
Analysis Of Digital Cooperation And Promotion Network Strategy To Improve Marketing Performance Of Anakraja Waterpark & Resort

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Abstract

The growth of the Indonesian tourism industry has created increasingly fierce competition for hospitality businesses, including family recreation resorts. This situation demands that businesses implement integrated marketing strategies that utilize digital channels and build collaborative networks. This study aims to describe the collaborative network implemented by Anakraja Waterpark and Resort, analyze the digital promotion strategies implemented across various media channels, and evaluate the contribution of this integration to the resort's marketing performance. The study employed a descriptive qualitative approach through interviews, observations, and documentation analysis, analyzed using the Miles, Huberman, and Saldaña model. The results indicate that Anakraja's collaborative network is still limited to a single online booking platform and situational collaborations with local travel agents, resulting in suboptimal marketing reach. Digital promotion strategies have been actively implemented through Instagram and TikTok, but are not supported by structured content planning, visual identity, or performance evaluation. The integration between the collaborative network and digital promotion has not been effective, resulting in a significant impact on increasing occupancy rates and stabilizing demand. The study concludes that Anakraja's marketing effectiveness requires diversification of partnerships and strengthening of a digital strategy designed in an integrated manner to create more equitable and sustainable marketing growth.

Keywords: digital marketing; collaboration network; marketing strategy; hospitality; resort; tourism

INTRODUCTION

The Indonesian tourism industry has shown consistent growth over the past decade. This development is evident in the increasing mobility of domestic tourists, the diversification of destinations, and the proliferation of family tourism facilities, which have boosted economic activity in various regions, including Sukabumi (Ardhana & Sudiarta, 2020; Putra & Hakim, 2021). This situation has created an increasingly competitive environment for hospitality businesses, as the growing number of resorts and water parks seek to attract visitors with various innovations (Prasetyo, 2022; Dewi & Mulyani, 2023).

Changing tourist behavior, which increasingly relies on digital channels for information retrieval and booking, requires hospitality businesses to implement technology-based marketing strategies. Modern travelers tend to access information through social media, search engines, and other digital platforms, making the effectiveness of digital marketing a crucial factor in building awareness, engagement, and decision-making about visiting. Previous research findings demonstrate a strong link between digital marketing strategies and tourism destination marketing performance, particularly through visual content, short videos, and user-generated content, which have been shown to drive visitor interest (Kotler & Keller, 2016; Chaffey & Ellis-Chadwick, 2019; Haryanto, 2021; Nugraha & Setiawan, 2022; Ong et al., 2022; Pradipta & Wibowo, 2023; Salim et al., 2024).

Digital marketing effectiveness is more optimal when supported by a strong collaborative network. Partnerships with online travel agents, local governments, tourism communities, and influencers contribute to expanding market reach and enhancing a resort's credibility. Literature on tourism marketing emphasizes that collaborative networks have a strategic role in increasing the competitiveness of hospitality businesses by expanding market access and strengthening

relationships between industry players (Belch & Belch, 2018; Widodo & Lestari, 2020; Sari & Apriyani, 2021; Nurhayati, 2022; Abdullah & Muta'ali, 2019; Jeong & Shin, 2020; Kim & Lee, 2022).

The integration of digital marketing and partnership networks is increasingly essential in the modern hospitality industry. Optimizing digital distribution through online booking platforms will be more effective if a resort's digital image is also strong, while social media activities can reach a wider audience when integrated within a coordinated partnership ecosystem. Recent research shows that the use of multiple channels, including online travel agents, social media, influencer collaborations, and review management, is directly linked to increased occupancy rates and stable booking conversions (Leung et al., 2019; Duarte et al., 2021; Wulandari et al., 2023; Saputra & Hartati, 2023; Firdaus & Adnyana, 2024).

