category
Structural and Institutional Dynamics in Cultural Partnerships	Structural-operational aspects and coordination among partners constitute significant challenges. Constraints such as limited space, facilities, and resources, as well as unequal cost burdens, affect the effectiveness of collaboration. In addition, adaptation dynamics among stakeholders, issues in synchronizing promotional activities, and reliance on personal contacts make partnership patterns fragile and poorly documented. These findings indicate that structural foundations and coordination are key factors influencing the overall success of cultural partnerships.	Cultural partnerships at Hotel Borobudur Jakarta operate within a context of structural dilemmas, negotiation between cultural and commercial values, and efforts to build competitive advantage through culture-based strategies. These three aspects interact and form a pattern indicating that successful cultural partnerships require strong operational foundations, solid cross-actor communication, and approaches that
Value Negotiation between Commercialization and Cultural Preservation	Limited awareness of the economic value of culture and the perception that art is only for certain groups present challenges. The interpretation of art as both identity and business asset remains a central debate affecting program design, sustainability, and public engagement.	
Competitive Position and	Cultural arts are part of the differentiation strategy of Hotel Borobudur Jakarta, but have not been fully	

Cultural Strategy as Business Value-Added	optimized due to challenges in program sustainability and lack of consistency in implementation. Issues such as cultural regeneration, globalization threats, and evolving audience preferences highlight the need for more strategic packaging of cultural arts to achieve sustainable competitive advantage.	integrate preservation with modern business strategies.	cultural with business
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Selective coding integrates categories developed during axial coding. The findings from structural and institutional dynamics, value negotiation between commercialization and cultural preservation, and competitive cultural strategies indicate that cultural partnerships at Hotel Borobudur Jakarta operate within structural dilemmas, value negotiations, and efforts to build competitive advantage through cultural strategies. These aspects interact, forming a pattern that highlights the need for strong operational foundations, effective cross-actor communication, and approaches that integrate cultural preservation with modern business strategies.

Grounded Theory Results: Partnership Strategies

Selective Coding Results:

Table 2. Selective Coding of Partnership Strategies

Code	Coding	Core Category
Strengthening Governance and Institutional Synergy	Hotel Borobudur Jakarta ensures partnership success through the selection of credible partners, long-term strategic planning, and formal cooperation that reinforces institutional commitment.	The cultural partnership strategy of Hotel Borobudur Jakarta is not merely an individual activity but a collaborative ecosystem that integrates institutional governance, program innovation, and digital transformation to ensure relevant, inclusive, and sustainable cultural preservation.
Integrated Cultural Innovation and Education	The hotel and cultural partners collaborate in designing art curricula, educational programs, contextualizing traditional arts, and developing thematic activities. This axis shows that cultural preservation is not only protective but also regenerative by encouraging new interpretations rooted in tradition yet relevant to modern generations.	
Digital Transformation and Audience Empowerment	Digitalization, social media, and audience-based strategies serve as important tools to expand cultural promotion reach. The use of digital platforms, engagement analytics, and targeted communication strategies enables the hotel to connect local culture with a broader audience, including tourists and the general public.	

The analysis indicates that the success of cultural preservation at Hotel Borobudur Jakarta depends on the integration of three main strategies: strengthening institutional governance, cultural innovation and education, and digital transformation that empowers audiences. First, governance strengthening and institutional synergy provide a solid foundation for credible, structured, and sustainable partnerships. Second, integrated cultural innovation and education enable the reintroduction of traditional values through artistic programs, cultural curricula, and creative reinterpretation relevant to contemporary needs. Third, digital transformation and audience-based approaches expand public access and participation through digitalization, social media promotion, and the utilization of

hotel assets as public educational spaces. Together, these elements form an effective integrated partnership model that ensures cultural preservation resonates broadly and sustainably among stakeholders.

Grounded Theory Results: Impacts of Partnerships

Selective Coding Results:

Table 3. Selective Coding of Partnership Strategy Impacts

Code	Coding	Core Category
Cultural Preservation and Transformation	The cultural dimension is the core of the partnership. The significant contribution of socio-cultural and innovation-transformation categories indicates that partnerships not only focus on preserving traditions but also promote renewal and adaptation to remain relevant to contemporary audiences.	The partnership of Hotel Borobudur Jakarta does not impact a single aspect but creates multidimensional effects that complement one another, making it a sustainable strategy integrating cultural, economic, and social values simultaneously.
Strengthening Economic Value and Institutional Reputation	Economic and institutional image aspects are key pillars supporting partnership sustainability. The balance between economic-commercial and institutional-branding contributions shows that cultural partnerships provide strategic benefits, including enhanced reputation and long-term economic potential.	
Empowerment and Social-Philanthropic Impact	Social aspects remain essential, highlighting the empowerment of local artists, the development of positive social relationships (ESG – Environmental, Social, and Governance), and increased public awareness of cultural preservation. This reinforces the hotel’s social legitimacy as an institution contributing beyond commercial interests.	

