

The Effects of Brand Value, Customer Relationship Management, and Digital Marketing on Hotel Sales Performance

Redy Cahyadi^{1*} , Kadek Wiweka¹ , Ramon Hurdawaty¹ 

¹Politeknik Sahid Jakarta, Indonesia

*Corresponding Email: redycahyadi.79@hotmail.com

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ABSTRACT

Increasing competition in the hospitality industry requires hotels to strengthen marketing strategies to maintain sales performance. This study examines the individual and simultaneous effects of brand value, customer relationship management (CRM), and digital marketing on sales performance at Alltrue Hotel Palangka Raya, Indonesia. A quantitative explanatory approach was employed using questionnaire data from 81 respondents selected through purposive sampling. Multiple linear regression was used to test the hypotheses. The results indicate that brand value has a positive but statistically insignificant relationship with sales performance ($B = 0.812$, $p = 0.085$). In contrast, CRM ($B = 0.356$, $p = 0.011$) and digital marketing ($B = 0.521$, $p < 0.001$) demonstrate significant positive relationships. The three variables are jointly significant ($F = 153.646$, $p < 0.001$), explaining 85.69% of the variation in perceived sales performance. These findings highlight the importance of strengthening customer relationships and optimizing digital marketing to support hotel performance. Although brand value is not individually significant, maintaining a positive brand image remains relevant to the hotel's marketing strategy. The findings should be interpreted considering the limited sample and perception-based measurements.

Keywords: Brand Value; Customer Relationship Management; Digital Marketing; Hotel; Sales

JEL Classification: M31; M37; L83

INTRODUCTION

The hospitality industry operates in a highly competitive environment, requiring hotels to integrate service delivery with effective marketing strategies and customer engagement. Marketing performance in the hospitality sector is closely associated with how businesses communicate value, manage customer relationships, and utilize digital platforms to reach potential customers (Kee et al., 2024; Palazzo et al., 2021). Therefore, hotel sales performance should be understood not only as the outcome of transactions but also in relation to consumer perceptions, customer relationships, and information-search behavior.

Sales performance is an important indicator of hotel business performance, reflecting the extent to which consumer interest translates into actual purchases (Wibisono et al., 2025). Despite receiving favorable customer evaluations, hotels may experience difficulties converting consumer awareness and positive perceptions into sales, particularly in increasingly competitive markets. Understanding the marketing factors associated with sales performance is therefore essential for developing appropriate strategies and maintaining business competitiveness.

Brand value represents the value associated with a brand, as reflected in consumers' perceptions, trust, brand image, loyalty, and perceived quality (Sinollah & Masruro, 2019). In the hospitality industry, brand-related perceptions are particularly relevant because hotel services are intangible, and consumers often rely on brand reputation and previous experiences when evaluating accommodation alternatives. Previous research has highlighted the relevance of hotel brand equity to consumer responses and purchase-related intentions (Huang et al., 2022).

Customer relationship management (CRM) refers to systematic efforts to establish, maintain, and strengthen customer relationships through effective communication, service responsiveness, complaint handling, and continuous engagement. In the hospitality industry, CRM plays an important role in maintaining positive customer experiences and encouraging long-term relationships. Previous studies have identified associations between CRM, customer satisfaction, and loyalty, providing a theoretical foundation for examining its relationship with hotel sales performance (Bintarto et al., 2021; Palazzo et al., 2021).

Digital marketing has become an important component of hotel marketing strategies as consumers increasingly rely on online platforms to search for information, compare alternatives, and evaluate accommodation services. Social media, hotel websites, online advertising, and other digital channels enable hotels to communicate with potential customers and promote their services. Previous studies have emphasized the relevance of digital marketing to hotel booking decisions, consumer engagement, and purchasing behavior (Faradila, 2023; Lok et al., 2024; Rahayuningrat et al., 2024). Digital marketing has also been associated with consumer behavior and customer loyalty in broader business contexts (Mukhtar et al., 2023).

Alltrue Hotel Palangka Raya provides a relevant setting for examining these marketing factors. The hotel has reportedly received customer review scores exceeding 8.9 across several digital platforms, indicating generally positive customer evaluations. However, despite these favorable assessments, its annual revenue reportedly declined from approximately Rp1.2–1.3 billion to Rp900 million following the establishment of a modern shopping mall in the surrounding area. This decline was particularly relevant to the Food

and Beverage (FnB) segment, which had previously contributed substantially to the hotel's revenue.

