International Journal of Engagement and Empowerment
p-ISSN: 2798-0154 | e-ISSN: 2798-0146
Vol. 6, No. 1, April 2026
https://doi.org/10.53067/ije2.v6i1

EMPOWERMENT OF FINANCIAL MANAGEMENT AND UTILIZATION OF ARTIFICIAL INTELLIGENCE TO SUPPORT GLOBAL MARKET PENETRATION AT BIG BEE FARM AGRITOURISM, THAILAND

Gema Ika Sari[1], Bambang Dwi Suseno[2], Sasithorn Suwandee[3], Hidayatullah[4], Nining Sulastri Kurnia[5], Riani Puasarin[6], Fitriyansyah[7], Nani Rohaeni[8]
[1,2]Lecturers of the Master of Accounting Program, Graduate School, Universitas Bina Bangsa, Indonesia
[3]Kasem Bundit Universuty, Thailand
[4,5,6,7]Students of the Master of Accounting Program, Graduate School, Universitas Bina Bangsa, Indonesia
[8]Lecturer in Accounting, Faculty of Economics and Business, Universitas Bina Bangsa, Indonesia
Corresponden Email: *gemaikas@gmail.com[1]*

Abstract
This Community Service Program (PkM) aims to empower financial management practices and optimize the utilization of Artificial Intelligence (AI) to support global market penetration at Big Bee Farm Agritourism, Thailand. The program addresses key challenges such as weak financial governance, limited digital literacy, and low adoption of advanced technologies that hinder the competitiveness of agritourism enterprises in the global market. A participatory approach was applied through field observation, training, mentoring, and evaluation involving management and staff of the agritourism business. The implementation of the program focused on strengthening financial management capacity, enhancing digital literacy, and introducing AI-based tools for business operations, marketing, and customer engagement. The results indicate significant improvements in financial recording systems, budgeting awareness, and financial transparency. In addition, participants demonstrated increased understanding and initial application of digital technologies and AI in supporting business activities, particularly in marketing and data utilization. Furthermore, the program contributed to expanding the business's global market orientation through improved digital promotion strategies and enhanced readiness for international competitiveness. Although AI integration is still in the early stage, the initiative successfully initiated a transformative shift toward technology-driven agritourism management. Overall, the program demonstrates that the integration of financial empowerment and digital innovation plays a crucial role in strengthening the sustainability and global competitiveness of agritourism enterprises.
Keywords: Financial Management, Artificial Intelligence, Digital Transformation, Agritourism, Global Market Penetration.

INTRODUCTION

In the current era of digital transformation, agritourism enterprises are increasingly challenged to enhance their competitiveness through improved financial governance and the adoption of advanced technologies. Small and medium-scale agritourism businesses, such as Big Bee Farm Agritourism in Thailand, play a significant role in promoting sustainable rural development and experiential tourism; however, they often face limitations in financial management capacity, digital integration, and access to global markets. Effective financial management is essential to ensure business sustainability, resource optimization, and informed decision-making, particularly in dynamic and uncertain market environments (Davenport & Ronanki, 2018).

At the same time, the rapid development of Artificial Intelligence (AI) has transformed the way businesses operate by enabling data-driven decision-making, predictive analytics, and personalized marketing strategies. AI technologies have been widely recognized as key enablers of business innovation and global competitiveness, particularly for small and medium enterprises seeking

international market expansion (Kaplan & Haenlein, 2019; Brynjolfsson & McAfee, 2017). In the context of agritourism, AI can support financial forecasting, customer segmentation, and digital marketing optimization, thereby improving operational efficiency and market reach. However, the successful implementation of AI requires adequate capacity building in financial literacy and digital skills among business actors.

This Community Service Program (PkM) aims to empower Big Bee Farm Agritourism through strengthening financial management practices and integrating the utilization of Artificial Intelligence as a strategic tool to support global market penetration. By combining financial empowerment and technological innovation, this initiative is expected to enhance business resilience, expand international competitiveness, and contribute to the sustainable development of smart agritourism enterprises in Thailand.

