



Contents lists available at [Journal IICET](#)

JPPI (Jurnal Penelitian Pendidikan Indonesia)

ISSN: 2502-8103 (Print) ISSN: 2477-8524 (Electronic)

Journal homepage: <https://jurnal.iicet.org/index.php/jppi>



Case study of business model adaptation in the travel industry: targeting generation z

Erwin Iriyanto Siagian^{*)}, Nurul Anisa

LSPR Institute of Communication & Business, Jakarta, Indonesia

Article Info

Article history:

Received Oct 19th, 2024

Revised Nov 21th, 2024

Accepted Dec 31th, 2024

Keywords:

Business model adaptation

Generation Z

Digital marketing

Social media influencers

Travel industry in Indonesia

ABSTRACT

This research aims to analyze the adaptation of Travel Hajimena Berkah Jaya's business model in reaching Generation Z, a demographic group heavily influenced by digital technology. Using a descriptive qualitative approach, data was collected through in-depth interviews, direct observation, social media content analysis, and internal company documents. Thematic analysis techniques were used to identify key patterns in the company's business adaptation strategies. The results showed that the most effective strategy was marketing through collaboration with social media influencers, which significantly increased brand visibility and appeal to Generation Z, compared to other strategies such as mobile app development or data-driven service personalization. This strategy allows companies to reach a wide audience quickly and relevantly, according to this generation's preferences. This research provides practical insights for travel industry players to develop business adaptation strategies that are based on technology and market needs.



© 2024 The Authors. Published by IICET.

This is an open access article under the CC BY-NC-SA license

(<https://creativecommons.org/licenses/by-nc-sa/4.0>)

Corresponding Author:

Erwin Iriyanto Siagian,

LSPR Institute of Communication & Business

Email: 23072180050@lspr.edu

Introduction

The travel industry in Indonesia is one of the most important sectors in the national economy, with great potential supported by the diversity of tourist destinations, rich culture, and increasing public interest in domestic and international travel (Gai et al., 2024; N. Khan et al., 2020). In recent years, the tourism and travel industry has undergone major changes due to the COVID-19 pandemic, which has limited global mobility and emphasized the importance of health protocols (Surya et al., 2022); (Dávid et al., 2024; Subandi, 2023). In addition, digitalization has been a key driver of innovation, enabling online booking, virtual experiences, and technology-driven services such as contactless payments (Alsharif et al., 2024; Raj, 2024). Consumer preferences are also changing, with a greater focus on sustainability, safety and personalization of experiences (Tandafatu et al., 2024; Widagdo et al., 2024). These changes require businesses to adapt through service innovation, robust digital strategies and flexible approaches to deal with market dynamics (Faj'ri et al., 2024; Mihardjo et al., 2019).

Generation Z, as a group that has grown up with technology, exhibits unique characteristics that make it a potential market segment in the travel industry (Robinson & Schänzel, 2019). They tend to seek authentic experiences that can be digitally immortalised, have high sustainability values, and utilise technology to plan trips efficiently (Corbisiero et al., 2022). With social media-based habits, Generation Z is more often influenced by online reviews, video content and recommendations from online communities (Dimitriou & AbouElgheit, 2019). Companies looking to reach this segment need to offer authentic, sustainable and interactive experiences,

and utilize digital-based marketing strategies to capture attention and build loyalty (Caraka et al., 2022; Lusa et al., 2023).

Travel Hajimena Berkah Jaya, as a travel service provider for religious travel, domestic tours, and international travel, faces both challenges and opportunities in targeting Generation Z as a potential market segment. This generation tends to seek unique, authentic travel experiences and rely on technology to plan and share their trips. In the local context, the main challenge for Travel Hajimena is to ensure that their services remain relevant in the digital age and are able to offer a personalised experience in line with Generation Z's preferences, such as the convenience of online access, and schedule flexibility. However, a great opportunity lies in the ability to utilise social media platforms and digital marketing strategies to appeal to Generation Z, while building an image as a modern, reliable, and relevant service provider to their needs.

The urgency of research on business model adaptation is becoming increasingly relevant in the face of evolving market dynamics, especially in the travel industry which is heavily influenced by technological changes, consumer preferences, and global challenges such as the pandemic. Such case studies are important to provide practical insights for industry players, helping them understand how companies can adapt their strategies and operations to remain relevant and competitive. Effective business model adaptations, such as the adoption of digital technology, service development, and adapting to the needs of new market segments such as Generation Z, can be key to facing disruption and capitalising on opportunities in the market. With in-depth research, industry players can identify patterns of success, overcome barriers, and build flexible and resilient business models amidst ongoing changes.

The research gap in this study lies in the lack of in-depth studies that specifically explore the adaptation of business models in the local context of travel providers in Indonesia, especially those targeting Generation Z. While various studies have discussed changing consumer preferences and digitalisation in the travel industry, not many have connected these aspects to the unique needs of Generation Z in the domestic market. Furthermore, the lack of case studies focusing on mid-sized companies such as Travel Hajimena Berkah Jaya creates a void in the literature, especially in understanding how local businesses can compete with larger companies through innovation and relevant adaptation strategies. This research aims to fill that gap by providing practical insights that can be applied by similar industry players.

The purpose of this study is to analyse how Travel Hajimena Berkah Jaya has successfully adapted its business model to attract and meet the needs of Generation Z, known as a demographic group with unique preferences and consumer behaviour influenced by digital technology. This research aims to explore the company's strategies, including the use of digital technology, social media, and collaboration with influencers, in building relationships with young customers. In addition, this research also aims to identify the challenges that companies face in the adaptation process as well as how they overcome these obstacles. By analysing these adaptation steps, this research aims to provide practical and theoretical insights that can assist other companies in developing similar strategies to deal with changes in a dynamic market.

