

The Effectiveness of Government Program Policies Through Sport Tourism (Triathlon) in Improving Regional Tourism Advancement in Bangka Regency

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ABSTRACT

This study analyzes the effectiveness of local government policy programs in developing sport tourism as a strategic approach to enhance regional tourism development in Bangka Regency. The research employed a descriptive qualitative approach using a case study method. Data were collected through in-depth interviews with key informants, observations, and documentation. The data analysis referred to the program effectiveness theory proposed by Kettner, Moroney, and Martin (2008), which includes five main indicators: effort, cost efficiency, results, cost-effectiveness, and impact. The findings indicate that the sport tourism program in Bangka Regency is considered effective. The local government demonstrated strong commitment through budget allocation, cross-sectoral collaboration, and the provision of supporting infrastructure for sporting events such as triathlons. From the perspectives of cost efficiency and cost-effectiveness, the program has produced optimal outcomes despite relatively limited funding. The program also succeeded in increasing tourist visits, empowering local MSMEs, and strengthening the region's image as a sport tourism destination. The long-term impacts—such as the reinforcement of social networks, the growth of sports communities, and the improvement of regional tourism governance—further underline the program's success. Nonetheless, there is still room for improvement, particularly in digital promotion, human resource capacity development, and measurable evaluation of economic impacts. Overall, sport tourism can serve as a strategic instrument for enhancing regional tourism competitiveness and supporting sustainable regional development.

KEYWORDS Policy effectiveness; sport tourism; regional tourism



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INTRODUCTION

Indonesia is a country with a large area. Thousands of islands stretching from Sabang to Merauke (Sulubara et al., 2024). With this vast area consisting of various kinds of forests, beaches and marine charm as well as a diversity of various flora and fauna, Indonesia is known as one of the paradises of tourist destinations. The archipelagic nature of Indonesia provides unique competitive advantages in developing diverse tourism products, ranging from natural attractions to cultural and sports-based tourism experiences (Habibi, 2024; Labandi & Haris, 2023; Sarhan et al., 2017; Sukarno, 2021).

With this advantage, Indonesia has become one of the destination destinations not only at the local level but also a tourist destination for foreigners. The tourism aspect in Indonesia is expected to be a sector that can be empowered by the government as a leading sector in increasing economic growth (Dewi et al., 2024; Elistia, 2020; Sakdiah & Ningsih, 2023). The

tourism sector in various regions in Indonesia plays a significant role in driving economic growth, both at the local and national levels. Each region has its own uniqueness, both in terms of culture, history, and natural beauty, which is an attraction for domestic and international tourists. To optimize this potential, the government has set a number of leading destinations that are prioritized for development to increase the number of tourist visits and strengthen the tourism industry in Indonesia. One of them is natural tourism that combines with sports tourism (Sri Wulan Dari, Andika Prabowo, 2022). Recent studies indicate that nature-based tourism experiences significant growth annually, with sport tourism emerging as one of the most promising subsectors (Rangkuti et al., 2024). Nature tourism is now increasingly in demand because it offers the beauty of the landscape and the coolness of the environment as its main attraction (Agnes Caesarika GP & Chafid Fandeli, 2021).

The tourism industry has a role in conveying information about the potential and attractions of available tourism, as well as promoting it to the public (Ahmad & Lukman Hakim, Nuryanti Mustari, 2024). Sport tourism is a form of tourism that combines sports activities with sightseeing travel, where individuals travel to specific destinations to participate in or watch sporting events (Baiq Della Ayu Rahmatika, 2024). Sport tourism represents a growing segment within the global tourism industry, contributing significantly to destination branding and local economic development (Widianingsih et al., 2023). Sports tourism is one of the aspects of tourism that is in demand because it provides new challenges and experiences for tourists and sportspeople. Sports tourism (sport tourism) in Indonesia has undergone significant development in recent years (Sri Wulan Dari, Andika Prabowo, 2022). Sports tourism combines sports activities with sightseeing travel, which is growing and attracting more tourists (Tomik, R., Gorska, K., Staszkievicz, A., & Polechonski, 2014). The integration of athletic competition with tourism activities creates multiplier effects on regional economies, enhancing both visitor experiences and community benefits (Murtono et al., 2024).