Figure 1. Alltrue Hotel Palangka Raya



These conditions illustrate a managerial challenge in which positive customer evaluations do not necessarily translate into increased sales. The availability of alternative destinations offering shopping, dining, entertainment, and social activities may influence consumer purchasing decisions. Consequently, examining the relationships between brand value, CRM, digital marketing, and sales performance is important for understanding the hotel's position within its local competitive environment.

Service quality and product development are also relevant considerations in the hospitality industry. Service quality relates to customers' evaluations of service delivery, while product development involves improving existing services and introducing offerings that respond to changing consumer needs. However, the present study focuses specifically on brand value, CRM, and digital marketing as independent variables. Service quality and product development are discussed as contextual factors and are not included in the regression model.

The characteristics of hotel customers provide additional context for understanding these relationships. Respondents in this study included students and employed individuals, with the largest reported age group comprising those aged 21–30 years. The findings also indicate differences between respondents' awareness of the hotel and their previous accommodation experiences. Such differences are relevant when considering whether favorable brand perceptions are associated with actual purchasing behavior.

Although previous studies have examined brand-related factors, CRM, and digital marketing in various business settings, their relationships with sales performance may differ depending on consumer characteristics, market conditions, and industry contexts. Existing research has reported significant relationships involving these marketing variables and purchase-related outcomes (Angela & Kesumahati, 2023; Bintarto et al., 2021; Imbayani et al., 2025). However, their combined relationships with sales performance require further examination within the specific context of Alltrue Hotel Palangka Raya, where positive customer evaluations coexist with a reported decline in revenue.

Therefore, this study aims to examine the individual and simultaneous effects of brand value, customer relationship management, and digital marketing on sales performance at Alltrue Hotel Palangka Raya. The study contributes empirical evidence regarding these marketing factors within a local hospitality business context and provides practical insights to support the development of hotel marketing strategies.

LITERATURE REVIEW

Theoretical Foundation

This study adopts a marketing perspective that considers sales performance in relation to consumer perceptions, customer relationships, and responses to marketing communication. Brand value reflects consumers' evaluations of a hotel brand, customer relationship management (CRM) represents the processes used to establish and maintain customer relationships, and digital marketing encompasses communication activities conducted through digital platforms. In the hospitality industry, these dimensions are relevant throughout the consumer decision-making process, from information searching and evaluating alternatives to purchasing decisions and repeat patronage (Huang et al., 2022; Palazzo et al., 2021).

Accordingly, brand value, CRM, and digital marketing are examined as distinct but complementary predictors of sales performance. Their individual and simultaneous relationships with sales performance provide the theoretical basis for the present study.

Brand Value

Brand value refers to the value associated with a brand based on consumers' perceptions and evaluations. In this study, brand value is examined through four dimensions: brand image, brand trust, brand loyalty, and perceived quality. These dimensions reflect consumers' perceptions of the hotel brand, confidence in its reliability, willingness to maintain relationships with the brand, and evaluations of its overall quality.

Brand value is particularly relevant in the hospitality industry because consumers frequently consider reputation, previous experiences, and perceived service quality when selecting accommodation and related services. Favorable brand perceptions may strengthen consumer confidence and influence purchase-related decisions. Angela and Kesumahati (2023) identified relationships between brand equity, customer satisfaction, and purchase intention, while Imbayani et al. (2025) examined the influence of brand image and digital marketing on purchasing decisions.

Although previous studies suggest that brand-related factors are associated with consumer purchasing behavior, their effects may differ across business settings and consumer groups (Rahmanwali, 2024). Therefore, the relationship between brand value and sales performance requires further examination within the context of Alltrue Hotel Palangka Raya.

Customer Relationship Management

Customer relationship management (CRM) is a strategic approach to establishing, maintaining, and strengthening long-term relationships with customers. CRM emphasizes effective communication, service responsiveness, complaint handling, and continuous customer engagement. In the hospitality industry, these activities are particularly important because direct interactions between customers and service providers contribute to the overall service experience.

The CRM indicators examined in this study include customer communication, complaint handling, long-term customer relationships, and customer service. Customer communication facilitates the exchange of information, complaint handling reflects the hotel's responsiveness to customer concerns, long-term relationship management supports customer retention, and customer service represents direct interactions between the hotel and its customers.

Previous research has demonstrated the relevance of CRM to customer satisfaction and loyalty. [Bintarto et al. \(2021\)](#) identified relationships between CRM, customer satisfaction, and customer loyalty in the hotel industry. Similarly, [Ningrum and Daengs \(2025\)](#) discussed the role of CRM in strengthening customer loyalty. These findings provide a theoretical basis for examining whether CRM is associated with sales performance at Alltrue Hotel Palangka Raya.

