

## Business Model and Competitiveness of E-sports Hotels: Evidence from China and Implementation Prospects for Indonesia

Felix Goenadhi<sup>a\*</sup>, Zhang Boxiang<sup>b</sup>

<sup>a&b</sup>President University

\*felix.goenadhi@president.ac.id

**Abstract** – This study focuses on the business model and competitiveness of e-sports hotels by drawing empirical insights from China, particularly the case of Henan Province, and translating these lessons into practical implementation strategies for Indonesia. Using a qualitative-descriptive approach based on secondary data, case analysis, and industry reports, the research examines dominant business models, sources of competitive advantage, and structural challenges faced by e-sports hotels in China. The findings indicate that successful e-sports hotels rely on hybrid business models combining direct operation, franchising, and event-based revenue streams, supported by standardized service quality and strong ecosystem partnerships. However, market homogenization, talent shortages, and inconsistent service quality remain key constraints. Building on these insights, the study proposes an implementation framework for Indonesia that integrates e-sports hotels with tourism destinations and local creative economies. Furthermore, the paper outlines a future research agenda focusing on Indonesia's ten priority tourism destinations as designated by the Ministry of Tourism and Creative Economy. The study contributes to hospitality and tourism management literature by offering a cross-country perspective on how e-sports hotels can enhance competitiveness through adaptive business models in emerging tourism markets.

**Keywords:** e-sports hotel, business model, competitiveness, tourism destination, Indonesia

### Introduction

The rapid expansion of the global e-sports industry has created new opportunities for innovation within the hospitality sector. E-sports hotels, which integrate accommodation services with professional gaming facilities, have occurred as a response to changing consumer preferences, particularly among younger market segments (Xiaoxian, 2020).

Zhipeng et al. (2025) mention that in China, this type of business has grown quickly. It has done well because there are many e-sports users in the country. These users are important for the success of this business. The government has also supported it with policies. These strategies will help the hotel business to grow more easily. If we see the data, there is a high demand for this kind of service or product in the market. Many people want to use or buy what's offered. Because of all these reasons, the business has become very popular in China.

Table 1. Data Esport Hotel in China

| Year | Esports Hotels Count | Growth Notes          |
|------|----------------------|-----------------------|
| 2020 | ~11,000              | Pre-boom baseline     |
| 2023 | 24,149               | +5,357 from 2022      |
| 2024 | >21,000              | Shenzhen: 350+ hotels |

Source: Ortiz-Bolivar, J. (2025, May 27)

Henan Province are represents for this case, as it hotel has the largest number of e-sports hotels in China. Despite high demand in quantitative growth, this type of industry faces strong competition (Duan et al., 2023). Alzaydi, Z. (2024) mentions, the competition in this industry is very different in terms of service quality, and limited brand diversity. These challenges are the key for the importance of business model design and competitive strategies over a simple market expansion for hotel industry (Zhang, 2022).

In Indonesia, according to Ratna et al., (2024) the hospitality and tourism sector is also experiencing revolution, motivated by digitalization, experience-based tourism, and the growth

of creative industries. However, research on the e-sports hotels in the Indonesian context remains very limited.

This study will address this gap by focusing on two main research objectives: (1) to analyze the business models and competitiveness of e-sports hotels based on the Chinese experience, and (2) to explore implementation opportunities and future research directions for e-sports hotels in Indonesian tourism destinations.

E-sports hotels are a mix form of hospitality that combines accommodation services with enthusiastic gaming facilities. Khan et al. (2025) mentions about previous studies show that their value is based on more than just providing a place to stay. They also focus on allowing people to try new experiences while staying there. Building a sense of community among members is another important aspect. Hosting events is part of what makes their offering unique. People come not only to sleep but to participate in activities (Ruiz & Gandia, 2023). These activities help create connections between guests. The community aspect makes the experience more enjoyable. Events bring people together and encourage interaction. Overall, their value is about more than just accommodation. It's about creating a memorable experience that includes community and fun (Kunz et al., 2022).

