

Determinants of B2B Partnership Sustainability in the OYO Digital Hospitality Platform: The Role of Customer Relationship Management, Digital Promotion Strategy, and Price Fairness with Platform Reputation as a Moderating Variable

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Abstract

The rapid development of digital platforms has significantly transformed the structure of the hospitality industry. Digital hospitality platforms such as OYO, Airbnb, and Booking.com have created new business ecosystems where hotels rely heavily on platform intermediaries to access broader markets and improve operational efficiency. However, the sustainability of business-to-business (B2B) partnerships between hotels and platform providers remains a critical challenge, particularly in relation to relationship governance, pricing transparency, and promotional strategies. This study aims to analyze the determinants of B2B partnership sustainability between hotels and digital hospitality platforms by examining the roles of Customer Relationship Management (CRM), Digital Promotion Strategy, and Price Fairness Perception. In addition, the moderating role of Platform Reputation is investigated to understand how platform credibility strengthens or weakens these relationships. This research adopts a quantitative approach using an explanatory survey method. Data were collected from 170 hotel partners collaborating with OYO Rooms in Bandung, Indonesia. The respondents consisted of hotel owners, general managers, and operational managers who were directly involved in managing the partnership with the platform. The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that Customer Relationship Management and Price Fairness Perception significantly influence B2B partnership sustainability. However, Digital Promotion Strategy does not have a significant direct effect on partnership sustainability. Furthermore, Platform Reputation strengthens the relationships between CRM, digital promotion strategy, and price fairness with partnership sustainability. These results highlight the importance of relational governance, fairness mechanisms, and institutional trust in maintaining sustainable partnerships within digital hospitality ecosystems. The study contributes to the literature on digital platform governance and B2B relationship management while providing managerial implications for improving collaboration between hospitality platforms and hotel partners.

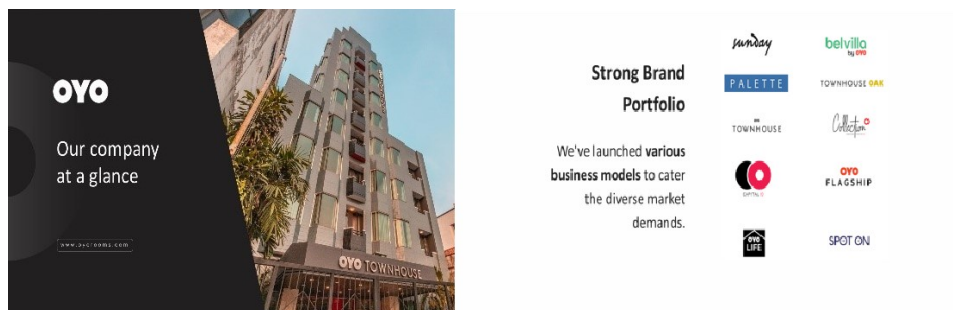
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1. Introduction

The global hospitality industry has undergone a profound transformation due to the rapid advancement of digital technologies and the emergence of platform-based business models. Digital hospitality platforms such as Airbnb, Booking.com, Agoda, and OYO have reshaped the competitive landscape by enabling hotels to reach global markets through online distribution channels. These platforms operate as digital intermediaries that connect accommodation providers with travelers while offering technological infrastructure, data analytics, and marketing tools. In recent years, digital hospitality platforms have become essential partners for hotels seeking to enhance their visibility and competitiveness in increasingly dynamic tourism markets. By leveraging platform ecosystems, hotels are able to increase occupancy rates, expand their customer base, and improve operational efficiency. However, the increasing dependence of hotels on digital platforms has also created complex relational dynamics between platform providers and accommodation partners.



Despite the potential benefits, the sustainability of partnerships between hotels and digital platforms has become a significant concern. Several conflicts have emerged regarding commission structures, pricing policies, and platform governance. In some cases, hotel partners perceive that platform operators exert excessive control over pricing mechanisms and promotional strategies, which may reduce the profitability of partner hotels. These issues highlight the importance of examining the factors that influence the sustainability of B2B partnerships within digital hospitality ecosystems. From a theoretical perspective, the sustainability of interorganizational relationships has long been explained through relational exchange theories. Morgan and Hunt's Commitment-Trust Theory emphasizes that trust and commitment are fundamental elements in maintaining long-term relationships between business partners. When organizations perceive fairness, transparency, and mutual benefits in their relationships, they are more likely to maintain long-term partnerships.

