

The role of smart tourism destinations in community empowerment to shape regenerative tourism participation

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ABSTRACT

The purpose of this study is to examine the implementation of technology on smart tourism destinations and its effects on community empowerment within the context of regenerative tourism participation in Bali. Data were collected with an online survey using google form and onsite by distributing questionnaires to 100 business owners and managers who are actively engaged in managing various tourism attractions in Bali. A quantitative method was employed using Partial Least Square (PLS) data analysis technique. The findings show that smart tourism destinations did not significantly influence regenerative tourism participation however smart tourism destination has a significant effect on community empowerment. Community empowerment has a positive and significant effect on regenerative tourism participation, and mediates the relationship between smart tourism destination and regenerative tourism participation. This study support communities involved in the tourism sector by enhancing business efficiency and productivity in promoting the concept of regenerative tourism participation within smart tourism destinations.

1. INTRODUCTION

The tourism sector contributes meaningfully to economic development, with effects observable in both the immediate and extended future (Ohlan, 2017). The interlinkage between the tourism domain and a country's economy is explained by Adrian (2017), where growth in tourism increases the number of inbound tourism to the country, which contributes to the national revenue. In Indonesia, this contribution is very tangible, as the tourism sector generates revenue derived from international tourist expenditures in the form of foreign

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exchange (Ollivaud & Haxton, 2019). Moreover this statement is reinforced by a study by Kristiana et al. (2020), which found that an escalation in tourist inflows affects the increase in local revenue.

In developing nations such as Indonesia, the tourism industry is largely sustained by the country's rich natural landscapes and its historical heritage sites (Richardson, 2021). This dependency is manifested in the significant economic contribution of the tourism sector, which is predominantly supported by tourist activities centered around natural destinations and culturally significant historical landmarks (Rizaldi et al., 2024). Therefore, the maintenance and protection of tourist destinations are crucial to maintaining the sustainability of this sector (Malheiro, 2020). The rising influx of visitors presents a significant challenge for the tourism sector in formulating and applying sustainability principles in the governance of tourist destinations (Streimikiene et al., 2020).

The concept of sustainability, which involves minimizing negative impacts while still providing an engaging experience for tourists, is a challenge for the tourism industry (Aguirre et al., 2023). To address this challenge, the concept of a smart tourism destination was established. It focuses not only on the tourist's experience but also on system effectiveness and the reduction of negative impacts caused by tourists (Xiang et al., 2021). According to Gretzel et al. (2018), a smart tourism destination seeks to integrate technology into a tourist destination to enhance innovation, create value, minimize the unfavorable outcomes of tourism, and provide the best possible experience for tourists. This concept adapts the idea of a smart city and combines it with tourism aspects to create more optimal value for tourist destinations (Buhalis, 2020).

The concept of a smart tourism destination reflects the convergence of digital technologies, information infrastructure, and telecommunications with tourism activities, marking a significant shift toward digitalization within the tourism industry (Lee et al., 2020). It can be identified as a smart business and experience ecosystem based on 3 main data components: data layering, data processing, and information exchange (Gretzel et al.,

2015). According to Signes et al. (2020), leveraging data-oriented smart tourism destination models contributes to strengthening the strategic competitive advantage of tourism destinations. The findings of Milon et al. (2020) reinforce this claim by highlighting that the utilization of technology in tourism destinations facilitates greater tourist engagement. In addition to technological integration, smart tourism destinations are characterized by the cooperation and proactive participation of various stakeholders, particularly local communities and governmental entities (Gidumal, 2022).

Changes in the way of tourism industry operates and its sources of productivity significantly drive community empowerment (Scheyvens & Watt, 2021). Research by Scheyvens & Watt (2021) demonstrates that tourism promotes empowerment via diverse mechanisms, such as supplementary income generation, enhanced personal confidence, improved social positioning, reinforced communal bonds, and increased influence in local decision-making. This concept aligns with the WHO's (2023) view, which defines community empowerment as a process where individuals gain control over decisions in their lives. Furthermore, Lapuz (2023) argues that community empowerment can be realized when members of a local community demonstrate psychological independence, political participation, as well as economic or resource development carried out independently by the local community, social leadership, and a collective institutional identity.