Abbasi et al. (2023) if it compared with traditional hotels, e-sports hotels depend on more heavily on technology investment and infrastructure, customer communities, and recurring usage patterns. Competitiveness in hospitality is commonly associated with service quality, cost efficiency, differentiation, and brand strength. In emerging hotel formats, competitiveness is also shaped by ecosystem partnerships, technological capability, and the ability to generate diversified revenue streams beyond room sales (Agnihotri et al., 2025). Studies on niche hotels suggest that hybrid revenue models and experiential differentiation are critical for long-term sustainability.

Most existing research on e-sports hotels concentrates on consumer behavior or industry development at the national level, particularly in China. There is limited discussion on how business models contribute to competitiveness, and even less attention is given to cross-country applicability, especially in tourism-oriented economies such as Indonesia.

## Method

This study uses a qualitative descriptive method. The goal is to describe and understand the topic clearly. Researchers gathered data from different sources. They looked at academic literature about e-sports, hospitality, and tourism (Cecere, 2025). Government publications were also reviewed. These reports provided official information. Industry reports were included to get insights from businesses. Hall & Liebenberg (2024) they mention about all the data helped to build a complete picture. The method focuses on describing things as they are. It avoids complicated analysis and keeps things simple.

This analysis focuses on e-sports hotels in Henan Province. It looks at different business models used by these hotels. The study aims to find out which models are most successful. It also examines what factors make these hotels competitive. The purpose is to understand what helps these hotels stand out. Researchers will do analyze from various cases from Henan, China. Researcher also will gather any detailed information about each hotel. This helps identify the patterns among successful hotels. The analysis covers aspects like services offered, pricing, and strategies of their marketing. It also mention for hotel locations and facilities. The research also

---

finds that business models that Henan Province are most popular and effective. After understanding what Henan hotels looks like, the insights are shared and it will make a new business model to hotel in Indonesia. This hotel is aiming into big cities in Indonesia, for example in Jakarta, Bandung, Surabaya, Yogyakarta, because based on the data from Tempo English (2021).

Table 2. Komdigi Reports

| City       | Fixed Broadband Avg (Mbps, Recent) | Mobile Download (Mbps, H1 2024) |
|------------|------------------------------------|---------------------------------|
| Jakarta    | 43 (Biznet top)                    | 35.54 (top ranks)               |
| Bandung    | 30-40 (Java strong)                | 20.54                           |
| Surabaya   | 35+                                | 19.99                           |
| Yogyakarta | 25-35 (improving)                  | ~32                             |

Source: Bisnis.com (2026)

These insights are adjusted for the Indonesian context. The adjustments are made by comparing the characteristics of tourism destinations in Indonesia. This comparison helps to see if the same models could work in Indonesia. The study considers factors like local tourist preferences, travel patterns, and hotel competition. It aims to find models suitable for Indonesian tourism areas. The overall goal is to improve hotel business strategies in Indonesia. The analysis provides a detailed view of what works in Henan. It also shows how these ideas can be adapted elsewhere. This helps hotel owners and managers make better decisions. The study offers practical information for developing e-sports hotel businesses. It ensures the insights are relevant to different geographical areas. The process combines local case details with broader tourism trends.

## Results and Discussions

### *Business Models of E-sports Hotels in China*

The Chinese e-sports hotel industry has three main business models. The first model is called the direct-operation model. In this model, the hotel operators run their hotels directly (Graham et al., 2022). This gives them full control over the quality of service. They can make changes quickly if market trends change. It allows the hotels to stay competitive (Kumar et al., 2020). However, this model needs a lot of money to start. Naheed et al. (2021) mention about how operators must invest heavily upfront. They also need good management skills to run the hotels well. Managing these hotels can be complex. Skilled managers are very important in this model. Because of the high costs, not everyone can choose this model. It is mostly used by bigger companies with more resources. These companies can afford the investment needed. The direct-operation model lets the company ensure standards are met. It also helps in building a strong brand image. But if the hotel gets it wrong, losses can be big (Hoang et al., 2022).

The model requires constant attention and management. It can be very profitable if managed well. This model is popular among large e-sports hotel chains. They usually have enough capital and expertise. Overall, it gives control but comes with costs and risks.

Mody et al. (2020) mention about how franchise business model helps companies grow faster. It allows them to open new locations more quickly. Franchises follow a set plan. This plan includes standard procedures that are used everywhere. Using the same procedures helps keep the brand consistent. Customers know what to expect from each location. They trust the brand because it is reliable. The model also helps reduce the risk of mistakes. When procedures are standard, it is less likely that errors will happen. Overall, the franchise model supports growth for the company. It also helps keep quality high across all locations (Hoang et al., 2022).

