



Opportunities And Challenges: Digital Transformation In Voluntourism

An Nuur Khairune Nisa
Gadjah Mada University, Yogyakarta, Indonesia
Email an.nuur.khairune.nisa@mail.ugm.ac.id

Abstract. In the era of digital development, the voluntourism phenomenon has undergone significant changes along with technological transformation. *Voluntourism* has become a rapidly growing global phenomenon, combining travel with participation in volunteer activities to impact local communities positively. This study uses a qualitative method with a *literature review* approach to gain a deeper understanding of a phenomenon that has not been well-researched before. The data collection method used in this study is literature. Literature studies will be carried out by tracking documents, such as scientific journals, articles, and documents related to *voluntourism* and social media related to *Voluntrip*. The results of the literature review show that with the development of digital, Generation Z currently prefers tourism oriented towards the local environment and authentic tourism. This is because, in addition to having high social and environmental awareness, today's generation of young people wants a memorable experience. While digital technology provides opportunities for broader collaboration and participation, its massive use also brings challenges, primarily related to the risk of commodification. Commodification practices in voluntourism can result in the objectification of local communities, negatively impacting their psychological and economic well-being.

Keywords: voluntourism, transformation, digital, challenges, opportunity

INTRODUCTION

Voluntourism is a type of alternative tourism (Wearing, 2001) whose existence implies the negative impact induced by mass tourism (Lee, 2011). There is currently a transformation in how volunteer tourism is organized and advertised. Digital technology has also become increasingly important during the COVID-19 pandemic, when traditional forms of volunteerism have been disrupted, forcing volunteers and organizations that engage volunteers to find new ways to continue their activities (Hass & Perold, 2020). The pandemic has also highlighted the importance of local volunteers, especially in times of crisis (Gharib, 2021). There is a trend to follow *Voluntrip*

on various social media platforms, such as Instagram and TikTok. *Voluntourism* develops with the use of technology integration both in marketing and implementation.

Pompurová et al. (2018) also explained that *voluntourism* is one of the fastest-growing alternative examples regarding travel experience and sustainability. In addition, *voluntourism* is growing rapidly both as a field of study and as a modern practice (Wearing & McGehee, 2013). According to the Association for Tourism and Leisure Education (2008), overall *voluntourism* has grown by 1.6 million volunteer tourists per year, with an estimated value of US\$1.7–2.6 billion. *Voluntourism* contributes quite a lot to this figure in tourism activities every year.

Technology is also implemented in *voluntourism* activities in this context, namely Voluntrip by Kitabisa. Voluntrip by Kitabisa effectively uses technology by implementing it in activities and marketing. Digital technology in Voluntrip by Kitabisa is used to increase participation and collaboration in various social activities by using social media such as Instagram and TikTok to convey information about activities, managing activities with technology using the PEP (*Preparation, Engagement, Preparation* model)) to foster the participation of the millennials in social activities. This model involves collaborating on information preparation, a clear agenda of activities, selecting appropriate colleagues, involving volunteers to the maximum, and providing accountability reports using photos and videos (Rahma & Wempi, 2023). Using the online booking feature, to participate in Voluntrip activities, *voluntourists* can choose the activities they want to participate in, pay a predetermined contribution fee, and receive a WhatsApp group invitation link provided by Voluntrip. The use of this digital implementation is an opportunity for the development of *voluntourism*.

In the context of Voluntrip by Kitabisa, digital technology allows more *volunteers* to collaborate, participate, and participate in various social activities to improve people's welfare and awareness. However, the massive use of digital also has implications for the challenges that occur. The digital transformation process can lead to the commodification of technology itself, where digital products and services are produced and used as commodities (Karman, 2022). Digitalization also plays an essential role in the development of commercial *voluntourism* services (Tunkkari-Eskelinen & Röntynen, 2023). Volunteer companies may prioritize participant experience over real impact on the community or goals, potentially leading to a superficial

approach to volunteering (Denny, 2021). The high *demand for* volumetric can encourage commodification that exploits *voluntourism resources*.

