



ANALYSIS OF THE ROLE OF SOCIAL MEDIA IN INCREASING THE TOURIST ATTRACTION OF NAKNY FUNLAND

Nova Natasha¹, Muhammad Alfikri Matondang²

^{1,2}Universitas Islam Negeri Sumatera Utara, Indonesia *Corresponding Author: nova0603211006@uinsu.ac.id

Article Info

Article history:

Received : Revised : Accepted : Available online

http://jurnal.uinsu.ac.id/index.php/analytica

E-ISSN: 2541-5263 P-ISSN: 1411-4380



This is an open access article under the <u>CC</u> <u>BY-SA</u> license

ABSTRACT

This research aims to analyze the social media promotion strategies implemented by Nakny Funland in increasing the attraction and interest in visiting tourists. Using a qualitative approach and case study method, this research explores the planning, implementation and effectiveness of digital promotions carried out at these educational and cultural-based tourist attractions. Data was obtained through in-depth interviews with managers and analyzed using the Miles, Huberman, and Saldana models, and its validity was tested through source triangulation. The research results show that Nakny Funland synergistically integrates marketing mix elements (4Ps) in their digital strategy: products are packaged through narrative visual content on Instagram and TikTok; prices are managed through bundling promotions and thematic discounts; information distribution is carried out completely online; and promotion becomes the core of the strategy through platform segmentation, user-generated content (UGC) based content, and visual emotional campaigns. Social media not only functions as a one-way communication tool, but also as a two-way interaction space that builds emotional attachment and increases visitor loyalty. Datadriven evaluations, such as social media insights and visit correlation, strengthen the effectiveness of this strategy. This research shows that an adaptive and data-based "digital first" promotion model can be a blueprint for managing similar tourist attractions in the competitive digital marketing era.

Keywords: Promotional strategy, social media, tourist attraction, digital marketing

1. INTRODUCTION

Tourist attractions require effective promotion to increase their visibility and attractiveness to tourists (Rodrigues et al., 2023). Promotion is a crucial part of the tourism industry because it helps inform and influence tourists to choose and visit

a particular destination. Tourist attractions can attract visitors by informing them about the beauty, attractions, and activities offered.

Promotional media is a crucial tool in promoting, developing, and achieving a destination's tourism goals. Tourist attractions can use promotional media to track and evaluate effective and ineffective promotional strategies.

Tourist satisfaction determines the quality of service, which in turn determines whether they will return to the destination. The level of visitor satisfaction is positively correlated with the quality of service provided. Providing adequate facilities, both in quantity and quality, will influence visitor satisfaction and subsequent visitation intentions. If good facilities and services are available, visitors will be satisfied (Masriki & Frinaldi, 2021).

Marketing of cultural attractions should focus on brand strengthening and utilizing social media to increase tourist interest. A strong identity that reflects local culture, such as a logo and slogan, will help attract tourists. Furthermore, using social media platforms like Instagram and TikTok to share engaging content, such as photos and videos of visitor experiences, can increase the visibility of cultural attractions. Furthermore, cultural events or festivals featuring local arts and cuisine can be created, and collaboration with tourism stakeholders can be implemented to create attractive tour packages. Tourists are encouraged to explore more of the culture by engaging local tour guides and encouraging positive reviews (Syrová & Špička, 2023).

Considering the context and urgency of tourism, the main focus of this study is to comprehensively examine Nakny Funland's social media promotion strategy to enhance its tourist appeal. This focus aims to analyze Nakny Funland's social media promotion strategy in its efforts to increase tourist appeal and visitor visits.