Figure 1. The entrance to the location

In addition to technological adoption, strengthening financial management practices is a fundamental pillar for ensuring the sustainability of agritourism enterprises in an increasingly competitive global economy. Many small agribusiness-based tourism ventures still rely on conventional bookkeeping systems, which limit their ability to analyze cash flow, evaluate investment feasibility, and plan long-term financial strategies. According to Kumar and Rao (2020), weak financial governance is one of the main barriers preventing small enterprises from scaling up and entering international markets, as it reduces transparency and investor confidence. Therefore, capacity building in financial planning, budgeting, and financial reporting becomes essential to support business growth and sustainability.

Furthermore, the integration of digital technologies in tourism and agribusiness sectors has demonstrated significant potential in improving market accessibility and customer engagement. Digital transformation enables agritourism businesses to reach global consumers through online platforms, social media marketing, and e-commerce ecosystems. Liu, Chen, and Li (2021) emphasize that digital innovation in tourism not only enhances visibility but also strengthens customer experience through data-driven personalization. In this context, the combination of financial

empowerment and digital adoption creates a synergistic effect that can accelerate international market penetration for agritourism enterprises such as Big Bee Farm in Thailand.

The implementation of Artificial Intelligence further strengthens this transformation by enabling predictive insights and automated decision-making processes. AI-based systems can analyze customer preferences, optimize pricing strategies, and improve operational efficiency in real time. As noted by Zhang and Lu (2022), AI integration in small and medium enterprises significantly enhances competitiveness by reducing operational costs while increasing strategic responsiveness. Therefore, embedding AI into agritourism management practices is not merely an innovation trend but a strategic necessity for achieving sustainable global expansion.

Table 1. Main Problems at Big Bee Farm Agritourism

No	Problem Aspect	Description of the Issue	Number of Respondents (n=30)	Percentage (%)
1	Financial Management	Financial records are still manually maintained and not standardized	22	73%
2	Financial Literacy	Low understanding of financial planning and analysis	20	67%
3	Digital Technology Utilization	Limited use of digital tools in business operations	24	80%
4	Artificial Intelligence Adoption	AI is almost never used in business management processes	27	90%
5	International Market Access	Limited and unstructured access to global markets	23	77%
6	Digital Marketing	Inconsistent and non-strategic use of digital marketing platforms	21	70%
7	Customer Data Analytics	Lack of data-driven customer analytics systems	25	83%
8	Human Resource Digital Capacity	Limited digital skills among staff and management	26	87%

Digital transformation in the agritourism sector has been widely recognized as a critical driver of competitiveness and sustainability in the global economy. Recent studies emphasize that the integration of digital technologies reshapes business models, enhances operational efficiency, and

improves market responsiveness in tourism-based enterprises (Vial, 2019; Verhoef et al., 2021). In the context of smart tourism development, digital ecosystems enable firms to co-create value through interconnected platforms that support real-time information exchange and customer engagement (Nambisan et al., 2019; Legner et al., 2017). Furthermore, digital transformation in tourism is not only a technological shift but also an organizational change that requires strategic alignment between digital capabilities and business objectives (Pagani & Pardo, 2017; Sigala, 2020). The development of data-driven tourism services has also been identified as a key factor in enhancing visitor experience and destination competitiveness in international markets (Xiang et al., 2021; Gretzel et al., 2020).

Artificial Intelligence (AI) has emerged as a transformative technology that significantly influences decision-making processes, operational efficiency, and strategic innovation in small and medium enterprises (SMEs). AI enables organizations to process large volumes of data, generate predictive insights, and automate complex business functions, thereby improving productivity and responsiveness (Iansiti & Lakhani, 2020; Dwivedi et al., 2021). In the tourism and service industries, AI applications such as intelligent customer service systems, recommendation engines, and predictive analytics have been shown to enhance customer satisfaction and business performance (Huang & Rust, 2021; Wamba et al., 2021). Moreover, the adoption of AI in SMEs is increasingly viewed as a strategic necessity for maintaining competitiveness in digitally driven global markets (Chui et al., 2018; OECD, 2021). However, the successful implementation of AI requires not only technological infrastructure but also organizational readiness and human capital development.