Third, hybrid models combine different ways to earn money. It include accommodation, which offers places to stay and event hosting for e-sport. This means organizing events for people. Membership programs are part of the model too (Bouten & Hoozée (2022)). These programs give benefits to members who pay a fee. Partnerships are an important part. They work with game publishers (Bravo et al., 2023). They also team up with e-sports communities. These collaborations help attract more users. Hybrid models create multiple revenue streams. This means they earn money from different sources. The recurring revenue is a steady income. It happens regularly, month after month. This stability helps the business grow. Accommodation offers a steady flow of income. Events bring in additional earnings. Membership fees add to the income as well. Partnerships can provide sponsorship deals. These deals bring extra money. Working with game companies can lead to new opportunities. E-sports communities help reach more fans. All these parts work together. They form a complete business model. This kind of model is flexible. It can adapt to changes in the market. It helps ensure long-term success (Bouten & Hoozée (2022)). The goal is to keep earning money in various ways. Hybrid models are becoming more popular. They are used in many different industries. This approach helps companies stay competitive. It also spreads out risk. If one part slows down, others can still earn money. This makes the business more stable. Overall, hybrid models help create a sustainable income flow (Mejia et al., 2020).

### *Sources of Competitiveness*

Competitive advantage in Chinese e-sports hotels mainly comes from a few key factors. First, technology readiness plays a big role (Mejia et al., 2020). Hotels need to have the latest gaming equipment. This equipment must be high quality and reliable. Without good equipment, players won't have a good experience. Second, location strategy is very important. Hotels should be in places that are easy to access. They should be close to other gaming facilities or popular areas (Maté-Sánchez-Val & Teruel-Gutierrez, 2022). This attracts more customers. Third, ecosystem integration is also critical. This means connecting different services and systems smoothly. For example, the hotel's booking system should work well with the gaming equipment. These factors give hotels an edge over others. They make sure customers are satisfied. High-performance gaming gear and fast internet are necessary. They form the basic competitive foundation. Customers expect smooth gameplay with no lag (Shi et al., 2024). A stable network is vital for this. Hotels also invest in good infrastructure to support technology. Strong networks prevent disconnections during important games. Mejia et al. (2020) mention about how hotels often upgrade their systems regularly. This keeps them ahead. All these factors together build a strong competitive advantage. They help hotels attract more players. This leads to higher bookings and better reputation. Overall, technology, location, and ecosystems are the pillars of success.

Hoang et al. (2022) also mention about brand image of hotel are to make it close to universities, because it will increase the demand for certain services or products. Universities might bring students and staff members who might use local businesses to promote the event. Event venues also is a matter things to consider, because when a location is near popular events, it attracts more visitors to go the hotel. Urban youth clusters are another important factor. Areas with many young people tend to have a steady flow of potential customers. Successful operators understand these factors. They look for locations near these places. They believe convenience is key for attracting customers. To stand out, Maté-Sánchez-Val & Teruel-Gutierrez (2022) also mention to build partnerships with relevant stakeholder, because they are able to collaborate with e-sports organizers.

E-sports are very popular among young people. Partnering with e-sports organizers can bring more attention. Brands are another good partner for these operators. They look for brands that match their target audience. Online platforms are also useful. These platforms can help promote their business better. Social media and streaming sites are examples of online platforms. By collaborating with these platforms, they reach more people. Strengthening brand visibility is very important. It helps in attracting and retaining customers. Operators also focus on creating a good customer experience. Good experiences lead to better reviews and more word-of-mouth. All these efforts combined can boost demand significantly.

### *Structural Challenges*

Despite growth, the industry still has some problems. There are weaknesses in its structure that haven't been fixed. Many small companies are part of this industry. These companies often compete with each other. They mainly compete on price to attract customers. This makes the market very similar across different providers. Because of this, there is not much variety or innovation. The industry needs to find better ways to grow without these issues (Binesh et al., 2024).