In modern tourism promotion studies, a comprehensive theoretical approach is essential to understanding the dynamics of marketing strategies implemented by tourism industry players. One relevant conceptual framework is Philip Kotler's Marketing Mix theory, which explains that marketing effectiveness is determined by the integration of four main elements: product, price, place, and promotion. These four elements influence each other and must be managed synergistically to create added value for consumers while strengthening the competitiveness of a tourist destination. In the context of this research, the focus is directed at the promotional aspect, specifically the role of social media as a strategic communication channel in attracting tourist visits. This approach allows for a more structured analysis of how social media can be integrated into the marketing mix to effectively shape perceptions, build interest, and drive visit decisions. (Castañeda-García et al., 2020)

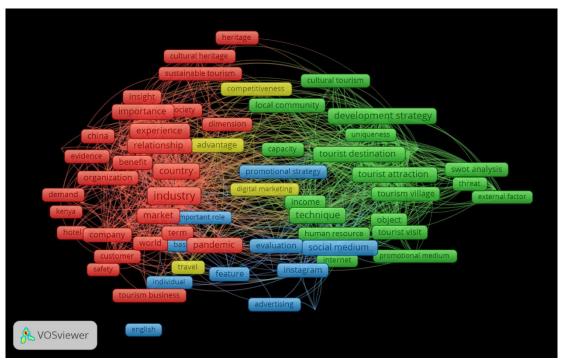


Figure 1. Analysis of Previous Research Network

Based on the results of a term network analysis of 1,000 previous studies visualized using VOSviewer, there is a close relationship between various concepts related to tourism promotion strategies and destination development. This analysis shows an integrated grouping of terms in three main clusters: terms related to "cultural heritage" and "sustainable tourism," which focus on cultural heritage and sustainability; terms related to "development strategy" and "tourist destination," which emphasize the development of tourist attractions; and terms including "social media," "digital marketing," and "promotional strategy," which illustrate the importance of digital platforms in promotional strategies. This interaction indicates a correlation between the development of cultural heritage-based strategies and the use of digital technology to expand the appeal of tourist destinations. (Abu-Alsondos, 2023)

More specific clusters also highlight elements such as "local community," which is closely related to "tourist attraction" and "income," demonstrating the role of local communities in supporting tourism destination development and its impact on increasing revenue. Meanwhile, terms such as "Instagram," "advertising," and "social media" illustrate the dominance of social media in marketing communications, particularly for reaching a wider audience. Furthermore, terms such as "SWOT analysis" and "evaluation" emphasize the importance of strategic analysis and evaluation in formulating effective promotional strategies. The complex relationships between these terms reflect the integration of cultural, technological, and strategic analysis in creating a comprehensive tourism promotion strategy. (Huang et al., 2023)

Research conducted by Amiruddin (2020) highlights the importance of utilizing e-tourism as a primary strategy in regional tourism promotion. This study, which focused on the Bantaeng Regional Government, found that digitizing tourism information through online platforms significantly expanded the reach of promotions. E-tourism not only serves as a medium for disseminating information but also plays a role in building tourist awareness of local potential. This strategy demonstrates that adapting to developments in information technology is a strategic necessity in building the competitiveness of tourist destinations. This aligns with the direction of this research, which also focuses on digital-based promotion, particularly through social media, as an effort to reach modern tourists active on online platforms, although the research object is more narrow, namely Nakny Funland as a specific case study.

Similarly, Harinawati, Candrasari, Febryanto, and Ariza (2023) emphasize the effectiveness of promotional strategies that combine local cultural values with the power of digital communication. A case study in Bener Meriah shows that organizing cultural events, involving local communities, and active social media campaigns collectively succeeded in significantly increasing tourist visits. This participatory approach not only strengthens the destination's identity but also creates an emotional bond between tourists and the cultural experiences offered. In the context of this research, the social media promotion strategy is also aimed at building emotional closeness and positive perceptions of Nakny Funland, although it has not yet explicitly integrated cultural elements as was done in Bener Meriah.