The smart tourism destination approach, which emphasizes collaboration and active participation for the sake of community empowerment, can be tangibly implemented through the regenerative tourism participation approach (Bellato & Pollock, 2023). Regenerative tourism participation is an act of care that

involves the participation of all stakeholders in the maintenance and revitalization of natural and human elements in a tourist destination (Earthcheck, 2023). This concept extends beyond conventional sustainability by emphasizing not only the mitigation of adverse effects but also the active facilitation of recovery from previously incurred negative impacts (Duxbury et al., 2020). From a deeper perspective, regenerative tourism participation focuses more on significant changes for the well-being of the community at the tourist destination, both in the present and the future (Pung et al., 2024).

According to Becken & Kaur (2021), achieving a transformation to regenerative tourism participation requires a balance between cultural, social, and environmental aspects. In addition, regenerative tourism participation is a bottom-up framework, meaning this transformation can only happen if improvements are made starting from the bottom. According to Paddison & Hall (2024), the empowerment of local communities significantly influences the transformation of regenerative tourism participation. The research explains how the combination of local community knowledge and a city's unique potential fosters a way of life that encourages regenerative tourism participation.

The implementation of a smart tourism destination affects community empowerment in a tourist destination since this concept supports the well-being of the surrounding local community (Becken & Kaur, 2021). A study by Buhalis (2025) also mentions that the implementation of a smart tourism destination indirectly encourages regenerative tourism participation due to the application of technology. Nevertheless, prior studies have not explicitly addressed the mechanisms through which technology implementation in smart tourism destinations influences community empowerment in the context of regenerative tourism participation. Therefore, this research tests the implementation of technology in a smart tourism destination and its effect on community empowerment under the paradigm of regenerative tourism participation at one of Indonesia's tourist destinations, namely Bali. This research also aims to encourage the realization of the concept of sustainable tourism by utilizing technology in relation to community empowerment.

2. LITERATURE REVIEW

This research encompasses the main concepts of smart tourism destination, community empowerment, and regenerative tourism participation. The study contributes to expanding knowledge regarding the linkage between community empowerment and the concept of regenerative tourism participation within the framework of smart tourism destination. The relationships among these variables are interconnected. Therefore, this literature review elaborates on each variable and their interrelations in the form of hypotheses.

2.1 Smart Tourism Destination

Smart Tourism Destination presents data generated by the tourism ecosystem, which will also be used to enhance tourism management (Smart Tourism Destination, 2022). Smart tourism destination can be defined as tourism destination information that can be accessed through continuously developing communication technologies (Li et al., 2017). The defining characteristics of smart tourism destinations include intelligence, connectivity, and stakeholder collaboration (Xiang et al., 2021; Xiang & Fesenmaier, 2015). Variations in the understanding of smart tourism destinations can be attributed to contextual differences such as spatial setting, interpretative lenses, and the active participation of stakeholders, whose contributions are essential for the sustained success of smart tourism destinations (Ye et al., 2025; Gretzel, 2022). The Smart tourism destination strategy is fundamental in the management of regenerative tourism,

which relies on and utilizes technology, data, and research (Buhalis, 2020; Buhalis et al., 2023). Consequently, further investigation is necessary to explore the application and impact of the smart tourism destination framework in tourism destination management.

2.2 Community Empowerment

Empowerment is a process to activate the self-confidence and abilities of previously oppressed individuals or groups (Scheyvens & Watt, 2021). Furthermore, Scheyvens and Watt (2021) explain that the purpose of empowerment is for them to take control of their own lives, fight injustice, and gather resources to achieve social justice. Fundamentally, the empowerment concept emphasizes the significance of the interconnectedness among stakeholders and relevant parties involved in the associated interests (Santos et al., 2024). Supporting this statement, Lapuz (2023) argues that in community empowerment, fostering the desire and independence of local community members can drive the success of community empowerment. As stated by Arfah and Samiha (2020), community empowerment in the economic perspective is intended to enhance the capacity and quality of human resources for better development. Meanwhile, in the tourism context, community empowerment increases the confidence of local communities in decision-making through improvements in skills and knowledge (Rachmawati & Fountain, 2020). The study by Rachmawati and Fountain (2020) highlights that active stakeholder support and participation play a pivotal role in either enabling or obstructing community empowerment in the advancement of sustainable tourism.