The practice of commodification involving volumetric activities is often manifested in the objectification of local communities, where the community is considered a mere recipient of assistance rather than an active partner in the development process. In this context, local communities can be objects of commercialization, which has a negative impact on children's psychological well-being, trafficking orphanages and nursing homes, and exploiting children for profit (Guiney & Mostafanezhad, 2015). Voluntourism also has the potential to have a negative impact on the local culture and environment, volunteers who do not have the skills may lack understanding of the culture and language skills, thus leading to insensitive or disrespectful activities (Qasim, 2023) In addition, this practice can also reinforce neoliberal ideology (Lyons et al., 2012; Vrsti, 2012; Wilson, 2015), created controversy around orphanages (Wearing & McGehee, 2013), and resulted in a lack of empowerment of local communities due to a lack of skills and training for *volunteers*. *Voluntourism* also reinforces the idea that Western volunteers are rescuing or helping disadvantaged communities in developing countries, reinforcing the view that people in those communities are powerless and incapable of solving their problems (Qasim, 2023). This actualizes the motivation for mere 'prestige' and ignores the benefits received by *voluntourism partners*.

To address this gap, this research will focus on the opportunities and challenges that arise in connection with digital transformation in the context of *voluntourism*, with a case study on the "Voluntrip Kitabisa" platform. *Voluntourism* is undergoing a significant transformation in the digital era, where technology plays a key role in its marketing and implementation. Voluntrip by Kitabisa uses technology to increase participation and collaboration, but it also poses challenges. The findings of this study will provide an overview of the opportunities and challenges in the development of *sustainable and responsible voluntourism* that impacts local communities.

Research Objectives

This research aims to deepen the understanding of digital transformation in *voluntourism*, by exploring opportunities and challenges through case studies on the "Voluntrip Kitabisa" platform. The focus of the research includes analysis of increasing *volunteer* participation through

the use of digital technology, evaluation of positive impacts on the welfare and awareness of local communities, and assessment of commodification and objectification risks. In addition, the research will explore efforts that can be made to reduce such risks and improve the empowerment of local communities. By understanding the shift in *volunteer* motivation, this research aims to contribute to developing sustainable and responsible *voluntourism* for positive impacts on local communities in the digital era.

LITERATURE REVIEW

Voluntourism is an emerging alternative tourism trend in Indonesia, combining volunteer work and tourism activities in developing countries, including Indonesia (Oktavia et al., 2019). Research by Oktavia, Mardiasuti, and Rahman (2019) states that voluntourism programs in Indonesia need to focus on raising awareness among volunteers and ensuring local involvement so that these programs benefit conservation efforts in the country. Voluntourism offers a unique experience for participants, allowing them to experience personal development and a change in perspective on environmental issues. Further research by Lintangkawuryan, et al. (2023) discusses empowerment *voluntourism* for developing sustainable marine ecotourism in Tulamben, Bali. This research explores the impact of tourism in Bali and steps towards sustainable tourism, by highlighting the role of Bali's "Tri Hita Karana" living philosophy in promoting sustainable tourism. The main aspects of the study involve the concept of sustainable tourism, the application of Tri Hita Karana in tourist attractions, ecotourism products, the impact of tourism on local communities, the role of sustainable tourism certification, and methods for evaluating the success of sustainable tourism initiatives (Lintangkawuryan, et al., 2023).

Research by Pangaribuan et al. (2020) in Indonesia explores the influence of risk perception on destination attachment and *voluntourism* behavior. The findings of the study show that destination attachment has a direct and significant influence on *voluntourism* behavior, while perceived risks affect destination attachment. The research model used combines these two factors to determine the behavior of volunteers as sustainable development agents. This approach expands destination attachment and risk perception, providing further insight into the factors that influence the intentions and behaviors of volunteer travelers (Pangaribuan, et al., 2020). In addition, the

results of Dr. Christian (2021), in his thesis for S3 BINUS University, especially the Doctor of Research in Management program at BINUS Business School, show that digital technology can predict volunteer participation in Indonesia. Planned Behavior Theory and Norm Activation Theory have been used to identify factors influencing volunteer participation and guide the development of more effective programs. Research conducted by Blumenfeld (2019), McMillon et al. (2009), and Zahra & McIntosh (2007) added that volunteer participants also have the potential to change their perception of values, self-identity, beliefs, society, the world, and lifestyle.