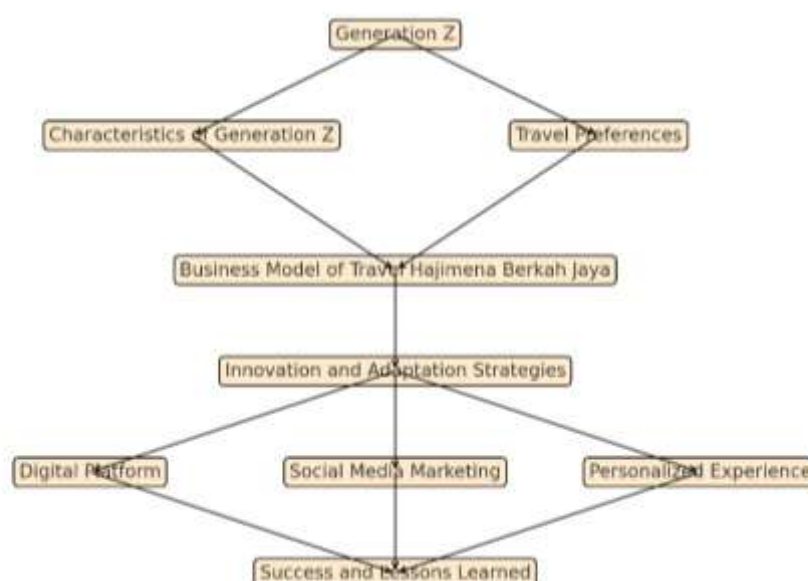


Figure 2 <Conceptual Framework>

The conceptual framework depicted in Figure 2 outlines the strategic approach of adapting business models in the travel industry to cater to Generation Z, drawing insights from the practices of Travel Hajimena Berkah Jaya. At the core of this framework is Generation Z, whose unique characteristics and travel preferences drive the need for innovative business strategies. Generation Z values digital connectivity, sustainability, and authentic travel experiences, which influence their choices in transportation and accommodation. Understanding these preferences and characteristics is crucial for businesses aiming to attract and retain this demographic. The business model of Travel Hajimena Berkah Jaya serves as a case study, demonstrating how the company has adapted its strategies to meet the demands of Generation Z. Key adaptation strategies include leveraging digital platforms, engaging in social media marketing, and offering personalized travel experiences. These strategies are designed to enhance customer engagement, improve satisfaction, and ensure the company's offerings align with the expectations of a tech-savvy and experience-driven generation. The framework concludes with an evaluation of the success and lessons learned from these adaptations, providing valuable insights for continuous improvement and for other companies in the travel industry looking to emulate similar strategies.

Method

The research method used in this study is descriptive qualitative. This approach was chosen to gain an in-depth understanding of the business model adaptation strategies employed by Travel Hajimena Berkah Jaya in facing the challenges and opportunities arising from the characteristics and travel preferences of Generation Z (Hamilton & Finley, 2019); (Liamputtong, 2020). Data collection techniques include in-depth interviews with the company's management and employees, direct observation of the company's operations, and document studies from internal reports and related publications. The interviews were semi-structured, allowing flexibility in exploring additional information based on respondents' answers while still following a pre-designed question framework. Each interview lasted 30 to 60 minutes, involving five key management members and ten Generation Z customers to gain strategic and user experience perspectives. Direct observations were conducted over a period of three weeks, covering operational observations at headquarters, customer interactions, as well as service implementation in several key travel destinations. In addition, a simple quantitative survey was used to complement the qualitative data, focusing on the level of customer satisfaction with the services offered by the company.

The informants in this study are the owner of Travel Hajimena Berkah Jaya, Mr. MA, and four employees: Mr. YA, Mr. HD, Mr. EA, and Mr. FD. Interviews were also conducted with ten Generation Z customers to explore their experiences with the services offered. The selection of these informants was done purposively, considering their strategic roles and experiences in the company's operations and decision-making processes. Mr. MA, as the owner, is expected to provide a comprehensive perspective on the company's vision, mission, and long-term strategies in responding to market changes and the preferences of Generation Z. Meanwhile, the selected employees represent various important divisions within the company, including marketing management, operations, and customer service. This aims to obtain a comprehensive view of the implementation of adaptation strategies across different business aspects and how each division contributes to achieving the company's goals. Information from these informants will be integrated to gain a deep understanding of the company's internal dynamics, as well as the challenges and successes experienced in the process of business model adaptation.

Data analysis is conducted using thematic analysis methods to identify patterns, themes, and insights relevant to the research objectives. Data validity is maintained through data triangulation from various sources and verification with related parties within the company (Hayashi et al., 2019; Sileyew, 2019). The steps began by thoroughly reading and understanding the interview transcripts and observation notes. Each piece of data collected was then coded to identify patterns or recurring ideas from both management and customer perspectives. These codes were grouped into key themes, such as digital adaptation, customer satisfaction, and Generation Z's needs and preferences in travel. This process was iterative, with the researcher re-examining the data to ensure that the themes identified were relevant and representative of the research objectives. In this way, the thematic analysis resulted in an in-depth understanding of the key factors influencing the adaptation of Travel Hajimena Berkah Jaya's business model. Simple quantitative analyses were also used to process customer satisfaction survey data, such as calculating the percentage of app users who were satisfied with the digital service. Data validity in this study was maintained through data triangulation involving various sources, such as interviews with management and customers to compare information obtained from various sources as well as direct observation. In addition, researchers also applied member checking, which is verifying research findings with relevant informants to ensure the accuracy and consistency of the data collected. With this approach, it is

expected that the credibility and objectivity of the research results can be maintained, while minimising the possibility of subjective interpretations.

Table 1 <The Triangulation Table>

Theme	Research Aspect	Data Source	Data Collection Method	Purpose of Triangulation	Interview Results
Business Model Adaptation	Business Model Adaptation	Owner (Mr MA), Marketing Division (Mr YA), Operations Division (Mr HD)	In-depth interview	Identify key strategies such as digital apps, social media, and service personalization.	Mr MA explained that digital apps make it easier for customers, while social media increases brand visibility.
	Digital App Development	Owner (Mr MA), Gen Z customer	Direct observation, In-depth interview	Evaluate the benefits of the application in terms of operational efficiency and customer satisfaction.	Customers mentioned that the app makes it easy for them to order and pay quickly.
	Social Media Marketing	Marketing Division (Mr YA), Gen Z customers	Social media content analysis and interviews	Understanding the effectiveness of collaboration with influencers in attracting Generation Z.	Mr YA stated that collaboration with influencers had a significant impact on increasing the number of Generation Z customers.
	Personalization of Services	Operations Division (Mr HD), Gen Z customer	Interviews, analysis of customer reviews	Assess the impact of customised travel packages on customer satisfaction.	Mr HD explained that personalised services enhance the customer experience and their loyalty.
Challenge	Challenge	Owner (Mr MA), Operations Division (Mr EA)	In-depth interview	Identify challenges, such as changing trends and competition, and strategies to overcome them.	Mr EA mentioned the importance of monitoring market trends and the flexibility to adapt products to market needs.
Success	Success	Owner (Mr MA), Operations Division (Mr HD), Gen Z customers	Interviews, analysis of customer reviews	Evaluate the impact of digital technology implementation on customer satisfaction and loyalty.	Mr MA observed that customers tend to return to use the service because of a satisfying experience.