Quality of Service

Service quality refers to the extent to which service delivery meets customer expectations ([Kesumahati et al., 2025](#)). In the hospitality industry, service quality is commonly associated with reliability, responsiveness, assurance, empathy, and tangible aspects of service delivery. Previous studies have identified relationships between service quality, customer satisfaction, and loyalty in hospitality settings ([Anabila et al., 2022](#); [Han et al., 2021](#)).

Service quality is relevant to the business context of Alltrue Hotel Palangka Raya because the hotel has reportedly received favorable customer evaluations despite experiencing a decline in revenue ([Fairuz et al., 2021](#)). This situation suggests the importance of distinguishing positive customer perceptions from actual sales performance. However, service quality is considered a contextual factor in the present study and is not included as an independent variable in the regression model. Consequently, its direct effect on sales performance is not statistically examined ([Jaya Saputra & Djumarno, 2021](#)).

Product Development

Product development refers to the creation of new products or the improvement of existing products and services to respond to changing market needs. In the hospitality industry, product development may involve improving facilities, introducing new service packages, expanding complementary services, or creating differentiated guest experiences. [Cooper \(1986\)](#) highlighted the relevance of product innovation strategies to business performance.

Within the context of Alltrue Hotel Palangka Raya, product development may represent a managerial consideration for responding to competition and changing customer preferences. Nevertheless, product development is not included as an independent variable in the present regression model. Therefore, its direct relationship with sales performance cannot be determined from the findings of this study.

Digital Marketing

Digital marketing refers to marketing activities conducted through digital technologies and internet-based communication channels. In this study, digital marketing is measured through four indicators: social media, website marketing, online advertising, and ease of access to information. These indicators represent the hotel's digital communication activities and consumers' accessibility to information about its services.

Digital marketing plays an important role in the hospitality industry because consumers increasingly use online platforms to search for accommodation, compare prices and facilities, evaluate customer reviews, and make booking decisions. Digital platforms also enable hotels to communicate promotional information and engage with potential customers (Sadeli & Aritonang, 2024).

Faradila (2023) examined the relevance of digital marketing to hotel room booking decisions, while Rahayuningrat et al. (2024) discussed the effectiveness of Instagram advertising as a digital marketing strategy. Furthermore, Lok et al. (2024) examined the influence of social media advertising on consumer behavior, and Imbayani et al. (2025) identified relationships between digital marketing and purchasing decisions. These findings support the relevance of examining digital marketing as a predictor of sales performance at Alltrue Hotel Palangka Raya.

Previous Studies and Hypotheses Development

Previous research provides an empirical foundation for examining the relationships between brand value, CRM, digital marketing, and sales performance. Studies on brand-related factors have identified associations with consumer perceptions and purchasing decisions (Angela & Kesumahati, 2023; Imbayani et al., 2025). Research on CRM has emphasized its relevance to customer satisfaction, loyalty, and marketing performance (Bintarto et al., 2021; Hikmawati et al., 2017). Meanwhile, studies on digital marketing have highlighted its relationship with consumer engagement, booking decisions, and purchase-related behavior (Faradila, 2023; Lok et al., 2024).

Although these studies demonstrate the relevance of marketing-related factors to consumer behavior, their relationships with sales performance may differ depending on market conditions, consumer characteristics, and business contexts. Therefore, the present study examines the individual and simultaneous effects of brand value, CRM, and digital marketing on sales performance at Alltrue Hotel Palangka Raya.

The Effect of Brand Value on Sales Performance

Brand value reflects consumers' perceptions of a brand and may influence their confidence and purchasing decisions. Favorable brand image, trust, loyalty, and perceived quality may encourage consumers to consider a hotel when selecting accommodation or related services. Previous studies have demonstrated relationships between brand-related perceptions and purchase-related outcomes (Angela & Kesumahati, 2023; Imbayani et al., 2025). Based on this theoretical and empirical foundation, the following hypothesis is proposed:

H1: Brand value has a significant effect on sales performance at Alltrue Hotel Palangka Raya.

The Effect of Customer Relationship Management on Sales Performance

Effective CRM may strengthen customer relationships through responsive communication, complaint handling, personalized interactions, and continuous engagement. These activities are relevant to customer satisfaction, loyalty, and repeat patronage in the hospitality industry. Previous research has identified relationships between CRM and customer-related outcomes (Bintarto et al., 2021; Palazzo et al., 2021). Accordingly, the second hypothesis is formulated as follows:

H2: Customer relationship management has a significant effect on sales performance at Alltrue Hotel Palangka Raya.