Complementing two previous studies, Supiati, Andrian, and Hafizah (2022) emphasized the importance of consistency and integration in implementing promotional strategies. Through a study in Pontianak, they found that a combination of social media, direct promotional activities, and collaboration with local media contributed significantly to increasing domestic tourist visits. Social media became the primary channel for disseminating information quickly and widely, while local media involvement strengthened the penetration of promotional messages at the regional level. This study shares methodological and substantive similarities with this study, both emphasizing the role of social media as a primary channel for reaching potential visitors. However, its scope is more focused on a single tourist attraction and does not involve cross-media promotion, allowing for a deeper exploration of the effectiveness of digital content and interactions.

2. RESEARCH METHOD

This research uses a qualitative approach with a case study method. Qualitative research was chosen because it aims to explore and understand the phenomenon of Nakny Funland's marketing promotion strategy in increasing tourist interest.

This approach allows researchers to provide a comprehensive overview of how promotions are implemented, their impact on tourist interest, and the factors that support or hinder the strategy's success (Soegoto et al., 2022). Case studies are used as an approach to intensively examine the strategies implemented at specific cultural objects, allowing researchers to explore the specific details and contexts that influence the effectiveness of these promotions (Turmaine et al., 2022). Primary data sources were obtained from in-depth interviews with stakeholders, such as tourist attraction managers. The data analysis technique used was the qualitative data analysis model developed by Miles, Huberman, and Saldana, which includes three main stages: data collection, data reduction, and data presentation. Data validity was tested using source triangulation techniques, which aim to ensure the validity and reliability of research findings. Source triangulation refers to the use of multiple data sources to confirm similarities or differences in findings obtained from each source.

3. RESULT AND ANALYSIS

Nakny Funland's Social Media Promotion Strategy

Promotional strategies through social media have become a crucial tool in building the competitiveness of tourist destinations in the digital era, including for Nakny Funland, a tourism destination focused on entertainment and education. Social media serves not only as a channel for information dissemination but also as an interactive space that enables two-way communication between management and audiences. In this context, the promotional strategy implemented must be able to target market segments precisely, present visually and emotionally engaging content, and strengthen the destination's image through a consistent digital narrative. Examining Nakny Funland's social media promotional strategy is crucial for understanding the extent to which the planning, execution, and evaluation of digital promotions contribute to increased visitor interest, as well as how social media is used as an integrated and adaptive marketing communication tool to address today's tourist behavior.

Nakny Funland's social media promotion strategy demonstrates an adaptive and multifaceted approach, with a combination of regular and flash promotions as its core foundation. Regular promotions aim to build long-term expectations and visitor loyalty through sustainable packages, while flash promotions serve to create urgency and encourage quick action from the audience. This model reflects a strategic understanding of consumer behavior, which responds to discounts and limited-time incentives, and emphasizes the importance of diversifying digital persuasion approaches to reach different market segments.

Efforts to strengthen audience interaction are evident through the use of usergenerated content (UGC), such as giveaways and photo contests. This approach not only increases engagement but also creates a viral effect that impacts the organic

spread of promotional messages. By making visitors part of the promotional narrative, Nakny Funland builds audience credibility and trust in the brand through the representation of real-life experiences. This emphasizes social media's position as a two-way communication tool, not simply a one-way information delivery medium. (Ratcliff & Wicke, 2023)

The social media segmentation strategy implemented through the targeted use of Instagram, TikTok, and Facebook demonstrates a deep understanding of platform characteristics and audience demographic behavior. Instagram is used as a visual showcase to target young mothers, TikTok as a dynamic storytelling space for the younger generation, and Facebook as an informative channel and measurable advertising tool. This segmentation illustrates the tactical optimization of each digital platform and demonstrates that effective promotion must be based on the audience's evolving digital behavior.

Content management is also a crucial aspect of Nakny Funland's visual communication strategy. The use of short videos, high-quality visuals, and digital posters creates an immersive and emotional visual experience, particularly by showcasing the joyful expressions of children. This aesthetically curated content not only reinforces the destination's image as a safe and fun place but also encourages positive perceptions and the decision to visit. This emphasizes the power of visuals beyond aesthetics, but also as a key tool in building an emotional connection between the audience and the brand.