From a financial management perspective, the sustainability of agritourism enterprises is strongly influenced by their ability to adopt structured financial practices and leverage digital financial tools. Effective financial management contributes to improved resource allocation, risk mitigation, and long-term business viability, particularly in small-scale tourism enterprises operating in competitive environments (World Bank, 2020; Ratten, 2020). The integration of financial digitalization, including cloud-based accounting systems and fintech solutions, has been shown to enhance transparency and financial decision-making accuracy in SMEs (OECD, 2021; Vial, 2019). In addition, the convergence of financial management, digital transformation, and AI technologies creates a synergistic effect that supports innovation-driven growth and international market expansion in agritourism enterprises (Verhoef et al., 2021; Sigala, 2020).

The objectives of this Community Service Program (PkM) are directed toward strengthening the financial management capacity of stakeholders at Big Bee Farm Agritourism through the improvement of systematic financial planning, recording, and reporting practices, thereby supporting long-term business sustainability and accountability. The program also seeks to enhance digital literacy and the utilization of Artificial Intelligence (AI) among managers and staff, with the aim of improving operational efficiency, enabling data-driven decision-making, and strengthening customer management systems within the agritourism sector. Furthermore, this initiative is designed to support global market penetration by optimizing the use of digital marketing strategies and AI-based tools, so

that Big Bee Farm Agritourism can expand its international visibility, enhance competitiveness, and access broader tourism markets in a more sustainable and strategic manner.

METHOD AND PROSEDURES

1. Preliminary Assessment and Field Identification

This Community Service Program (PkM) begins with a preliminary assessment aimed at identifying the existing conditions of Big Bee Farm Agritourism. This stage involves direct field observation, structured interviews with management and staff, and analysis of supporting documents related to financial management, digital readiness, and technology utilization. The purpose of this phase is to map existing problems, identify gaps in financial literacy, and evaluate the level of digital and Artificial Intelligence (AI) adoption within the organization.

Tabel 2. Community Partner Profile

Component	Description
Partner Name	Big Bee Farm Agritourism
Location	Thailand
Business Type	Bee farming-based agritourism enterprise
Main Activities	Honey production, educational tourism, agribusiness services
Key Problems	Weak financial management and low AI adoption
Role in Program	Active participant and implementation partner

This community partner plays a central role in the implementation of the PkM program by actively participating in training sessions, mentoring activities, and the application of financial and Artificial Intelligence-based systems within their business operations

2. Capacity Building and Training Intervention

The second stage focuses on capacity building through structured training programs designed to enhance participants' competencies in financial management and AI utilization. Activities include workshops, seminars, and practical simulations covering basic financial recording, budgeting techniques, and the application of AI-based tools for business analysis, marketing, and customer engagement. This stage emphasizes experiential learning to ensure participants can understand and apply the concepts effectively in their operational activities.

3. Implementation and Mentoring Process

In this stage, participants are guided to implement the knowledge and skills gained during training into real business practices. The program provides continuous mentoring to support the use of digital financial systems, AI-driven marketing strategies, and data-based decision-making

processes. Assistance is given to ensure smooth adoption of technology, resolve operational challenges, and optimize the integration of digital tools in daily business activities.

Table 3. Design of Community service

Method	Description
Observation	Direct observation of business operations
Interview	Structured interviews with stakeholders
Documentation	Analysis of financial and operational records
Comparative Analysis	Pre- and post-intervention evaluation

Data collection is conducted using a mixed-method approach to ensure comprehensive understanding of both qualitative and quantitative changes. The analysis focuses on identifying improvements in financial management practices, AI utilization, and market expansion capabilities.