Volunturism also has the potential to have a negative impact on the local culture and environment, volunteers who do not have the skills may lack understanding of the culture and language skills, thus leading to insensitive or disrespectful activities (Qasim, 2023). Research on voluntary tourism projects in Indonesia found limited economic benefits (Gunttentag, 2009). In addition, the idea that "everything helps" may not always be accurate, as unskilled volunteers can sometimes hinder the progress of work (Gunttentag, 2009) and even exploit children for profit (Guiney & Mostafanezhad, 2015) and create controversy for orphanages (Wearing & McGehee, 2013). Voluntourism can reinforce the idea that Western volunteers save or help disadvantaged communities in developing countries, reinforce the idea that people in these communities are powerless and incapable of solving their own problems (Qasim, 2023), as well as reinforce neoliberal ideology (Lyons et al., 2012; Vraști, 2012; Wilson, 2015). Short-term volunteers may have difficulty forming meaningful relationships with community members due to cultural and language barriers, creating feelings of isolation and mistrust between volunteers and locals (Qasim, 2023).

Despite these negative impacts, voluntourism can still positively impact personal and local community development if done responsibly and with a focus on long-term relationships and sustainable projects (Oktavia et al., 2019). To minimize the negative impact of voluntourism in Indonesia, it is vital to raise awareness and involve local communities in the planning and implementation of voluntourism programs (Oktavia et al., 2019).

Digital transformation has become an important factor in developing *voluntourism* in Indonesia. Hass and Perold (2020) revealed that digital technology has become important in how, where, and when people become volunteers. The use of digital technology became increasingly

important during the COVID-19 pandemic, when traditional forms of volunteerism were disrupted, forcing volunteers and organizations that engage volunteers to look for new ways to continue their activities (Hass & Perold, 2020). In July 2020 in South Africa, Community Connect leveraged Google Sheets and Forms to operate a high-efficiency digital platform, helping 1,000 households through food assistance, vouchers, or cash transfers. With provincial registration, they expand donor access, gain support from local residents, and create a positive impact. Although without an official website, this initiative, as a dynamic response to COVID-19, successfully involved volunteers across walks of life, overcoming geographical and socio-economic constraints (Hass & Perold, 2020).

The results of other studies also show that digitalization has become an important aspect of the development of tourism in Indonesia (Dermartoto, 2023). The development of digital information-based tourism objects and attraction strategies is needed to advance tourism in Indonesia. Digitalization also plays a role in developing commercial voluntourism services (Tunkkari-Eskelinen & Röntynen, 2023). Until now, there has been no research on digital transformation and its relationship with *voluntourism* in Indonesia. This is an urgency to explore opportunities and challenges in developing sustainable *and responsible voluntourism* to positively impact local communities in the digital era.

METHOD

This study uses a qualitative method with an approach *Literature Review* to gain a deeper understanding of a phenomenon that has not been well studied before. The data collection method used in this study is literature. Literature studies will be carried out by tracking documents, such as scientific journals, articles, and related documents for *voluntourism*, as well as social media related to Voluntrip by Kitabisa to understand more deeply about the phenomenon that occurred.

DISCUSSION

Digital Transformation

Digital transformation significantly changes the structure of the industry due to the existence of digital technology (Rêgo et al., 2021; Maki et al., 2022). The rapid development of digital has also caused individuals or groups that use information technology to spread across

various parts of the world to market and promote tourism through the use of digital tourism websites (Mathew & Soliman, 2021). Tourism is the initial actor in digital transformation (Erdem and Seker, 2022; Gretzel et al., 2015) and is one of the first sectors to digitize business processes globally (UNWTO, 2023). The tourism industry has been at the forefront of digital innovation, such as online booking (Cheng et al., 2023; Ozdemir et al., 2023).