The three main themes cultural preservation and transformation, strengthening economic value and institutional reputation, and social-philanthropic impact demonstrate that the partnership produces multidimensional outcomes. The first theme is the most dominant, reflecting the partnership’s primary contribution to preserving, developing, and revitalizing cultural values through education, innovation, and social interaction. The second theme highlights significant benefits for the hotel, including enhanced image, reputation, and economic value that support institutional sustainability. Meanwhile, the third theme, although less dominant, underscores the importance of social dimensions, particularly in empowering artists, promoting philanthropy, and fostering positive social relationships.

Overall, these findings indicate that the partnership at Hotel Borobudur Jakarta generates complementary multidimensional impacts, positioning it as a sustainable strategy that simultaneously integrates cultural, economic, and social values.

The Relationship between Challenges, Strategies, and Impacts in Partnerships

This study maps the challenges encountered in cultural partnerships between Hotel Borobudur Jakarta and art education institutions, which primarily arise from structural and institutional aspects. Dependence on personal relationships, limited

formal documentation, and unstable coordination indicate weak governance foundations, a condition also identified by Sagawa & Segal (2000) in their study on cross-sector collaboration. In addition, there exists a value dilemma between commercialization and cultural preservation, where art is often perceived as being limited to certain groups, thereby hindering innovation and public engagement. This tension highlights the need to redefine art as both an identity and a strategic asset. Another challenge arises from the need for business differentiation in the hospitality industry, which is constrained by the lack of continuity in cultural programs (Sagawa & Segal, 2000).

In response to these challenges, Hotel Borobudur Jakarta implements governance-strengthening strategies through formal partnerships, the selection of credible partners, and long-term planning to ensure stronger institutional synergy. This approach aligns with Brinkerhoff (2002), who emphasizes the importance of shared commitment and formal structures in successful partnerships. Furthermore, the hotel collaborates with art institutions to develop integrated cultural innovation and education, including art curricula, educational programs, and reinterpretations of tradition to bridge cultural values with commercial needs. This collaboration also supports the regeneration of cultural arts to remain relevant for modern generations (Brinkerhoff, 2002).

Another emerging strategy is digital transformation to expand the reach of cultural promotion. The use of social media, audience engagement analytics, and digital storytelling enables Hotel Borobudur Jakarta to connect local culture with a broader audience. The findings of Kotler, Kartajaya, and Setiawan (2021) reinforce the relevance of this approach, as modern cultural institutions increasingly rely on digital audience engagement. Through digitalization, the hotel can reduce its dependence on traditional promotional systems that were previously less coordinated (Kotler et al., 2021).

The implementation of these strategies generates various positive impacts. From a cultural perspective, the partnership not only preserves traditions but also promotes transformation and adaptation to maintain relevance in contemporary contexts, as highlighted by Smith (2006). Economically and institutionally, the partnership enhances reputation and value, consistent with Richards (2018), who found that tourists increasingly seek authentic cultural experiences. Additionally, the partnership contributes socially by empowering artists and increasing public awareness of cultural preservation, in line with the Creating Shared Value (CSV) concept proposed by Porter & Kramer (2011) (Kramer & Porter, 2011; Richards, 2018).

Overall, the relationship between challenges, strategies, and impacts forms an adaptive cycle. Challenges drive the development of governance-based, culturally innovative, and digitally oriented strategies; these strategies then generate cultural, economic, and social impacts that reinforce one another while simultaneously reshaping partnership structures. However, potential obstacles remain, such as conflicts of interest and the risk of cultural commodification, as noted by Gray & Stites (2013). Therefore, partnership management must carefully consider cultural sensitivity and long-term sustainability (Gray & Stites, 2013).

Effective Partnership Management Process

Based on the synthesis of interview findings, an effective partnership management process begins with the identification and selection of credible partners,

as demonstrated by Hotel Borobudur Jakarta in collaborating with reputable art institutions that possess strong legitimacy, proven track records, and academic excellence, such as Institut Kesenian Jakarta (IKJ), DigitalCom Academy, and other formal institutions. This selection ensures that the cultural character envisioned by the hotel can be realized through competent partners. For institutions such as IKJ, this partnership is also grounded in academic values and community service missions, making alignment of vision a crucial foundation.