One sport tourism that is in great demand is triathlons. This tourism sport combines three disciplines, namely swimming, cycling, and running, which are carried out sequentially in a series of competitions. In Indonesia, events such as the Sungailiat Triathlon have become part of the calendar sport tourism, attract domestic and international participants, and contribute to the promotion of local tourist destinations (Zaki et al., 2024). With the increasing development and popularity of this sport it has become a very promising potential for the Bangka district government so that Bangka regency makes triathlon one of the developments of Bangka's tourism potential. Normatively implementation Sport tourism This triathlon is a government policy program that was legalized by the Regional Regulation (Perda) of Bangka Regency number 3 of 2020 concerning the Tourism Development Master Plan chapter I, article 1 paragraph 34 and is strengthened by the Decree of the Regent of Bangka, one of which is the Decree of the Regent of Bangka Number: 188.45/652/DINPARBUDAYA.2/2023.

The first triathlon was held in Bangka Regency in 2013, precisely in the city of Sungailiat, Bangka Regency. This event was initiated as an effort to increase tourism in the area. The Sungailiat Triathlon has become a significant annual event, attracting participants from different regions and countries. This event not only focuses on sports competitions but also on promoting the natural beauty and culture of Bangka. Since its first event, the Sungailiat Triathlon has experienced rapid development, both in terms of the number of participants and from the organization of events that are increasingly professional and lively every year ([Antara](#)

[News/](#) accessed on June 16, 2024). The Bangka Regency Government, in collaboration with various parties such as the Bangka Police, OPD, MSMEs, the Indonesian Triathlon Community, SOEs (PT Timah, Tbk), the Ministry of Tourism, and the Provincial Government of the Bangka Belitung Islands, has consistently held this program since it was first held in 2013 until it was last held on May 4, 2024.

After being stopped from 2018 to 2021 due to the COVID-19 pandemic, the triathlon event was held again in 2022. This sports tourism program not only aims to introduce the sport of triathlon as one of the sport tourism, but also as a means of promoting tourism in Bangka Regency. This activity takes place in the Tanjung Pesona tourist area, which is famous for its natural beauty, especially Tanjung Pesona Beach, Sungailiat. As one of the local government policy programs that have been routinely implemented, it is necessary to review the effectiveness of the program to see how much it benefits for the development of tourism progress in Bangka district. Government programs can be seen from several measuring indicators, namely five indicators according to Kettner, Moroney, and Martin (2008) in (Sari, 2022) : Effort (Effort) is to assess the extent of efforts that have been made in implementing the program, Cost Efficiency (Cost Efficiency) which measures the ratio between the costs incurred and the results obtained, Results (Results) are assessing the concrete achievements of the programs that have been implemented, Cost Effectiveness (Cost Effectiveness) which is to determine the extent to which the costs incurred are proportional to the benefits obtained and Impact (Impact) is analyzing the long-term effects of the program on society and the environment.

Despite the growing body of literature on sport tourism development in Indonesia, limited empirical research has examined the effectiveness of government-led sport tourism programs using comprehensive evaluation frameworks. This study addresses this gap by systematically evaluating the Sungailiat Triathlon program through Kettner et al.'s (2008) five-dimensional effectiveness model, providing insights into policy implementation, resource allocation, and sustainable tourism outcomes. The novelty of this research lies in its integrated assessment approach that connects policy inputs with tangible tourism development outcomes in a regional context, offering practical implications for tourism governance and destination management in similar archipelagic settings. With the five indicators above, the researcher wants to unravel how effective the implementation of the Bangka regency government policy program is in the implementation of sports tourism in order to promote the progress of tourism in Bangka regency.

METHOD

This study used a qualitative descriptive approach that aims to describe and analyze in depth the effectiveness of government policies in encouraging the development of tourism through sport tourism in Bangka Regency. This approach was chosen so that researchers can understand the phenomenon comprehensively based on real conditions in the field, relying on data from interviews, direct observations, and related documentation.

This research was carried out in Bangka Regency, namely the city of Sungailiat precisely in the Pesona beach area and the Rebo Sungailiat village area, Bangka Regency. Meanwhile, the sources and techniques of data collection are carried out through primary data, obtained through in-depth interviews with key informants:

- a. Head of the Bangka Regency Tourism Office.
- b. Organizer of sports tourism events,
- c. Tourism business actors (MSMEs, hotels, travel),
- d. Local communities, and
- e. Tourists who participate in sports tourism events.