4. Evaluation and Sustainability Monitoring

The final stage involves evaluating the effectiveness of the program through a combination of qualitative and quantitative approaches. Assessment indicators include improvements in financial management practices, the extent of AI utilization, and the expansion of market access. The evaluation results are used to develop recommendations for sustainability and long-term empowerment strategies, ensuring that the benefits of the program continue beyond its implementation period.

Tabel 4. Target Participants (PkM Subjects)

Component	Description
Target Group	Management and operational staff of Big Bee Farm
Estimated Number	25–30 participants
Selection Criteria	Individuals involved in finance, marketing, and operations
Role	Trainees and implementers of program outputs

The participants consist of key personnel directly involved in the daily operations of the agritourism business. Their involvement ensures that the transfer of knowledge and technology is directly applied in practical business activities.

Table 6. Implementation Methods

Stage	Activities	Output
Needs Assessment	Field observation and interviews	Problem mapping and baseline data
Training Session	Financial management and AI	Increased knowledge and skills

	workshops	
Implementation	On-site mentoring and application	Adoption of digital tools and AI systems
Evaluation	Monitoring and performance assessment	Improvement analysis and recommendations

This structured approach ensures that the program is implemented systematically, starting from problem identification to capacity building, practical application, and final evaluation.

The methodology applied in this Community Service Program (PkM) is designed to ensure a structured and participatory approach involving both the academic team and the community partner, Big Bee Farm Agritourism. The program begins with a comprehensive assessment of existing conditions, followed by targeted capacity-building activities focusing on financial management and Artificial Intelligence (AI) utilization. Subsequently, hands-on implementation and continuous mentoring are conducted to ensure practical adoption of the introduced systems. Finally, an evaluation phase is carried out to measure program effectiveness and generate recommendations for sustainable development. This integrated approach ensures that the intervention not only transfers knowledge but also creates long-term impact on business performance and global market readiness.

RESULTS OF THE COMMUNITY SERVICE PROGRAM (PKM)

1. Improvement of Financial Management Practices

The implementation of the PkM program at Big Bee Farm Agritourism resulted in a significant improvement in financial management practices among participants. Prior to the intervention, financial records were predominantly maintained in a manual and unstructured manner, which limited transparency and decision-making accuracy. Through training and mentoring activities, participants were introduced to standardized financial recording systems, basic budgeting techniques, and simple financial reporting formats. As a result, the management demonstrated increased ability to organize financial data systematically, monitor cash flow, and evaluate business performance more effectively. This improvement contributed to greater financial awareness and enhanced accountability within the organization.

Before presenting the comparative results, it is important to highlight that one of the main focuses of this PkM program is the strengthening of financial management practices at Big Bee Farm Agritourism. The intervention was designed to improve the accuracy, consistency, and accountability of financial recording and reporting systems among the management and staff. The following table presents the condition before and after the implementation of the program.

Table 7. Improvement of Financial Management Practices

Aspect	Before PkM	After PkM	Improvement Indicator
Financial recording system	Manual and unstructured	Standardized simple bookkeeping system	Increased orderliness and accuracy
Cash flow monitoring	Not regularly conducted	Conducted periodically	Improved financial control
Financial reporting	Incomplete and irregular	More systematic and documented	Higher transparency
Budget planning	Not formally applied	Basic budgeting introduced	Better financial planning awareness

The table indicates a clear improvement in financial management practices following the implementation of the program. Previously, financial processes were carried out manually without standard procedures, which often led to inefficiencies and limited financial control. After the intervention, participants began adopting more structured financial recording and reporting systems. This shift demonstrates an increased awareness of the importance of financial governance in supporting business sustainability.

2. Enhancement of Digital Literacy and Artificial Intelligence Utilization

The program also generated substantial progress in improving digital literacy and introducing Artificial Intelligence (AI) applications in business operations. Participants gained practical knowledge on the use of digital tools for data management, marketing, and customer engagement. AI-based concepts were introduced to support business forecasting, customer behavior analysis, and promotional strategies. After the intervention, participants showed increased confidence in using digital platforms and began to integrate basic AI-supported tools in marketing activities, particularly for content personalization and customer interaction. This indicates a positive shift toward technology-driven business practices within the agritourism enterprise.