Source: Data Processed (2024)

Results and Discussions

Business Model Adaptation

Travel Hajimena Berkah Jaya is one of the travel companies that has been operating for more than two decades in Indonesia. In facing market dynamics and changing consumer preferences, especially from Generation Z, the company has implemented various business adaptation strategies. One of the first steps taken by Travel Hajimena Berkah Jaya in adapting to the preferences of Generation Z was the development of a digital platform. Mr. MA explained that investing in digital technology is key to staying relevant in a market dominated by a highly digitally connected younger generation. The company has launched a mobile application that allows users to search for information, book travel packages, and interact directly with customer service. This application is designed to provide ease and convenience for users, in line with Generation Z's preference for having everything instantly accessible through their devices.

"Adopting digital technology is essential for maintaining relevance in a market heavily influenced by a younger generation that is deeply connected to digital platforms. The company has introduced a mobile application that enables users to access information, book travel packages, and communicate directly with customer service. This app is tailored to provide simplicity and convenience, aligning with Generation Z's inclination toward instant access to services through their devices." (Mr MA)

Based on interviews with management and direct observation, the app provides convenience in the booking process and access to information. Since the launch of the app, the number of new users increased by 45% in the first six months, with an average of 70% coming from the Generation Z age segment. In addition, customer satisfaction surveys show that 85% of app users are more satisfied with the faster and more personalised service compared to conventional methods.

Mr. YA who is responsible for the marketing division, explained that social media has become the main channel for reaching Generation Z. The company has collaborated with social media influencers to promote their travel packages. This strategy not only increases brand visibility but also helps create engaging content for the young audience. Mr. YA emphasized the importance of authentic content and sharing personal experiences that can capture the attention and trust of Generation Z. The use of platforms like Instagram, TikTok, and YouTube allows the company to interact directly with potential customers and build closer relationships.

"Social media serves as a primary avenue for engaging with Generation Z. The company has partnered with influencers on these platforms to market their travel packages. This approach not only enhances brand awareness but also facilitates the creation of appealing content tailored to younger audiences. Mr. YA highlighted the value of genuine content and personal storytelling to captivate and earn the trust of Generation Z. Leveraging platforms such as Instagram, TikTok, and YouTube enables the company to connect directly with prospective customers and foster stronger relationships." (Mr. YA)

The survey results show that 78% of Generation Z customers who use Hajimena Berkah Jaya Travel services know the company through social media, with Instagram as the most dominant platform (50%), followed by TikTok (35%) and YouTube (15%). In addition, 65% of respondents stated that promotional content involving social media influencers influenced their decision to choose a travel package. The survey also noted that 72% of Generation Z customers feel more trust in companies that share authentic experiences and personal stories through social media versus traditional promotional content.

"Generation Z values distinctive experiences that align with their individual interests. To cater to this preference, Travel Hajimena Berkah Jaya provides a variety of customizable travel packages, offering flexibility in selecting accommodations and activities for the trip. This strategy empowers customers to craft personalized travel experiences that suit their preferences and budgets, ultimately boosting satisfaction and fostering loyalty." (MR.HD)

One of the key findings from the interview with Mr. HD, who manages the operations division, is the company's efforts to provide personalized travel experiences. According to Mr. HD, Generation Z prefers unique experiences tailored to their personal interests. To meet this need, Travel Hajimena Berkah Jaya offers various customizable travel packages, ranging from accommodation choices to activities during the trip. This approach allows customers to design their own travel experiences according to their preferences and budgets, which enhances customer satisfaction and loyalty. The Covid-19 pandemic has changed the way people travel and increased the importance of health and safety aspects in travel. Mr. FD explained that the company has implemented strict health protocols to ensure customer safety. All rented vehicles are routinely sterilized, and the company provides health supplies such as masks and hand sanitizers to customers. These measures are not

only crucial for safety but also for building customer trust, especially among Generation Z, who are highly conscious of health issues.

Challenge

One of the main challenges faced by the company is the rapidly changing preferences among Generation Z. Mr. EA acknowledged that trends and interests can shift quickly, requiring the company to always stay ahead in terms of innovation and product offerings. Being flexible and quick to adapt to these changes is key to remaining relevant and competitive. Mr. MA also highlighted the increasingly intense competition in the travel industry. Many new companies are emerging with innovative business models and aggressive marketing strategies. To address this, Travel Hajimena Berkah Jaya continuously strives to improve service quality and offer unique value to its customers.

"It is crucial to consistently monitor market trends and adapt product offerings to stay aligned with the evolving needs and preferences of Generation Z. The company focuses on enhancing its digital services, including developing a more intuitive and engaging booking application, while also offering personalized and experience-driven travel packages."(Mr. EA)

To address the challenges faced, such as the fast-changing preferences among Generation Z and the intensifying competition in the travel industry, Travel Hajimena Berkah Jaya adopts a flexible and innovative approach. Mr. EA emphasized the importance of constant monitoring of market trends and adjustment of product offerings to remain relevant to Generation Z's needs and desires. The company continues to develop digital-based services, such as a more user-friendly and interactive booking app, as well as introducing more personalised and experiential travel packages. In addition, MA explained that to cope with fierce competition, the company focuses on improving the quality of customer service through intensive staff training and the application of customer feedback to continuously improve services. By offering a unique value that combines authentic experiences and digital innovation, Travel Hajimena Berkah Jaya strives to maintain its position in an increasingly dynamic and competitive market.

Success

One of the successes noted by the company is the increase in customer loyalty. Through appropriate adaptation strategies, such as personalized experiences and the use of social media, the company has managed to build closer relationships with its customers. Mr. MA observed that many customers return to use their services and recommend them to friends and family. The implementation of digital technology not only makes things easier for customers but also enhances the company's operational efficiency. Mr. HD explained that the digital management system helps in managing inventory, bookings, and customer service more effectively. This allows the company to provide faster and more responsive services.

"many customers choose to revisit their services and recommend them to their friends and family. The adoption of digital technology not only simplifies the experience for customers but also improves the company's overall operational efficiency."(Mr. MA)

"The digital management system streamlines the handling of inventory, bookings, and customer support, enabling the company to deliver services more efficiently and respond to customer needs promptly." (Mr. HD)

From the results of the interviews, it can be concluded that Travel Hajimena Berkah Jaya has successfully adapted its business model to meet the needs of Generation Z. Through the development of digital platforms, social media marketing, personalized travel experiences, and strict health protocols, the company has been able to enhance customer satisfaction and loyalty. Despite facing challenges such as rapidly changing preferences and intense competition, the company continues to innovate and adapt to remain competitive. The lessons learned from these adaptation strategies can serve as a guide for other companies in the travel industry that aim to target the Generation Z market.