Studies examining the relationship between these two aspects in the context of family-friendly resorts in developing regions are still limited. Several studies have focused on digital marketing strategies without examining the partnership structures implemented by tourist destinations (Rohman & Alamsyah, 2021; Lestari & Gunawan, 2022). Other research findings focus more on collaborative networks without considering the dynamics of digital marketing as a supporting factor in marketing performance (Yuliani, 2020; Efendi & Karim, 2021). This limitation highlights the need for a study that comprehensively integrates both perspectives.

Anakraja Waterpark and Resort is a family tourist destination with a combination of water recreation facilities and accommodation services. This potential has not been matched by a structured marketing strategy, particularly in terms of collaborative networks, consistent digital content, and optimization of online booking channels. This situation makes Anakraja an appropriate example to examine how the integration of networking and digital marketing strategies can contribute to improving a resort's marketing performance.

This study aimed to describe the collaborative network implemented by Anakraja Waterpark and Resort, analyze the digital marketing strategies implemented across various digital channels, and evaluate the contribution of the integration of these two strategies to the resort's marketing performance. This research also aimed to generate strategic recommendations that can be implemented to improve the effectiveness of collaboration-based marketing and digital technology.

The theoretical contribution of this research lies in the integration of discussions on networking and digital marketing in the context of regional tourism, which have tended to be studied separately. Its practical contribution relates to providing strategic guidance for resort managers to strengthen their competitive position in the tourism market through the use of digital channels and the development of more comprehensive collaboration networks.

RESEARCH METHODS

This research uses a descriptive qualitative approach because it allows researchers to understand phenomena in depth through the experiences, context, and perspectives of informants. This approach is deemed relevant for examining marketing processes and the dynamics of collaborative networks within the naturalistic and contextual context of resort operations, as proposed by Creswell (2018) and Merriam (2009). The choice of a qualitative approach is also based on the consideration that marketing strategies are not solely understood through numbers, but through the interpretation of meanings and practices implemented by industry players (Miles et al., 2014).

Primary data was obtained through semi-structured interviews with owners and managers directly involved in marketing activities. This semi-structured interview technique was chosen because it provided flexibility in gathering in-depth information while ensuring alignment with the research focus, as recommended by Kvale and Brinkmann (2015). In addition to interviews, data was collected through direct observation of digital promotional activities and collaborative

network management. Observations were used to understand actual practices on the ground that may not be fully revealed through interviews (Angrosino, 2016).

Secondary data was obtained from internal documents, digital promotional materials, archived social media posts, and information on online booking platforms. The use of secondary data is part of source triangulation to increase the credibility of the findings, in accordance with the guidelines outlined by Patton (2015).

All data were analyzed using the Miles and Huberman model, which encompasses data reduction, data presentation, and conclusion drawing. This model was chosen because it provides a systematic analytical structure and allows researchers to interpret the data in a step-by-step and directed manner (Miles et al., 2014). A SWOT analysis was used as a supporting technique to identify strengths, weaknesses, opportunities, and threats related to collaborative networking and digital promotion strategies. The use of SWOT is relevant in marketing research because it helps comprehensively connect internal and external conditions, as explained by Gurel and Tat (2017).

This analytical approach allows the research to produce a comprehensive picture of the marketing strategy implemented by Anakraja Waterpark and Resort while providing a basis for formulating applicable and contextual recommendations.

RESULTS AND DISCUSSION

Anak Raja Waterpark and Resort's Partnership Network

Research results focusing on the partnership network aspect indicate that the partnership structure implemented by Anakraja Waterpark and Resort has not been optimally developed and is still dominated by relationships with a single primary partner. Traveloka is the most influential distribution channel, both in providing a booking flow for tourists and in providing a platform for the resort to showcase its profile and facilities. Traveloka's position as a primary partner significantly contributes to booking stability, but this single dependence also limits the resort's expansion into other market segments that could be reached through a more diverse range of online booking platforms.