Secondary data, in the form of official documents, policy reports, tourism statistical data, local media, and documentation of sports tourism events that have been held.

Data analysis techniques are carried out with a model (Miles, M. B., & Huberman, 1994) that involves:

- a. Data reduction, which is sorting and filtering important information from interview results and documents,
- b. Data presentation is compiling data into the form of narratives and thematic tables,
- c. The conclusion is to find the pattern, meaning, and relationship between policies and their impact on tourism progress.

Analysis was conducted manually via systematic coding and thematic categorization of field notes and interview transcripts. Data validity was ensured through source and method triangulation, as well as member checking by sharing preliminary findings with informants for validation.

RESULT AND DISCUSSION

In an effort to assess the extent to which local government program policies through the sport tourism approach contribute to the development of tourism in Bangka district, this study refers to the program effectiveness approach developed by Kettner, Moroney, and Martin in their work *Designing and Managing Programs: An Effectiveness-Based Approach* (2008). This approach was chosen because it provides a comprehensive analytical framework and is easy to apply in evaluating program-based policies.

Kettner and colleagues argue that the effectiveness of a program is not solely measured by short-term results, but also by the extent to which resources are used efficiently and are able to deliver meaningful changes in social, economic, and environmental aspects in a sustainable manner. In theory, there are five main indicators used as benchmarks, namely: Effort (level of effort), Cost Efficiency (cost efficiency), Result (results achieved), Cost Effectiveness (level of cost effectiveness), and Impact (long-term impact). Based on these five indicators, this section will discuss the achievements and challenges of the implementation of the sport tourism program in Bangka district. This discussion was prepared to show how the implementation of regional policies is able or not to be able to encourage increased tourist attraction and broader local economic growth.

Effort

Based on the results of interviews with key informants the head of the Bangka district Tourism and Culture Office, the Technical Implementation Officer of the Activity, the staff of the Bangka district Transportation Office, the head of the Bangka district education office and local tourism actors, it can be seen that the Bangka district government has shown significant efforts in encouraging the development of sport tourism as one of the strategies for promoting

regional tourism. These efforts are reflected in several forms of strategic policies, such as the formation of cross-sector committees to support the implementation of triathlon events.

In terms of collaboration, the local government has established a partnership with the sports community, namely the Bangka-Belitung Islands Triathlon Federation to ensure that the event runs smoothly and according to standards. This reflects that a collaborative and participatory approach is the main strategy carried out by the government in managing sports tourism. In addition, budget support and improvement of basic infrastructure, such as the improvement of the national sports track and the provision of tourism support facilities, are also indicators of seriousness in the implementation of this program, although it is still not optimal in the budget. However, there are still some notes from the community and tourism actors, especially related to the limitations of public facilities and lodging facilities that are not completely evenly distributed. This shows that although the government's efforts are good enough, it is necessary to improve and sustain the program so that the benefits can be felt more widely by the community.

This finding is in line with the views of Kettner, Moroney, and Martin (2008) in the book *Designing and Managing Programs: An Effectiveness-Based Approach*, which states that one of the indicators of program effectiveness is effort, which is how much resources, energy, and policies have been directed to support program implementation. This effort is the initial basis for assessing the success of policies before entering other indicators such as results, impact, and cost efficiency.

Thus, it can be concluded that in the context of Bangka Regency, the effort aspect has been realized quite well, but it still needs improvements in strengthening infrastructure and community involvement more thoroughly to achieve the sustainability of sport tourism as a driver of regional tourism progress.