A data-driven evaluation and reflection strategy demonstrates that Nakny Funland relies not only on creative intuition but also on systematic, evidence-based measurement. Analysis of social media insights, offline visit correlations, and informal surveys demonstrates an awareness of the importance of metrics in assessing promotional effectiveness. In a dynamic and competitive digital ecosystem, this strategy strengthens social media's position as a key tool in tourism promotion, while also demonstrating that promotional success is heavily influenced by the speed of adaptation to data, trends, and audience feedback. (Quiñones-Gómez, 2021)

Social media has become a strategic instrument in shaping perceptions, building destination image, and driving tourists' decisions to visit. In the context of Nakny Funland, social media functions not only as a communication channel for information but also as a medium for visual, emotional, and interactive representation of tourism experiences. Through platforms like Instagram, TikTok, and Facebook, digital promotion enables the delivery of narratives that tap into the aesthetic and psychological aspects of audiences, simultaneously strengthening tourism appeal. With a targeted content strategy and active user participation, social media acts as a catalyst in increasing public exposure, engagement, and interest in visiting. An analysis of the role of social media is important to understand how Nakny Funland's appeal is built, strengthened, and distributed through a structured and dynamic digital communication logic. (Mele et al., 2024).

The role of social media in enhancing Nakny Funland's tourist appeal is significant, particularly in building brand awareness. Efforts to build public awareness are carried out through the presentation of consistent, visually appealing content that is relevant to the primary market segment, namely young families. In this context, social media serves as the primary channel for promoting Nakny Funland's existence and excellence, with the goal of making this destination top-of-mind. Successfully building this awareness is a key foundation for building tourist appeal and also serves as the starting point for the process of converting digital visits into physical visits. (Whipple et al., 2022)

In addition to building awareness, social media plays a strategic role in directly increasing interest in visiting. This is demonstrated by user interaction patterns such as comments, invitations, saving promotional content, and direct message inquiries regarding visit details. These activities demonstrate that social media is not merely a passive promotional space but a platform that encourages active user involvement in the travel decision-making process. The power of visual and emotional narratives, through content depicting children playing happily and a clean environment, is a powerful stimulus in attracting audience sympathy and interest in visiting.

Furthermore, social media contributes to shaping a positive destination image through strategic content management. Visualizing cleanliness, safety, and a happy atmosphere in the play area not only creates a perception of safety and comfort but also fosters an emotional connection between the audience and the destination. Reposts of visitor content and responsive communication from management serve to strengthen interpersonal relationships, fostering long-term loyalty. In this regard, social media transforms into a relational ecosystem that enhances the destination's subjective value in the public eye.

Beyond its emotional and promotional functions, social media also fulfills the audience's information needs in real-time and targeted ways. Using Facebook as a channel to provide practical information such as ticket prices, operating hours, and promotions makes it easier for audiences to access the information they need before visiting. (Mohamed et al., 2023) Accurate information and ease of access are crucial determinants of perceived comfort with a destination. Thus, social media has taken over the information role previously dominated by brochures and print media, more effectively and efficiently.

The role of social media in strengthening the competitiveness of local destinations cannot be overlooked. Through digital advertising segmentation features and a multi-platform content strategy, Nakny Funland has successfully reached a broader market, transcending the geographic and demographic boundaries that have traditionally hampered conventional promotion. The flexibility of social media in targeting audiences based on interests, age, and digital behavior allows for more accurate and impactful personalized promotional messages. In other words, social media is no longer just a communication tool, but

has become a key instrument in repositioning modern tourism promotion strategies based on data, visuals, and social interaction.