Interviews with management revealed that the decision to rely on a single OTA was not based on a strategy of exclusivity, but rather on limited time, resources, and experience in building formal relationships with other partners. Management stated that the resort had considered integrating with OTAs such as Agoda, Booking.com, and Tiket.com, but the process was discontinued due to the lack of a dedicated person responsible for digital partnerships. This situation indicates that limitations are not only caused by a lack of partnerships, but also by the lack of internal mechanisms to support sustainable network development.

Besides digital partners, another form of collaboration identified through interviews is relationships with local travel agents. However, these relationships remain informal and dependent on seasonal demand. Collaboration typically occurs during specific times, such as long holidays or school group visits, without joint program planning or the development of combined tour packages. When demand subsides, communication with travel agents also decreases, preventing the formation of strategic collaboration patterns. This lack of engagement within the partnership structure leaves travel agents with no strong incentive to consistently promote Anakraja.

Field observations also indicate that Anakraja is not yet part of the regional tourism promotion network, which typically involves local governments and tourism communities. The resort is not yet registered as a regular participant in tourism promotion activities, whether in the form of exhibitions, festivals, or cross-destination campaigns aimed at increasing regional visibility. This absence results in Anakraja's profile being under-exposed in promotional programs run collectively by various tourism stakeholders. This less prominent position within the regional network also impacts the resort's ability to build a reputation as a widely recognized destination.

Furthermore, opportunities to collaborate with digital creatives and influencers have not been systematically utilized. The resort lacks guidelines or initiatives for establishing content-based partnerships, such as providing facilities for creators to conduct coverage, create vlogs, or professionally review facilities. The content circulating on social media largely originates from spontaneous visitor posts and is not guided by the resort's promotional strategy. The lack of utilization of visitor-generated content as a curated promotional tool prevents the potential for organic publications to develop into a marketing force.

Overall, these findings indicate that the Anakraja Waterpark and Resort's collaborative network is still in its infancy and has not been managed as a planned strategy. The potential for network expansion is substantial, particularly through OTA diversification, partnerships with travel agents, and active involvement in regional tourism networks. However, there is no managerial structure or programmatic initiatives in place to translate these opportunities into stable partnerships. These findings suggest that the limited collaborative network directly impacts the resort's limited marketing reach and is a crucial aspect that requires further discussion.

Anakraja Waterpark and Resort's Digital Promotion Strategy

Research on digital promotion strategies indicates that Anakraja Waterpark and Resort has utilized social media as its primary communication channel, although its management is still in the development stage and has not yet been structured as a comprehensive digital marketing strategy. Instagram and TikTok are the two most actively used platforms to showcase the resort's facilities, activities, and general atmosphere. Posts include photos of the waterpark, villa areas, surrounding natural scenery, and information related to seasonal promotions. This activity occurs routinely, often almost weekly, but is not based on a long-term content plan.

Interviews with management revealed that there is no content calendar that regulates the frequency of posts, the type of content, or the desired communication message to the audience. Posts are typically produced spontaneously, driven by specific moments or when management has free time to photograph and edit content. This lack of planning makes digital communication patterns volatile and not oriented towards specific goals, such as increasing engagement, disseminating strategic information, or converting bookings. Management acknowledged that there is no dedicated staff member responsible for digital promotions, so social media activities are multitasked by personnel who also handle other operational tasks.

Observations of Anakraja's social media visuals indicate that the resort's visual identity has not been consistently developed. Variations in photo style, color usage, typography, and caption composition are highly dependent on the manager's fleeting preferences. This situation prevents the resort's digital image from creating a solid and sustainable impression, as is commonly applied in destination branding management. While some content depicting visitor activities in the waterpark or villa settings has attracted audience attention and received a positive response, this potential has not been developed into a systematic content strategy.

The study also found that the resort has not conducted performance analysis of its digital activities. Management does not measure engagement rates, analyze audience trends, or monitor follower growth as a basis for content evaluation. This lack of monitoring leaves the resort without objective data to assess the effectiveness of its promotions or determine the type of content that best aligns with audience preferences. Meanwhile, paid promotional activities such as digital advertising have never been implemented due to budget constraints and a lack of technical knowledge regarding ad placement strategies.