The Effect of Digital Marketing on Sales Performance

Digital marketing enables hotels to communicate with potential customers, improve access to information, and promote accommodation and related services through online platforms. Previous studies have demonstrated the relevance of digital marketing to consumer engagement and purchasing decisions (Faradila, 2023; Imbayani et al., 2025; Rahayuningrat et al., 2024). Therefore, the third hypothesis is proposed:

H3: Digital marketing has a significant effect on sales performance at Alltrue Hotel Palangka Raya.

The Simultaneous Effects of Brand Value, Customer Relationship Management, and Digital Marketing on Sales Performance

Brand value, CRM, and digital marketing represent different but complementary aspects of hotel marketing strategies (Masrurroh et al., 2023). Brand value reflects consumers' evaluations of the hotel brand, CRM focuses on maintaining customer relationships, and digital marketing facilitates communication and information exchange through digital channels.

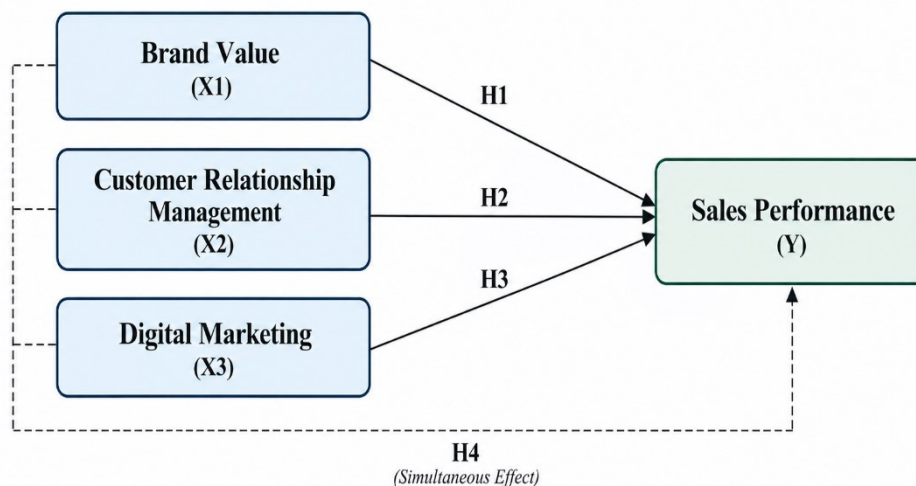
These variables may contribute to different stages of the consumer decision-making process. Brand value may influence initial brand evaluations, digital marketing may facilitate information searching and consideration, and CRM may support customer interactions and long-term relationships. Examining these variables simultaneously provides an understanding of their collective relationship with hotel sales performance. Based on the theoretical foundation and previous empirical studies, the fourth hypothesis is formulated as follows:

H4: Brand value, customer relationship management, and digital marketing simultaneously have a significant effect on sales performance at Alltrue Hotel Palangka Raya.

Conceptual Framework

The conceptual framework illustrates the individual and simultaneous effects of brand value, customer relationship management (CRM), and digital marketing on sales performance at Alltrue Hotel Palangka Raya. Brand value, CRM, and digital marketing are positioned as independent variables, while sales performance serves as the dependent variable. Based on the theoretical foundation and previous empirical studies, four hypotheses (H1–H4) are proposed, as illustrated in Figure 2.

Figure 2. Research Framework



RESEARCH METHOD

Research Design

This study employed a quantitative approach with an explanatory research design to examine the individual and simultaneous effects of brand value, customer relationship management (CRM), and digital marketing on sales performance at Alltrue Hotel Palangka Raya, Indonesia. A cross-sectional survey design was applied to collect data on respondents' perceptions of the research variables during the study period. The quantitative approach was considered appropriate because the study aimed to evaluate the statistical relationships between three independent variables and one dependent variable through multiple linear regression analysis.

Population and Sampling Technique

The population of this study consisted of approximately 500 customers of Alltrue Hotel Palangka Raya. The initial sample size was estimated using Slovin's formula with a nominal margin of error of 5%, resulting in a target of approximately 222 respondents. However, the final dataset consisted of 81 valid questionnaire responses, which were included in the statistical analysis.

The study employed purposive sampling, a non-probability sampling technique in which respondents were selected based on their relevance to the research objectives. The selection focused on individuals with experience using the hotel's services, including accommodation and other services such as food and beverage offerings. This approach was intended to obtain responses from individuals who could provide relevant evaluations of the hotel's marketing activities and service-related experiences.