The second key area of intervention focused on improving digital literacy and introducing Artificial Intelligence (AI) as a supporting tool for business development. This component aimed to enhance participants' ability to utilize digital technologies in operational and marketing activities. The following table summarizes the changes observed before and after the program implementation.

Table 8. Enhancement of Digital Literacy and Artificial Intelligence Utilization

Aspect	Before PkM	After PkM	Improvement Indicator
Digital tool usage	Very limited	Actively used in operations	Increased digital engagement
Understanding of	Almost none	Basic understanding	Initial AI awareness

AI		introduced	
Digital marketing	Inconsistent	More structured and planned	Improved online presence
Data utilization	Not applied	Basic customer data use	Emerging data-driven approach

The results show that the program successfully improved participants' understanding and utilization of digital technologies. Prior to the intervention, digital tools and AI were rarely used in business activities. After the training and mentoring sessions, participants began integrating digital platforms into their operations, particularly in marketing and customer communication. Although the use of AI is still at a basic level, the initial adoption reflects a positive transformation toward technology-based business practices.

3. Expansion of Market Access and Global Orientation

Another key outcome of the program was the strengthening of market orientation toward international tourism. Through the integration of financial management improvements and digital technology adoption, Big Bee Farm Agritourism began to enhance its visibility in broader markets. Participants were trained to utilize digital marketing strategies, including social media optimization and online promotion, to reach global audiences. This contributed to increased awareness of international market opportunities and improved readiness for global market penetration. Although still in the early stage of implementation, the results indicate a growing capacity of the agritourism business to compete in the global tourism sector.

The final focus of the program was to strengthen the international market orientation of Big Bee Farm Agritourism. This was achieved through the integration of improved financial management and digital marketing strategies, aimed at enhancing global competitiveness and visibility. The table below illustrates the comparative conditions before and after the PkM intervention.

Table 9. Expansion of Market Access and Global Orientation

Aspect	**Before PkM**	**After PkM**	**Improvement Indicator**
Market reach	Local only	Beginning to reach international audience	Expanded market awareness
Digital promotion	Limited and informal	More structured online promotion	Improved branding
Global networking	Not established	Initial exposure through digital channels	Early international connection

Business competitiveness	Moderate	Increasing	Higher global readiness

The analysis of the table reveals that the program has initiated a shift in market orientation from local-based operations toward a more global perspective. Although full international penetration has not yet been achieved, participants have started utilizing digital platforms more strategically to promote their products and services. This indicates an emerging readiness to compete in the global agritourism market, supported by improved financial management and digital capabilities.

Discussion

1. Financial Management Transformation in Agritourism Enterprises

The improvement of financial management practices at Big Bee Farm Agritourism reflects a broader pattern observed in small and medium agritourism enterprises undergoing managerial modernization. Strengthening financial governance is essential for ensuring transparency, accountability, and long-term sustainability in rural tourism-based businesses (Soto-Acosta, 2020; Hassan et al., 2021). The transition from manual bookkeeping to more structured financial systems demonstrates an initial step toward formal financial management practices that are critical for business scalability (Ali & Anwar, 2021). This transformation is particularly important in agritourism settings where financial flows are often seasonal and highly dependent on visitor demand fluctuations.

Moreover, the adoption of basic budgeting and cash flow monitoring systems indicates an increased level of financial awareness among stakeholders. According to Wang and Sarkis (2021), SMEs that implement structured financial planning mechanisms are more capable of withstanding economic uncertainty and market volatility. In the context of agritourism, this capability is essential due to the unpredictable nature of tourism demand and external shocks such as global crises or seasonal variations (Jones & Comfort, 2020). Therefore, the observed improvement at Big Bee Farm contributes to enhancing financial resilience at the operational level.

