
Rossy's Entertainment's Management Strategy in Improving Existence and Competitiveness

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Abstract

The development of the creative industry in Indonesia in the last decade has shown very dynamic and multidimensional growth. This study aims to analyze the management strategies implemented by Rossy's Entertainment in maintaining its existence and competitiveness in Serang City. The research employed a descriptive qualitative approach with data collected through observation, interviews, and documentation. Informants included the studio founders, instructors, administrators, and active members. Data were analyzed using the interactive model of Miles, Huberman, and Saldana (2020), supported by source triangulation to ensure data validity. The findings reveal that Rossy's Entertainment applies systematic management strategies through program planning, structured organization, consistent training activities, and regular evaluations. To strengthen its existence, the studio actively utilizes social media, collaborates with government institutions, and participates in various regional and national art events. In terms of competitiveness, the studio emphasizes performance innovation, instructor quality, and member development. The study concludes that adaptive and sustainable management strategies play an important role in strengthening the existence and competitiveness of Rossy's Entertainment within the creative arts industry in Serang City.

Keywords

Competitiveness; Creative Industry; Existence; Management Strategies; Performing Arts Studios.



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INTRODUCTION

The development of the creative industry in Indonesia in the past decade shows very dynamic and multidimensional growth. The creative industry not only includes the performing arts sector conventionally, but has also penetrated into various inter-interacting sub-sectors, including dance, music, theater, modeling, fashion, and multimedia. The Ministry of Tourism and Creative Economy of the Republic of Indonesia (2022) noted that the creative industry contributes 7.44% to the national Gross Domestic Product (GDP), making it one of the strategic sectors in the nation's economic development. In this context, art institutions such

as performance studios have a very important position as a buffer for the creative industry ecosystem, as well as a forum for the sustainable regeneration of artists and art actors.

The performing arts studio as a non-formal educational institution has a strategic dual function: on the one hand, it serves as a technical and artistic learning space for individuals who want to develop their artistic abilities; On the other hand, it also serves as an organization that must be able to survive and thrive in an increasingly competitive environment. According to Handoko (2019), art management is the application of management principles in the context of arts organizations which include artistic program planning, human resource management, financial management, marketing strategies, and stakeholder relationship development. Without good management, even an art studio that has high artistic quality can lose direction, public trust, and ultimately its existence in the midst of increasingly fierce competition.

The concept of existence in the context of performing arts organizations refers to the ability of an institution to be present in a real and functional way in society, provide measurable and sustainable benefits, and maintain its relevance as the times change. Suryadi (2020) emphasized that the existence of non-formal educational institutions is determined by several interrelated factors, including the quality of the programs offered, the trust and loyalty of the user community, an active alumni network, and the ability of institution management to adapt to changing student needs and industry demands. In an era where competition between institutions is increasingly intense and people's preferences are increasingly diverse, maintaining existence is not just about survival, but about continuing to grow and develop meaningfully.

The competitiveness of art studios in the modern era is no longer measured only by the quality of the performances produced, but also by the institution's ability to innovate, respond to changing market tastes, utilize digital technology for promotion and communication, and build a wide and strategic network of cooperation. Porter (in Tjiptono & Anastasia, 2021) defines competitiveness as the ability of an entity to create and maintain a sustainable competitive advantage through differentiation, cost efficiency, or a focus on a specific segment. In the context of an art studio, this competitive advantage can take the form of superior quality trainers, innovation in curriculum and learning methods, the strength of branding, or the uniqueness of artistic concepts that are distinctive and attractive to the community.

The condition of competition between art studios in the modern era is further exacerbated by the rapid development of digital entertainment. The presence of streaming platforms, digital content, and virtual entertainment has significantly changed people's consumption patterns towards performing arts. On the other hand, this phenomenon also opens up new opportunities for studios that are able to integrate digital presence into their promotional strategies and programs. Wahyuni and Pratama (2022) found that art studios that actively use social media creatively and consistently experienced a significant increase in the number of new members compared to studios that still rely on conventional promotional methods. These findings indicate that digital literacy and social media management skills have become management competencies that cannot be ignored by contemporary art studio managers.

Rossy's Entertainment is one of the performing arts studios that has managed to maintain its existence in Serang City, Banten Province, since its establishment in 2006. This

studio offers coaching programs in the fields of dance, modeling, and performing arts in an integrated manner, and has produced a number of proud achievements in various art competitions at the regional, provincial, and national levels. What is interesting to study in depth is how this studio was able to survive and even continue to grow in the midst of increasingly fierce competition, with relatively limited resources compared to similar institutions in big cities. This question prompted the researcher to conduct a comprehensive and empirical evidence-based study of the management strategies implemented by Rossy's Entertainment.