In addition to social media, reviews on digital platforms like Traveloka and Google Maps are a key interaction platform between the resort and visitors. The study showed that the resort responded to some reviews, but not consistently. For some positive reviews, the resort provided a simple response as a token of appreciation. However, several other reviews, including those offering critical feedback, received no response. This situation indicates that digital reputation

management has not been prioritized in the resort's communication strategy, even though online reviews are often the primary reference for potential visitors when making travel decisions.

The digital narratives created by visitors through personal posts on Instagram and TikTok have also not been cultivated as an opportunity to increase the resort's exposure. There are no programs or incentives encouraging visitors to tag Anakraja's official account or use specific hashtags. This is despite the potential for visitor-generated content to serve as an organic promotional channel that expands the resort's reach without significant costs. The lack of a strategy for utilizing UGC content indicates that the resort has not yet maximized the power of social media as an integral part of its digital promotion.

The Contribution of Integrating Collaborative Networks and Digital Promotion to Marketing Performance

Research findings on the contribution of integrating collaborative networks and digital promotions indicate that the two strategies are not yet effectively connected, resulting in limited impact on Anakraja Waterpark and Resort's marketing performance. Field findings indicate that the integration pattern between external partnerships and digital activities operates separately without supporting each other, thus preventing the potential of each strategy from generating significant or sustainable increases in demand.

Interviews with management revealed that reliance on a single key partner, Traveloka, creates a stable marketing pipeline but is insufficient to attract new market segments outside the platform's user base. When digital promotions are conducted through social media, they do not directly increase occupancy because potential visitors lack a variety of booking options across channels, particularly those using other OTAs. This situation demonstrates a mismatch between exposure sources and reservation access: digital promotions can increase visibility, but the lack of diverse distribution channels limits the conversion of interest into actual bookings.

Conversely, situational partnerships with travel agents do not support digital promotions because these partnerships do not operate in a format that can be integrated with social media campaigns. Travel agents lacked digital promotional materials aligned with the resort's content, resulting in each party's promotions not producing a consistent marketing narrative. This was evident in the absence of combined tour packages that both parties could promote simultaneously on their respective digital platforms.

Observations of social media performance revealed that although Anakraja's posts were quite active, the response rate in the form of comments, questions, and private messages from potential guests did not show a consistent pattern leading to increased bookings. Management stated that several social media interactions did not result in transactions because potential guests frequently inquired about package availability or booking channels outside of Traveloka, while the resort did not yet offer such alternatives. This situation demonstrates that digital promotions cannot deliver optimal results without the support of a diversified distribution network.

Furthermore, the study found that fluctuations in occupancy rates persisted, particularly between weekends and weekdays. Management data indicated that the increase in weekend demand was largely driven by local visitors and families already familiar with Anakraja through informal recommendations. While digital promotions helped disseminate information, they did not significantly impact the creation of additional demand on weekdays. The lack of integration between digital promotions and partnership networks leaves resorts dependent on seasonal and unstable visitation patterns.

Analysis of online reviews also shows that the resort's digital reputation is not optimally contributing to marketing performance because it is not managed as part of an integrated strategy. A few positive reviews can boost the trust of potential visitors, but the lack of regular responses to specific comments creates an inconsistent digital service image. When this image is not combined with an extensive partnership network, the resort's appeal is not fully realized in the minds of potential tourists.

Discussion

The research findings, which demonstrate the limitations of the Anakraja Waterpark and Resort's collaborative network, confirm that partnerships are a fundamental component in expanding the marketing reach of tourist destinations. This finding aligns with Buhalis's (2000) view, which asserts that collaboration across actors within the tourism ecosystem plays a crucial role in creating added value and expanding market access. Anakraja's reliance on a single OTA demonstrates that a narrow network structure can hinder distribution expansion and reduce the resort's opportunities to access new market segments. This situation reinforces Pearce's (2016) findings regarding the importance of diversifying marketing channels for destinations to be resilient to changing digital market behavior.