2.3 Regenerative Tourism Participation

The concept of regenerative tourism participation is emerging as a progressive strategy in the management of tourist destinations (Sawu et al., 2024). The concept was formulated following observations of sustainable tourism's shortcomings, particularly its focus on reducing harm rather than actively repairing or restoring impacted systems (Belatto & Pollock, 2023). Regenerative tourism participation, as outlined by Duxbury et al. (2020), constitutes a progression beyond the established sustainability model. While traditional sustainability primarily focuses on minimizing unfavorable repercussions, regenerative tourism participation takes a deeper paradigm by actively restoring and generating positive impacts on the ecosystem and environment (Ugarte & Ruiz, 2024).

In the tourism industry, the welfare of local communities and the conservation of the surrounding environment and ecosystem are crucial (Becken & Kaur, 2021). Regenerative tourism participation is considered as a key policy that can revitalize local community culture and support community infrastructure (Paddison & Hall, 2024). In addition, Paddison & Hall (2024) explain in their findings that local community knowledge and the unique characteristics of a tourist destination support the development of that destination.

2.4 The relationship between smart tourism destination and regenerative tourism participation

Smart tourism strategies are essential for the effective management of regenerative tourism, given that these strategies rely are based on evidence-based approaches that integrate knowledge of tourism administration and marketing (Buhalis, 2020). These strategies leverage intelligence through the use of data, technology, and research findings to capitalize on technological advancements (Buhalis et al., 2023). The development of regenerative tourism participation highlights how tourists are engaged not only in consumption but also in contributing to the restoration and enhancement of culture as well as the prosperity of local communities (Hahn et al., 2021). Smart tourism destinations provide a key driver, namely

technology, which can foster the realization of regenerative tourism participation (Buhalis, 2025). For example, the application “SKOTA Wisata by Lintasarta” was designed for business owners to monitor tourism development; it functions as a digital platform and educational tool that systematically supports regenerative tourism participation (Lintasarta, 2020). Based on the preceding discussion, the author formulates the following hypotheses:

H1: Smart tourism destination has a positive and significant effect on regenerative tourism participation

2.5 The relationship between smart tourism destination and community empowerment

Empowerment is the key to fostering sustainable tourism development within communities while also enhancing visitor experiences (Timothy, 2024; Timothy, 2012). According to Thompson (2022), tourism itself has evolved in line with technological advancements. Smart Tourism Destinations (STDs) have introduced innovations driven by data to expand markets and increase accessibility (Ma et al., 2022). The pandemic accelerated individuals’ adoption of distant technologies, compelling tourism destinations that previously relied solely on traditional tourism to immediately seek new markets in order to sustain local tourism (Buhalis et al., 2023). Community empowerment serves not only as a driver of economic development but also as a means of strengthening cultural identity and enhancing destination competitiveness. Active participation of local communities generates benefits that are not limited to a few individuals but are widely distributed, thereby contributing to sustainable development and growth. In accordance with explanation above, the author proposes the following hypotheses:

H2: Smart tourism destination has a positive and significant effect on community empowerment

2.6 The relationship between community empowerment and regenerative tourism participation

In the process of community empowerment, it is necessary to meet the needs of society, such as improved access to resources and control over social aspects within the community (Sutawa, 2012). Community participation in tourism development brings positive impacts on both economic and social aspects, where such participation ultimately determines the success of efforts to fulfill the modern paradigm of sustainable tourism (Koščak et al., 2019). The realization of regenerative tourism requires active community participation. Involving local communities in decision-making according to their priorities leads to the creation of effective plans and programs (Wikantiyoso et al., 2021). In accordance with explanation above, the author proposes the following hypotheses:

H3: Community empowerment has a positive and significant effect on regenerative tourism participation

2.7 The moderating role of community empowerment between smart tourism destination and regenerative tourism participation