---

Garavan et al. (2021) mention about talent shortages are a big issue. They make it hard for businesses to find the staff they need. This is especially true for jobs that require both hospitality and technical skills. When there are not enough people available, the quality of service drops. Customers may not get the attention they expect. Wait times can increase. Staff may become overwhelmed. This can lead to mistakes and less satisfied customers. Finding workers who have the right skills is challenging. Companies often have to train new employees quickly. Sometimes, they have to settle for less qualified workers. All of these problems add up. They reduce the level of service that businesses can provide (Singh & Hassan, 2024).

These factors make it harder for small businesses to compete. When these factors are present, small businesses face many challenges. They find it difficult to keep up with larger competitors. This problem can weaken their position in the market. Small businesses often lack the resources that bigger companies have. They also have fewer tools to fight back. Because of this, their chances of staying in the market decrease. They may decide to close down if they cannot compete (Bourke et al., 2020). The risk of exiting the market becomes higher. This situation creates a less competitive environment. Fewer small businesses remain active over time. Larger companies gain more power and market share. Small businesses struggle to survive these conditions. Market exit becomes a common outcome. Overall, these factors hurt the small business sector. They make it difficult for small firms to grow. Therefore, the market becomes less dynamic (Bianco et al., 2025).

#### *Implementation Opportunities in Indonesia*

Applying lessons from China, e-sports hotels in Indonesia should adopt a hybrid business model. This model should focus on flexibility. Hotels need to be adaptable (Devasia & Haris, 2025). They should be able to change their services based on demand. The hotels should also integrate with the tourism industry. Situmorang & Choirisa (2025) mention about how tourists look for unique and complete experiences. E-sports hotels can offer that. They can host gaming tournaments. Players from different places can participate. This draws visitors to the hotel and the area. Hotels should coordinate with local tourism offices. They can promote packages that include gaming and sightseeing. The hybrids can also offer traditional hotel services. Such as dining, transportation, and sightseeing tours. The key is to balance gaming amenities with leisure activities (Rhama et al., 2026). Hotels must keep their offerings diverse. Flexibility is important for different customer needs. Some guests may want gaming only. Others seek relaxation or cultural experiences. The location of the hotels is also important. Being near popular tourist spots helps. It makes the hotel more attractive. Staff training is essential too. Employees need to understand both gaming and hospitality. This improves customer experience (Francois Koukpaki et al., 2020). Marketing strategies should emphasize the unique combo. Online promotion can target gaming and travel audiences. The hotels should also consider partnerships. Collaborations with gaming companies or tour operators can work. It expands their reach. Pricing strategies must be competitive but profitable. Offering packages can attract more guests. Overall, the goal is to create a new type of hospitality. Combining entertainment, tourism, and comfort. The lessons from China show this can be successful. Indonesian hotels can benefit from this model. It can help them stand out in the market (Rafidinal et al., 2026).

---

Instead of being just places where people go to play video games, e-sports hotels can do a lot more. They don't need to compete directly with other gaming centers on the street. These hotels can be part of larger tourist areas. Many tourists travel to different cities to see the sights. E-sports hotels can attract these visitors. They can be a new kind of attraction for a city. These hotels can have more than just rooms for gaming. They can include conference rooms, event spaces, and restaurants (Putri & Moustakas, 2021). People might go there for special events, like tournaments or gaming festivals. These events can be exciting. They can draw visitors from outside the area. Visitors might travel from other cities or even from abroad. E-sports hotels can help boost local tourism (Sebata & Mollah, 2022). They create jobs too, like for staff, security, and event organizers. Hotels can offer packages that include gaming and sightseeing. That makes it easier for tourists to spend more time in the city. These hotels can partner with local attractions. They can promote nearby restaurants, museums, or parks. This helps local businesses get more customers. An e-sports hotel can host workshops or training sessions. These can attract new gamers or fans interested in improving their skills. They can also serve as a community spot for local gamers (Suyatna et al., 2024). Residents can come and use the facilities or watch events. The hotel can organize weekly or monthly gaming nights. This keeps people coming back. Some hotels might focus on high-tech equipment. They can have the latest gaming gear and fast internet. Others might have themed decor to attract fans of certain games. These hotels can cater to different budgets. Some might be more affordable, others more luxury. They can be open all day and night. That way, gamers can visit whenever they want. It's not just for overnight stays (Ismail et al., 2025). People can visit just for events or a day of gaming. E-sports hotels can change how people see gaming. They can make it a normal part of tourism. Guests might stay for fun, not just for gaming. They might relax and enjoy the hotel amenities too. Overall, e-sports hotels have a lot of potential. They can be more than just gaming spots. They can be a new way to enjoy travel and entertainment (Pitanatri & Wiarti 2022).