Although the initial sample size was calculated using Slovin's formula, the final sample was smaller than the estimated target. Furthermore, because respondents were selected through purposive sampling rather than probability sampling, the nominal 5% margin of error cannot be interpreted as the achieved sampling precision. Accordingly, the findings should be interpreted with consideration of the sample size and sampling technique.

Data Collection Procedures

Primary data were collected using a structured questionnaire administered to respondents associated with Alltrue Hotel Palangka Raya. The data collection process was conducted over approximately three months and concluded in April 2026. The questionnaire was designed to obtain information regarding respondents' perceptions of brand value, CRM, digital marketing, and sales performance.

The questionnaire consisted of 28 measurement items, with seven items representing each research variable. Responses were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). This measurement approach enabled respondents to indicate their level of agreement with statements related to the research variables.

Research Variables and Operational Definitions

This study examined three independent variables and one dependent variable. The independent variables were brand value (X1), CRM (X2), and digital marketing (X3), while sales performance (Y) served as the dependent variable.

Brand value (X1) refers to customers' perceptions and evaluations of the hotel brand. The variable encompasses brand image, brand trust, brand loyalty, and perceived

quality. These dimensions reflect customers' impressions of the hotel, their confidence in the brand, their attachment to it, and their evaluations of its overall quality.

CRM (X2) refers to the hotel's efforts to establish, maintain, and strengthen relationships with customers. The variable encompasses customer communication, complaint handling, long-term customer relationships, and customer service. These dimensions represent the hotel's relationship management practices as perceived by respondents. Digital marketing (X3) refers to the use of digital channels to communicate with customers and promote hotel services. The variable encompasses social media, website marketing, online advertising, and ease of access to information. These dimensions represent the accessibility and effectiveness of the hotel's digital marketing activities from the respondents' perspective.

Sales performance (Y) represents the dependent variable and was measured through seven questionnaire items concerning respondents' perceptions of hotel sales-related outcomes. As the variable was assessed using questionnaire responses, the resulting measure reflects perceived sales performance rather than independently verified financial sales records.

Service quality and product development were discussed as contextual considerations in the theoretical framework but were not included as independent variables in the regression analysis.

Data Analysis Techniques

The collected data were analyzed using descriptive and inferential statistical techniques. Descriptive analysis was conducted to summarize respondent characteristics and provide an overview of the research data. Instrument testing was used to assess the quality of the questionnaire measures, while regression assumption testing was conducted as part of the analytical procedure.

Multiple linear regression analysis was employed to examine the individual and simultaneous relationships between brand value, CRM, digital marketing, and sales performance. The regression model was formulated as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

Y = Sales Performance

β_0 = Regression Constant

$\beta_1, \beta_2, \beta_3$ = Regression Coefficients

X_1 = Brand Value

X_2 = Customer Relationship Management

X_3 = Digital Marketing

ε = Error Term

Partial t-tests were employed to examine the statistical significance of each independent variable in relation to sales performance. The simultaneous F-test was used to determine whether brand value, CRM, and digital marketing collectively contributed to the regression model. The coefficient of determination (R^2) was calculated to assess the proportion of variation in sales performance explained by the three independent variables. All hypothesis tests were evaluated at a significance level of 5% ($\alpha = 0.05$). A hypothesis was considered statistically supported when the corresponding p-value was

below 0.05. The statistical analysis was conducted using the 81 valid questionnaire responses.

RESULTS

This study analyzed data obtained from 81 respondents to examine the individual and simultaneous relationships between brand value, customer relationship management (CRM), digital marketing, and sales performance at Alltrue Hotel Palangka Raya. The results are presented through respondent characteristics, instrument validity and reliability tests, classical assumption tests, multiple linear regression analysis, and hypothesis testing.

Respondent Characteristics

The demographic characteristics of respondents were examined to provide an overview of the research sample. The characteristics included age, occupation, awareness of Alltrue Hotel Palangka Raya, and previous accommodation experience. The results are presented in Table 1.

Table 1. Respondent Characteristic

Category	Percentage (%)
Age 21-30 year	39.8
Age >30 year	25.3
Student	31.3
Worker	63.9
Ever heard of a hotel	38.6
Ever stayed over	30.1

Source: Researcher's Questionnaire Data (2026)

As presented in Table 1, respondents aged 21–30 years accounted for 39.8% of the sample, while those aged over 30 years represented 25.3%. Regarding occupation, employed respondents constituted 63.9% of the sample, followed by students at 31.3%. In terms of hotel awareness, 38.6% of respondents reported having heard of Alltrue Hotel Palangka Raya, while 30.1% reported previous accommodation experience at the hotel. These findings provide descriptive information about the respondents included in the analysis.

