

Traveloka Transformation Strategy in Facing Circular Economy Issues (Study Using Kotter Theory)

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Abstract. This study examines Traveloka's business transformation in the digital era, highlighting its adaptation to technological disruption and its journey towards becoming a Circular Economy (CE) company. By utilizing Kotter's Eight-Stage Process for organizational change, Traveloka successfully navigated the challenges posed by digital disruption to maintain its market leadership in Southeast Asia. The study emphasizes the importance of Digital Waste Management (DWM) in reducing carbon emissions from data centers and promoting environmental sustainability. Recommendations include regular data audits, adopting green technologies such as AI and blockchain, employee training on digital waste, strategic collaboration, and continuous evaluation of DWM practices. These steps will enable Traveloka to minimize its environmental impact, improve operational efficiency, and strengthen its commitment to sustainable business practices, ultimately supporting its vision of becoming a comprehensive and environmentally friendly super app.

Keywords: Business Transformation, Kotter, Traveloka, Digital Era, Circular Economy, Digital Waste Management.

1 Introduction

Business transformation has become an inevitable phenomenon in the digital era, with digitalization and technology changing company operations and consumer behavior. One sector that has felt this impact is the travel and tourism industry, where digital platforms are now the leading choice for consumers for various travel needs. The tight competition in this sector encourages companies to innovate and remain relevant and competitive, as Traveloka has done. This leading travel startup in Southeast Asia has succeeded in transforming its business, evolving from a metasearch engine to a lifestyle super app with more than 20 products and services [1].

Since its founding in 2012, Traveloka has continued to innovate to meet changing consumer needs, becoming one of the first technology startups from Indonesia to achieve unicorn status [2]. Expanding services to several Southeast Asian countries demonstrates Traveloka's adaptability in the digital disruption era. The key to their success lies in their ability to understand customer needs and continue to innovate. Launching products such as Traveloka PayLater and collaborating with various stakeholders are essential steps in maintaining the position as a market leader [3], [4]

However, digital disruption also presents significant challenges. Changes in how businesses operate due to the development of digital technology require fast and precise adaptation strategies. Rheinald Kasali emphasized the importance of continuous innovation and the courage to cannibalize products to face this era [2]. For Traveloka, the commitment to digital transformation includes efforts to support digital literacy and empower the local economy, which are increasingly relevant to the growth of internet users in Indonesia, which reached 132 million people in 2018 [5].

Kotter's approach to managing organizational change provides a clear framework for Traveloka. We proposed that establishing a sense of urgency and developing a vision and strategy are particularly relevant to Traveloka's transformation strategy. The involvement of all parties at various levels of the organization is critical to ensuring the success of the change. This involvement is reflected in the way Traveloka has expanded its services, covering travel, local services, and financial services, as part of its efforts to "Form a Mentoring Coalition" and "Develop a Vision and Strategy" [6], [7]

In addition, in facing the challenges of transforming towards a circular economy, Traveloka needs to focus on digital waste management. The digital technology that is the backbone of the company's operations also produces a significant carbon footprint, including high energy consumption and electronic waste. By implementing sustainable digital practices and digital waste management policies, Traveloka can reduce the environmental impact of its digital operations. These efforts include regular data audits and innovative technologies such as AI and IoT to improve resource efficiency, all essential to driving environmental and social sustainability [2], [8].

2 Literature Review

2.1. Business Transformation Theory in the Digital Era

Business transformation in the digital era is how companies adopt digital technologies and new business models to improve performance, accelerate growth, or expand market share. This phenomenon is a critical factor in building organizational competitiveness amidst the rapid changes brought about by technology. Digital transformation affects the company's operational model and consumer behavior. It increasingly turns to digital platforms to meet their various needs, from information to purchase products and services [9].