Smart tourism destinations adopt a strategy that emphasizes collaboration and active engagement among all stakeholders (Bellato & Pollock, 2023), with stakeholder involvement recognized as a crucial determinant of their success (Ye et al., 2025). Within this approach, the adoption of technology greatly contributes to community development and empowerment (Wang & Li, 2021). Further research even suggests that technology in tourism can empower communities and encourage them to participate actively (Ahn & Bessiere, 2022). This concept aligns with regenerative tourism participation, which emphasizes

that improving community well-being requires the involvement of local residents (Becken & Kaur, 2021). Its main objective is active restoration; thus, community participation is essential (Becken & Kaur, 2021). Therefore, the transformation toward regenerative tourism participation requires both technological support and community empowerment equipped with relevant skills and capacities (Inversini & Buhalis, 2025). In accordance with explanation above, the author proposes the following hypotheses:

H4: Community empowerment mediates the relationship between smart tourism destination and regenerative tourism participation

3. RESEARCH METHODOLOGY

The research employed a quantitative process of measuring the connection between smart tourism destination, community empowerment, and regenerative tourism participation. The methods and procedures used in this study included literature review and field study by distributing questionnaires. The questionnaires were distributed in Bahasa Indonesia, as the targeted respondents were tourism business owners or practitioners in Bali, Indonesia. The measurement scale applied in the questionnaire was a Likert scale, which is commonly used to assess opinions, attitudes, or perceptions of individuals or groups toward an event (Bahrin et al., 2018).

A literature review was first conducted for each variable, namely smart tourism destination, regenerative tourism participation, and community empowerment. The indicators for smart tourism destination were adapted from Buhalis & Amaranggana (2015), for community empowerment from Shafieisabet & Haratifard (2020) and Timothy (2024), and for regenerative tourism participation from Bellato & Pollock (2023), Meng & Simola (2024), and Thurow (2023). According to Sugiyono (2018), the likert scale is used to measure opinions or perceptions regarding social phenomena. Items in the questionnaire were developed according to the indicators for each research variable and utilized a five-point Likert scale with response options: 1 (Strongly Disagree), 2 (Disagree), 3 (Somewhat Agree), 4 (Agree), and 5 (Strongly Agree).

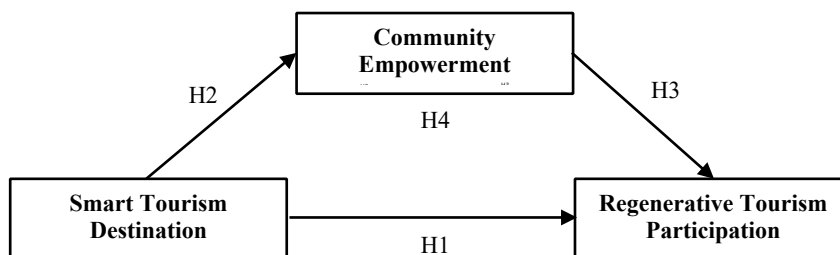


Fig. 1. Research model

The data collection process involved administering questionnaires online through social media channels, namely Facebook and Instagram, among members of the Bali tourism business community via Google Forms, alongside face-to-face distribution at souvenir shops, culinary establishments, lodging facilities, and multiple other tourist attractions. A total of 101 responses were collected, of which 100 were deemed valid and subsequently included in the main analysis. The sample target was tourism business owners or practitioners in Bali, with a minimum age requirement of 17 years old.

4. RESULTS

Table 1 summarizes the demographic attributes of the respondents. Profiles were delineated based on occupation, gender, age, educational background, type of business, financial indicators (revenue and assets), years of operation, business associates, and number of employees. Table 1 shows that the majority of the study respondents were manager/administrator of the business (86%) and business owner (14%). The respondents gender mainly was a male with 57 & and female 43%. The largest proportion of respondents falls within the 25-30 years old bracket (49%), indicating substantial participation from younger professionals. Educationally, most respondents achieved at least a senior high school or equivalent qualification (66%). Regarding the focus of the enterprises, the sample is heavily concentrated in the restaurants/cafes sector (52%) and tour & travel services (21%), positioning the study predominantly within the food service and travel intermediary industries.