Previous relevant research was conducted by Setiawan and Nurhayati (2021) who examined the management strategies of dance studios in Yogyakarta and found that the success of studios in increasing competitiveness is highly dependent on the ability of leaders to implement management functions holistically and adaptively. In line with that, Rahmawati (2023) in her research on the marketing strategy of art studios in Bandung concluded that the combination of high quality artistic programs with an effective digital promotion strategy is the key to the studio's success in retaining and increasing the number of members. These studies provide a solid foundation for the study of Rossy's Entertainment, as well as identify research gaps that need to be filled, especially on the management strategy of performing arts studios in the context of Serang City which has distinctive socio-cultural characteristics.

Based on the above background explanation, this study aims to: (1) describe the general overview and development of Rossy's Entertainment as a performing arts organization in Serang City; (2) analyze the management strategy implemented by Rossy's Entertainment in improving its existence and competitiveness; and (3) identify obstacles and solutions faced in the implementation of the management strategy. The results of this research are expected to make a theoretical contribution to the development of performance arts management studies in Indonesia, as well as become a practical reference for art studio managers in designing and implementing effective and sustainable management strategies.

METHODS

This study uses a qualitative approach with a descriptive type of research. The selection of a qualitative approach is based on philosophical and methodological considerations that this research aims to understand the phenomenon in depth, holistic, and contextual, namely Rossy's Entertainment's management strategy and its impact on the existence and competitiveness of the studio. Moleong (2021) emphasized that qualitative research is very appropriate to be used when researchers want to understand the meaning, process, and context of a social phenomenon that cannot be reduced to mere numbers. The interpretive paradigm that underlies the qualitative approach allows researchers to capture the nuances and complexity of the research subjects' experiences in a more authentic and in-depth way.

This type of descriptive research was chosen because this study does not intend to test hypotheses or look for causal relationships statistically, but rather aims to provide a rich, detailed, and accurate picture of the conditions and phenomena that exist in the field. Qualitative descriptive research allows researchers to present findings in the form of context-rich narratives, so that readers can gain a comprehensive understanding of the reality being studied, namely the management strategies applied by Rossy's Entertainment in improving

its existence and competitiveness.

The research was carried out at Rossey's Entertainment located in Serang City, Banten Province. Field data collection was carried out for approximately four months, from March to June 2026. During this time period, the researcher conducted regular field visits, an average of two to three times per week, to observe the training process, attend internal meetings, interact with the research subject, and collect various relevant documents. The selection of the research location is based on the consideration that this studio is one of the performing arts institutions that has a fairly long track record and is widely known among the people of Serang City, so it is considered representative to answer the research questions asked.

The research subjects in this study were determined by purposive sampling techniques, namely selecting subjects that are considered the most knowledgeable and relevant to the research focus (Sugiyono, 2021). The research subjects consist of: (1) the founder and chairman of Rossey's Entertainment as a key informant who has the most comprehensive knowledge about the history, vision, management strategy, and development of the studio; (2) two main trainers who are directly in charge of the member development process; (3) three administrative staff and activity coordinators; and (4) eight active members from different age groups who provided perspectives on their experiences as program participants.

The data collection techniques used include three main methods that complement each other. First, participatory observation is carried out during regular field visits. The researcher directly observed the training process, team coordination meetings, event implementation, interaction between team members, and various promotional activities carried out by the studio. Field records are systematically created immediately after completion of observations to avoid memory bias and ensure data accuracy. Second, in-depth interviews were conducted in a semi-structured manner with all research subjects. The duration of the interview varies between 45 minutes to 90 minutes per session, and the entire session is recorded with the informant's consent and then transcribed verbatim. Third, documentation that includes the collection and analysis of institutional documents includes studio profiles, work programs, activity schedules, financial reports, membership data, event documentation, and social media content.