According to Septiadi & Agus [9], the growth of e-business in Indonesia is closely related to technological advances and changes in consumer behavior. The increasing penetration of the internet and mobile devices throughout the country has made consumers increasingly accustomed to online transactions. Therefore, MSMEs [9] need to understand how the implementation of e-business can change how they operate, innovate, and interact with the market. With this understanding, MSMEs can compete in the increasingly growing digital market. Successful business transformation requires a comprehensive strategy, including an understanding of the role of e-business, the challenges of digital technology adoption, and strategies to drive e-business adoption and its impact on local economic growth.

2.2. Kotter's Model for Managing Organizational Change

John P. Kotter, a leading expert in organizational change, developed Kotter's Eight-Stage Process Model, which provides a comprehensive approach to understanding and managing organizational transformation. This model has become one of the most influential frameworks in change management [6]. The first stage, creating a sense of urgency, involves effective communication to convince all stakeholders of the importance of change. According to Kotter [8], failure to create urgency is the biggest mistake in organizational change.

The next stage involves forming a guiding coalition of a team with various skills to lead the change. Developing a vision and strategy is the next crucial step, which aims to formulate a clear and strategic vision of change to guide the organization. Communicating the vision of change consistently and purposefully helps spread the same understanding throughout the organization. The next step, empowering broad action, removes existing barriers and gives the team the freedom to act. Creating short-term wins and communicating them maintains the momentum of change while consolidating gains and producing more change leverages short-term wins to spur further change. The final stage embeds the change in the organization's culture, embedding the new approach into the culture [8].

2.3. Case Study of Kotter Model Implementation

Pollack & Pollack [6] used an Action Research approach to analyze the implementation of Kotter's model in a financial sector company in Australia. This study found that the implementation of Kotter's model is somewhat linear, and each stage must be tailored to the local needs of the organization. For example, in the financial sector, certain stages may require more customization than other sectors due to the industry's unique characteristics.

In addition, Hanu et al. [10] examined the application of Kotter's model in cultural transformation at Boise State University School of Nursing, highlighting the importance of the communication stage in maintaining stakeholder engagement. Atkinson [11] also found that Kotter's model can be used as a planning and communication tool but could be more effective as a flexible implementation guide. In the oil industry, Day [12] showed that some stages in Kotter's model only partially fit specific industry environments and require additional conceptual frameworks to accommodate specific conditions.

2.4. Disruption Theory in the Digital Era

Disruption is a condition of fundamental change that can threaten or open up opportunities for industry players. In his book "The Innovator's Dilemma," Clayton Christensen introduced the concept of disruption, describing it as a significant change that makes the industry unable to run as usual. Digital disruption occurs when new technologies or business models replace traditional methods, which can cause companies that cannot adapt to be left behind or even exit the market [2]

To face the challenges of digital disruption, Rheinald Kasali suggests three crucial things: first, companies should not feel comfortable being winners; in a rapidly changing world, companies must continue to innovate and adapt to change. Second, be bold and cannibalize the products because innovation that disrupts internal products or services can be the best strategy for survival. Finally, business leaders must be courageous to create something new and relevant

to market needs. Thus, companies can stay at the forefront of innovation and win the competition in the digital era [2].

2.5. Circular Economy

Circular Economy (CE) is a concept that aims to overcome environmental challenges caused by the traditional linear economic model that focuses on "take-make-dispose." CE seeks to maintain the value of products, materials, and resources as long as possible in the economic cycle by reducing waste, extending the life of products, and recycling materials [13]. This concept involves all product life cycle stages, from design, production, distribution, and use to end-of-life management [14].

Adopting digital technology is vital in the effort towards CE, increasing resource efficiency, and supporting sustainable business model innovation [15]. Technologies such as AI and IoT can help optimize production processes, reduce resource consumption, and minimize waste. By utilizing this technology, companies can create economic value while reducing environmental impacts, thus supporting long-term sustainability.