Liu, Chen, and Chou (2011) define digital transformation as an organizational transformation that combines digital technology and business processes in the digital economy. Research Schallmo et al. (2019); Schallmo, Williams, Boardman et al. (2019) argue that the digital transformation (DT) framework includes a network of actors such as enterprises and customers across all segments of the value-added chain, as well as the implementation of new technologies. Therefore, DT requires skills that involve data extraction and exchange, data analysis, and conversion of that data into actionable information. This information should be utilized to calculate and evaluate options, enable decision-making, and/or initiate activities. In order to improve the performance and reach of a company, DT involves transforming aspects such as the company, business model, processes, relationships, products, and so on. Heavin and Power (2018) added that although digital transformation brings several challenges, research that has been conducted shows that this digital phenomenon is an opportunity for innovation and to change the way business organizations work. The two main aspects of digital transformation are defined as (1) technology and (2) customers or users.

Schwarzmueller et al. (2018) stated that digital transformation involves the creation of a digital business environment. The definition of digital transformation can be interpreted as the integration of digital technology into all aspects and operations of an organization. This leads to infrastructure changes in how organizations work, ultimately providing added value to customers (McGrath & Maiye, 2010). Potential benefits in successful digital transformation, according to Matt, et al. (2015), involve increased sales, higher productivity, innovation in value creation, and the emergence of new forms of interaction with customers.

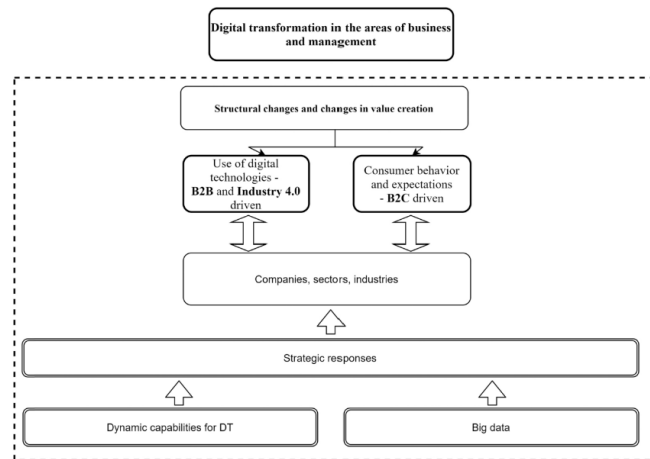


Fig. 6. Framework relating DT to the areas of business and management.

Figure 1. *Framework relating DT to the areas of business and management*
(Kraus, et al., 2022)

Kraus, et al. (2022) present a synthesis of findings in the form of a framework, which illustrates various research areas of themes related to digital transformation (DT) in the field of business and management. The research that has been carried out covers theoretical, conceptual, and empirical aspects in both regions. The main focus of the existing research is on the structural changes needed at various levels, such as companies, sectors, and industries, to meet the challenges of DT. In considering the structural changes required by DTs, the research also discusses the impact and consequences of DTs internally, such as changes in business models or organizational configurations, as well as the need to develop dynamic capabilities related to specific DTs. On the external side, the research highlights the need for new forms of collaboration with customers in response to the behavioral changes induced by DT. Warner & Wager (2019) states that digital transformation is an ongoing process, involving strategic updates that use advances in digital technology to build capabilities that can refresh or replace an organization's business model, collaborative approach, and culture.