The social media promotion strategy implemented by Nakny Funland represents a significant transformation in the approach to tourism destination marketing in the digital age. Based on research findings, Nakny Funland's approach intelligently integrates and transcends the traditional elements of the marketing mix (the 4Ps - Product, Price, Place, Promotion) through the use of digital platforms. The product (a cultural and recreational-based family tourism experience) is no longer simply offered, but is brought to life through dynamic visual narratives on Instagram and TikTok, showcasing attractions such as amusement rides, cultural activities, and interactions with farm animals. Price is strategically manipulated through bundled promotions and time-based thematic discounts widely announced on social media, creating a sense of urgency and increasing conversions. (Greene et al., 2020) Place is dematerialized; access to information and virtual purchases through social media (via DM or integrated links) become the primary touchpoint before a physical visit, shifting reliance on physical locations for information. However, the core of success lies in Promotion, with social media serving as the backbone of a multifaceted communication strategy. Kotler's Marketing Mix theoretical context finds new relevance in this digital ecosystem. Research findings show that the four P elements no longer operate linearly or in isolation, but rather synergistically integrated within social media content. A short TikTok video about "Budaya Farm Tour," for example, simultaneously promotes the product (educational activity), conveys pricing information (when associated with a promotion), facilitates venue access (location/hours information), and carries out the promotional function itself through visual appeal and narrative. This digital synergy reinforces Kotler's proposition about the integration of marketing elements, but expands it to a more dynamic and measurable realm of interaction. (Shaik, 2023)

Regarding promotional techniques, Nakny Funland adopts an approach that aligns with the latest developments in digital marketing but is specifically contextualized. Strict platform segmentation (Instagram as a visual showcase for young mothers, TikTok for Gen Z storytelling, Facebook for practical adult information) reflects a deep understanding of multigenerational audience behavior. User-Generated Content (UGC) techniques through giveaways and photo contests are not only engagement-boosting tools but also authentic trust-building mechanisms (social proof), far surpassing the effectiveness of one-way promotional messages. Creative visual content (short videos, Reels, aesthetic photos) that emphasize cleanliness, safety, and children's enjoyment demonstrates the powerful application of visual storytelling and emotional branding principles in building a positive image and sparking interest. Targeted advertising (Facebook Ads) based on specific demographics (parents with children aged 3-10) demonstrates the use of data-driven marketing for efficient reach.

These findings resonate with and enrich the insights of previous research. Amiruddin's (2020) study on e-tourism in Bantaeng emphasized the importance of information digitization, but research on Nakny Funland demonstrates a further evolution: social media is not just a passive information channel, but an interactive platform for building emotional connections, facilitating UGC, and driving direct conversions. Harinawati et al.'s (2023) research in Bener Meriah highlights the power of integrating local culture with social media through events. Nakny Funland, despite its cultural elements (traditional performances, Indonesian cuisine), demonstrates that in the context of entertainment-based family tourism, strengthening image through safe, cheerful, and Instagrammable visual experiences can be an equally compelling main attraction, even without always relying on large-scale cultural events. While Supiati et al. (2022) in Pontianak emphasized the combination of social media with direct/offline promotions, Nakny Funland demonstrated the potential for a "digital-first" strategy to dominate, with social media as the center of gravity for promotions, with other methods as complementary support, resulting in higher cost efficiency and measurable results.

Nakny Funland's data-driven evaluation (insight analysis, offline visit correlation, and informal surveys) is a crucial aspect that reinforces previous research findings regarding the importance of strategic evaluation (as mentioned in the research network analysis). This approach not only measures reach and engagement but also actively seeks correlations between digital activity (online buzz) and real-world behavior (offline visits), providing valuable feedback for continuous tactical improvement. This fills a gap in previous research that may have lacked a thorough exploration of the quantitative-qualitative relationship between digital metrics and real-world business impact at the single-attraction level. (Segovia & Garcia-Alfaro, 2022)