2.6. Digital Waste Management

Digital Waste Management (DWM) is an approach to address the environmental impacts of inefficient storage and management of digital data. Digital waste includes unused, redundant, or incorrect data stored in digital systems, leading to excessive energy consumption and significant carbon emissions [16]. Technologies such as AI and blockchain, which require significant data processing capacities, also contribute to increased energy consumption [17]

Effective digital waste management involves regular data audits, deletion of unnecessary data, and adopting environmentally friendly technologies. These measures help reduce environmental impacts and improve operational efficiency and long-term sustainability [18]. Thus, digital waste management has become integral to corporate sustainability strategies in the digital era.

3 Research Method

This research uses a literature study method, which utilizes various relevant literature and written sources as primary data [19]. This method was chosen because it can provide a more comprehensive insight into theories and concepts related to Traveloka's business transformation and the application of Kotter's theory in the context of organizational change. Literature studies also allow researchers to obtain an overview and depth of the phenomenon being studied by analyzing secondary sources, such as scientific articles, business reports, and other publications.

According to Arikunto [20], literature studies are a method that prioritizes searching for and collecting data from various written sources, both printed and electronic. Secondary data sources used in this study include scientific articles, company reports, official websites, and other publications related to Traveloka's business transformation and Kotter's theory. Primary sources include official news and reports from Traveloka, academic articles on business transformation, and publications related to Kotter's theory. The data collection process began with the identification of relevant literature through a search using specific keywords, such as "Traveloka business transformation," "Kotter's theory," "digitalization of the tourism industry,"

and "superapp." The identified sources were selected based on inclusion criteria, namely literature directly discussing Traveloka's business transformation or the application of Kotter's theory. The selected literature was analyzed in depth to obtain an overview of Traveloka's business transformation strategy and the application of Kotter's theory in the process. The data analysis method used in this study is qualitative descriptive analysis. Qualitative descriptive analysis aims to describe a phenomenon based on data collected in-depth, thus providing a more comprehensive understanding of the phenomenon being studied [19]. In this study, qualitative descriptive analysis was used to describe Traveloka's business transformation strategy based on Kotter's theory and identify critical factors that contributed to the success of the transformation.

4 Discussion

4.1 Kotter's Theory Analysis in Traveloka's Business Transformation

Traveloka, one of the leading technology startups in Southeast Asia, is facing the challenge of disruption by carrying out business transformation. Pitaloka [2] explains that Traveloka has successfully faced the era of disruption by implementing three main strategies from Kasali: innovating relentlessly, not being satisfied with being a winner, and creating new things. The author analyzed Traveloka's business transformation based on Kotter's theory. The following are the steps of business transformation that Traveloka has taken:

a. **First Stage: Building a Sense of Urgency**

The first stage in Kotter's theory is building a sense of urgency. The goal is to create awareness of the need for change among all stakeholders. Traveloka faces an urgent need to transform due to intense competition and consumers' shift to digital platforms. This awareness is reinforced through an analysis by Perwitasari [21], which shows how Traveloka contributes significantly to the digital economy. This transformation was responded to by developing Traveloka into a super app, incorporating a more comprehensive range of services to meet changing market needs. This step aligns with the urgency of adapting to consumer trends that want more convenience and ease in accessing various services on one platform.

b. **Second Stage: Creating the Guiding Coalition**

Forming a guiding coalition is essential in ensuring a business transformation's success. This coalition consists of people with the power, commitment, and credibility to lead change. As CEO, Ferry Unardi and other leaders described by Fidinillah [22] and a strong management team formed a guiding coalition. This coalition, which includes leaders from various divisions such as technology and marketing, is crucial in directing the change and gaining internal support for the vision. This team plays a critical role in setting the transformation vision and encouraging the organization to follow the direction set.

c. **Stage Three: Developing a Vision and Strategy**

A clear vision guides change. The vision provides a picture of the organization's desired future and serves as a guideline for strategy development. Dewanto [23] highlights Traveloka's commitment to sustainable tourism, part of its broader vision to become a lifestyle super app. This strategy includes expanding its service portfolio and increasing integration to provide end-to-end solutions to consumers.