Data analysis was carried out by following an interactive analysis model developed by Miles, Huberman, and Saldana (2020), which consisted of three stages that took place simultaneously and circularly. The first stage is data reduction, which is the process of sorting, concentrating, simplifying, and transforming raw data that emerges from field notes and interview transcripts. At this stage, the researcher critically sorts out information relevant to the research focus on the studio's management strategy, existence, and competitiveness. The second stage is data presentation, where the reduced data is compiled and presented in the form of a thematically organized descriptive narrative, allowing researchers to draw temporary conclusions and identify strategic patterns. The third stage is drawing conclusions and verification, which is the process of interpreting the data that has been presented and drawing valid conclusions based on empirical evidence. To ensure the validity of the data, this study uses source triangulation techniques (comparing information from various informants) and triangulation methods (comparing data from observations, interviews, and documentation).

FINDINGS AND DISCUSSION

Overview of Rossy's Entertainment

Rossy's Entertainment was founded in 2006 by Ms. Rossy Andriani, a young artist and choreographer from Serang City who has a formal educational background in the field of Performing Arts as well as career experience as a professional dance coach and model in Jakarta and Banten. The main motivation for the establishment of this studio, as conveyed in an in-depth interview with the founder, is the concern about the lack of a professional, affordable, and quality performing arts development platform for children and adolescents in Serang City. As he put it: 'I see a lot of talented kids in Serang, but there's no place that's really serious about nurturing them. I want Rossy's Entertainment to be a second home for them, a place where their talents can develop optimally.'

Rossy's Entertainment's vision is to become the leading performing arts studio in Banten Province that gives birth to a generation of young artists with strong character, high competitiveness, and ability to contribute positively to the development of the nation's culture and creative industry. To realize this vision, the studio carries out the mission: (1) to organize a comprehensive, innovative, and adaptive performing arts training program for industry developments; (2) building a conducive, inclusive, and character-development-oriented learning ecosystem; and (3) establishing strategic partnerships with various stakeholders to expand the impact and reach of the Studio Program.

In terms of organizational structure, Rossy's Entertainment implements a relatively lean but effective management system. The studio leader concurrently serves as artistic director and head coach, assisted by two senior coaches, an operations manager, and two administrative staff. This clear division of tasks between artistic and administrative functions allows studios to manage creative and managerial aspects simultaneously without overlapping responsibilities. According to Terry (in Hasibuan, 2020), an effective organizational structure is one that is able to accommodate the operational needs of institutions with sufficient flexibility to adapt to changes in the environment.

Since its establishment, Rossy's Entertainment has experienced significant development. At the beginning of its establishment, the studio only had about 15 active members with very simple facilities. By 2025, the studio has grown to more than 90 active members divided into three age groups: the Junior group (7-12 years old), the Youth group (13-17 years old), and the adult group (18 years and above). The studio has also won more than 40 awards in various regional, provincial, and national art competitions, including First Place at the Banten Creative Dance Festival (2022), Best Performance in the Indonesian Youth Model Competition (2023), and the Outstanding Studio award from the Banten Provincial Cultural Office (2024).

Management Planning Strategy

Planning is the most fundamental management function because it determines the direction and framework for all organizational activities. Terry (in Hasibuan, 2020) defines planning as the process of selecting facts and linking facts and making assumptions about the future in terms of visualizing and formulating proposed activities that are considered necessary to achieve the desired results. At Rossy's Entertainment, planning is carried out

systematically through annual work meetings involving all components of the organization, including leaders, coaches, and representatives of senior members.

The preparation of the training program is carried out with a competency-based curriculum approach that is tailored to the age group and ability level of members. The curriculum covers three main domains: technical competence (dance techniques, catwalks, stage expression), artistic competence (appreciation of art, choreographic creativity, understanding of performance concepts), and personal competence (confidence, discipline, teamwork). As the studio's senior trainer put it: 'We don't just teach techniques, we form whole artists. Our curriculum is designed so that each member develops not only technically, but also in character and artistic understanding.'

Activity targets are set in a SMART (Specific, Measurable, Achievable, Relevant, Time-bound) manner to ensure accountability and ease of evaluation. Each year, the studio sets a minimum target: two public performances in the form of a showcase or concert, participation in three regional competitions, one national competition, and one workshop open to the public. These targets are then lowered to a more operational monthly activity plan. The event schedule is prepared taking into account the members' academic calendar, regional and national art event calendars, and the studio's financial condition, so as to create a balance between artistic ambition and available resources.

Member development is designed within a clear and measurable career path framework. Each new member undergoes a three-month orientation period, followed by placement at the beginner level for six months, then can move up to the intermediate and advanced level based on competency evaluations conducted each semester. Mentoring programs that pair senior members with junior members are also an important component of member development strategies, as well as strengthening community bonds within the studio.