In addition, financial transparency plays a crucial role in building stakeholder trust and supporting investment readiness. Research by Khan et al. (2022) emphasizes that SMEs with transparent financial systems are more attractive to external partners and international collaborators. The shift toward systematic financial reporting at Big Bee Farm Agritourism thus represents a strategic improvement that may facilitate future business expansion and partnerships.

Finally, financial literacy development is a key determinant of sustainable business performance. As highlighted by Lusardi and Mitchell (2020), financial literacy significantly influences decision-making quality and long-term economic outcomes in small enterprises. The

capacity-building efforts conducted in this PkM program therefore not only improved technical skills but also contributed to behavioral changes in financial decision-making among participants.

Figure 2. Big Bee Farm Agritourism

2. Digital Literacy and Artificial Intelligence Adoption in Agritourism

The enhancement of digital literacy and Artificial Intelligence (AI) utilization at Big Bee Farm Agritourism reflects the global trend of digital transformation in the tourism sector. Digital technologies are increasingly recognized as key enablers of innovation, efficiency, and competitiveness in service-based industries (Mariani et al., 2021; Ye et al., 2020). The introduction of digital tools in agritourism operations allows businesses to optimize marketing strategies, improve customer engagement, and streamline internal processes.

Artificial Intelligence, in particular, has been identified as a transformative force in business operations due to its ability to analyze data, predict consumer behavior, and automate decision-making processes (Dwivedi et al., 2021; Huang & Rust, 2021). Although AI adoption at Big Bee Farm is still at a basic level, the initial exposure to AI concepts represents an important foundation for future technological integration. This aligns with findings by Haenlein and Kaplan (2019), who argue that early-stage AI literacy is crucial for long-term organizational adaptation.

Furthermore, digital marketing transformation plays a significant role in enhancing visibility and customer reach in agritourism enterprises. According to Li et al. (2022), digital platforms such as social media and online travel agencies are essential channels for expanding tourism markets. The increased use of structured digital marketing strategies at Big Bee Farm demonstrates a shift toward more professional and data-driven promotional activities.

In addition, the integration of digital tools contributes to improved customer relationship management and service personalization. Buhalis and Sinarta (2019) highlight that digital ecosystems in tourism enable real-time interaction and personalized experiences, which are critical

for customer satisfaction. Therefore, the progress observed in this PkM program indicates a positive trajectory toward digital maturity in agritourism operations.

3. Global Market Expansion and Competitiveness Enhancement

The efforts to expand market access at Big Bee Farm Agritourism demonstrate the importance of digital transformation in enabling global competitiveness. Internationalization of small tourism enterprises is increasingly facilitated by digital platforms that reduce geographical and informational barriers (Ratten, 2020; Sigala, 2021). The initial shift toward global market orientation observed in this program reflects the growing role of digital ecosystems in supporting cross-border business expansion.

Moreover, digital branding and online presence are critical factors in attracting international tourists. Research by Xiang et al. (2021) shows that online visibility significantly influences destination selection and tourist decision-making behavior. The improvement in digital promotion strategies at Big Bee Farm therefore contributes to strengthening its competitive positioning in the global agritourism market.

In addition, the integration of financial management and digital capabilities enhances overall business competitiveness. According to World Economic Forum (2022), SMEs that combine financial discipline with digital innovation are more likely to succeed in international markets. This synergy is evident in the case of Big Bee Farm, where improvements in internal management support external market expansion efforts.

Finally, sustainable global competitiveness requires continuous innovation and adaptability. As noted by Buhalis et al. (2023), tourism enterprises must continuously evolve their digital strategies to remain competitive in dynamic global environments. The findings of this PkM program suggest that Big Bee Farm Agritourism is in the early stages of such transformation, with promising potential for future international growth.

Figure 3. Team Member of Community Service

CONCLUSION

The Community Service Program (PkM) implemented at Big Bee Farm Agritourism demonstrates that the integration of financial management strengthening and Artificial Intelligence (AI) utilization has a significant impact on improving business capacity. The program successfully enhanced participants' understanding and practices in financial recording, budgeting, and reporting, which contributed to greater financial transparency and operational accountability. This improvement indicates that structured financial management is a fundamental foundation for sustaining agritourism enterprises in a competitive environment.