Voluntourism

Voluntourism is an alternative form of tourism in which tourists spend time volunteering as part of their vacation in developing countries (Sin, 2009). In 1971, the independent Peace Corps organized a voluntourism initiative through the Earth Watch program. The progress of this activity

underwent a significant change in 1998 when the Nevada Board of Tourism (NBT) participated in its development. In the same year, NBT started an initiative to advance the rural tourism sector in Nevada, United States, by collaborating with volunteer participation. The initiative has succeeded in increasing popularity and positive trends in the realm *voluntourism*. This is especially important because it unites work and leisure tourism with the status of volunteers, although it is not a good thing to combine from a paradox or contradiction (Tomazos & Butler, 2012). This is also supported by Nur and Isbah (2021) that *voluntourism* be *leisure activity* Especially educated youth who of course get the essence of *volunteer* and *Tourism*, both of which are equal to the basis of free time and getting *Social Experience* (Nur & Isbah, 2021). *Voluntourism* themselves have an impact on increased awareness, prosocial values, compassion and broader perspectives for participants and understanding of cross-cultural reciprocity and social networks between participants and host communities (Bailey & Russell, 2012).

With high demand in the *volunteer* market, voluntourism began to transform into an industry in the neoliberal era. Neoliberalism is a political-economic theory that emphasizes the efficiency of the market economy in order to develop and legitimize government priorities and practices (Gulson & Webb, 2017). In this context, voluntourism can be seen as a result of neoliberalism, as it allows individuals to choose their own travel experiences and contribute to the development of others in a market-oriented way (Vrasti, 2013). The concept of voluntourism can be understood as a form of commodification, in which individuals pay for the opportunity to participate in volunteer work while traveling (Vrasti, 2013). These payments often include expenses such as accommodation, food, and transportation, as well as organizing volunteer work projects. By paying for this experience, individuals consume marketable commodities, i.e. the opportunity to do volunteer work while traveling.

Voluntourists spend time and contribute positively to the community, an experience that is consistent with the belief in the idea of 'mutual benefit' (Everingham, 2015; Matthews, 2008). The motivation of *voluntourists* to do *voluntourism* is *social, career, learning, altruistic, and self-esteem* (Lee, et al., 2014). *Voluntourism* contributes to positive impacts on local communities, such as improving their skills and knowledge and providing opportunities to earn additional income, and *voluntourism* can also have a positive impact on the environment, such as helping nature conservation and reducing the negative impact of tourism (Wearing, et al., 2013). However, the

practice of massive commodification is carried out in the implementation of voluntrips which are actualized by objectifying local communities as objects of aid recipients rather than active partners in development, local communities become objects of commercialization that have implications for psychological disturbances of children, commercialization of orphanages and nursing homes, exploitation of children for profit (Guiney & Mostafanezhad, 2015), strengthening neoliberal ideology (Lyons et al., 2012; Vradi, 2012; Wilson, 2015), creating controversy for orphanages (Wearing & McGehee, 2013), and *volunteers* are not trained personnel, resulting in a lack of empowerment of the local community.

Voluntourism forms a positive motivation that encourages tourists to *voluntourism*, including self-development, contributing to the host community, participating in community building, and fostering cultural understanding (Brown, 2005; Brown & Morrison, 2003; Callanan & Thomas, 2005; Coghlan, 2008; McIntosh & Zahra, 2007; Stoddart & Rogerson, 2004). Capitalization forms of the 'helping' model that shapes the behavior and expectations of volunteers (Everingham, 2015; Higgins-Desbiolles & Mundine, 2008; Lyons et al., 2012; Palacios, 2010; Smith & Font, 2015) creates a trend of *voluntourism* which has implications for the massive commodification of *voluntourism*.

CONCLUSION

Voluntourism, as a global phenomenon that combines travel with volunteering, has undergone significant changes in the era of digital development. This transformation includes the use of technology in marketing and implementation, with Voluntrip by Kitabisa as an example of effective implementation. This *platform* uses social media and the PEP (*Preparation, Engagement, Preparation*) model to increase the participation of generation Z in social activities. While digital technology provides opportunities for wider collaboration and participation, its massive use also brings challenges, especially related to the risk of commodification. Commodification practices in voluntourism can result in the objectification of local communities, creating a negative impact on their psychological and economic well-being.