Validity and Reliability Tests

Validity and reliability tests were conducted to evaluate the quality and internal consistency of the questionnaire instruments. The validity test assessed whether the measurement items met the specified correlation criterion, while reliability was evaluated using Cronbach's alpha coefficients. The results are presented in Table 2.

Table 2. Instrument Validity and Reliability Test Results

Test or Variable	Statistical Result	Interpretation
Validity	Item correlations = 0.7897–0.8969; r-table = 0.218	Valid
Brand Value	Cronbach's α = 0.87	Reliable
Customer Relationship Management	Cronbach's α = 0.89	Reliable
Digital Marketing	Cronbach's α = 0.85	Reliable
Sales Performance	Cronbach's α = 0.83	Reliable

Source: Researcher's Data Analysis (2026).

As shown in Table 2, the reported item correlation coefficients ranged from 0.7897 to 0.8969, exceeding the critical r-value of 0.218. Therefore, the questionnaire items satisfied the reported validity criterion. Furthermore, Cronbach's alpha coefficients were 0.87 for brand value, 0.89 for CRM, 0.85 for digital marketing, and 0.83 for sales performance. All coefficients exceeded the commonly applied threshold of 0.70, indicating satisfactory internal consistency. These findings suggest that the research instruments met the reported validity and reliability criteria.

Classical Assumption Tests

Classical assumption tests were conducted before interpreting the multiple linear regression results. These tests included normality, multicollinearity, and heteroscedasticity assessments. The reported results are summarized in Table 3.

Table 3. Classical Assumption Test Results

Assumption Test	Reported Result
Normality	Normality assumption satisfied
Multicollinearity	No multicollinearity detected
Heteroscedasticity	No heteroscedasticity detected

Source: Researcher's Data Analysis (2026).

As presented in Table 3, the reported diagnostic assessments indicated that the normality assumption was satisfied and that no multicollinearity or heteroscedasticity was detected. These results suggest that the regression model met the assumptions evaluated in the study. However, the corresponding numerical test statistics were not available in the supplied research material.

Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to examine the relationships between brand value, CRM, digital marketing, and sales performance. The regression model produced a multiple correlation coefficient (R) of 0.9257, a coefficient of determination (R^2) of 0.8569, and an adjusted R^2 of 0.8513.

The R^2 value of 0.8569 indicates that approximately 85.69% of the variation in the measured sales performance variable was explained by brand value, CRM, and digital marketing within the regression model. The remaining 14.31% was not explained by these three predictors.

The simultaneous F-test produced an F-statistic of 153.646 with a significance value of $p < 0.001$, indicating that the regression model was statistically significant at the 5% level. The regression coefficients and partial significance test results are presented in Table 4.

Table 4. Multiple Linear Regression Results

Predictor	B	t-value	p-value
Constant	2.145	—	—
Brand Value (X_1)	0.812	1.739	0.085
Customer Relationship Management (X_2)	0.356	2.582	0.011
Digital Marketing (X_3)	0.521	4.927	<0.001

Source: Researcher's Data Analysis (2026).

The multiple linear regression results presented in Table 4 indicate that brand value has a positive regression coefficient ($B = 0.812$), with a t-value of 1.739 and a p-value of 0.085. Although the coefficient is positive, the relationship between brand value and

sales performance is not statistically significant at the 5% significance level ($p > 0.05$). Therefore, H1 is not supported.

Customer relationship management (CRM) has a positive and statistically significant relationship with sales performance ($B = 0.356$, $t = 2.582$, $p = 0.011$). This finding indicates that higher CRM scores are associated with higher sales performance scores when the other independent variables are held constant. Accordingly, H2 is supported. Similarly, digital marketing demonstrates a positive and statistically significant relationship with sales performance ($B = 0.521$, $t = 4.927$, $p < 0.001$). This result suggests that higher digital marketing scores are associated with higher sales performance scores, controlling for the other predictors. Therefore, H3 is supported.

Overall, the partial regression results indicate that CRM and digital marketing are significant positive predictors of sales performance, whereas brand value does not demonstrate a statistically significant individual relationship. Although brand value has a positive regression coefficient, the available evidence is insufficient to conclude that it has a statistically significant effect on sales performance at Alltrue Hotel Palangka Raya.