d. Stage Four: Communicating the Change Vision

Effectively communicating the change vision is critical to gaining support from all stakeholders. Kotter notes that managers often need to pay more attention to the amount of communication required to convey the vision. At Traveloka, this change vision is communicated through various channels, including internal meetings, presentations, and training. Putra [4] reported that Traveloka uses various channels to convey its transformation vision to employees and other stakeholders. Speeches and presentations from Ferry Unardi and other leaders were vital to uniting everyone around the new company vision.

e. Stage Five: Empowering Broad-Based Action

Broad action must be empowered by removing structural and psychological barriers. These barriers can be a rigid organizational structure, inflexible systems, or an unsupportive work culture. Traveloka implemented team training and restructuring to increase effectiveness and adaptability to innovations, as demonstrated in the launch of various initiatives presented by Hidayat [24]. This method includes adopting new technology and adjusting the work culture to support flexible and innovative operations.

f. Stage Six: Generating Short-Term Wins

Creating short-term wins is critical to sustaining the momentum of change. These wins prove that change is on track and help build employee confidence in the transformation. Traveloka identified several key initiatives as "quick wins," such as launching new in-app features that received positive responses from users, increasing the number of partners, and rapid growth in active users, as Sugandi [1] explained. These successes have boosted employee and investor confidence in implementing the transformation strategy.

g. Stage Seven: Consolidating Gains and Producing More Change

At this stage, organizations must ensure that short-term wins translate into larger, sustainable changes. This stage involves consolidating the gains and using the momentum to drive further change. Traveloka consolidated its success by continuously improving existing services and introducing new ones, such as restaurant and taxi booking services. They also increased collaboration with strategic partners, including technology companies, hotel operators, and airlines.

h. Stage Eight: Anchoring New Approaches in the Culture

Integrating new approaches into the company's culture is the final and most crucial step in the transformation process. Change will not last long if it does not become part of the organization's culture. Traveloka has successfully integrated these new approaches into its company culture, emphasizing innovation and responsiveness to customer needs, as Dewanto [23] and Aditya [5] highlighted. This strong culture of innovation is continuously reinforced through ongoing initiatives and performance evaluations focusing on reinforcing desired behaviors.

4.2 In-depth Discussion of traveloka's Transformation Based on Kotter's Theory

Traveloka, a leading technology startup in Southeast Asia, has undergone a significant transformation to remain relevant and competitive in the digital era. Facing the challenge of disruption, Traveloka implemented a strategy based on the principles of Kotter's theory of organizational change. Starting with building a sense of urgency, Traveloka realized the need for transformation in response to increasing competition and changes in consumer behavior that are more likely to use digital platforms. Analysis from Perwitasari [21] shows that Traveloka decided to develop its platform into a super app in response to this pressure.

The next important step is to form a guiding coalition. CEO Ferry Unardi and other management teams, as Fidinillah [22] mentioned, formed a core group to direct this transformation strategy. The success of this stage depends on the credibility, expertise, and commitment of the coalition to lead the change. A solid and clear vision is needed to guide this transformation process. Dewanto [23] highlighted Traveloka's commitment to sustainable tourism development as part of its broader vision to become a lifestyle super app.

The next critical step is communicating the vision of change to all stakeholders. According to Putra [4], Traveloka used effective internal communication strategies, including speeches, presentations, and training, to ensure that all organization members understood and supported the company's new direction. This method allowed employees to feel involved and essential in the transformation process.

Empowerment or empowerment of broad actions at Traveloka involved restructuring the organization to support speed and innovation. Hidayat [24] stated that Traveloka implemented training and briefings related to new technologies and services and adjusted the work culture to be more flexible and support innovation. This step helped Traveloka adapt more quickly to market changes and consumer needs.

Creating short-term wins is critical to maintaining momentum. Sugandi [1] stated that launching new features and services that received a positive response helped boost morale and confidence in Traveloka's direction. This win also showed investors Traveloka's transformation strategy was on the right track.