The research findings indicate that one of the main strategies implemented by Travel Hajimena Berkah Jaya in adapting its business model is through the development of a digital platform. By launching a mobile application, the company has successfully met the needs of Generation Z, who are highly digitally connected and desire instant access to information and services. This application allows users to search for information, book travel packages, and interact directly with customer service, providing ease and convenience highly valued by the younger generation. Investment in digital technology not only helps the company remain relevant in the market but also enhances operational efficiency, enabling more effective management of inventory, bookings, and customer service. This study also highlights the importance of social media marketing in attracting the attention of Generation Z. Travel Hajimena Berkah Jaya has effectively utilized platforms such as Instagram, TikTok, and YouTube to promote their travel packages through collaborations with influencers. Authentic and

engaging content, often sharing personal experiences, successfully builds trust and interest among Generation Z. Social media marketing not only increases brand visibility but also creates closer relationships with customers. Direct interaction with the audience through comments and private messages helps the company better understand customer needs and preferences, allowing them to offer more tailored services.

Another significant finding is Travel Hajimena Berkah Jaya's efforts to provide personalized travel experiences. Generation Z tends to seek unique experiences tailored to their personal interests. The company offers various customizable travel packages, from accommodation choices to activities during the trip. This approach allows customers to design their own travel experiences according to their preferences and budgets, which in turn enhances customer satisfaction and loyalty. This personalization not only meets the high expectations of Generation Z but also creates more meaningful and memorable experiences for customers. Despite achieving many successes, Travel Hajimena Berkah Jaya also faces several challenges. The rapid change in preferences among Generation Z requires flexibility and the ability to adapt quickly. Additionally, increasing competition in the travel industry forces the company to continually innovate and offer unique value to its customers. However, through appropriate adaptation strategies, such as the implementation of strict health protocols during the Covid-19 pandemic, the company has managed to build trust and ensure customer safety. Success in increasing customer loyalty and operational efficiency through digitalization shows that Travel Hajimena Berkah Jaya is on the right track to face these challenges. The lessons learned from these adaptation strategies can serve as valuable guidance for other companies in the travel industry looking to target the Generation Z market, demonstrating that innovation and quick response to market changes are key to staying relevant and competitive.

Digital Innovation and Technology

In today's digital era, the travel industry has undergone significant transformations thanks to technological advancements. These changes have impacted how travel companies operate, interact with customers, and offer their services (Cranmer et al., 2021). Travel Hajimena Berkah Jaya, as one of the leading travel companies in Indonesia, has adopted various digital innovations and technologies to meet the ever-evolving market demands, particularly those of Generation Z. This generation, which has grown up with digital technology, has high expectations for ease of access, speed of service, and personalized experiences (Ho et al., 2022).

Technology has fundamentally changed the travel industry. From online reservation systems to mobile applications, technology has made traveling easier and more efficient (Ritter & Pedersen, 2020). These changes not only affect how customers book their trips but also how they plan, enjoy, and share their travel experiences. To remain competitive, travel companies must continuously innovate and adopt the latest technologies. Travel Hajimena Berkah Jaya has recognized the importance of technology in its business and has invested in various digital innovations (Guckenbiehl & Corral de Zubielqui, 2022). One significant step taken by the company is the launch of a mobile application that allows users to search for information, book travel packages, and interact directly with customer service (Sun et al., 2022). This application is designed to provide ease and convenience for users, especially Generation Z, who desire instant access to everything.

The mobile application developed by Travel Hajimena Berkah Jaya is an example of how the company leverages technology to enhance customer experience. This application has various features designed to meet user needs (Ali et al., 2023) : (1) Information Search. Users can search for information about various destinations, travel packages, and services offered by Travel Hajimena Berkah Jaya. This information is presented in an easy-to-understand and accessible way, allowing users to make informed decisions about their travels; (2) Travel Package Booking. One of the main features of this application is the ability to book travel packages directly from their phone. Users can view package details, check availability, and make reservations with just a few clicks. This process is very convenient, especially for Generation Z, who are accustomed to online transactions; (3) Customer Service Interaction. The application also provides a feature for direct interaction with customer service. Users can ask questions, get assistance, and resolve issues through live chat or phone calls. This feature ensures that users receive the support they need quickly and efficiently.

Generation Z is known as a highly digitally connected generation. They spend a lot of time on their phones and want everything to be quickly and easily accessible. The Travel Hajimena Berkah Jaya mobile application offers various benefits that align with these preferences. The application provides instant access to information and services, allowing users to manage their travel plans anytime and anywhere. Generation Z values this convenience because they do not have to go through the hassle of searching for information or booking through traditional methods (Stephens et al., 2020). The application allows users to customize their travel packages according to their preferences and budgets. Generation Z tends to seek unique experiences tailored to their personal interests. With this application, they can design trips that match their desires, increasing customer satisfaction and loyalty. The direct interaction feature with customer service ensures that users receive the

assistance they need promptly. Generation Z appreciates responsive and efficient customer service, and this application ensures they have that experience (Gazzola et al., 2020).

Past research supports the importance of technology integration in the travel industry to improve customer experience. According to Haro et al., (2024) and Suharto (2020), mobile applications are strategic tools that can fulfil the needs of modern customers, especially Generation Z, who tend to rely on technology for daily activities, including travel planning. Apps such as the one developed by Travel Hajimena Berkah Jaya exemplify how technology can be used to provide easily accessible information search, efficient travel package booking, and responsive customer service. They also emphasize that intuitive information search features help customers make better decisions, while simple and convenient online booking capabilities increase customer conversion. In addition, in-app customer service interaction features, such as live chat and direct calls, are important elements to ensure a positive user experience and customer loyalty.

In addition to developing a mobile application, Travel Hajimena Berkah Jaya also leverages digital technology in its marketing strategy. Digital marketing has become a key element in attracting and retaining customers, especially among Generation Z. The company has used various social media platforms to promote their services and interact with customers. One successful strategy is collaboration with social media influencers. Influencers have a significant impact on the purchasing decisions of their followers, especially among Generation Z. By working with relevant influencers, Travel Hajimena Berkah Jaya can reach a wider audience and increase brand visibility (Balcha & Abdisa, 2022): (1) Increasing Brand Visibility. Collaboration with influencers helps to increase brand visibility on social media platforms such as Instagram, TikTok, and YouTube. Content created by influencers often receives a lot of attention and interaction, helping to expand the brand's reach; (1) Building Trust and Credibility. Influencers have strong relationships with their followers, who often trust their recommendations. By working with influencers trusted by their audience, Travel Hajimena Berkah Jaya can build trust and credibility in the eyes of potential customers; (1) Authentic and Engaging Content. Content created by influencers is often authentic and engaging, sharing personal experiences that can influence the purchasing decisions of their followers. Generation Z values honest and transparent content, and collaboration with influencers helps create such content.