The unstructured relationship with local travel agents indicates that the resort has not yet established a relationship pattern that can convert local social networks into sustainable marketing opportunities. Previous research has confirmed that local travel agents play a strategic role in mediating relationships between destinations and domestic markets, particularly in tourism areas that rely on family visits and local tourists (Cooper, 2020). The lack of sustainable relationships between local actors hinders the development of community-based marketing potential, and the resort misses opportunities to build long-term market linkages.

Findings regarding digital promotion strategies indicate that although Anakraja has actively utilized social media, this strategy is not yet supported by a consistent content management framework. This situation reinforces Kaplan and Haenlein's (2010) argument that social media requires not only a presence but also a targeted communication strategy to influence audience perceptions. The absence of a visual identity, the lack of content performance evaluation, and the absence of audience segmentation mean that the resort's digital activities operate without a strategic orientation. This aligns with Tussyadiah's (2017) findings, which show that the effectiveness of digital promotion is highly dependent on message consistency and the relevance of content to tourists' information consumption behavior.

The limited response to online reviews also indicates that the resort has not yet leveraged the power of digital reputation as a trust-building element. In the hospitality industry, online reviews have a strong influence on shaping traveler decisions (Filieri, 2015). Incoherence in digital reputation management prevents the resort from maximizing the potential of electronic word of mouth, even though e-WOM is known to be a key determinant of tourism destination marketing performance in the digital era.

The ineffective integration of collaborative networks and digital promotion highlights gaps in the resort's marketing strategy. These findings align with the integrated marketing communications framework, which emphasizes the importance of aligning messages, distribution channels, and communication strategies to create consistent marketing impact (Keller, 2016). When digital promotions operate without the support of an extensive partnership network, their impact is limited because audiences lack easy access to bookings. Conversely, a partnership network without a strong digital image lacks strategic added value in attracting new partners. This situation reinforces Bieger and Laesser's (2004) argument that destination marketing success is determined by the ability to integrate various resources and communication channels within an integrated strategic framework.

The fluctuations in occupancy rates found in this study confirm that Anakraja has not yet achieved stable marketing efficiency. The variation in visits, which increases on weekends but decreases on weekdays, indicates that the resort lacks a strategy capable of generating even demand. This pattern aligns with Ooi's (2019) findings, which state that destinations without a diversified marketing strategy tend to experience seasonal and unstable demand patterns.

CONCLUSION

The research results indicate that Anakraja Waterpark and Resort's marketing strategy has not been optimal due to limitations in its partnership network and unstructured digital promotional activities. The partnership network, which is still limited to a single online booking platform and situational relationships with local travel agents, means the resort lacks a broad and sustainable distribution system. Meanwhile, digital promotions through social media are actively underway, but are not supported by the content planning, visual identity, or performance evaluation necessary to build a consistent digital image. The lack of integration between the two strategies means that digital promotions have not had a significant impact on increasing occupancy, while the limited partnership network lacks the support of a strong digital image. This situation explains why the resort's marketing performance is fluctuating and has not yet generated stable growth.

Based on these findings, several suggestions can be put forward to improve the effectiveness of the resort's marketing strategy. This study recommends that Anakraja expand its partnership network by diversifying its partnerships through integration with various OTA platforms and establishing formal collaborations with local travel agents and regional tourism players. This diversification is crucial for expanding market reach and reducing dependence on a single distribution channel. Furthermore, digital promotion management needs to be strengthened through the development of a content calendar, the development of a consistent visual identity, and the use of social media analytics as a basis for evaluating content performance. Resorts are also advised to develop a digital reputation management strategy by actively responding to online reviews and encouraging user engagement in organic content production. Integration between expanding collaboration networks and strengthening digital promotions needs to be designed within the framework of an integrated marketing strategy so that both components support each other and are able to create a more equitable and sustainable increase in demand.

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