Organizational Strategy

Organizing in the context of Rossey's Entertainment includes the structuring of human resources, the determination of tasks and authority, and coordination between departments to achieve organizational goals efficiently. According to Robbins and Coulter (2020), organizing is the process of organizing and allocating work, authority, and resources among the members of an organization so that they can achieve organizational goals. Rossey's Entertainment's leadership applies the principles of intensive coordination and open communication as the foundation of effective organization.

The division of tasks at Rossey's Entertainment is carried out based on the competencies and specialties of each team member. Senior dance coaches are responsible for creative dance coaching programs and traditional dances, while modeling and performance coaches manage catwalk, acting, and public speaking programs. Operations managers are responsible for managing finance, logistics, and membership administration. Meanwhile, the promotion and social media coordinator manages all aspects of external communication, including content updates on digital platforms and coordination with local media.

The role of leadership is crucial in creating an organizational culture that is conducive to artistic and managerial growth at the same time. Rossey's Entertainment's leadership applies a transformational leadership style, which is leadership that not only provides instruction and

direction, but also inspires, motivates and develops the abilities of all team members. Burns (in Yukl, 2020) explains that transformational leaders encourage their followers to transcend personal interests for the sake of groups through inspirational vision, intellectual stimulation, and individual attention. This leadership approach has proven to be effective in encouraging the creativity and commitment of all Rossy's Entertainment team members.

Team coordination is carried out through a weekly meeting mechanism involving all coaches and staff, where training progress, event preparation, and operational issues are discussed openly and collaboratively. In addition to weekly meetings, day-to-day communication is facilitated through instant messaging groups that allow for quick and responsive coordination. Senior coaches also conduct monthly evaluation sessions that provide constructive feedback to each other, reinforcing a culture of learning and continuous improvement within the team.

Activity Implementation Strategy

The implementation of activities is a tangible manifestation of the planning and organization that has been carried out. At Rossy's Entertainment, the rehearsal process takes place four times a week for active members, with a duration of 90 minutes to two hours per session, depending on the intensity of the ongoing event preparation. Each training session begins with a 15-minute physical warm-up, followed by a 60-minute technical exercise, and ends with a 15-minute reflection and feedback session. This organized and systematic training structure reflects the application of the principles of total quality management in the context of the art studio, where every aspect of the process is managed to clear and consistent standards.

The implementation of the event is the most critical moment in the cycle of studio activities because it is the culmination of a long training process as well as a place to prove the quality of the program in front of the public. The studio implements a structured event management system, starting from the formation of a committee three months before the event, the preparation of detailed rundowns, the division of technical and artistic responsibilities, rehearsals, to post-event evaluation. As the studio's operations manager put it: 'Every event is an opportunity to show the world who we are. So the preparation must be very mature, from the artistic aspects, logistics, to communication with the organizing committee.'

Evaluation of activities is conducted periodically at three levels: daily evaluation (after each training session), monthly evaluation (reviewing the achievement of the current month's targets), and semester evaluation (assessing the comprehensive progress of members and the overall effectiveness of the program). The results of the evaluation are systematically documented and used as improvement materials for the next planning cycle. This cyclical, data-driven evaluation approach demonstrates the application of the Plan-Do-Check-Act (PDCA) model in studio management, which is one of the most recognized quality assurance models in the management literature (Dahlgard et al., 2019).

Member management includes a strict attendance recording system, monitoring individual progress through a portfolio of achievements, and handling members who are experiencing difficulties or decreased motivation in a personal and empathetic manner. The studio also routinely organizes non-practice activities such as member gatherings, studio

birthday celebrations, and visits to various art events as part of the program to grow art appreciation and strengthen a sense of belonging to the studio community.

Strategies to Increase Existence

Rossy's Entertainment's existence in the midst of the art ecosystem of Serang City is built through a series of comprehensive and mutually reinforcing strategies. The use of social media is one of the main pillars of the studio's existence strategy in the current digital era. Sanggar actively manages several social media platforms such as Instagram, TikTok, and YouTube with a consistent and planned content upload schedule. The content produced includes training footage, performance documentation, behind the scenes activities, testimonials of members and parents, as well as educational content about dance and performance. According to Kotler and Keller (2021), effective social media management must have the characteristics of consistency, relevance, and authenticity in order to be able to build closeness with the community and strengthen the organization's image.