Findings suggest that the business landscape represented in the survey is primarily constituted by Small and Medium Enterprises (SMEs). Based on the business scale, 29% employ under 5 employees and 22% employ 5–10 employees. This profile is consistent with the financial data: 33% of firms report assets lower than Rp100,000,000 and 29% generate annual revenue higher than Rp200,000,000. Furthermore, the firms demonstrate a mixed maturity, with the largest share having an Operation Tenure of above 10 years (28%), closely followed by those operating for 1–3 years (27%). Finally, the ownership structure tends toward less complex arrangements, as 55% of businesses report having only one business associate.

Table 1. Descriptive Statistics for Motivation Factors and SCMT Intention

Category	Description	Frequency	Percent (%)
Occupation	Business Owner	14	14%
	Manager/Administrator	86	86%
Gender	Male	57	57%
	Female	43	43%
Age	Under 25 years old	34	34%
	25 - 35 years old	43	43%
	35 - 45 years old	10	10%
	Above 45 years old	13	13%
Education	Senior High School or Equal	44	44%
	Diploma or Equal	33	33%
	Undergraduate or Equal	22	22%
	Post Graduate or Equal	1	1%
Business Type	Marine Tourism	1	1%
	Cultural Tourism	1	1%
	Historical Tourism	0	0%
	Hotel/Accommodation	16	16%
	Restaurant/Cafe	52	52%
	Tour & Travel	2	2%
	Local craft & cuisine	2	2%
	Souvenir shop	20	20%
	Clothing	2	2%
Revenue	Lower than Rp.25.000.000	5	5%
	Rp.25.000.000 - Rp.50.000.000	21	21%

	Rp.50.000.000 - Rp.100.000.000	13	13%
	Rp.100.000.000 - Rp.200.000.000	16	16%
	Higher than Rp.200.000.000	21	21%
Asset	Lower than Rp.100.000.000	29	29%
	Rp.100.000.000 - Rp.500.000.000	29	29%
	Rp.500.000.000 - Rp.1.000.000.000	33	33%
	Higher than Rp.1.000.000.000	19	19%
Years of Operation	Under 1 year	19	19%
	1- 3 years	13	13%
	3 - 5 years	21	21%
	5 - 10 years	10	10%
Business Associate	None	28	28%
	1 - 3 associate	28	28%
	4 - 6 associate	50	50%
	More than 6 associate	21	21%
Number of Employee	Under 5 employees	11	11%
	5 - 10 employees	18	18%
	11 - 20 employees	22	22%
	Above 20 employees	28	28%

Table 2 shows the result of mean and standard deviation value of each indicator. The total mean values were around 4.14 within the scale of 1 to 5. While the standard deviation values were in the range of 0.7 - 1.0. This result shows that the indicators were well-received by the respondents. This outcome signals the strong approval perspective of the majority of participants toward the indicators presented. While doing the calculation, some indicators were removed. STD4, STD5, STD6, STD7, STD8, STD9, STD10 from smart tourism destination indicators and CE9 from community empowerment indicators were removed.

Table 2. The Result of Mean and Standard Deviation

Indicators	Mean	Standard Deviation	Indicators	Mean	Standard Deviation
STD1	3.71	1.07	CE8	4.25	0.81
STD2	3.92	1.04	RTP1	4.11	0.76
STD3	4.36	0.84	RTP2	4.19	0.81
STD11	4.33	0.88	RTP3	4.19	0.81
STD12	3.89	1.02	RTP4	4.27	0.75
CE1	3.48	1.02	RTP5	4.24	0.82
CE2	4.08	0.91	RTP6	4.21	0.77
CE3	4.22	0.92	RTP7	4.18	0.74
CE4	4.2	0.89	RTP8	4.32	0.68
CE5	4.08	0.84	RTP9	4.26	0.73
CE6	4.42	0.70	RTP10	4.32	0.84
CE7	4.04	0.92			

Note: STD: Smart Tourism Destination, CE: Community Empowerment, RTP: Regenerative Tourism Participation

Based on Table 3, the loading of each indicator was above 0.6. Indicators with outer loading between 0.40 - 0.70 may be accepted as they are considered reliable (Hair et al., 2014). This indicates the loading factor was compatible with the required score between 0.40 - 0.70. In conclusion, all of the indicators from Table 3 are considered as an effective indicator to measure this study.