The next stage involves joint strategic planning, where the hotel designs cultural promotion programs based on annual master plans, overarching themes, and long-term objectives. These strategies are then aligned with the academic capacities of partners, such as through curated exhibitions, writing residencies, cultural research programs, and integration with traditional art curricula. Both parties establish mutually beneficial outcomes: the hotel strengthens its brand image and cultural identity, while partners gain platforms for expression, publication, and broader exposure. The formulation of a Memorandum of Understanding (MoU) serves as a formal mechanism to ensure clarity of roles and commitments.

From the perspective of Hotel Borobudur Jakarta's management, program implementation is carried out through operational integration and routine coordination, ensuring that cultural activities are not merely incidental events but integral components of hotel services, such as daily performances, cultural nights, art exhibitions, and workshops. Monthly coordination and intensive communication help ensure smooth program execution. Informants, including Mrs. Madia Patra Ismar, S.Sn., M.Hum., as program coordinator from Institut Kesenian Jakarta, emphasize the importance of adaptive program management, including blending traditional arts with contemporary elements to align with the hotel's character and appeal to diverse audiences, including international tourists.

The success of the partnership is evaluated not solely based on commercial indicators but also on intangible impacts, such as enhanced institutional image, increased space for artistic appreciation, community engagement, and the development of a cultural ecosystem involving educational institutions, government, art communities, and the hospitality industry. These impacts become more evident when partnerships are sustained over time, as they foster diplomatic relationships, continuity in research, and new spaces for artistic expression for both artists and students. Such collaborations also attract policymakers' attention, opening opportunities for broader national and international cooperation.

Nevertheless, partnerships face several challenges, including sustainability of relationships, dependence on key individuals, funding limitations, and the need for promoters who can balance the interests of both parties. From the hotel's perspective, challenges also arise from partners, such as logistical costs for performances. To address these issues, informants emphasize the need for more regular programming, clear funding planning, cross-sector adaptability, and the development of more systematic collaboration models. Through a well-planned, communicative, adaptive, and sustainability-oriented partnership management process, Hotel Borobudur Jakarta can serve as a role model for cultural hotels as well as a center for the preservation of Indonesian traditional arts.

Managerial Value of Findings

These findings indicate that cultural partnerships are not merely Corporate Social Responsibility (CSR) activities, but have evolved into differentiation strategies that create brand value and competitive advantage for Hotel Borobudur Jakarta.

a. Cultural Partnership as a Managerial Differentiation Strategy

1) Transformation of CSR into Business Strategy

The findings reveal a shift in managerial paradigm in interpreting cultural partnerships. Initially, arts and cultural activities in hotels were positioned as CSR initiatives that were philanthropic and non-strategic in nature. However, in the case of Hotel Borobudur Jakarta, cultural partnerships are designed and managed as business strategies that generate competitive value.

Hotel management leverages these partnerships to:

- a) Create unique and authentic guest experiences
- b) Strengthen the hotel's image as a pioneer in cultural preservation
- c) Build long-term relationships with cultural and academic stakeholders

Thus, CSR in this context is no longer separate from business objectives but is integrated into the concept of *Creating Shared Value*, where social and economic interests reinforce one another.

2) Culture-Based Differentiation in the Hospitality Industry

The study shows that the culture-based differentiation strategy implemented by Hotel Borobudur Jakarta is non-replicable and difficult for competitors to imitate. This is due to the strong association with cultural actors who possess legitimacy, reputation, and specialized expertise.

From a strategic management perspective, cultural partnerships function as:

- a) Intangible assets that strengthen brand identity
- b) Barriers to imitation within the industry
- c) Value propositions relevant to modern consumers

This partnership enables the hotel to offer value beyond accommodation services, namely meaningful cultural experiences with social and historical significance.

b. Brand Value and Culture-Based Branding

1) Strengthening Brand Identity and Brand Equity

The findings indicate that cultural partnerships significantly contribute to shaping the brand identity of Hotel Borobudur Jakarta as a hotel strongly committed to preserving Indonesian arts and culture. Cultural activities integrated into the hotel environment create positive brand associations that are locally distinctive and prestigious.

From a marketing management perspective, cultural partnerships:

- a) Enhance brand recall and brand association
- b) Strengthen perceptions of quality and exclusivity
- c) Increase customer and stakeholder loyalty

2) Culture as a Source of Reputation and Social Legitimacy

Beyond brand value, cultural partnerships also reinforce the social legitimacy of Hotel Borobudur Jakarta as a responsible business institution contributing to national cultural preservation. This legitimacy enhances public trust and expands institutional networks with art communities, academics, and government entities.