BIBLIOGRAPHY

Argyo Demartoto. (2023). The Development of Tourist Object and Attraction Digitization in Surakarta, Indonesia. *Advances in Social Science, Education and Humanities Research*, 819–825. https://doi.org/10.2991/978-2-38476-118-0_94

- Arinda Yusufika Rahma, & Jefri Audi Wempi. (2023). Voluntrip's Communication Strategy in Fostering Zillennial's Participation in Social Activities. *Journal of Pikma*, 6(1), 246–260. <https://doi.org/10.24076/pikma.v6i1.1322>
- Association for Tourism and Leisure Education. (2008). *Volunteer tourism: A global analysis*. DA Arnhem, Netherlands: Author.
- Bailey, A. W., & Russell, K. C. (2012, January). Volunteer Tourism: Powerful Programs or Predisposed Participants? *Journal of Hospitality and Tourism Management*, 19(1), 123–132. <https://doi.org/10.1017/jht.2012.14>
- Blumenfeld, J. (2019). *Travel with Purpose: A Field Guide to Voluntourism*. Rowman & Littlefield.
- Brown, S. (2005). Travelling with a purpose: Understanding the motives and benefits of volunteer vacationers. *Current issues in tourism*, 8(6), 479-496.
- Brown, S., & Morrison, A. M. (2003). Expanding volunteer vacation participation an exploratory study on the mini-mission concept. *Tourism Recreation Research*, 28(3), 73-82.
- Callanan, M. and Thomas, S. (2005) Volunteer tourism: deconstructing volunteer activities with a dynamic environment. In Novell, M. (ed.) *Niche Tourism, Contemporary Issues, Trends and Cases*. Butterworth-Heinemann, Oxford, UK. Pp. 183-200.
- Cheng, X., Xue, T., Yang, B., & Ma, B. (2023). A digital transformation approach in hospitality and tourism research. *International Journal of Contemporary Hospitality Management*. <https://doi.org/10.1108/ijchm-06-2022-0679>
- Christian Haposan Pangaribuan, Adler Haymans Manurung, Hardijanto Saroso, & Toto Rusmanto. (2021). The Influence of Risk Perception on Destination Attachment and Voluntourism Behavior: Empirical Evidence from Indonesia. *Journal of Asian Finance, Economics and Business*, 8(3), 1287–1293. <https://doi.org/10.13106/jafeb.2021.vol8.no3.1287>
- Coghlan, A. (2008). Exploring the role of expedition staff in volunteer tourism. *International Journal of Tourism Research*, 10(2), 183-191.
- Erdem, A., & Şeker, F. (2022). *Tourist Experience and Digital Transformation*. Handbook of Research on Digital Communications, Internet of Things, and the Future of Cultural Tourism. <https://www.igi-global.com/chapter/tourist-experience-and-digital-transformation/295499>
- Everingham, P. (2015). Intercultural exchange and mutuality in volunteer tourism: The case of intercambio in Ecuador. *Tourist Studies*, 15(2), 175-190.
- Gretzel, U., Koo, C., Sigala, M., & Xiang, Z. (2015). Special issue on smart tourism: convergence of information technologies, experiences, and theories. *Electronic Markets*, 25(3), 175–177. <https://doi.org/10.1007/s12525-015-0194-x>
- Guiney, T., & Mostafanezhad, M. (2015). The political economy of orphanage tourism in Cambodia. *Tourist Studies*, 15(2), 132-155.
- Gulson, K. N., & Webb, P. T. (2017). Neoliberalism and the commodification of identity. *Education Policy and Racial Biopolitics in Multicultural Cities*, 67–76. <https://doi.org/10.1332/policypress/9781447320074.003.0007>
- Guttentag, D. A. (2009). The possible negative impacts of volunteer tourism. *International Journal of Tourism Research*, 11(6), 537–551. <https://doi.org/10.1002/jtr.727>
- Higgins-Desbiolles, F., Russell-Mundine, G., & Lyons, K. D. (2008). Absences in the volunteer tourism phenomenon: The right to travel, solidarity tours and transformation beyond the one-way (Doctoral dissertation, Cabi).