Pramono et al. (2025) mention that collaborating with local creative industries, universities, and tourism operators can really help stand out. It allows your business to offer something unique. Working together makes it easier to come up with new ideas. These partnerships can also help control costs. Sharing resources often reduces expenses. You don't have to do everything on your own. Building good relationships is very important. Over time, these collaborations can bring many benefits.

### **Conclusions and Recommendations**

This study shows that the success of e-sports hotels depends on more than just their size. The way the business is set up makes a big difference. How the hotel fits into the larger ecosystem is also very important. A good business model helps the hotel stay competitive. In China, different models have been tried. One common model combines hotel stays, events, and memberships. These mixed models tend to do better in tough competition. They are more adaptable and can handle changes better.

---

For Indonesia, e-sports hotels could be an interesting new idea in tourism. These hotels would cater to gamers and e-sports fans. E-sports hotels are still a new concept in many countries. In Indonesia, they might fit well with current tourism trends. Investors and hotel owners are looking for new ways to attract visitors. E-sports events can draw large crowds. People travel to watch or participate in gaming competitions. E-sports hotels can provide a specialized place for gamers to stay (Omarini & Rakhmatullina, 2025). They might include gaming rooms, high-speed internet, and other tech amenities. This type of hotel could bring more tourists to certain areas. It could also benefit the local economy. Local businesses might see more customers during gaming events. However, implementing e-sports hotels is not simple. It needs good infrastructure, like reliable internet and modern facilities. Local demand for e-sports must be considered. If there are no interested gamers or tourists, the idea might not work well. Creative economies in Indonesia could support this idea. Innovation in tourism can help attract different types of visitors. But, before moving forward, more research is needed. Studies can help understand if this idea is feasible and popular. This research can look at what potential customers want. It can also assess the costs and benefits. Policymakers need to see if investments in e-sports hotels are worthwhile. They should consider the local economy and infrastructure needs. Overall, e-sports hotels could be a new way to boost tourism. But, it is important to take careful steps. Future research will help show how well this idea could work. If successful, it might become a new trend in Indonesian tourism.

Future research should empirically examine the feasibility of e-sports hotels in Indonesia's ten priority tourism destinations designated by the Ministry of Tourism and Creative Economy: Lake Toba, Borobudur, Mandalika, Labuan Bajo, Likupang, Tanjung Kelayang, Wakatobi, Morotai, Raja Ampat, and Tanjung Lesung. Studies may focus on demand characteristics, infrastructure readiness, seasonality, and integration with local tourism value chains. Comparative analysis across destinations would provide valuable insights into how e-sports hotels can adapt their business models to diverse tourism contexts.

### Acknowledgements

The author would like to express sincere gratitude to colleagues and academic peers who provided valuable insights and constructive feedback during the development of this manuscript. Appreciation is also extended to industry practitioners and policy-related publications that informed the comparative perspective between China and Indonesia. The author acknowledges the support of publicly available data and reports issued by relevant tourism and creative economy institutions, which contributed significantly to the analysis and discussion presented in this study.

### References

- Abbasi, A. Z., Asif, M., Shamim, A., Ting, D. H., & Rather, R. A. (2023). Engagement and consumption behavior of eSports gamers. *Spanish Journal of Marketing-ESIC*, 27(2), 261-282. <https://doi.org/10.1108/SJME-07-2022-0161>
- Agnihotri, A., Bhattacharya, S., Sakka, G., & Vrontis, D. (2025). Driving metaverse adoption in the hospitality industry: an upper echelon perspective. *International Journal of Contemporary Hospitality Management*, 37(4), 1199-1230. <https://doi.org/10.1108/IJCHM-10-2023-1585>
-