These findings emphasize that reputation built through cultural partnerships is long-term in nature and serves as strategic capital in stakeholder relationship management.

c. Competitive Advantage and the Effectiveness of Partnership Strategy

The study finds that cultural partnerships make a tangible contribution to the sustainable competitive advantage of Hotel Borobudur Jakarta. This advantage is not only measured in direct financial terms but also in:

1. Differentiated positioning
2. Enhanced institutional reputation
3. Strengthened cross-institutional networks

Within the Resource-Based View (RBV) framework, cultural partnerships meet the criteria of valuable, rare, inimitable, and well-organized (VRIO) strategic resources.

d. Synthesis of Findings: Cultural Partnership as an Integrated Management Strategy

From a managerial perspective, the findings demonstrate that the success of cultural partnerships is determined by:

1. Clear partnership governance
2. Effective cross-actor communication
3. Alignment of vision between business and cultural interests

Hotel Borobudur Jakarta's management acts as an orchestrator, integrating the interests of various stakeholders into a coherent strategy.

e. Managerial Implications

Based on the overall findings, this study concludes that cultural partnerships at Hotel Borobudur Jakarta have evolved from conventional CSR activities into integrated management strategies encompassing business differentiation, culture-based branding, and shared value creation.

These findings clarify that cultural partnerships:

1. Are not merely philanthropic activities
2. Serve as strategic instruments for brand value creation
3. Function as sources of competitive advantage in the hospitality industry

Thus, cultural partnerships can be positioned as sustainable business strategy models relevant to the hospitality industry in Indonesia.

Overall, the findings demonstrate a transformation in managerial paradigms regarding the role of arts and culture within hospitality business strategies. Cultural partnerships are no longer supplementary CSR activities but have become integrated management strategies that directly contribute to business differentiation, brand strengthening, and competitive advantage.

The key managerial implication is that arts and culture can be managed as strategic assets with economic, symbolic, and reputational value. Hotel Borobudur Jakarta actively integrates cultural partnerships into strategic planning, brand management, and customer experience development. This approach expands the role of hotel management from merely managing accommodation services to becoming an orchestrator of cross-institutional value, aligning business, social, and cultural interests.

Furthermore, cultural partnerships function as strategic instruments for brand value creation. Through sustained and curated cultural activities, Hotel Borobudur Jakarta builds a strong, authentic, and distinctive brand identity. This culture-based identity creates positive consumer associations, enhances brand equity, and

strengthens loyalty among guests and stakeholders. From a marketing perspective, culture serves as an emotional and experiential differentiation factor that is difficult for competitors to replicate.

Moreover, cultural partnerships contribute significantly to competitive advantage in the hospitality industry. The findings show that such advantages stem not only from operational efficiency or service quality but also from managerial capabilities in managing relationships and cross-institutional collaboration. Partnerships with art institutions and cultural actors generate valuable, rare, and inimitable intangible resources, strengthening the hotel's long-term competitive position.

Another key implication is the importance of clear and professional partnership governance. The success of cultural partnerships depends on active top management involvement, alignment of vision among partners, and effective coordination mechanisms. This indicates that strategic partnerships require structured management approaches rather than ad hoc practices to deliver both business and social impact simultaneously.

Within the *Creating Shared Value* framework, cultural partnerships enable the creation of shared value for both organizations and society. The hotel benefits from enhanced reputation, brand differentiation, and social legitimacy, while art institutions and cultural actors gain platforms for expression, infrastructure support, and increased visibility. This reinforces the notion that modern management integrates economic and social objectives into mutually reinforcing strategies.

Therefore, the managerial implications of this study affirm that cultural partnerships can be positioned as sustainable business strategy models relevant to the Indonesian hospitality industry. Hotels that effectively manage cultural partnerships will achieve strong differentiation, long-term competitiveness, and higher social legitimacy in an increasingly complex industry environment.

5. Conclusion

The study demonstrates that the success of cultural partnerships between Hotel Borobudur Jakarta and art education institutions is highly influenced by the ability to manage structural challenges, the cultural-commercial value dilemma, and the need for differentiation within the hospitality industry. Challenges such as dependence on personal relationships, weak formal documentation, and coordination dynamics highlight the importance of strong governance foundations. Hotel Borobudur Jakarta responds through strengthening formal structures, developing cultural masterplans, selecting credible partners, fostering integrated cultural innovation, and implementing digital transformation. The implementation of these strategies generates mutually reinforcing cultural, economic, and social impacts, ranging from the preservation of traditions to enhanced institutional image and artist empowerment. Overall, the relationship between challenges, strategies, and impacts forms an adaptive cycle that sustains the relevance and continuity of partnerships, although potential obstacles such as cultural commodification and conflicts of interest remain.

6. References

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