Cost Efficiency

Cost efficiency is one of the important indicators in assessing the effectiveness of a program, including in the policy of developing sports tourism in Bangka Regency. Based on the results of interviews with various informants, it was found that the local government has taken several strategic steps to optimize the budget allocated for sports tourism events, such as triathlons. The budget allocated for triathlon events each year ranges from 600-700 million, as in 2023 this event costs Rp. 614. 657.460,- with the following details:

Table 1. Triathlon costs in 2023

No.	Description	Sum
	DIRECT SHOPPING	
1.	Employee Spending	
	Honorarium of resource persons, Moderators, Hosts, and Committees	41.000.000,-
2.	Shopping for Goods and Services	
	Shop for Office Stationery and Printing Materials	10.194.000,-
	Shopping for Competition Judges	3.000.000,-
	Advertising Services Shopping/Billboards, Movies, and Photoshoots	5.000.000,-
	Shop for Computer Materials	132.510,-

Shopping for Video and Photo Creation Services	7.000.000,-
Food and Drink Shopping	37.000.000,-
Shopping for Committee Field Work Clothes	30.000.000,-
Overtime Shopping	375.000,-
Shopping for Passenger Motor Vehicle Rental	13.050.000,-
Shop for Studio Equipment Rental	12.000.000,-
Business Travel Shopping	25.500.000,-
Spending an Award for an Achievement	251.100.000,-
Third-Party Shopping	189.489.950,-

Source : Report on Tourism Attraction Management Activities of Sungailiat Regency/City in 2023

However, there are savings efforts through cooperation with local sponsors and the involvement of MSMEs. The cost efficiency strategies carried out include the use of community volunteers, procurement of consumption and logistics through local business actors, as well as the integration of social media-based digital promotions which cost less than conventional promotions. This shows that local governments are beginning to realize the importance of outcome-based budgeting in the implementation of tourism programs.

The involvement of local MSMEs not only reduces logistics costs but also creates economic added value at the community level. This means that the cost of the program is not only administratively efficient, but also contributes to the circulation of the regional economy. In addition, the use of volunteers and cross-sector collaboration also strengthens the efficiency of human resources without compromising the quality of the event.

This result is in line with the thinking of Kettner, Moroney, and Martin (2008) in the book *Designing and Managing Programs: An Effectiveness-Based Approach*, which states that cost efficiency is a comparison between the costs incurred and the direct results of program implementation. Efficiency can be said to be achieved if maximum output can be generated from minimal inputs, without sacrificing service quality or beneficiary satisfaction. Overall, it can be concluded that in terms of cost efficiency, the sport tourism program in Bangka district has shown a positive trend. Although there is still room for optimization, especially in terms of budget management and evaluation systems based on quantitative indicators, the practices carried out have led to a more sustainable and inclusive budget management model.

Result

The aspect of the results achieved from the sports tourism program in Bangka Regency shows significant achievements in the short term. Based on interviews with the head of the Tourism Office, the chairman of the Triathlon committee, local MSME actors in Sungailiat, and academic volunteers, it can be concluded that the implementation of activities such as triathlon has brought a real positive impact to the region, both economically, socially, and destination promotion. In terms of tourism, there was an increase in the number of domestic tourists during the event. This shows that sports tourism events are able to attract public attention and strengthen regional attraction. In fact, the presence of athletes from abroad has also expanded the exposure of Bangka Regency in the eyes of the international community. Meanwhile, MSME players reported a two- to three-fold surge in revenue during the event, as well as the potential for new customer formation that continued after the event was over.

Technically, the committee also reported high satisfaction of participants and spectators, as well as success in maintaining the smooth running of the event without significant disruption. Local and national media also reported on this activity, contributing to the positive image of the region. All of these are indicators of program success as formulated by Kettner, Moroney, and Martin (2008), who state that "result" is a measure of direct achievements or concrete results from program implementation that can be seen through statistical data, activity reports, and stakeholder satisfaction. However, the results achieved are still short-term and temporary. Academics reminded the need for a sustainable strategy so that this program is not only an annual event, but can be transformed into a consistent tourist attraction. This is in line with the findings of Widianingsih et al. (2023) in their study on sports tourism in Indonesian tourist areas, which emphasizes the importance of sustainability and institutional strengthening so that sports tourism has a wider and long-term impact.

Thus, the results achieved by the sport tourism program in Bangka Regency show promising initial effectiveness, but still require strengthening of long-term planning aspects and the use of results for sustainable tourism development.