In the context of digital platform ecosystems, relational governance mechanisms become particularly important because platform operators often possess greater technological capabilities and market power compared to their partners. Consequently, the balance of power between platforms and hotels may influence how partners perceive the fairness and sustainability of their relationships. Customer Relationship Management (CRM) is considered one of the key mechanisms that organizations use to maintain long-term relationships with their stakeholders. In B2B contexts, CRM systems enable organizations to manage communication, resolve conflicts, and facilitate collaboration between partners. Previous studies have demonstrated that effective CRM implementation can improve relationship quality and strengthen long-term business partnerships.

In addition to relational management, digital promotion strategies have become central

components of platform-based business models. Digital promotions, including online campaigns, algorithm-driven discounts, and search ranking optimization, are commonly used by hospitality platforms to increase demand and market visibility. However, while digital promotions may enhance short-term performance indicators such as occupancy rates, their long-term impact on partnership sustainability remains uncertain. Another critical factor that may influence partnership sustainability is price fairness perception. Price fairness refers to the perception that pricing mechanisms and revenue-sharing arrangements between business partners are equitable and transparent. In digital platform ecosystems, pricing policies are often determined through algorithmic systems that may not always be fully transparent to partner organizations. As a result, hotel partners may develop concerns regarding the fairness of dynamic pricing strategies and commission structures.

Furthermore, platform reputation plays a crucial role in shaping how stakeholders perceive digital platforms. A strong reputation can reduce uncertainty, increase trust, and enhance the legitimacy of platform governance. When a platform is perceived as credible and trustworthy, partners may be more willing to maintain long-term relationships even when challenges arise. Although previous studies have examined various aspects of digital marketing, pricing strategies, and relationship management in the hospitality industry, limited research has focused on the sustainability of B2B partnerships within digital hospitality platforms. In particular, the moderating role of platform reputation in strengthening relational and transactional factors remains underexplored.

Therefore, this study aims to analyze the determinants of B2B partnership sustainability in digital hospitality platforms by examining the roles of Customer Relationship Management, Digital Promotion Strategy, and Price Fairness Perception with Platform Reputation as a moderating variable. The study focuses on hotel partners collaborating with OYO Rooms in Bandung, Indonesia. By addressing this research gap, the study contributes to the literature on digital platform governance, relationship marketing, and hospitality management, and offers practical insights for improving collaboration between platform providers and accommodation partners.

2. Literature Review

2.1. B2B Partnership Sustainability

B2B partnership sustainability refers to the long-term continuity of collaborative relationships between organizations that are built upon mutual benefits, trust, and shared strategic objectives. In contemporary business environments characterized by digital transformation and platform-based ecosystems, sustaining business partnerships has become increasingly complex. Organizations must balance economic incentives, relational governance, and technological integration to maintain long-term cooperation.

The concept of partnership sustainability is strongly rooted in Social Exchange Theory, which suggests that relationships between organizations evolve through reciprocal exchanges of value and resources ([Blau, 1964](#); [Emerson, 1976](#)). According to this perspective, organizations maintain relationships when the perceived benefits outweigh the associated costs. In the context of B2B partnerships, sustainable relationships are characterized by trust, commitment, cooperation, and perceived fairness. [Morgan and Hunt \(1994\)](#) further developed this perspective through the Commitment-Trust Theory of Relationship Marketing, which proposes that commitment and trust are the key mediating variables that determine successful relational exchanges. Organizations that perceive trust and commitment within their relationships are

more likely to maintain long-term cooperation, reduce opportunistic behavior, and enhance joint value creation.

Within digital platform ecosystems, B2B partnerships often involve asymmetric relationships between platform providers and partner organizations. Platforms typically control technological infrastructure, customer data, and algorithmic decision systems, which may increase the dependence of partner firms. As a result, maintaining sustainable partnerships requires not only economic incentives but also relational governance mechanisms that promote fairness and transparency. In the hospitality industry, digital platforms such as OYO, Airbnb, and Booking.com function as intermediaries connecting accommodation providers with consumers. These platforms create value by facilitating market access, digital marketing capabilities, and operational support for hotels. However, the sustainability of partnerships within these ecosystems depends on whether hotel partners perceive the collaboration as beneficial, fair, and trustworthy.

Previous studies have suggested that several factors influence partnership sustainability in digital ecosystems, including relationship management capabilities, pricing policies, promotional strategies, and platform reputation. Understanding how these factors interact is essential for improving collaboration between digital platforms and their partners.