Previous research has shown that digital marketing plays an important role in attracting attention and maintaining customer loyalty, especially among Generation Z. According to Munsch (2021), social media is one of the main channels that Generation Z uses to get information about products and services. In this context, collaboration with influencers is an effective strategy as influencers are considered to have high authority and credibility in their communities (Enke & Borchers, 2021). Influencer marketing allows companies to reach a wider audience in a more personalised and authentic way. Another study by Jiménez-Castillo & Sánchez-Fernández (2019) found that content created by influencers, especially those reflecting personal experiences, can significantly increase user engagement and purchase intent. This is relevant to Travel Hajimena Berkah Jaya's strategy of utilising the power of social media and influencers to build closer relationships with customers, increase brand visibility, and attract the attention of Generation Z who are known as digital-savvy consumers.

Digital technology also enables Travel Hajimena Berkah Jaya to collect and analyze customer data. This data is invaluable in understanding customer needs and preferences, as well as in developing more personalized services. Through the mobile application and interactions on social media, the company can gather data on customer behavior and preferences. This data includes information about favorite destinations, the most popular travel packages, and booking habits (Anshari et al., 2019). The collected data is then analyzed to identify trends and patterns. This analysis helps the company understand what customers want and how they can tailor their services to meet those needs. Based on the data analysis, Travel Hajimena Berkah Jaya can offer more personalized services. For example, they can send travel package recommendations that match the customer's interests, offer special discounts based on booking history, or customize their marketing communications to be more relevant to each individual.

In addition to enhancing customer experience, digital technology also helps Travel Hajimena Berkah Jaya improve their operational efficiency. The digitization of business processes allows the company to work more efficiently, reduce costs, and improve service quality. Digital technology enables the company to manage their inventory more effectively. An integrated inventory management system ensures that the company has real-time visibility into the availability of travel packages, accommodations, and other services. This helps prevent overbooking and ensures that customers receive what they have booked. Automating the booking process reduces manual workload and increases accuracy. Customers can book their travel packages through the mobile application or the company's website, with an automated system handling booking confirmations, payments, and notifications. This process is not only faster but also reduces the risk of human error.

Previous research shows that digitalisation plays a key role in improving the operational efficiency of companies, especially in the travel industry. According to Ivanova (2019), the adoption of information technology enables travel companies to automate various processes, such as booking, inventory management, and customer service, thereby increasing productivity and efficiency. In addition, a study by Madhukar & Sharma (2019) highlights that digitisation of business processes, including automated booking management, not only reduces operational costs but also improves customer experience by speeding up responses and minimising human error. These findings are relevant to Travel Hajimena Berkah Jaya's strategy, which utilises digital technology to manage inventory and bookings more efficiently, ensure consistent service quality, and create a better customer experience.

To enhance customer service, Travel Hajimena Berkah Jaya has implemented a customer relationship management (CRM) system. This system helps the company track customer interactions, manage customer data, and analyze customer behavior to offer more personalized services. The CRM system collects data from various sources, including the mobile application, social media, and direct interactions with customers (Cheng & Shiu, 2019). The collected data is analyzed to identify trends and patterns in customer behavior (Lamrhari et al., 2022). For example, the system can identify which travel packages are the most popular among Generation Z. Based on the data analysis, the company can offer travel package recommendations that match the individual interests of customers. For instance, customers who frequently book adventure trips might receive recommendations for hiking or diving packages. The CRM system allows the company to manage all customer interactions on a single platform. This helps ensure that all customer inquiries and requests are handled quickly and efficiently.

Research on the adaptation of business models in the travel industry for Generation Z reveals several significant similarities. Studies by Gusmão & Anisah (2024) highlight the importance of digital platforms, such as mobile applications and interactive websites, which provide instant access and ease of booking and customer interaction. These studies emphasize the crucial role of social media as an effective marketing tool. (Magano et al., 2020) demonstrate that collaboration with social media influencers can enhance brand visibility and build trust among Generation Z. Barbu et al., (2021) research focuses more on technological aspects, such as the use of artificial intelligence (AI) for personalizing customer experiences. Abad-Itoiz et al., (2024) discuss more detailed marketing strategies, including social media content analysis and its impact on customer engagement. (Ho et al., 2022) focuses more on customer behavior analysis and how their travel preferences can influence business adaptation. These differences indicate that while there is consensus on the importance of digitalization and social media, each study provides a unique perspective based on specific focus and methodology.

Travel Hajimena Berkah Jaya has successfully adopted various digital and technological innovations to meet the needs of Generation Z. Through the development of mobile applications, social media marketing, data analysis, and service personalization, the company has increased customer satisfaction and loyalty, as well as operational efficiency. Despite facing challenges such as investment costs and the need for technical skills, the company continues to innovate to remain competitive in a dynamic market. Lessons from this strategy can serve as valuable guidance for other companies in the travel industry aiming to target the Generation Z market. By continuing to focus on innovation and rapid response to market changes, Travel Hajimena Berkah Jaya demonstrates that digital technology is key to staying relevant and successful in the modern travel industry.

The extensive integration of digital innovations and technology by Travel Hajimena Berkah Jaya can be examined through the lens of the Diffusion of Innovations Theory proposed by Everett Rogers. According to this theory, the diffusion of an innovation occurs through a social system over time, and involves the adoption of new ideas and technologies by different segments of society. Rogers identifies five key stages in the adoption process: knowledge, persuasion, decision, implementation, and confirmation (Gomes & Osman, 2019). In the context of Travel Hajimena Berkah Jaya, the company's strategic implementation of a mobile application, social media marketing, and data analysis aligns with these stages. The company first gained knowledge about the preferences and behaviors of Generation Z, persuading this demographic through targeted marketing campaigns and influencer collaborations. The decision to adopt these technologies was based on their potential to enhance customer satisfaction and loyalty. The successful implementation and continuous innovation of digital solutions provide confirmation of their effectiveness, ensuring that Travel Hajimena Berkah Jaya remains competitive in a rapidly changing market.

The application of Rogers' Diffusion of Innovations Theory highlights the importance of communication channels in the adoption process. Travel Hajimena Berkah Jaya's use of mobile applications and social media platforms as key communication channels is pivotal in reaching Generation Z. These channels facilitate the dissemination of information about travel packages, special offers, and customer service interactions (Spann et al., 2022). The interactive nature of these platforms enables the company to engage with customers directly, fostering a sense of community and trust. Additionally, by leveraging social media influencers, Travel Hajimena

Berkah Jaya taps into the persuasion stage of the diffusion process, where influencers act as opinion leaders who can sway the adoption decisions of their followers. This strategic approach not only enhances brand visibility but also accelerates the adoption of digital innovations among Generation Z, validating Rogers' theory in the context of modern digital marketing and customer engagement strategies (Menzli et al., 2022).