- Kraus, S., Durst, S., Ferreira, J. J., Veiga, P., Kailer, N., & Weinmann, A. (2022). Digital transformation in business and management research: An overview of the current status quo. *International Journal of Information Management*, 63(4), 102466. Sciencedirect. <https://doi.org/10.1016/j.ijinfomgt.2021.102466>
- Lee, C. K., Reisinger, Y., Kim, M. J., & Yoon, S. M. (2014). The influence of volunteer motivation on satisfaction, attitudes, and support for a mega-event. *International Journal of Hospitality Management*, 40, 37-48.
- Liu, D.-Y., Chen, S.-W., & Chou, T.-C. (2011). Resource fit in digital transformation: Lessons learned from the CBC Bank global e-banking project. *Management Decision*, 49(10), 1728–1742. <https://doi.org/10.1108/00251741111183852>
- Lyons, K., Hanley, J., Wearing, S., & Neil, J. (2012). Gap year volunteer tourism: Myths of global citizenship?. *Annals of tourism research*, 39(1), 361-378.
- Magrizos, S., Kostopoulos, I., & Powers, L. (2021). Volunteer tourism as a transformative experience: A mixed methods empirical study. *Journal of Travel Research*, 60(4), 878-895.
- Matt, C., Hess, T., & Benlian, A. (2015). Digital transformation strategies. *Business & Information Systems Engineering*, 57(5), 339–343.
- McGrath, K., & Maiye, A. (2010). The role of institutions in ICT innovation: learning from interventions in a Nigerian e-government initiative. *Information Technology for Development*, 16(4), 260–278. <https://doi.org/10.1080/02681102.2010.498408>
- McMillon, B., Cutchins, D., & Geissinger, A. (2009). *Volunteer vacations: Short-term adventures that will benefit you and others* (10th ed.). Chicago: Chicago Review Press, Inc.
- McIntosh, A. J., & Zahra, A. (2007). A cultural encounter through volunteer tourism: Towards the ideals of sustainable tourism?. *Journal of sustainable tourism*, 15(5), 541-556.
- Maki, O., Alshaikhli, M., Gunduz, M., Naji, K. K., & Abdulwahed, M. (2022). Development of Digitalization Road Map for Healthcare Facility Management. *IEEE Access*, 10, 14450–14462. <https://doi.org/10.1109/ACCESS.2022.3146341>
- Nur, K., & Falikul Isbah, H. M. (2021). Volunteer Tourism as a Leisure Consumption Choice for Contemporary Youth: Between Altruism and Commodification. *Journal of Sociological Thought*, 8, 114–151. <https://journal.ugm.ac.id/jps/article/view/69117/pdf>
- Oktavia, A. C., Mardiasuti, A., & Rahman, D. A. (2020). Experience and the impact of voluntourism in Samboja Lestari Orangutan Rehabilitation Center. *IOP Conference Series: Earth and Environmental Science*, 528, 012036. <https://doi.org/10.1088/1755-1315/528/1/012036>
- Ozdemir, O., Dogru, T., Kizildag, M., & Erkmen, E. (2023). A critical reflection on digitalization for the hospitality and tourism industry: value implications for stakeholders. *International Journal of Contemporary Hospitality Management*. <https://doi.org/10.1108/ijchm-04-2022-0535>
- Palacios, C. M. (2010). Volunteer tourism, development and education in a postcolonial world: Conceiving global connections beyond aid. *Journal of sustainable tourism*, 18(7), 861-878.
- Pangaribuan, C. H. (2021, July 27). *Predicting Voluntourism in Indonesia Using Theory of Planned Behavior and Norm Activation Theory*. Doctor of Research in Management. <https://bbs.binus.ac.id/drm/2021/07/predicting-voluntourism-in-indonesia-using-theory-of-planned-behavior-and-norm-activation-theory/>