2.2. Customer Relationship Management

Customer Relationship Management (CRM) refers to a strategic approach that integrates people, processes, and technologies to manage interactions with customers and business partners. CRM aims to improve relationship quality, enhance communication, and create long-term value for organizations and their stakeholders. According to [Chaffey & Ellis-Chadwick, \(2022\)](#), CRM systems enable organizations to collect, analyze, and utilize customer information to develop personalized interactions and strengthen relationships. In B2B contexts, CRM plays a critical role in facilitating collaboration between organizations, improving service quality, and enhancing mutual trust.

[Ferrer-Estévez and Chalmeta \(2023\)](#) emphasize that CRM should not be viewed solely as a technological tool but as a comprehensive organizational capability that integrates marketing, operations, and information systems. Effective CRM implementation allows firms to improve communication with partners, resolve conflicts efficiently, and build long-term loyalty. In the hospitality sector, CRM systems enable hotels and platform providers to coordinate marketing campaigns, manage customer feedback, and improve service quality. [González-Torres et al. \(2021\)](#) found that relationship management capabilities significantly influence the performance and resilience of tourism supply chains. Through effective relationship management, organizations can strengthen trust, reduce opportunistic behavior, and enhance collaborative decision-making.

Furthermore, [Kraus et al. \(2019\)](#) argue that digital transformation has significantly expanded the role of CRM by integrating data analytics and artificial intelligence into relationship management processes. These technologies allow organizations to understand partner needs more effectively and provide tailored solutions. Based on these perspectives, CRM can be considered a key mechanism for strengthening relational governance in digital platform ecosystems. When platforms implement effective CRM strategies, partners are more likely to perceive the relationship as supportive and mutually beneficial.

2.3. Digital Promotion Strategy

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Digital promotion strategy refers to marketing activities conducted through digital channels to increase product visibility, attract customers, and stimulate demand. In the hospitality industry, digital promotion strategies typically involve search engine marketing, social media campaigns, online advertising, and algorithm-based promotional discounts. [Chaffey and Ellis-Chadwick \(2022\)](#) explain that digital marketing strategies enable organizations to reach wider audiences and enhance customer engagement through interactive online platforms. Digital promotions allow firms to deliver targeted messages, track customer behavior, and optimize marketing performance using real-time data.

In the hospitality industry, digital promotions often involve dynamic pricing, promotional campaigns, and algorithmic ranking systems that determine hotel visibility in search results. Digital marketing strategies can significantly influence consumer decision-making by increasing product visibility and perceived value. Similarly, [De Pelsmacker et al. \(2018\)](#) found that digital marketing activities significantly improve hotel performance by increasing online visibility and booking rates. These strategies allow hotels to compete more effectively in digital marketplaces.

However, while digital promotions can increase short-term demand, their influence on long-term B2B relationships remains debatable. Excessive discounting may reduce profit margins and create dissatisfaction among partners.

Therefore, although digital promotion strategies can improve market performance, their contribution to partnership sustainability requires further empirical investigation.

2.4. Price Fairness Perception

Price fairness refers to the perception that pricing policies are equitable, reasonable, and justified based on the value provided. In service industries, price fairness plays an important role in shaping trust and customer satisfaction. [Lovelock and Wirtz \(2016\)](#) suggest that customers and business partners evaluate fairness not only based on the final price but also on the transparency of the pricing process. When stakeholders perceive pricing mechanisms as transparent and consistent, they are more likely to accept price changes and maintain long-term relationships.

In digital platform ecosystems, pricing policies are often determined by algorithms that dynamically adjust prices based on demand and market conditions. Although dynamic pricing can improve revenue management efficiency, it may also raise concerns about fairness and transparency. Dynamic pricing strategies may reduce customer trust when price fluctuations are perceived as excessive or unjustified. Perceived procedural fairness in platform governance significantly influences partner satisfaction and cooperation.

In B2B relationships between hotels and digital platforms, pricing fairness may involve commission structures, revenue-sharing agreements, and discount policies. When hotel partners perceive that pricing policies are fair and transparent, they are more likely to maintain long-term cooperation with the platform.