Table 3. Standardized Loadings

Indicators	Value	Indicators	Value
STD1	0.761	CE8	0.700
STD2	0.695	RTP1	0.670
STD3	0.719	RTP2	0.667
STD11	0.734	RTP3	0.833
STD12	0.806	RTP4	0.631
CE1	0.632	RTP5	0.662
CE2	0.746	RTP6	0.747
CE3	0.773	RTP7	0.726
CE4	0.658	RTP8	0.685
CE5	0.776	RTP9	0.831
CE6	0.669	RTP10	0.803
CE7	0.779		

Note: STD: Smart Tourism Destination, CE: Community Empowerment, RTP: Regenerative Tourism Participation

Based on the Heterotrait-Monotrait Ratio (HTMT) analysis, the discriminant validity for all variables is confirmed. The HTMT values, which ranged from 0.6 to 0.855 the maximum value, are all below the strict threshold of 1.0. This outcome classifies the variables as having good discriminant validity (Hair et al., 2019).

Table 4. Heterotrait-monotrait Ratio

Variable	CE	RTP	STD
CE			
RTP	0.705		
STD	0.855	0.603	

Note: STD: Smart Tourism Destination, CE: Community Empowerment, RTP: Regenerative Tourism Participation

As illustrated in Table 5, the reflective measurement model met all necessary criteria for reliability and validity. The Composite Reliability CR and Cronbach's alpha values, all recorded above 0.7, affirm the constructs' high internal consistency. Concurrently, the satisfactory levels of Average Variance Extracted (AVE) all exceeding 0.5, with a maximum of 0.553 unequivocally confirm convergent validity. These results collectively ensure that each construct is distinct and accurately represented by its indicators.

Table 5. Cronbach's Alpha, Composite Reliability and AVE Value

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CE	0.866	0.874	0.895	0.517
RTP	0.901	0.919	0.918	0.531
STD	0.798	0.804	0.861	0.553

Note: STD: Smart Tourism Destination, CE: Community Empowerment, RTP: Regenerative Tourism Participation

The Result of Path Coefficient is presented in Figure 2. Based on Table 6, the data reveals that the direct path from Smart Tourism Destination (STD) to Regenerative Tourism Participation (RTP) is statistically rejected ($\beta=0.149$, T-value =1.011, $p=0.312$), as the T-value is less than the critical value of 1.96 (or 1.645 for a one-tailed test at 5%) and the p-value is greater than 0.05. Conversely, a strong significant relationship is established between STD and Community Empowerment (CE) ($\beta=0.723$, T-value =10.331, $p=0.000$) and between CE and RTP ($\beta=0.537$, T-value =4.112, $p=0.000$). These accepted paths indicate that while STD does not directly influence RTP, it significantly impacts CE, which in turn significantly influences RTP.

The investigation was extended to assess the mediating role of Community Empowerment, as shown in Table 7 indirect result of path coefficient. The indirect path from STD $\rightarrow$ CE $\rightarrow$ RTP was found to be statistically accepted with an indirect coefficient of 0.388 (T-value =3.751, $p=0.000$). Since this indirect effect is highly significant ($p<0.001$), and considering the direct effect (STD $\rightarrow$ RTP) was non-significant, this result provides conclusive evidence of full mediation by Community Empowerment. This signifies that the positive influence of Smart Tourism Destination on Regenerative Tourism Participation is not exerted directly, but rather is fully channeled and explained through its substantial contribution to the local community.