Furthermore, the introduction of digital literacy and AI-based tools has encouraged a gradual transformation in business operations. Participants began to adopt digital platforms for marketing and customer engagement, while also gaining initial exposure to AI applications for business analysis and decision-making. Although the level of AI implementation is still in its early stage, the program has successfully initiated a shift toward technology-oriented business practices that are essential for future competitiveness.

In addition, the program has contributed to strengthening the global orientation of Big Bee Farm Agritourism. The improvement in digital marketing strategies and financial management capacity has increased the business's readiness to access broader international markets. This indicates that the integration of managerial and technological empowerment can serve as a strategic pathway for enhancing global competitiveness in agritourism enterprises.

Recommendation

It is recommended that Big Bee Farm Agritourism continue to develop and institutionalize digital financial systems and expand the utilization of Artificial Intelligence in operational and marketing activities. Continuous training, collaboration with academic institutions, and investment in digital infrastructure are essential to ensure sustainable transformation and to strengthen long-term global market competitiveness.

ACKNOWLEDGEMENT

We would like to express our sincere gratitude to Universitas Bina Bangsa for its continuous support and commitment in facilitating this academic and collaborative initiative. Our appreciation also goes to our esteemed international partners, Chandrakasem Rajabhat University (CRU), Kasem Bundit University (KBU), and Krirk University (KU), Thailand, for their valuable collaboration, academic exchange, and contribution to strengthening global partnership in higher education. We also extend our heartfelt thanks to all participants for their active engagement, enthusiasm, and meaningful contributions, which have made this program both productive and successful.

REFERENCES

Ali, M., & Anwar, M. (2021). Financial management practices and SME performance. *Journal of Business Research, 132*, 123–134.

Buhalis, D., & Sinarta, Y. (2019). Real-time co-creation and nowness service: Lessons from tourism and hospitality. *Journal of Travel & Tourism Marketing, 36*(5), 563–582.

Buhalis, D., Leung, R., & Lin, M. (2023). Metaverse as the future of tourism. *Tourism Review, 78*(2), 456–472.

Chui, M., Manyika, J., & Miremadi, M. (2018). What AI can and can't do (yet) for your business. *McKinsey Quarterly*.

Dwivedi, Y. K., et al. (2021). Artificial intelligence (AI): Multidisciplinary perspectives. *International Journal of Information Management, 57*, 101994.

Dwivedi, Y. K., Hughes, L., Ismagilova, E., Aarts, G., Coombs, C., Crick, T., Duan, Y., Dwivedi, R., Edwards, J., Eirug, A., Galanos, V., Ilavarasan, P. V., Janssen, M., Jones, P., Kar, A. K., Kizgin, H., Kronemann, B., Lal, B., Lucini, B., & Wright, R. (2021). Artificial intelligence (AI): Multidisciplinary perspectives on emerging challenges, opportunities, and agenda for research, practice and policy. *International Journal of Information Management, 57*, 101994.

Gretzel, U., Sigala, M., Xiang, Z., & Koo, C. (2020). Smart tourism: Foundations and developments. *Electronic Markets, 30*(3), 407–423.

Haenlein, M., & Kaplan, A. (2019). A brief history of AI. *Business Horizons, 62*(1), 15–25.

Hassan, T., Khan, S., & Abbas, Q. (2021). Financial governance in SMEs. *Small Business Economics, 57*(3), 1123–1140.

Huang, M. H., & Rust, R. T. (2021). Artificial intelligence in service. *Journal of Service Research, 24*(1), 3–21.

Huang, M. H., & Rust, R. T. (2021). Artificial intelligence in service. *Journal of Service Research, 24*(1), 3–21.

Iansiti, M., & Lakhani, K. R. (2020). *Competing in the age of AI: Strategy and leadership when algorithms and networks run the world*. Harvard Business Review Press.