- Alzaydi, Z. (2024). Examining the mediating effect of multi-channel integration quality in the relationship with service quality, customer satisfaction and customer loyalty in the Saudi banking sector. *Management & Sustainability: An Arab Review*, 3(2), 132-149. <https://doi.org/10.1108/MSAR-12-2022-0061>
- Bianco, S., Zach, F. J., & Singal, M. (2025). The Effect of Short-Term Leases on Hotel's Agglomeration and Market-Entry Strategies: A Game Theory Approach. *Journal of Hospitality & Tourism Research*, 10963480251328372. <https://doi.org/10.1177/10963480251328372>
- Binesh, F., Belarmino, A. M., van der Rest, J. P., Singh, A. K., & Raab, C. (2024). Forecasting hotel room prices when entering turbulent times: a game-theoretic artificial neural network model. *International Journal of Contemporary Hospitality Management*, 36(4), 1044-1065. <https://doi.org/10.1108/IJCHM-10-2022-1233>
- Bisnis.com. (2026, January 5). *Komdigi: Rerata kecepatan internet Nataru 2025/2026 capai 80,79 Mbps*. Retrieved from <https://teknologi.bisnis.com/read/20260105/101/1941644/komdigi-rerata-kecepatan-internet-nataru-20252026-capai-8079-mbps>
- Bourke, J. G., Izadi, J., & Olya, H. G. (2020). Failure of play on asset disposals and share buybacks: application of game theory in the international hotel market. *Tourism Management*, 77, 103984. <https://doi.org/10.1016/j.tourman.2019.103984>
- Bouten, L., & Hoozée, S. (2022). Hybridity in a hotel chain: designing a package of controls to sustain a hybrid mission. *Accounting, Auditing & Accountability Journal*, 35(8), 1862-1891. <https://doi.org/10.1108/AAAJ-06-2020-4622>
- Bravo, R., Catalán, S., & Pina, J. M. (2023). The impact of gamified loyalty programmes on customer engagement behaviours. A hotel industry application. *Journal of Hospitality and Tourism Technology*, 14(5), 925-940. <https://doi.org/10.1108/JHTT-02-2022-0033>
- Cecere, R. (2025). Systematic Literature Review of Sports Innovation: Treatment in the Literature, Application Fields, and Recurring Findings. *Sports Equipment Innovation: A Study of Italian and French Cases*, 25-79. [https://doi.org/10.1007/978-981-97-9971-8\\_3](https://doi.org/10.1007/978-981-97-9971-8_3)
- Devasia, S. N., & Haris, S. (2025). Leadership Catalyst: Igniting Innovation in the Business Landscape: Clusters of Future Studies: Corporate Foresight; Past and Futures; Environmental Futures; Technological Trends. In *Future of Business in Asia: Exploring Pathways to Tomorrow's Business Landscape* (pp. 43-69). Cham: Springer Nature Switzerland. [https://doi.org/10.1007/978-3-031-95940-0\\_3](https://doi.org/10.1007/978-3-031-95940-0_3)
- Duan, P., Wang, X., Zhang, A. Y., & Ji, B. (2023). Special Analysis on the Development of China's E-sports Industry. In *Electronic Sports Industry in China: An Overview* (pp. 135-182). Singapore: Springer Nature Singapore. [https://doi.org/10.1007/978-981-19-9288-9\\_7](https://doi.org/10.1007/978-981-19-9288-9_7)
- Francois Koukpaki, A. S., Adams, K., & Oyedijo, A. (2020). The contribution of human resource development managers to organisational branding in the hotel industry in India and South East Asia (ISEA): a dynamic capabilities perspective. *Employee Relations: The International Journal*, 43(1), 131-153. <https://doi.org/10.1108/ER-09-2019-0375>
- Graham, D., Ellerby, J., & Dinsdale, N. (2022). Gamification: Teaching a practice-based subject virtually for transformative impact. In *The Emerald Handbook of Higher Education in a Post-Covid World: New Approaches and Technologies for Teaching and Learning* (pp. 107-128). Emerald Publishing Limited. <https://doi.org/10.1108/978-1-80382-193-120221005>
- Hoang, P. D., Ta, T. D., & Bui, H. Y. T. (2022). Exploring the effects of brand risk management activities on brand security: a perspective from innovation stimulus as a moderator. *Journal of Contemporary Marketing Science*, 5(3), 266-290. <https://doi.org/10.1108/JCMARS-10-2021-0034>