Finally, integrating new approaches into the company culture is critical to ensure that change is not just temporary. Dewanto [23] and Aditya [5] describe how Traveloka successfully internalized the principles of innovation, sustainability, and customer orientation into their core values. This statement ensures the continuity of innovative efforts and strengthens Traveloka's corporate identity as a responsive and responsible market leader. Traveloka's transformation is a real-life example of Kotter's theory in practice, demonstrating the importance of visionary leadership, effective communication, and employee engagement in a successful transformation process.

4.3 Traveloka's Opportunity to Transform into a Circular Economy-Based Company

Traveloka, the leading travel platform in Southeast Asia that provides various travel services and financial products, has an excellent opportunity to transform into a Circular Economy (CE)-based company. Circular Economy emphasizes waste reduction, reuse, and recycling of resources to maximize efficiency and reduce environmental impact [13]. Traveloka can apply CE principles in digital operations by optimizing data usage, reducing digital waste,

and increasing energy efficiency. This transformation will help Traveloka reduce its carbon footprint and enhance its reputation as a leader in environmental sustainability.

Traveloka needs to implement effective Digital Waste Management (DWM) to support the transformation towards a Circular Economy. Digital waste, which includes unused, redundant, or incorrect data, contributes significantly to carbon emissions due to high energy usage by data centers [16]. Managing digital waste properly can reduce overheating in data centers and carbon emissions. The first recommended step is to conduct regular data audits to identify and delete unnecessary data. In addition, Traveloka can apply technologies such as AI and blockchain to improve resource efficiency and minimize energy usage [17].

For example, using AI algorithms to optimize data processing can reduce the workload on data centers and reduce the need for intensive cooling, reducing carbon emissions. By adopting effective DWM practices, Traveloka can reduce the carbon footprint of its digital operations and strengthen its position as a company committed to environmental sustainability. This statement will support Traveloka's transformation into a circular economy-based company that contributes to global environmental stability by reducing carbon emissions caused by the overheating of data centers.

5 Conclusion

Traveloka's business transformation in the digital era has shown significant success in facing the challenges of digital disruption and maintaining its position as a market leader in Southeast Asia. By applying Kotter's theory of organizational change principles, Traveloka could adapt quickly to changes in consumer behavior and digital technology. This transformation focuses on product and service innovation and improving operational efficiency and environmental sustainability. By expanding the service portfolio and strengthening collaboration with various stakeholders, Traveloka has created an ecosystem that supports long-term growth and environmental welfare. Implementing Digital Waste Management (DWM) is essential in reducing carbon footprints and promoting the Circular Economy (CE) principles, which ultimately supports the company's vision to become a sustainable and environmentally friendly super app.

Recommendations. To continue to advance in the transformation towards the Circular Economy, Traveloka must consider several strategic steps: (1) Traveloka needs to conduct regular data audits to identify and delete unnecessary data. This method will reduce the burden on data centers and reduce carbon emissions associated with inefficient data storage. (2) Implementing technologies such as AI and blockchain can improve resource efficiency and reduce energy consumption. AI algorithms can be optimized to reduce the workload on data centers. At the same time, blockchain can ensure transparency and efficiency in data management. (3) Traveloka should conduct employee training programs on the importance of digital waste management and environmental sustainability. Raising employee awareness of the importance of sustainable digital practices will encourage a more environmentally friendly company culture. (4) Traveloka should continue strengthening collaboration with strategic partners to develop innovative solutions supporting the Circular Economy. This collaboration can include various initiatives, such as developing environmentally friendly technologies and digital product recycling programs. (5) Traveloka needs to continuously monitor and evaluate

the effectiveness of the Digital Waste Management practices implemented. This method will allow the company to adjust its strategy to technological developments and environmental needs. By adopting these steps, Traveloka can continue to transform into a Circular Economy-based company that reduces environmental impact and improves operational efficiency and long-term sustainability.

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