Rossy's Entertainment's promotional strategy does not only focus on digital media, but is also carried out through direct promotion to the public. This form of promotion is carried out through the distribution of brochures in schools and shopping centers, the installation of banners in strategic locations, and word-of-mouth promotions which are actively managed through referral programs for members who successfully invite new members. In addition, the studio also routinely holds an open class program every three months as a means of introducing the program to the community. These activities are considered effective in increasing public interest because prospective members can see firsthand the quality of learning and activities carried out by the studio.

In an effort to strengthen its existence, Rossy's Entertainment is also actively building cooperation with various government agencies and other institutions. Based on the results of interviews with studio management, Rossy's Entertainment often collaborates with the Serang City Government, Cilegon City, and several other agencies in various art and cultural activities. In addition, the studio also establishes partnerships with schools as partners in extracurricular activities, shopping centers as performance venues, and several local brands to support the studio's creative activities. The collaboration has a positive impact in expanding the network, increasing public recognition, and strengthening the existence of Rossy's Entertainment as one of the active art studios in Serang City.

Participation in various art events is also an important strategy in increasing the existence of the studio. Based on the results of the interviews, Rossy's Entertainment not only participates in events at the local level, but also participates in art activities at the national and international levels, such as events in South Korea and Bangkok, as well as several major cities in Indonesia such as Bandung, Jakarta, Bogor, Yogyakarta, and Palembang. Participation in these various events is a form of effective branding strategy in expanding the studio's exposure to the wider community. Every participation in a public event is treated as an opportunity to build a professional image through the quality of appearance, discipline of the members, and consistent delivery of the studio's identity.

The studio's branding is also strengthened through a distinctive visual identity, active communication on social media, and consistency in showing the quality of the performance. Based on the results of interviews with the manager, Rossy's Entertainment continues to

maintain its existence by remaining active in participating in major events and maintaining digital promotional activities on an ongoing basis. The success of this strategy can also be seen from the achievements of the members and alumni of the studio. Some alumni are known to have had successful careers as flight attendants and were accepted into official institutions in Serang City. This shows that the coaching carried out by Rossey's Entertainment focuses not only on performing arts skills, but also on character building, discipline, and confidence of members.

In the aspect of managing activities, Rossey's Entertainment also applies the principle of independence in running various programs and events. Based on the results of the interview, the studio does not always expect financial assistance from outside parties and even dares to use personal capital to support the implementation of activities. This attitude shows the strong commitment and dedication of the management in maintaining the quality of activities and maintaining the sustainability of Rossey's Entertainment in the midst of growing competition from art studios.

Strategy to Increase Competitiveness

Rossey's Entertainment's competitiveness is built through a differentiation strategy that focuses on uniqueness and comparative advantages that are difficult for competitors to replicate. Performance innovation is the most prominent dimension of competitiveness. The studio consistently develops performance concepts that combine elements of traditional Banten dance art with contemporary and modern elements, creating a distinctive and distinctive artistic identity. This fusion approach not only produces unique and aesthetically appealing works, but also strengthens the studio's position as an institution that cares about the preservation of local culture as well as being relevant to the aesthetic tastes of today's young generation.

The quality of the coach is the most fundamental competitive factor because he directly determines the quality of the coaching program produced. Rossey's Entertainment consistently invests in the development of its trainers' competencies through training programs and workshops that are held regularly. Trainers regularly attend seminars, workshops, and masterclasses organized by leading arts institutions at the national level. The strong learning culture within this coaching team ensures that the knowledge and skills taught to members are always up to date with the latest developments in the performing arts industry. As the studio leader emphasized: 'Coaches who don't want to learn can't teach well. We always encourage our team to continue to develop themselves as the art world continues to change and evolve.'

Creativity in the development of dance and performance concepts is a competitive advantage that continues to be maintained and developed. The studio organizes regular creative brainstorming sessions involving not only trainers but also senior members, creating an inclusive and participatory ecosystem of creativity. This approach is in line with Amabile's view (in Aprilianti, 2023) that creativity thrives optimally in an environment that provides freedom of expression, rewards new ideas, and provides enough resources to turn those ideas into real works.

Service to members is a competitive dimension that is often overlooked by art institutions, but it is very important in the context of competition to attract and retain

members. Rossy's Entertainment employs an excellent service approach that includes: responsive communication from management to members and parents, flexibility in scheduling rehearsals for members who have academic concerns, an individualized artistic counseling program for members who face developmental barriers, and a transparent and motivational reward system to reward members' achievements. This holistic and member satisfaction-oriented approach to service has become one of the most significant differentiating factors between Rossy's Entertainment and competing studios in Serang City.

