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Dynamic Patterns of Contemporary Hotel Segmentation in The Prawirotaman Area: Implementation of Adaptive, Innovative, and Collaborative Strategies

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Abstract

The contemporary hospitality industry is currently transforming toward an experience economy, necessitating a strategic shift from conventional demographic segmentation to more dynamic psychographic approaches. Despite this, a literature gap remains regarding segmentation topics in contemporary hotels within dense spatial clusters such as Prawirotaman. This study aims to dissect the dynamics of segmentation patterns in six contemporary hotels in Prawirotaman through the framework of Adaptive, Innovative, and Collaborative (AIC) strategies. Utilizing a qualitative multi-site case study method, data were obtained through in-depth interviews with management, observation, and documentary analysis. The research findings reveal two patterns during the planning stage: product-driven, which is tied to physical assets, and market-driven, which is based on market data analysis. The implementation of AIC strategies, such as innovating the hotel atmosphere and collaborating with local communities, forms a dynamic identity segmentation pattern. This pattern is proven to provide positive implications in the form of increased revenue quality (yield) and marketing efficiency through guest involvement in producing User Generated Content. This study provides a theoretical contribution by integrating the AIC pillars into the segmentation management cycle within the hospitality sector.

Keywords: Segmentation, AIC Strategy, Contemporary Hotels, Prawirotaman

A. INTRODUCTION

The hospitality industry is currently undergoing a transition from commodity-based accommodation (simply providing rooms) to the experience economy. The economic value of a hotel product is no longer measured solely by the utility of its facilities, but rather by its ability to create emotional engagement and a personalized experiential narrative for travelers (Kim, 2018). This transformation is driven by shifts in consumer psychographic motivations, which increasingly prioritize aspects such as immersive visual aesthetics, local authenticity, and environmental sustainability (Kim, 2018). This shift in orientation raises questions about the relevance of traditional market segmentation, which has relied solely on demographic and geographic variables (George, 2025). Furthermore, today's traveler profiles often exhibit contrasting behavioral patterns, even within the same age group or income level. Therefore, there are strong indications

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of a shift toward behavioral segmentation, which better captures the expectations and lifestyles of modern travelers (Maulana et al., 2025).

The emergence of contemporary hotels is one manifestation of the industry's efforts to respond to these dynamics. Conceptually, a contemporary hotel is defined as a building that prioritizes design freedom, exhibiting a more advanced, flexible, and novel form, both in terms of form, building materials, and technology, resulting in a fresher appearance (Tiaratanto & Izzati, 2019), where the functionality of the space is designed to facilitate the needs of experiential tourism (Floričić et al., 2026). The Prawirotaman area in Yogyakarta is a highly strategic research location for observing this phenomenon. According to data from BPS Yogyakarta City (2023), Prawirotaman boasts dozens of hotel entities operating within a narrow spatial footprint. This density creates a high level of competition, putting hotels at risk of external shocks if they fail to align their product concepts with the right market segments (Suharyanto et al, 2023). Management's inability to balance the experience offered with an accurate segmentation strategy has the potential to trigger marketing communication inefficiencies and weaken long-term competitiveness (George, 2025).

Although numerous studies on hotel segmentation have been conducted, the majority of literature still focuses on macro-scale multinational chain hotels. Furthermore, research focused on Prawirotaman is dominated by studies on the dynamics of socio-cultural life and the aesthetics of building architecture. However, no study has examined the practices of contemporary hotels in determining their target market, particularly within spatial clusters in the Prawirotaman area. Therefore, this study aims to explore the dynamic patterns of segmentation in contemporary hotels in Prawirotaman today in response to the experience economy trend.

The dynamic segmentation patterns in this study are examined in an integrated manner through the Adaptive, Innovative, and Collaborative (AIK) pillars. The Adaptive pillar reflects the hotel's ability to monitor changing market preferences and flexibly adjust segmentation (Jiang et al., 2019). The Innovative pillar relates to management's capacity to design unique value propositions to create new market niches that transcend traditional demographic boundaries (López-Gamero et al., 2023). Meanwhile, the Collaborative pillar highlights the hotel's synergy with the local ecosystem to strengthen its brand identity, which influences the effectiveness of attracting desired market segments (Marasco et al., 2018; López-Gamero et al., 2023).