DISCUSSION

The Effect of Brand Value on Sales Performance

The results indicate that brand value has a positive but statistically insignificant relationship with sales performance at Alltrue Hotel Palangka Raya ($B = 0.812$, $t = 1.739$, $p = 0.085$). Since the significance value exceeds 0.05, H1 is not supported. This finding suggests that although respondents may hold favorable perceptions of the hotel's brand, these perceptions are not significantly associated with sales performance after controlling for CRM and digital marketing.

Brand value encompasses brand image, brand trust, brand loyalty, and perceived quality (Amelia Rizky et al., 2025). These dimensions may contribute to how customers evaluate a hotel, but favorable brand perceptions do not necessarily translate into purchasing behavior. In the context of Alltrue Hotel Palangka Raya, the reported positive customer evaluations alongside declining revenue illustrate the possibility that brand-related perceptions alone may be insufficient to sustain sales performance in a competitive environment.

Previous studies have identified relationships between brand-related factors and consumer purchasing decisions (Angela & Kesumahati, 2023; Imbayani et al., 2025). However, the present finding indicates that the relationship between brand value and sales performance is not statistically significant in this particular regression model. Differences in research settings, consumer characteristics, and measured outcomes may contribute to variations across studies.

Therefore, while maintaining a positive brand image remains relevant to hotel marketing, the findings do not provide sufficient statistical evidence that brand value independently predicts sales performance at Alltrue Hotel Palangka Raya.

The Effect of Customer Relationship Management on Sales Performance

The results demonstrate that customer relationship management (CRM) has a positive and statistically significant relationship with sales performance ($B = 0.356$, $t = 2.582$, $p = 0.011$). Since the significance value is below 0.05, H2 is supported. This finding indicates that higher CRM scores are associated with higher sales performance scores when brand value and digital marketing are held constant.

CRM encompasses customer communication, complaint handling, long-term relationship management, and customer service. These practices may help hotels maintain customer engagement, respond to customer concerns, and encourage continued interactions. In a service-oriented industry such as hospitality, effective relationship management is relevant because customer experiences and ongoing communication can influence future purchasing decisions.

This finding is consistent with the broader conclusions of [Bintarto et al. \(2021\)](#), who identified relationships between CRM, customer satisfaction, and customer loyalty in the hotel industry. Although satisfaction and loyalty are not equivalent to sales performance, these customer-related outcomes provide a relevant explanation for the importance of CRM in hospitality marketing.

For Alltrue Hotel Palangka Raya, the positive relationship between CRM and sales performance suggests that maintaining responsive communication, addressing complaints effectively, and strengthening customer relationships should remain important components of its marketing strategy.

The Effect of Digital Marketing on Sales Performance

The regression results indicate that digital marketing has a positive and statistically significant relationship with sales performance ($B = 0.521$, $t = 4.927$, $p < 0.001$). Therefore, H3 is supported. This finding suggests that higher digital marketing scores are associated with higher sales performance scores after controlling for brand value and CRM.

Digital marketing enables hotels to communicate with potential customers through social media, websites, online advertising, and other digital channels. These platforms provide opportunities to promote services, communicate offers, and facilitate access to information. In the hospitality industry, accessible and relevant digital information may support customers during the evaluation and purchasing process ([Misidawati et al., 2023](#)).

This finding is consistent with previous research highlighting the relevance of digital marketing to hotel booking decisions and consumer purchasing behavior ([Faradila, 2023](#); [Imbayani et al., 2025](#); [Rahayuningrat et al., 2024](#)). The results reinforce the importance of digital communication in supporting marketing-related outcomes within the hospitality sector.

In the context of Alltrue Hotel Palangka Raya, the significant relationship between digital marketing and sales performance suggests that the hotel may benefit from improving the accessibility, consistency, and relevance of its digital promotional activities. Strengthening its online presence may help the hotel communicate its offerings and reach potential customers in an increasingly competitive market.

Although digital marketing has the highest reported t-value among the three predictors, this result alone does not establish that it is the most influential variable. Such a comparison would require appropriate standardized effect estimates.

The Simultaneous Effects of Brand Value, Customer Relationship Management, and Digital Marketing on Sales Performance

The simultaneous regression test indicates that brand value, CRM, and digital marketing collectively have a statistically significant relationship with sales performance ($F =$

153.646, $p < 0.001$). Accordingly, H4 is supported. The coefficient of determination ($R^2 = 0.8569$) indicates that the three predictors collectively explain approximately 85.69% of the variation in the measured sales performance variable, while the remaining 14.31% is not explained by the model.