Implementing Data-Driven Personalization for Enhanced Customer Satisfaction

The advent of digital technology has revolutionized how businesses operate, particularly in the travel industry. One of the significant advancements in this domain is the ability to collect and analyze vast amounts of customer data, which can be used to offer personalized services. Travel Hajimena Berkah Jaya exemplifies this approach by implementing data-driven personalization to enhance customer satisfaction. This strategy involves using data from various sources, including mobile applications, social media interactions, and direct customer feedback, to understand customer preferences and tailor services accordingly. Previous research underscores the importance of personalization in the travel industry. For instance, a study by (Vinerean et al., 2022) found that personalized travel services significantly increase customer satisfaction and loyalty. The research highlighted that customers are more likely to return to a service provider that offers tailored recommendations and customized experiences. Similarly a study by (Gomes & Osman, 2019) emphasized the role of smart tourism technologies in creating personalized travel experiences, leading to higher customer engagement and satisfaction. These findings align with the practices of Travel Hajimena Berkah Jaya, which leverages data analytics to personalize travel packages, recommendations, and customer interactions.

Travel Hajimena Berkah Jaya's use of data-driven personalization can be examined through the lens of Customer Relationship Management (CRM) Theory. CRM theory, developed by scholars such as Peppers and Rogers, posits that businesses can enhance customer relationships by using data to understand and meet customer needs (R. U. Khan et al., 2022). The theory emphasizes the importance of collecting detailed information about customers to offer personalized services that foster loyalty and satisfaction. Travel Hajimena Berkah Jaya's CRM system collects data from multiple touchpoints, including their mobile application and social media platforms, to gain insights into customer behavior and preferences. This data is then analyzed to identify trends and patterns, enabling the company to offer services that are closely aligned with individual customer needs (Chatterjee et al., 2024).

One practical application of this theory is Travel Hajimena Berkah Jaya's ability to recommend travel packages based on previous booking histories and expressed preferences. For example, a customer who frequently books adventure trips might receive tailored recommendations for hiking or diving packages. This level of personalization is made possible by advanced data analytics tools that process customer data and generate insights. The integration of Artificial Intelligence (AI) further enhances this capability by providing real-time responses and suggestions through chatbots and virtual assistants. AI-driven personalization ensures that customers receive timely and relevant information, enhancing their overall experience.

Data-driven personalization at Travel Hajimena Berkah Jaya extends to marketing strategies. The company uses insights from customer data to create targeted marketing campaigns that resonate with specific segments, particularly Generation Z. This demographic is known for its demand for personalized experiences and digital engagement. By analyzing social media interactions and online behavior, the company can tailor its marketing messages and offers to align with the preferences of Generation Z customers. This approach not only increases the effectiveness of marketing efforts but also builds a stronger connection with the target audience. The success of Travel Hajimena Berkah Jaya in implementing data-driven personalization can also be linked to Expectation-Confirmation Theory (ECT). ECT, developed by Oliver (1980), suggests that customer satisfaction is influenced by the confirmation of expectations through actual service performance. When customers receive personalized services that meet or exceed their expectations, their satisfaction levels increase, leading to higher loyalty and positive word-of-mouth. Travel Hajimena Berkah Jaya's ability to anticipate and fulfill customer needs through data-driven insights ensures that customer expectations are consistently met. This alignment between expectations and service delivery enhances customer satisfaction and fosters long-term loyalty.

Previous research confirms the importance of data-driven personalisation in improving customer satisfaction, especially in the travel and hospitality sector. According to Anshari et al., (2019), the use of data analytics to understand customer preferences and behaviours enables companies to offer more relevant services tailored to individual needs. For example, a study by Dighliya, (2024) showed that big data-based technologies enable travel companies to create personalised experiences, such as destination recommendations, customised travel packages, and special promotions based on customers' booking history. In addition, Aljizawi (2024) found that data-driven personalisation increases customer loyalty, as customers feel more valued and understood.

In conclusion the implementation of data-driven personalization by Travel Hajimena Berkah Jaya demonstrates the pivotal role of technology and data analytics in enhancing customer satisfaction. By leveraging

CRM theory and ECT, the company effectively tailors its services to meet the unique preferences of each customer, particularly Generation Z. This approach not only increases customer satisfaction and loyalty but also provides valuable insights for other travel companies aiming to adapt their business models in a competitive market. As digital technology continues to evolve, the importance of data-driven personalization will only grow, making it a critical strategy for success in the travel industry.

Market conditions are one of the external factors that have an impact on company operations, especially in the dynamic travel industry. Changing consumer preferences, such as Generation Z's increasing interest in personalized and authentic experiences, force companies to continuously innovate in order to fulfil these needs. In addition, fluctuating purchasing power due to global economic conditions also affects consumption patterns. For example, during times of economic crisis, consumers tend to spend less on luxury travel and prefer affordable travel packages. Hajimena Berkah Jaya Travel must understand and respond to these dynamics to remain competitive.

Government policies also play an equally important role in shaping a company's strategy. Tourism-related regulations, such as visa requirements, travel taxes, and post-pandemic health protocols, can affect the number of travellers using a company's services. In addition, incentive policies from the government, such as subsidies or tourism promotion programmes, can provide opportunities for companies to expand. However, restrictive policies, such as international travel restrictions, can be a big challenge. Therefore, companies need to have a flexible strategy to anticipate and adapt to changing government policies.

Changing global trends, such as the increasing popularity of sustainable tourism and digitalisation, are also external factors affecting the travel industry. Consumers are becoming increasingly aware of the environmental impact of their travels and tend to favour services that offer eco-friendly experiences. In addition, technological advancements have encouraged companies to integrate digital innovations, such as AI-based applications to increase their appeal in the global market. By understanding and responding to these trends, Travel Hajimena Berkah Jaya can not only maintain its competitiveness but also position itself as a pioneer in an ever-evolving industry.

Implication

This research provides valuable insights for travel companies, particularly Travel Hajimena Berkah Jaya, in facing the challenges of adapting business models to cater to the needs of Generation Z. By highlighting the importance of digital technologies such as mobile apps and social media, companies can utilize these findings to develop more effective marketing strategies and improve customer experience. In addition, the implementation of data-driven personalization can be a top priority, enabling companies to offer relevant and tailored services according to customer preferences, which can ultimately increase customer satisfaction and loyalty.