The novelty of this research lies in the empirical demonstration of how a specific tourist attraction (Nakny Funland) successfully achieved holistic digital integration of the 4Ps of the Marketing Mix, particularly through the dominance of social media as a central platform. This has not been explicitly addressed in previous research, which generally focused on regional destinations (such as districts/cities). This study reveals new mechanisms: structured "UGC-driven social proof" (through contests/giveaways) as a substitute for traditional testimonials, and "algorithmic agility" (the speed of adaptation to trends and algorithm changes) as a new key competency in digital destination promotion management, which makes a significant contribution to the digital tourism marketing literature. The success of Nakny Funland's "digital-first" model offers a relevant blueprint for similar tourism attraction managers in optimizing limited resources for maximum promotional impact in the social media-dominated era. (Liu et al., 2023)

4. CONCLUSION

Based on a comprehensive analysis of Nakny Funland's social media promotion strategy, this study concludes that the effectiveness of increasing tourist appeal is achieved through the synergistic integration of the 4Ps of the Marketing Mix (Product, Price, Place, Promotion) within the digital ecosystem. Social media serves as the backbone of the strategy, transforming the product (cultural and recreation-based tourism experiences) into immersive visual narratives on Instagram and TikTok, manipulating price through time-based bundling promotions to create urgency, and dematerializing the place by making digital platforms the primary information access point. The dominance of promotion is reflected in precise platform segmentation techniques (Instagram for young mothers, TikTok for Gen Z, Facebook for adult audiences), the use of User-Generated Content (UGC) as authentic social proof, and the creativity of visual content that builds a positive image of the destination. This approach not only strengthens brand awareness and visitor interest but also fosters emotional bonding through responsive interactions and reposts of visitor content, while addressing algorithmic dynamics through algorithmic agility. The research's novelty lies in the empirical demonstration of a "digital-first ecosystem" model for a specific tourist attraction, which reveals two distinctive mechanisms: (1) structured UGC-driven social proof through contests/giveaways as a substitute for conventional testimonials, and (2) algorithmic agility as an adaptive competency to trends and platform changes. These findings go beyond previous research focused on regional destinations (Amiruddin, 2020; Harinawati et al., 2023) by demonstrating that a holistic integration of social media-based 4Ps supported by real-time data evaluation (the correlation of digital metrics and physical visits) can serve as a blueprint for resource efficiency. Consequently, Nakny Funland's success marks a paradigm shift from conventional promotions to data-driven strategies, digital interactions, and agility as pillars of modern tourism competitiveness.

References

- Abu-Alsondos, I. A. (2023). The impact of business intelligence system (BIS) on quality of strategic decision-making. International Journal of Data and Network Science, 7(4). https://doi.org/10.5267/j.ijdns.2023.7.003
- Castañeda-García, J. A., Frías-Jamilena, D. M., Del Barrio-García, S., & Rodríguez-Molina, M. A. (2020). The Effect of Message Consistency and Destination-Positioning Brand Strategy Type on Consumer-Based Destination Brand Equity. Journal of Travel Research, 59(8). https://doi.org/10.1177/0047287519881506
- Greene, J. M., Gulden, J., Wood, G., Huesemann, M., & Quinn, J. C. (2020). Technoeconomic analysis and global warming potential of a novel offshore