Obstacles and Solutions

In the implementation of the management strategy described above, Rossy's Entertainment faces various obstacles both from internal and external sources of the organization. The most significant internal obstacle is the limitation of quality human resources. The studio has struggled to recruit and retain coaches who have the ideal combination of artistic expertise, pedagogical ability, and long-term commitment. As expressed by the studio leader: 'Finding a coach who can really teach well while having a character that is in accordance with the values of the studio is not easy. Often we have to compromise one aspect.' In addition, limited operating budgets often limit the studio's ability to invest in facilities, high-quality costumes, and program development optimally.

The external constraints faced by the studio include two main aspects. First, the emergence of new competitor studios in Serang City that offer similar programs at more competitive prices, creating increasingly intense competition pressure. Second, the rapid development of digital entertainment has significantly changed the time usage patterns of the younger generation, thus attracting the interest of children and adolescents to commit to performing arts activities that require physical exercise and regular attendance to become increasingly challenging. This condition requires studios to continue to innovate in offering added value that cannot be obtained from digital entertainment.

To overcome these obstacles, Rossy's Entertainment has developed several innovative and adaptive solutions. To address human resource limitations, the studio developed an internal cadre program that systematically prepares talented senior members to become assistant coaches and, ultimately, full coaches. This program not only addresses recruitment problems, but also strengthens members' loyalty and sense of ownership towards the studio. To overcome financial pressures, the studio optimizes revenue through diversification of services, including costume rentals, the organization of paid workshops for the public, and the acceptance of choreography projects from outside parties.

To face the competition and challenges of digital entertainment, the studio integrates elements that appeal to the digital generation into its programs and communications. Engaging and relevant social media content consistently brings new audiences into the studio ecosystem. Short-term intensive programs (e.g., a week-long dance camp during school holidays) are offered as an alternative for children who are unable to commit to a regular program, opening the door to lower-barrier entry. These adaptive measures reflect Rossy's Entertainment's ability to learn from challenges and turn them into development opportunities, a capability known in the management literature as organizational resilience (Duchek, 2020).

CONCLUSION

Based on the results of the research and discussion that has been comprehensively described, several main conclusions can be drawn. First, Rossy's Entertainment has implemented a systematic and adaptive management strategy that includes four main management functions: program planning based on a competency curriculum, resource organization that prioritizes specialization and intensive coordination, implementation of quality and accountability-oriented activities, and periodic evaluation using the PDCA approach for sustainable quality assurance. The implementation of these management functions holistically and consistently is the main foundation for the success of the studio in maintaining and improving the quality of its programs over time.

Second, the management strategy implemented by Rossy's Entertainment has proven to be effective in increasing the existence and competitiveness of the studio. In the dimension of existence, active and planned use of social media, the development of extensive strategic partnerships, and intensive participation in various art events have succeeded in expanding the reach and increasing the visibility of the studio significantly. In the dimension of competitiveness, performance innovation that blends tradition and modernity, continuous investment in the development of trainer quality, and excellent service to members have created a competitive advantage that is difficult for competitors to replicate. As a result, Rossy's Entertainment managed to maintain and even increase the number of its active members despite facing increasingly stiff competition from competing studios and digital entertainment.

Third, this study also identifies that organizational resilience is a key factor that allows Rossy's Entertainment to not only survive, but also thrive in the face of various challenges. The ability to turn obstacles into opportunities, integrate innovation into existing operations, and build a human resource regeneration system from within are adaptive advantages that set this studio apart from similar institutions that are unable to survive in the long term. These findings reinforce the importance of learning orientation and adaptation in the management of performing arts organizations in this rapidly changing era.

Based on the conclusions of the above research, some constructive suggestions can be conveyed. For Rossy's Entertainment, it is highly recommended to formalize and document the management system that has been running in the form of written and standardized Standard Operating Procedures (SOPs). This formalization will facilitate knowledge transfer, reduce dependence on specific individuals, and strengthen organizational resilience in the long run. In addition, the development of a more structured alumni program needs to be a priority, because active and outstanding alumni are a very valuable promotional asset and network for the sustainability of the studio. For the next study, it is recommended to conduct a comparative study of the management strategies of several performing arts studios in Banten Province to get a more comprehensive picture of effective management patterns in the local context. A mixed-method research approach that combines in-depth qualitative analysis with quantitative data can also provide a more comprehensive perspective on the relationship between specific management strategies and measurable performance indicators.

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