- Perold, H., & Haas, B. (2020). Volunteering and the Digital World: Extending the Power of Volunteering through New Technologies. *IAVE Context Paper*. https://www.academia.edu/47149089/Volunteering_and_the_Digital_World_Extending_the_Power_of_Volunteering_through_New_Technologies
- Pompurová, K., Marčeková, R., Šebová, L., Sokolová, J., & Žofaj, M. (2018). Volunteer tourism as a sustainable form of tourism-The case of organized events. *Sustainability (Switzerland)*, 10(5). <https://doi.org/10.3390/su10051468>
- Qasim, M. (2023, March 13). *The Dark Side of Voluntourism: Why Short-Term Solutions Harm Development and Relief Efforts*. [Www.linkedin.com. https://www.linkedin.com/pulse/dark-side-voluntourism-why-short-term-solutions-harm-relief-qasim](https://www.linkedin.com/pulse/dark-side-voluntourism-why-short-term-solutions-harm-relief-qasim)
- Rêgo, B. S., Jayantilal, S., Ferreira, J. J., & Carayannis, E. G. (2021). Digital Transformation and Strategic Management: a Systematic Review of the Literature. *Journal of the Knowledge Economy*. <https://doi.org/10.1007/s13132-021-00853-3>
- Schallmo, D., Williams, C. A., & Boardman, L. (2019a). Digital Transformation Of Business Models—Best Practice, Enablers, And Roadmap. In *Digital Disruptive Innovation* (Vol. 36, pp. 119–138). WORLD SCIENTIFIC (EUROPE),. https://doi.org/10.1142/9781786347602_0005
- Schallmo, D., Williams, C. A., & Lohse, J. (2019b). Digital strategy - integrated approach and generic options. *International Journal of Innovation Management*, 23(8), Article 1940005. <https://doi.org/10.1142/S136391961940005X>
- Schwarzmueller, T., Brosi, P., Duman, D., & Welpe, I. M. (2018). How Does the Digital Transformation Affect Organizations? Key Themes of Change in Work Design and Leadership. *Management Revue*, 29(2), 114–138. <https://doi.org/10.5771/0935-9915-2018-2-114>
- Sin, H. L. (2009). Volunteer tourism—"involve me and I will learn"?. *Annals of tourism research*, 36(3), 480-501.
- Smith, V. L., & Font, X. (2015). Marketing and communication of responsibility in volunteer tourism. *Worldwide Hospitality and Tourism Themes*, 7(2), 159-180.
- Tomazos, K., & Butler, R. (2012). Volunteer tourists in the field: A question of balance? *Tourism Management*, 33(1), 177–187. <https://doi.org/10.1016/j.tourman.2011.02.020>
- Tunkkari-Eskelinen, M., & Röntynen, R. (2023). Designing a Model of Commercial Voluntourism Services. *International Conference on Tourism Research*, 6(1), 490–495. <https://doi.org/10.34190/ictr.6.1.1353>
- UNWTO. (2023). *Digital Transformation | UNWTO*. [Www.unwto.org. https://www.unwto.org/digital-transformation](https://www.unwto.org)
- Vrasti, W. (2012). *Volunteer tourism in the global south: Giving back in neoliberal times*. Routledge.
- Wearing, S. (Ed.). (2001). *Volunteer tourism: Experiences that make a difference*. Cabi Publishing.
- Wearing, S., & McGehee, N. G. (2013). Volunteer tourism: A review. *Tourism management*, 38, 120-130. <https://doi.org/10.1016/j.tourman.2013.03.002>
- Wearing, S., Young, T., & Everingham, P. (2017). Evaluating volunteer tourism: has it made a difference?. *Tourism Recreation Research*, 42(4), 512-521.

- Yulia Lintangkawuryan, I. G. P. (2023). EMPOWERING VOLUNTOURISM FOR SUSTAINABLE MARINE ECOTOURISM IN TULAMBEN, BALI. *Journal of Southwest Jiaotong University*, 58(4). <http://jsju.org/index.php/journal/article/view/1740>
- Zahra, A., & McIntosh, A. J. (2007). Volunteer tourism: Evidence of cathartic tourist experiences. *Tourism Recreation Research*, 32(1), 115–119. <https://doi.org/10.1080/02508281.2007.11081530>.