- macroalgae biorefinery. Algal Research, 51. https://doi.org/10.1016/j.algal.2020.102032
- Huang, Y., Peng, H., Fang, X., & Xing, T. (2023). A research on data integration and application technology of urban comprehensive pipe gallery based on three-dimensional geographic information system platform. IET Smart Cities, 5(2). https://doi.org/10.1049/smc2.12056
- Liu, Y. L., Chiang, J. Te, & Ko, P. F. (2023). The benefits of tourism for rural community development. Humanities and Social Sciences Communications, 10(1). https://doi.org/10.1057/s41599-023-01610-4
- Masriki, & Frinaldi, A. (2021). The Effect of Service Quality and Facilities on Visitor Satisfaction at Gandoriah Beach, Pariaman City. International Journal of Tourism, Heritage and Recreation Sport, 2(1).
- Matusse, S. S., Xi, X., & Joaquim, I. M. (2023). Assessment of strategies to enhance the online presence of the Mozambican government website on tourism destination marketing. International Trade, Politics and Development, 7(1). https://doi.org/10.1108/itpd-07-2022-0012
- Mele, G., Capaldo, G., Secundo, G., & Corvello, V. (2024). Revisiting the idea of knowledge-based dynamic capabilities for digital transformation. In Journal of Knowledge Management (Vol. 28, Issue 2). https://doi.org/10.1108/JKM-02-2023-0121
- Mohamed, S., Dunnett, S., Flores, A., Loew, E., & Pienaar, S. (2023). A Principles Framework for Digital Provision of Medical Information for Healthcare Professionals. Pharmaceutical Medicine, 37(2). https://doi.org/10.1007/s40290-023-00464-0
- Naveed, R. T., Alhaidan, H., Halbusi, H. Al, & Al-Swidi, A. K. (2022). Do organizations really evolve? The critical link between organizational culture and organizational innovation toward organizational effectiveness: Pivotal role of organizational resistance. Journal of Innovation and Knowledge, 7(2). https://doi.org/10.1016/j.jik.2022.100178
- Pradini, G., Awaloedin, D. T., Ananda, T. M., & Andini, D. A. (2024). Implementing Social Media in Public Relations Tourism: SWOT Analysis. INTERNATIONAL JOURNAL OF ECONOMICS, MANAGEMENT, BUSINESS, AND SOCIAL SCIENCE (IJEMBIS), 4(1). https://doi.org/10.59889/ijembis.v4i1.370
- Quiñones-Gómez, J. C. (2021). Creativity forward: A framework that integrates data analysis techniques to foster creativity within the creative process in user experience contexts. Creativity Studies, 14(1). https://doi.org/10.3846/cs.2021.12933
- Ratcliff, C. L., & Wicke, R. (2023). How the public evaluates media representations of uncertain science: An integrated explanatory framework. Public Understanding of Science, 32(4). https://doi.org/10.1177/09636625221122960
- Rodrigues, J., Costa e Silva, E., & Pereira, D. I. (2023). How Can Geoscience

Communication Foster Public Engagement with Geoconservation? Geoheritage, 15(1). https://doi.org/10.1007/s12371-023-00800-5

- Segovia, M., & Garcia-Alfaro, J. (2022). Design, Modeling and Implementation of Digital Twins. Sensors, 22(14). https://doi.org/10.3390/s22145396
- Shaik, M. (2023). Impact of artificial intelligence on marketing. East Asian Journal of Multidisciplinary Research, 2(3). https://doi.org/10.55927/eajmr.v2i3.3112
- Soegoto, E. S., Luckyardi, S., Warlina, L., & Supatmi, S. (2022). AGRICULTURAL ENTREPRENEURIAL STRATEGY DURING THE COVID-19 PANDEMIC: CASE STUDY OF GARUT, INDONESIA. Journal of Eastern European and Central Asian Research, 9(1). https://doi.org/10.15549/jeecar.v9i2.872
- Syrová, L., & Špička, J. (2023). Exploring the indirect links between enterprise risk management and the financial performance of SMEs. Risk Management, 25(1). https://doi.org/10.1057/s41283-022-00107-9
- Turmaine, K., Dumas, A., & Chevreul, K. (2022). Conditions for the Successful Integration of an eHealth Tool "StopBlues" Into Community-Based Interventions in France: Results From a Multiple Correspondence Analysis. Journal of Medical Internet Research, 24(4). https://doi.org/10.2196/30218
- Whipple, E. C., Favero, C. A., & Kassell, N. F. (2022). Focused ultrasound in neuro-oncology: the role of the Focused Ultrasound Foundation in driving adoption and innovation. In Journal of Neuro-Oncology (Vol. 156, Issue 1). https://doi.org/10.1007/s11060-021-03808-5