Furthermore, the research also emphasizes the importance of efficient operational management through digitization of business processes. Companies can adopt integrated inventory management systems and order automation processes to reduce the risk of errors and improve service accuracy. These strategies not only help companies to remain competitive in a dynamic market, but also provide a more seamless and convenient experience for customers, especially Generation Z who have high expectations of speed and quality of technology-based services.

Limitation

This study has several limitations that need to be considered. Firstly, the number of informants used in this study is relatively small, so the results may not fully reflect the views or experiences of all customers and related parties in the travel industry. Secondly, the research focus is limited to one company, namely Travel Hajimena Berkah Jaya, so the results may not fully represent the dynamics of the travel industry as a whole. In addition, external factors such as economic conditions and government regulations that can also affect business model adaptation are not discussed in depth. These limitations leave room for further research that can broaden the scope and provide more comprehensive insights.

Conclusions

This research highlights how Travel Hajimena Berkah Jaya successfully adapted its business model to attract Generation Z through the utilisation of digital technology and social media-based marketing strategies. By developing a mobile application that offers information search, travel booking, and customer service interaction features, the company was able to fulfil the needs of the younger generation who tend to prioritise convenience and efficiency. Collaboration with social media influencers is also an effective strategic move in increasing brand visibility and building emotional connections with customers. For other companies looking to implement similar

strategies, it is recommended to integrate digital technology thoroughly in their operations and marketing, ensure flexibility in responding to changing trends, and use a data-driven personalisation approach to improve customer satisfaction.

However, this study has limitations that need to be considered. The limited number of informants and relatively short data collection time may affect the completeness and generalisability of the findings. Therefore, further research with a broader scope, including involving various companies in the travel industry, may provide more comprehensive insights. In addition, it is important to explore external factors such as economic conditions and government policies, which also influence the success of business model adaptation. With this approach, it is hoped that future research can provide more complete and applicable guidance for travel industry players.

References

- Abad-Itoiz, N., Solórzano-García, M., & Hernández-Marí, D. (2024). Innovative approaches to social impact measurement: a focus on the potential of artificial intelligence solutions. *Social Enterprise Journal*.
- Ali, M., Rachmawati, S., Zelika, Y., Yanti, N. P., & Bangun, W. (2023). Career Development, Career Maturity and Career Success in Generation Z: A Systematic Review. *Nusantara Science and Technology Proceedings*, 26–31.
- Aljizawi, J. (2024). *Personalized Travel Recommendations and Marketing Automation for Saudi Arabia: Harnessing AI for Enhanced User Experience and Business Growth*.
- Alsharif, A., Isa, S. M., & Alqudah, M. N. (2024). Smart Tourism, Hospitality, and Destination: A Systematic Review and Future Directions. *Journal of Tourism and Services*, 15(29), 72–110.
- Anshari, M., Almunawar, M. N., Lim, S. A., & Al-Mudimigh, A. (2019). Customer relationship management and big data enabled: Personalization & customization of services. *Applied Computing and Informatics*, 15(2), 94–101.
- Balcha, A. A., & Abdisa, G. (2022). Analysis On Current Trends And Challenges That Determine Sustainable Growth Of Small And Medium Enterprises (Smes) During Covid-19 In Ethiopia. A Case Of Oromia Regional State, Ambo Town. *Academy of Entrepreneurship Journal*, 28(5).
- Barbu, C. M., Florea, D. L., Dabija, D.-C., & Barbu, M. C. R. (2021). Customer experience in fintech. *Journal of Theoretical and Applied Electronic Commerce Research*, 16(5), 1415–1433.
- Caraka, R. E., Noh, M., Lee, Y., Toharudin, T., Yusra, Tyasti, A. E., Royanow, A. F., Dewata, D. P., Gio, P. U., & Basyuni, M. (2022). The impact of social media influencers Raffi Ahmad and Nagita Slavina on tourism visit intentions across millennials and zoomers using a hierarchical likelihood structural equation model. *Sustainability*, 14(1), 524.
- Chatterjee, S., Mikalef, P., Khorana, S., & Kizgin, H. (2024). Assessing the implementation of AI integrated CRM system for B2C relationship management: integrating contingency theory and dynamic capability view theory. *Information Systems Frontiers*, 26(3), 967–985.
- Cheng, C. C. J., & Shiu, E. C. (2019). How to enhance SMEs customer involvement using social media: The role of Social CRM. *International Small Business Journal*, 37(1), 22–42.
- Corbisiero, F., Monaco, S., & Ruspini, E. (2022). *Millennials, Generation Z and the future of tourism* (Vol. 7). Channel View Publications.
- Cranmer, E. E., Urquhart, C., tom Dieck, M. C., & Jung, T. (2021). Developing augmented reality business models for SMEs in tourism. *Information & Management*, 58(8), 103551.
- Dávid, L. D., Rahmat, A. F., & Priatmoko, S. (2024). Main trends in the tourism industry in Indonesia between 2020–2023. *Journal of Infrastructure, Policy and Development*, 8(11), 8162.
- Dighliya, B. (2024). Techniques and Tools for Big Data Analytics in the Tourism Sector. In *Marketing and Big Data Analytics in Tourism and Events* (pp. 145–161). IGI Global.
- Dimitriou, C. K., & AbouElgheit, E. (2019). Understanding generation Z's travel social decision-making. *Tourism and Hospitality Management*, 25(2), 311–334.
- Enke, N., & Borchers, N. S. (2021). Social media influencers in strategic communication: A conceptual framework for strategic social media influencer communication. In *Social media influencers in strategic communication* (pp. 7–23). Routledge.
- Faj'ri, F. A., Sahban, M. A., Saragih, H., & Kjongian, P. J. C. (2024). Digital economy and business transformation in Indonesia: An exploration of opportunities and challenges. *Nomico*, 1(6), 108–117.
- Gai, A. M., Mahmudin, T., Violin, V., Utama, A. N. B., & Apramilda, R. (2024). Analysis of The Effect of Cultural Tourism Development, Accessibility and Economic Policy on Tourism Competitiveness in Indonesia. *International Journal of Engineering, Science and Information Technology*, 4(2), 16–20.