- Ismail, A., Ismail, B. D., & Munsi, H. (2025). Social casino gaming in Indonesia: socio-economic and cultural impacts Higgs Domino Island. *International Gambling Studies*, 1-30. <https://doi.org/10.1080/14459795.2025.2591812>
- Khan, S., Sujood, Rehman, A., Kareem, S., & Al Rousan, R. (2025). Livestreaming in events: a systematic literature review and research agenda. *International Journal of Event and Festival Management*, 16(2), 168-206. <https://doi.org/10.1108/IJEFM-05-2024-0042>
- Kumar, P., Singh, S. K., Pereira, V., & Leonidou, E. (2020). Cause-related marketing and service innovation in emerging country healthcare: Role of service flexibility and service climate. *International Marketing Review*, 37(5), 803-827. <https://doi.org/10.1108/IMR-03-2019-0101>
- Kunz, R. E., Roth, A., & Santomier, J. P. (2022). A perspective on value co-creation processes in eSports service ecosystems. *Sport, Business and Management: An International Journal*, 12(1), 29-53. <https://doi.org/10.1108/SBM-03-2021-0039>
- Maté-Sánchez-Val, M., & Teruel-Gutierrez, R. (2022). Evaluating the effects of hotel location on the adoption of green management strategies and hotel performance. *Journal of Sustainable Tourism*, 30(8), 2029-2052. <https://doi.org/10.1080/09669582.2021.1995397>
- Mejia, C., Wang, Y., & Zhao, X. (2020). The impact of personal and professional guanxi relationships on leader-member exchange in the Chinese hotel industry. *International Journal of Hospitality & Tourism Administration*, 21(1), 65-91. <https://doi.org/10.1080/15256480.2018.1429340>
- Mody, M., Wirtz, J., Fung So, K. K., Chun, H. H., & Liu, S. Q. (2020). Two-directional convergence of platform and pipeline business models. *Journal of Service Management*, 31(4), 693-721. <https://doi.org/10.1108/JOSM-11-2019-0351>
- Naheed, R., Sarwar, B., & Naheed, R. (2021). Managers ability and investment dynamics during the global financial crisis: an emerging market context. *Journal of Chinese Economic and Foreign Trade Studies*, 14(2), 105-123. <https://doi.org/10.1108/JCEFTS-07-2020-0027>
- Omarini, A., & Rakhmatullina, G. (2025). Metaverse: Where Is It Going to Add Value for the Financial Services Industry and Banks?. In *Fintech and the Emerging Ecosystems: Exploring Centralised and Decentralised Financial Technologies* (pp. 315-340). Cham: Springer Nature Switzerland. [https://doi.org/10.1007/978-3-031-83402-8\\_13](https://doi.org/10.1007/978-3-031-83402-8_13)
- Ortiz-Bolivar, J. (2025, May 27). *NIP Group's Mario Ho eyes to establish esports-themed hotels across China*. SiGMA World. Retrieved from <https://sigma.world/news/mario-ho-esports-hotels-china/>
- Pitanatri, P. D. S., & Wiarti, L. Y. (2022). Approaching the Paradox: Loving and Hating Technology Applications of Indonesia's Cultural Events. In *Technology Application in Tourism Fairs, Festivals and Events in Asia* (pp. 279-300). Singapore: Springer Singapore. [https://doi.org/10.1007/978-981-16-8070-0\\_17](https://doi.org/10.1007/978-981-16-8070-0_17)
- Pramono, S., Azmir, A. F., Aditia, Mahdania, H., & Rahmi. (2025). Arts and culture as a national competitive advantage in Indonesia: a systematic literature review. *Discover Sustainability*, 6(1), 639. <https://doi.org/10.1007/s43621-025-01215-8>
- Putri, R., & Moustakas, L. (2021). Sport entrepreneurship in Indonesia. In *Entrepreneurial Innovation: Strategy and Competition Aspects* (pp. 89-96). Singapore: Springer Nature Singapore. [https://doi.org/10.1007/978-981-16-4795-6\\_8](https://doi.org/10.1007/978-981-16-4795-6_8)
- Rafdinal, W., Andrianto, T., Leo, G., Gaffar, M. R., & Putra, F. K. K. (2026). AI-driven competitive advantage model in tourism: integrating model of HOTE model and performances model (HOTE-P adoption model). *Journal of Hospitality and Tourism Technology*, 17(1), 306-332. <https://doi.org/10.1108/JHTT-09-2024-0622>