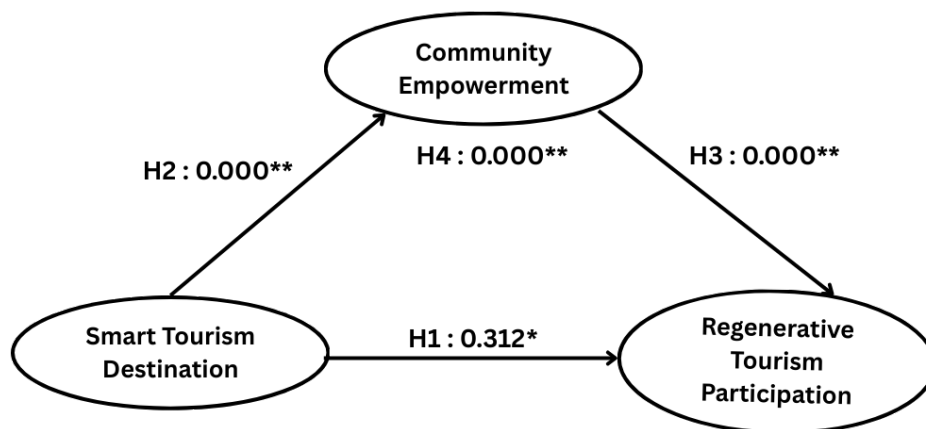


Fig. 2. Result of Path Coefficient |

Notes: $p\text{-value}<0.001$ **, $p\text{-value}>0.001$

Table 6. Direct Result of Path Coefficient

Variable	Path Coefficient	T value	P Value	Decision
STD $\rightarrow$ RTP	0.149	1.011	0.312	Rejected
STD $\rightarrow$ CE	0.723	10.331	0.000	Accepted
CE $\rightarrow$ RTP	0.537	4.112	0.000	Accepted

Note: STD: Smart Tourism Destination, CE: Community Empowerment, RTP: Regenerative Tourism Participation

Table 7. Indirect Result of Path Coefficient

Variable	Path Coefficient	T value	P Value	Decision
STD→CE→RTP	0.388	3.751	0.000	Accepted

Note: STD: Smart Tourism Destination, CE: Community Empowerment, RTP: Regenerative Tourism Participation

5. CONCLUSION

The research undertaken aims to examine the correlation between smart tourism destination, community empowerment, and regenerative tourism participation in the Bali region, as well as the mediating role of community empowerment between the other two variables. The research highlights the significance of smart tourism destination on regenerative tourism participation and community empowerment. The positive relationships found indicate that each variable plays an important role in fostering tourism development, from the perspective of local communities.

This study is expected to support communities involved in the tourism sector by enhancing business efficiency and productivity in promoting the concept of regenerative tourism participation within smart tourism destinations. With the data obtained, communities can gain a better understanding of regenerative tourism participation and become active agents in transformational activities leading to recovery in the tourism sector.

Moreover, this research will be highly beneficial for the tourism industry by providing insights into transformational steps within the framework of regenerative tourism participation. The findings of this study may serve as a valuable reference for the tourism sector in formulating strategic measures to support the recovery of the tourism industry. By understanding the concept of regenerative tourism participation, tourism destinations can grow and undergo active, long-term recovery.

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7. CONFLICT OF INTEREST STATEMENT

The authors declare that there is no conflict of interest regarding the publication of this paper.

8. DECLARATION OF GENERATIVE AI IN THE WRITING PROCESS

The authors used generative artificial intelligence (AI) tools (e.g., ChatGPT) to assist in improving language clarity and readability. The AI tool was not used to generate research content, analyse data, or influence the study's findings. All content has been reviewed and approved by the authors, who take full responsibility for the integrity of the work.

9. DATA AVAILABILITY/SUPPLEMENTARY MATERIALS

All data analysed during this study are included in this published article. The study is based on publicly available information from the official websites of the selected coffee chains. Supplementary materials, including the list of website URLs, sample screenshots, and the coding framework, are available from the corresponding author upon reasonable request.

10. ETHICS STATEMENT

The authors declare that this study did not involve human or animal subjects. All data were obtained from publicly available sources, and the research was conducted in accordance with the institutional research guidelines of Universiti Teknologi MARA (UiTM).

11. ABOUT THE AUTHORS

The first and second author are currently a seventh-semester student at Petra Christian University (PCU) in Surabaya, Indonesia, majoring in Hotel Management. The third and fourth author are lecturers at Management Department, School of Business Management, Petra Christian University Surabaya.

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