This finding suggests that brand-related perceptions, customer relationship practices, and digital marketing activities should be considered together when examining hotel sales performance. Although brand value does not demonstrate a statistically significant individual relationship, its inclusion alongside CRM and digital marketing contributes to the overall regression model.

The findings also highlight the importance of distinguishing individual statistical significance from simultaneous model significance. A significant F-test indicates that the predictors collectively explain variation in the dependent variable; it does not imply that every independent variable has a statistically significant individual effect.

From a managerial perspective, the results suggest that Alltrue Hotel Palangka Raya should prioritize effective customer relationship practices and digital marketing activities while continuing to maintain its brand reputation. CRM may support customer engagement and ongoing relationships, while digital marketing may improve communication and access to hotel information. These strategies may be particularly relevant in responding to changing consumer preferences and local market competition.

Theoretical and Practical Implications

The findings provide empirical evidence regarding the relationships between brand value, CRM, digital marketing, and perceived sales performance in a local hospitality business setting. Theoretically, the results indicate that marketing-related variables do not necessarily demonstrate equivalent statistical relationships with sales performance. While CRM and digital marketing are significant positive predictors, brand value is not statistically significant after accounting for the other variables in the model.

Practically, the findings suggest that hotel management should strengthen customer communication, improve complaint-handling processes, and maintain long-term customer relationships. Management may also consider optimizing social media activities, website information, and online advertising to improve customer access to hotel offerings.

Nevertheless, the findings should be interpreted within the study's methodological limitations. The analysis was based on 81 respondents selected through purposive sampling, and sales performance was measured through questionnaire responses rather than independently verified financial records. Consequently, the results demonstrate statistical associations within the sample and should not be interpreted as definitive evidence of causal effects or actual revenue changes.

CONCLUSION

This study examined the effects of brand value, customer relationship management (CRM), and digital marketing on sales performance at Alltrue Hotel Palangka Raya. The findings indicate that brand value has a positive but statistically insignificant relationship with sales performance, whereas CRM and digital marketing demonstrate significant positive relationships. Collectively, these variables have a significant relationship with sales performance, highlighting the importance of customer relationship practices and digital marketing activities in supporting hotel business performance.

The findings suggest that hotel management should prioritize effective customer communication, responsive complaint handling, and long-term relationship development while strengthening digital marketing through social media, website optimization, and online promotional activities. Although brand value does not demonstrate a significant individual relationship with sales performance, maintaining customer trust and a positive brand image remains relevant to the hotel's overall marketing strategy.

This study is limited by its relatively small sample, purposive sampling technique, single-hotel setting, and cross-sectional design. Furthermore, sales performance was measured through respondents' perceptions rather than actual financial records. Future research should involve larger and more diverse samples, examine multiple hotels, incorporate objective sales indicators, and consider additional factors such as service quality, product development, and competitive conditions to provide a more comprehensive understanding of hotel sales performance.

LIMITATION

This study has several limitations. First, the use of purposive sampling and a relatively small sample from a single hotel limits the generalizability of the findings to other hospitality settings. Second, the cross-sectional research design restricts the ability to establish causal relationships among the variables. Third, sales performance was measured through respondents' perceptions rather than actual financial records. Additionally, the study focused exclusively on brand value, customer relationship management, and digital marketing, without examining other potentially relevant factors, such as service quality, product development, pricing strategies, and market competition. Future research is encouraged to involve larger and more diverse samples, include multiple hotels, incorporate objective sales indicators, and examine additional variables to provide a more comprehensive understanding of hotel sales performance.

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DECLARATION OF CONFLICTING INTERESTS

The authors declare that they have no conflicts of interest related to the research, authorship, or publication of this study.

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ABOUT THE AUTHOR(S)

1st Author

Redhy Cayadi holds a Master's degree in Tourism and is affiliated with the Faculty of Tourism, Sahid Polytechnic, Indonesia. His academic and research interests include tourism studies and related fields.

Email: redycahyadi.79@hotmail.com

ORCID ID: 0009-0009-1268-9662

2nd Author

Kadek Wiweka holds a Master's degree in Tourism and is affiliated with the Faculty of Tourism, Sahid Polytechnic, Indonesia. His research interests focus on tourism studies and related fields.

Email: kadek.wiweka@polteksahid.ac.id

ORCID ID: 0000-0002-2439-859

3rd Author

Ramon Hurdawaty holds a Master's degree in Tourism and is affiliated with the Faculty of Tourism, Sahid Polytechnic, Indonesia. His academic and research interests include tourism studies and related fields.

Email: ramon.hurdawaty@polteksahid.ac.id and ORCID ID: 0009-0000-2222-1523