B. RESEARCH METHOD

This study uses qualitative methods to generate descriptive data in the form of written or spoken words from the observed subjects (Taylor et al., 2015). The method applied is a multi-site case study, a research design that allows researchers to explore a phenomenon in depth across multiple subjects within a single spatial cluster to identify emerging patterns of similarities and differences (Yin, 2018). The focus of this study is directed at the dynamic patterns of segmentation in six contemporary hotels in the Prawirotaman area, by examining the entire management cycle including the planning, implementation, and evaluation phases.

The subjects of this qualitative research were selected using purposive sampling techniques based on the existing conditions of the accommodation population in Prawirotaman. Based on tourism industry classification data, the Prawirotaman area accommodates a dense population, consisting of more than 30 accommodation entities that include star hotels, non-star hotels, to guest houses. From this population, six hotel objects were selected that represent the heterogeneity of contemporary accommodation concepts

in order to obtain varied data depth. The selection of these six objects was validated by fundamental differences in their product mix and market position. Gallery Prawirotaman has an advantage in art curation; Greenhost Boutique Hotel acts as a pioneer in the implementation of an environmentally friendly sustainable lifestyle; 1O1 URBAN Heritage represents a strategy for revitalizing urban heritage assets through modern design; Adhistana Hotel with its unique vernacular-contemporary architecture; Por Aqui Stay & Dine represents a very specific thematic hotel trend through the Bohemian-Mexican concept ; and Duta Garden with its classic resort model (see Table 1).

Table 1. Informant Characteristics

Pseudonym	Hotel Name	Position	Experiences
informant 1	Prawirotaman Hotel Gallery	Assistant Revenue Manager	5 years
informant 2	Greenhost	Sales and Marketing Manager	2 years
informant 3	101 Urban Heritage Yogyakarta Lynn – Prawirotaman	General Manager	4 years
informant 4	Adhistana	Operation Manager	11 years
informant 5	Por Aqui	Hotel Manager	2 years
informant 6	Duta Garden	Hotel Owner	15 years

Through this heterogeneous subject coverage, the researcher aims to examine the dynamic pattern of segmentation in contemporary hotels in Prawirotaman, particularly in seeing how the implementation of the three pillars of Adaptive, Innovative, and Collaborative (AIK) is carried out operationally in responding to market volatility and changes in modern tourist preferences and how the impact of segmentation determination ultimately affects hotel performance, both from financial, marketing, and operational aspects.

Data were collected through triangulation techniques to maintain the validity of the findings. The main instrument used was in-depth interviews with six key informants, where each hotel was represented by one informant from the managerial level. Informants were determined through purposive sampling techniques, namely selecting subjects based on specific criteria deemed most representative to answer the research objectives (Creswell & Creswell, 2017). The selected informants included Owner, General Manager, or Marketing Manager positions with strategic authority and had worked at the hotel for at least one year.

The primary data collection process was also strengthened by non-participatory observation to visually observe the hotel atmosphere, guest profiles, and operational activities. This fieldwork was carried out specifically, depending on the availability of the informants, on November 3, 2025, for one hotel, and continued intensively on November 15. 2025 for five other hotels. In addition, a documentation study was conducted by collecting secondary data in the form of occupancy data, hotel documentation, and posters to enrich the information.

All data collected in this study were processed using thematic analysis to systematically identify, analyze, and report important patterns contained within the data (Braun & Clarke, 2023).

This procedure was carried out in six stages. First, the researcher familiarized herself with the data by repeatedly reading the interview transcriptions and observation notes to gain a comprehensive understanding of the information. Second, an initial coding process was conducted by marking text segments relevant to the research variables. Third, the codes were classified into broader categories to identify potential themes related to Adaptive, Innovative, and Collaborative (AIK) strategies. Fourth, the themes were reviewed to ensure their alignment with the overall field data. Fifth, the researcher defined and named each theme specifically according to the segmentation phenomena encountered. The final stage was the preparation of a descriptive report that linked the field findings to Dynamic Capabilities (DCT) theory as the primary theoretical foundation.

C. RESULTS AND ANALYSIS

The segmentation dynamics of contemporary hotels in the Prawirotaman area are a manifestation of the hotel industry's paradigm shift toward the experience economy. In the planning stage, a dichotomy was found between a product - driven approach and a market- driven approach. Hotel Adhistana and Duta Garden exhibit a planning pattern that tends to be stable and determined by the physical assets of the building (product-driven). As stated by Adhistana management, "Our rooms are only big enough for two people, so we target individual segments."