Cost Effectiveness

Cost effectiveness is one of the important indicators in evaluating the success of sports tourism programs, as explained by Kettner, Moroney, and Martin (2008), that cost effectiveness measures the extent to which the benefits of the program are comparable to or even exceed the costs incurred. In this event, budget management, third-party contributions, and economic value generated from activities are the main parameters in assessing cost effectiveness. The results of the interview with the Head of the Bangka Regency Tourism Office show that the budget allocation for the sports tourism triathlon event ranges from 600 to 700 million rupiah. This number has included all components of activities, including promotion, logistics, and support for MSMEs. Although this amount is quite large, the agency considers that the cost is proportional to the impact produced, especially in increasing the number of tourist visits, the involvement of local business actors, and the positive image of the region.

From the organizers' side, the Chairman of the Triathlon Committee revealed that efficiency efforts are carried out through partnerships with sponsors, volunteer involvement, and optimization of local resources. This strategy has been proven to be able to reduce expenses without sacrificing the quality of event implementation. Furthermore, this approach supports the assessment that the program implemented has a favorable cost-benefit ratio.

Meanwhile, local MSME actors feel the direct impact of this program. They get promotional facilities at no cost, and experience an increase in revenue during the event. This shows that government investment not only produces short-term output, but also outcomes that touch the economic aspects of the community at large. The views of academics reinforce these findings by stating that the cost-effectiveness of sports tourism programs can be analyzed through a social cost-benefit and return on investment (ROI) approach. According to him, although not all local governments have mature ROI measurement instruments, in general it can be concluded that the social and economic benefits arising from this activity have exceeded the initial investment value. These findings are in line with a study by Widianingsih et al.

(2023) which stated that the success of event-based tourism programs is not only seen from their output, but also from the capabilities of the program.

Impact (long-term impact)

Impact is the broadest measure of assessing the effectiveness of a program, as it reflects the long-term changes that occur because of the program's implementation. According to Kettner, Moroney, and Martin (2008) in their book *Designing and Managing Programs*, impacts include social, economic, environmental, and even institutional transformations that occur after the program is implemented within a certain period of time. In the event of the sports tourism program in Bangka Regency, the impact of the program can be seen from several real indicators. The results of interviews with various informants stated that the Bangka Triathlon sports tourism event has made a great contribution to the region's image as an active and healthy tourist destination, as well as encouraging community economic growth through the hotel, culinary, local transportation, and MSME sectors.

The Head of the Bangka Regency Tourism and Culture Office said that after several years of organizing sports tourism events consistently, Bangka Regency began to be known nationally as one of the regions that actively held tourist sports events. This is shown by the increase in enthusiasm of participants from outside the region, even some national athletes who have begun to attend regularly. This branding creates a new position for Bangka in the national tourism map. The economic impact is also quite significant. According to local MSME actors, events such as triathlon can increase their daily turnover up to twice compared to ordinary days. In addition, some MSMEs also get follow-up contracts or long-term partnerships with organizers or event participants from outside the region. This shows a sustainable effect that goes beyond a one-time activity. Local academics noted that sports tourism also has a social impact in the form of increased community participation in sports activities and awareness of the importance of healthy living. Running, cycling communities began to grow and develop, creating new social ecosystems that were not so dominant before.

From an institutional perspective, this program also encourages the strengthening of cross-sectoral collaboration, such as between the Tourism Office, the Youth and Sports Office, the Transportation Office, as well as the sports community and local business actors. This collaboration model is considered as one of the positive impacts that increase the capacity of regional institutions in managing event-based programs. This study strengthens the argument of Pratama et al. (2023) who stated that sports tourism programs that are implemented consistently and planned will produce sustainable socio-economic impacts, as well as strengthen the position of regions in the national tourism network. This is also in line with the opinion of Murtono, Utama, and Ardana (2024) who said that sport tourism can be a tool to build destination identity and increase community involvement in regional development.

CONCLUSION

This research demonstrates that the government-led sport tourism program, specifically the Sungailiat Triathlon in Bangka Regency, has been effective in advancing regional tourism, as evidenced by positive outcomes across the five effectiveness indicators of effort, cost efficiency, results, cost effectiveness, and long-term impact. However, to further enhance the sustainability and scalability of such initiatives, future research should focus on developing

quantitative metrics to precisely measure the economic and social return on investment, explore the integration of digital and social media strategies for broader destination marketing, and conduct comparative studies with other regions to identify best practices and context-specific factors that influence the success of sport tourism policies in archipelagic and emerging market settings.

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