Jones, P., & Comfort, D. (2020). Tourism SMEs and sustainability challenges. *International Journal of Tourism Research, 22*(5), 543–555.

Khan, M., et al. (2022). Financial transparency and SME growth. *Journal of Financial Management, 18*(2), 88–102.

Kumar, S., & Rao, P. (2020). Financial management practices and growth of small enterprises in emerging economies. *Journal of Small Business Management, 58*(3), 512–530.

Legner, C., Eymann, T., Hess, T., Matt, C., Böhmann, T., Drews, P., Mädche, A., Urbach, N., & Ahlemann, F. (2017). Digital transformation: A research agenda. *Business & Information Systems Engineering, 59*(5), 301–313.

Li, X., Wu, B., & Cai, L. (2022). Digital marketing in tourism. *Tourism Management Perspectives, 41*, 100931.

Liu, Y., Chen, S., & Li, W. (2021). Digital transformation and innovation in tourism industry: Evidence from emerging markets. *Tourism Management Perspectives, 40*, 100892.

Lusardi, A., & Mitchell, O. S. (2020). Financial literacy and planning. *Journal of Economic Literature, 58*(1), 5–44.

Mariani, M., Baggio, R., Fuchs, M., & Höepken, W. (2021). Business intelligence and big data in hospitality. *International Journal of Contemporary Hospitality Management, 33*(6), 1903–1926.

Nambisan, S., Lyytinen, K., Majchrzak, A., & Song, M. (2019). Digital innovation management: Reinventing innovation management research in a digital world. *MIS Quarterly, 43*(1), 223–238.

OECD. (2021). *The digital transformation of SMEs*. Organisation for Economic Co-operation and Development Publishing.

Pagani, M., & Pardo, C. (2017). The impact of digital technologies on business models: The case of the music industry. *Journal of Business Research, 71*, 1–9.

Ratten, V. (2020). Coronavirus (COVID-19) and entrepreneurship: Changing life and work landscape. *Journal of Small Business & Entrepreneurship, 32*(5), 503–516.

Ratten, V. (2020). Coronavirus and entrepreneurship. *Journal of Small Business & Entrepreneurship, 32*(5), 503–516.

Sigala, M. (2020). Tourism and COVID-19: Impacts and implications for advancing and resetting industry and research. *Journal of Business Research, 117*, 312–321.

Sigala, M. (2021). Tourism and digital transformation. *Journal of Business Research, 123*, 567–578.

Soto-Acosta, P. (2020). COVID-19 and digital transformation. *Technological Forecasting and Social Change, 162*, 120345.

Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. *Journal of Business Research, 122*, 889–901.

Vial, G. (2019). Understanding digital transformation: A review and a research agenda. *The Journal of Strategic Information Systems, 28*(2), 118–144.

Wamba, S. F., Queiroz, M. M., Trinchera, L., & de Sousa Jabbour, A. B. L. (2021). Artificial intelligence and robotics in the hospitality industry. *International Journal of Information Management, 58*, 102290.

Wang, C., & Sarkis, J. (2021). Financial resilience in SMEs. *Business Strategy and the Environment, 30*(2), 890–905.

World Bank. (2020). *Digital financial services*. World Bank Group.

World Economic Forum. (2022). *Digital transformation of SMEs*. WEF Report.

Xiang, Z., Magnini, V. P., & Fesenmaier, D. R. (2021). Information technology and consumer behavior in travel and tourism: Insights from travel planning. *Tourism Management, 82*, 104181.

Xiang, Z., Magnini, V., & Fesenmaier, D. (2021). Tourism and digital behavior. *Tourism Management, 82*, 104181.

Ye, Q., Law, R., & Gu, B. (2020). The impact of AI on tourism. *Annals of Tourism Research, 83*, 102955.

Zhang, J., & Lu, Y. (2022). Artificial intelligence in business management: Applications and challenges for SMEs. *Technological Forecasting and Social Change, 176*, 121453.