- Ratna, S., Saide, S., Putri, A. M., Indrajit, R. E., & Muwardi, D. (2024). Digital transformation in tourism and hospitality industry: A literature review of blockchain, financial technology, and knowledge management. *EuroMed Journal of Business*, 19(1), 84-112. <https://doi.org/10.1108/EMJB-04-2023-0118>
- Rhama, B., Jaya, I., Rusmanto, J., Hikmah, N., & Santoso, Y. A. (2026). Analyzing tourist perceptions of creativity in Indonesian tourism: a review-based approach. *Cogent Social Sciences*, 12(1), 2608374. <https://doi.org/10.1080/23311886.2025.2608374>
- Ruiz, É., & Gandia, R. (2023). The key role of the event in combining business and community-based logics for managing an ecosystem: Empirical evidence from Lyon e-Sport. *European Management Journal*, 41(4), 560-574. <https://doi.org/10.1016/j.emj.2022.07.005>
- Sebata, E., & Mollah, M. R. A. (2022). Technology application in tourism festivals in Asia: Theoretical discussions. In *Technology application in tourism fairs, festivals and events in Asia* (pp. 25-39). Singapore: Springer Singapore. [https://doi.org/10.1007/978-981-16-8070-0\\_2](https://doi.org/10.1007/978-981-16-8070-0_2)
- Shi, Y. D., Feng, H. X., Liu, J., & Ma, Y. L. (2024). Mobile online game experience and community interaction: Mechanisms affecting user satisfaction. *Acta Psychologica*, 251, 104591. <https://doi.org/10.1016/j.actpsy.2024.104591>
- Singh, A., & Hassan, S. C. (2024). Identifying the skill gap in the workplace and their challenges in hospitality and tourism organisations. In *Contemporary challenges in social science management: Skills gaps and shortages in the labour market* (pp. 101-114). Emerald Publishing Limited. <https://doi.org/10.1108/S1569-37592024000112B006>
- Situmorang, R., & Choirisa, S. F. (2025, January). The impact of the COVID-19 pandemic on tourism technology: A case study of the Indonesian MICE industry. In *Journal of Convention & Event Tourism* (Vol. 26, No. 1, pp. 29-52). Routledge. <https://doi.org/10.1080/15470148.2024.2444212>
- Suyatna, H., Indroyono, P., Yuda, T. K., & Firdaus, R. S. M. (2024). How community-based tourism improves community welfare? A practical case study of ‘Governing the Commons’ in rural Nglanggeran, Indonesia. *The international journal of community and social development*, 6(1), 77-96. <https://doi.org/10.1177/25166026241228717>
- Tempo English. (2021, July 21). *10 Indonesian cities with fastest internet speed*. Retrieved from <https://en.tempo.co/read/1503925/10-indonesian-cities-with-fastest-internet-speed>
- Xiaoxian, L. (2020). E-Sports Hotel, a Brand New Personalized Hotel in the Age of E-Sports. In: Markopoulos, E., Goonetilleke, R., Ho, A., Luximon, Y. (eds) *Advances in Creativity, Innovation, Entrepreneurship and Communication of Design*. AHFE 2020. *Advances in Intelligent Systems and Computing*, vol 1218. Springer, Cham. [https://doi.org/10.1007/978-3-030-51626-0\\_26](https://doi.org/10.1007/978-3-030-51626-0_26)
- Zhang, Y. (2022, March 7). *Trendy business: Esports hotels*. China Daily / Invest in China. Retrieved from <https://investinchina.chinadaily.com.cn/s/202203/07/WS6225c8cf498e6a12c1221cfe/trendy-business-esports-hotels.html>
- Zhipeng, L., Tao, Y., Cuixia, Y., & Kaidi, Z. (2025). Comparative review on the sports tourism research in Chinese and international journals: a bibliometric and content analysis. *Journal of Sport & Tourism*, 1-23. <https://doi.org/10.1080/14775085.2025.2595959>