On the other hand, Hotel Por Aqui and Greenhost plan their segmentation by looking at the behavioral side of the target market, where Por Aqui specifically targets the psychographic phenomenon of Gen Z driven by visual lifestyle trends or Fear of Missing Out (FOMO). In contrast, planning at 1O1 URBAN Heritage and Gallery Prawirotaman (GPH) is more dynamic through market data analysis (market-driven). In this phase, the adaptive pillar plays a crucial role for professional management to sense changes in consumer behavior, as 1O1 URBAN Heritage did when it decided to systematically switch markets after rebranding to target market segments with higher purchasing power.

In the implementation phase, the segmentation strategy transforms from mere geographic classification to psychographic and behavioral segmentation based on life values and experiences. The innovative pillar becomes the main driver at this stage to build a Unique Selling Point (USP) that differentiates the hotel from a mere space commodity. Greenhost implements innovation through an educational eco-green concept, where guests are taught how to make kokedama and hydroponics. Por Aqui executes innovation through an immersive “Mexican Bohemian” atmosphere, using cultural activities such as “Pinata” to attract the young family segment. Meanwhile, the collaborative pillar is implemented to strengthen market position through ecosystem synergy. 1O1 URBAN Heritage builds meaningful collaborations with local artisans for the Heritage Walk package. The collaborative implementation at GPH and Greenhost through holding an Artisan Market for MSMEs without rental fees validates the Service-Dominant Logic theory, which emphasizes that value is not created unilaterally by service providers, but through the co-creation of value between the hotel, community, and guests to create meaningful experiences. This strategy is an effort they make to attract a niche segment that highly values authenticity.

During the evaluation phase, segmentation dynamics serve as a defense mechanism against external shocks. This process is significantly influenced by external factors, such as Presidential Instruction No. 1/2025 concerning government budget efficiency. Responding to these pressures, GPH and 1O1 URBAN Heritage demonstrated agile, adaptive behavior during the evaluation phase

by shifting focus from the government segment to corporate or social events when core markets were disrupted. Adhistana evaluated its strategy by strengthening existing customer retention to address the "price war" in OTA channels. Duta Garden conducted a reactive evaluation during the pandemic by shifting its market to the local segment through price flexibility, although it later attempted to re-engage with the European inbound segment. Greenhost evaluated the effectiveness of its segments through conceptual consistency, while Por Aqui fluidly expanded its segment to include small corporate gatherings to maintain occupancy stability. These fluid evaluations demonstrate that segmentation at Prawirotaman is a continuous calibration process to maintain relevance amidst intense competition.

This more specific and dynamic market segmentation has implications for various hotel lines. In financial terms, proper segmentation can improve revenue quality through room rate optimization (yield), such as the increase in Average Room Rate (ARR) experienced by 1O1 URBAN Heritage after shifting from the school group segment to the independent/FIT segment. In marketing terms, psychographic-based segmentation triggers promotional cost efficiency through the User Generated Content (UGC) mechanism, where at Hotel Por Aqui, guests voluntarily produce 60% of the hotel's promotional content as a form of expression of their lifestyle where consumers form a loyal community due to shared lifestyle identities. Finally, in operational terms, this strategy demands significant transformation in Human Resources to become carriers of organizational culture. This is seen in GPH and Greenhost, where staff are required to understand the sustainability values or thematic philosophy of the hotel in order to provide personalized service that aligns with the expectations of their market segments.

D. CONCLUSION

Overall, the findings of this study establish a new pattern identified as dynamic identity segmentation. Unlike traditional segmentation theory, which views markets as fixed, homogeneous groups, this pattern demonstrates that contemporary hotels in Prawirotaman treat segmentation as a fluid identity, continually adjusted based on global lifestyle trends (such as sustainability and visual aesthetics) while remaining grounded in the organization’s internal capabilities. These findings demonstrate that business resilience is now determined by the speed with which organizations integrate AIK strategies to target value-bound segments.

Practical implications suggest that hotels that adopt AIK pillars have greater flexibility in maintaining financial stability and organic marketing efficiency through guest engagement. While providing an in-depth overview, this study has limitations due to its focus on only one geographic cluster and its managerial perspective. Therefore, recommendations for future research include conducting quantitative studies to accurately measure the financial impact of this dynamic segmentation, as well as incorporating guest perspectives to verify the alignment between management segmentation design and actual consumer experiences.

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