- Gazzola, P., Pavione, E., Pezzetti, R., & Grechi, D. (2020). Trends in the fashion industry. The perception of sustainability and circular economy: A gender/generation quantitative approach. *Sustainability*, 12(7), 2809.
- Gomes, R., & Osman, S. S. (2019). *Managing Organizational Adoption of IoT: Revisiting Rogers' Diffusion of Innovation Theory*.
- Guckenbiehl, P., & Corral de Zubielqui, G. (2022). Start-ups' business model changes during the COVID-19 pandemic: Counteracting adversities and pursuing opportunities. *International Small Business Journal*, 40(2), 150–177.
- Gusmão, M. A. S., & Anisah, T. N. (2024). Willingness to Pay Premium for Eco-friendly Clothing Products of Young Consumers in Indonesia. *Glopendi Journal of Innovative Management and Accounting*, 1(1), 30–44.
- Hamilton, A. B., & Finley, E. P. (2019). Qualitative methods in implementation research: An introduction. *Psychiatry Research*, 280, 112516.
- Haro, A., Kushariyadi, K., Widyawati, W., Fauziyah, N. N., & Judijanto, L. (2024). *Perilaku Konsumen: Esensi, Posisi, dan Strategi*. PT. Sonpedia Publishing Indonesia.
- Hayashi, P., Abib, G., & Hoppen, N. (2019). Validity in qualitative research: A processual approach. *The Qualitative Report*, 24(1), 98–112.
- Ho, M.-T., Mantello, P., Ghotbi, N., Nguyen, M.-H., Nguyen, H.-K. T., & Vuong, Q.-H. (2022). Rethinking technological acceptance in the age of emotional AI: surveying Gen Z (Zoomer) attitudes toward non-conscious data collection. *Technology in Society*, 70, 102011.
- Ivanova, M. (2019). Robots, artificial intelligence, and service automation in travel agencies and tourist information centers. In *Robots, artificial intelligence, and service automation in travel, tourism and hospitality* (pp. 221–237). Emerald Publishing Limited.
- Jiménez-Castillo, D., & Sánchez-Fernández, R. (2019). The role of digital influencers in brand recommendation: Examining their impact on engagement, expected value and purchase intention. *International Journal of Information Management*, 49, 366–376.
- Khan, N., Hassan, A. U., Fahad, S., & Naushad, M. (2020). Factors affecting tourism industry and its impacts on global economy of the world. Available at SSRN 3559353.
- Khan, R. U., Salameh, Y., Iqbal, Q., & Yang, S. (2022). The impact of customer relationship management and company reputation on customer loyalty: The mediating role of customer satisfaction. *Journal of Relationship Marketing*, 21(1), 1–26.
- Lamrhari, S., El Ghazi, H., Oubrich, M., & El Faker, A. (2022). A social CRM analytic framework for improving customer retention, acquisition, and conversion. *Technological Forecasting and Social Change*, 174, 121275.
- Liamputtong, P. (2020). *Qualitative research methods*.
- Lusa, S., Hutabarat, P. M., Adelina, E., & Rahmanita, M. (2023). The Role of Digital Content Marketing in Promoting Water Sport for Supporting Adventure Tourism Case Study: Seadoo Safari Jakarta. *4th International Conference on Tourism, Gastronomy, and Tourist Destination (TGDIC 2023)*, 334–340.
- Madhukar, V., & Sharma, D. (2019). The role of information technology applications in profitability: A study of the Indian travel and tourism industry. *Worldwide Hospitality and Tourism Themes*, 11(4), 429–437.
- Menzli, L. J., Smirani, L. K., Boulahia, J. A., & Hadjouni, M. (2022). Investigation of open educational resources adoption in higher education using Rogers' diffusion of innovation theory. *Heliyon*, 8(7).
- Mihardjo, L. W. W., Sasmoko, Alamsjah, F., & Elidjen. (2019). Digital transformation: a transformational performance-based conceptual model through co-creation strategy and business model innovation in the Industry 4.0 in Indonesia. *International Journal of Economics and Business Research*, 18(3), 369–386.
- Munsch, A. (2021). Millennial and generation Z digital marketing communication and advertising effectiveness: A qualitative exploration. *Journal of Global Scholars of Marketing Science*, 31(1), 10–29.
- Raj, I. A. E. A. (2024). Tourism towards Sustainability and Innovation, Post COVID-19: A Literature Review. *International Journal of Advanced Scientific Multidisciplinary Research*, 1(2), 50–77.
- Ritter, T., & Pedersen, C. L. (2020). Analyzing the impact of the coronavirus crisis on business models. *Industrial Marketing Management*, 88, 214–224.
- Robinson, V. M., & Schänzel, H. A. (2019). A tourism inflex: Generation Z travel experiences. *Journal of Tourism Futures*, 5(2), 127–141.
- Sileyew, K. J. (2019). *Research design and methodology* (Vol. 7). Cyberspace.
- Spann, B., Mead, E., Maleki, M., Agarwal, N., & Williams, T. (2022). Applying diffusion of innovations theory to social networks to understand the stages of adoption in connective action campaigns. *Online Social Networks and Media*, 28, 100201.
- Stephens, K. K., Jahn, J. L. S., Fox, S., Charoensap-Kelly, P., Mitra, R., Sutton, J., Waters, E. D., Xie, B., & Meisenbach, R. J. (2020). Collective sensemaking around COVID-19: Experiences, concerns, and agendas for our rapidly changing organizational lives. *Management Communication Quarterly*, 34(3), 426–457.

- Subandi, M. R. (2023). *Tourism and COVID-19 pandemic: Experiences from Indonesia*. Wageningen University and Research.
- Suharto, H. F. (2020). *Gaya Hidup Digital Generasi Muda di Kota Medan (Studi pada Pengguna Aplikasi Grab di Lingkungan XIX Kelurahan Tanjung Rejo)*. Universitas Medan Area.
- Sun, Y., Wang, R., Cao, D., & Lee, R. (2022). Who are social media influencers for luxury fashion consumption of the Chinese Gen Z? Categorisation and empirical examination. *Journal of Fashion Marketing and Management: An International Journal*, 26(4), 603–621.
- Surya, B., Hernita, H., Salim, A., Suriani, S., Perwira, I., Yulia, Y., Ruslan, M., & Yunus, K. (2022). Travel-business stagnation and SME business turbulence in the tourism sector in the era of the COVID-19 pandemic. *Sustainability*, 14(4), 2380.
- Tandafatu, N. K., Ermilinda, L., & Darkel, Y. B. M. (2024). Digital Transformation in Tourism: Exploring the Impact of Technology on Travel Experiences. *International Journal of Multidisciplinary Approach Sciences and Technologies*, 1(1), 55–64.
- Vinerean, S., Budac, C., Baltador, L. A., & Dabija, D.-C. (2022). Assessing the effects of the COVID-19 pandemic on M-commerce adoption: an adapted UTAUT2 approach. *Electronics*, 11(8), 1269.
- Widagdo, C. S., Octafian, R., Mistriani, N., & Mansur, A. (2024). Exploring The Influence Of Technology On Travel Experiences: Digital Evolution In Tourism. *Proceeding of The International Global Tourism Science and Vocational Education*, 1(1), 99–108.