2.5. Platform Reputation

Platform reputation refers to the collective perception of a platform's credibility, reliability, and trustworthiness among its stakeholders. Reputation serves as a signal of quality, influencing stakeholder decisions and reducing uncertainty in business relationships. Reputation plays a crucial role in digital ecosystems by strengthening trust and encouraging long-term

collaboration between organizations. Platforms with strong reputations are more likely to attract and retain partners because they are perceived as legitimate and reliable.

[Oğuz, G., & Karaca, Y. \(2023\)](#) also found that corporate reputation significantly influences trust and stakeholder commitment in digital marketplaces. When organizations perceive a platform as trustworthy and credible, they are more willing to tolerate temporary challenges or policy changes. Within hospitality platforms, reputation may influence how hotel partners interpret promotional strategies, pricing policies, and relationship management practices. A strong reputation can mitigate perceived risks and strengthen relational commitment between platform operators and their partners.

3. Research Method

This study employed a quantitative research approach using a descriptive and explanatory survey design to examine the influence of Customer Relationship Management (CRM), Digital Promotion Strategy, and Perceived Price Fairness on B2B Partnership Sustainability, with Platform Reputation serving as a moderating variable. The research was conducted among hotel partners of OYO Rooms Indonesia in Bandung City, where the organization had 472 active partner hotels in 2025. The unit of analysis consisted of hotel organizations, while the unit of observation comprised hotel owners, general managers, or operational managers who possess decision-making authority regarding the partnership with OYO. Primary data were collected through a structured online questionnaire distributed via the OYO Partner platform and official communication channels. The study adopted a cross-sectional research design, allowing data to be collected at a single point in time to capture respondents' perceptions regarding the proposed research constructs ([Sekaran & Bougie, 2020](#)).

The population consisted of 472 active OYO partner hotels located in Bandung City. The sample was determined using the Partial Least Squares Structural Equation Modeling (PLS-SEM) sample size recommendation proposed by Hair et al. (2019), which suggests a minimum sample size based on the number of measurement indicators. With a total of 34 indicators, the minimum required sample was calculated at 170 respondents ($5 \times \text{indicators}$), which was adopted as the final sample size. Respondents were selected using non-probability purposive sampling, with eligibility criteria including active partnership status, a minimum of one year of collaboration with OYO, official registration within the OYO Partner system, and managerial responsibility for partnership decisions. All latent constructs were operationalized using validated measurement items adapted from prior studies and measured through a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), ensuring consistency, content validity, and measurement reliability ([Sekaran & Bougie, 2020](#); [Hair et al., 2019](#)).

3.1. Operationalization of Variables

This study utilizes five main constructs rooted in the integration of Commitment-Trust Theory, Social Exchange Theory, and Service-Dominant Logic. The operationalization process reduces these theoretical concepts into measurable dimensions and indicators to objectively assess the B2B partnership dynamics. All constructs are measured using a structured questionnaire with a 5-point Likert scale.

Table 1. Operationalization of Variables

Variable	Conceptual Definition	Dimensions	Indicators	Scale	References
Customer Relationship Management (CRM) (X₁)	Customer Relationship Management (CRM) is an organizational capability that integrates technology, human interaction, and processes to build long-term relationships and co-create value with business partners.	Technological CRM; Human-Centric CRM; Knowledge & Value Co-creation; CRM Organization	System reliability; Information transparency; Staff responsiveness; Interpersonal communication; Strategic collaboration; Knowledge sharing; Organizational commitment; Partner support	Likert (1–5)	Morgan and Hunt (1994) ; Vargo & Lusch (2017) ; Ferrer-Estévez and Chalmeta (2023)
Digital Promotion Strategy (X₂)	Digital promotion strategy refers to technology-enabled promotional activities designed to enhance partner engagement, market visibility, and business performance through collaborative digital marketing efforts.	Promotion Intensity; Algorithm Transparency; Promotion Effectiveness; Partner Engagement	Promotion frequency; Campaign diversity; Algorithm transparency; Performance reporting; Occupancy improvement; Revenue improvement; Partner participation; Two-way communication	Likert (1–5)	Vargo & Lusch (2017) ; Chaffey & Ellis-Chadwick (2022)
Price Fairness Perception (X₃)	Price fairness perception reflects partners' evaluation of whether pricing policies, procedures, and outcomes	Distributive Fairness; Procedural Fairness; Interactional Fairness	Fair profit sharing; Reasonable pricing; Transparent pricing procedures; Consistent pricing policy; Fair negotiation;	Likert (1–5)	Blau (1964) ; Morgan and Hunt (1994) ; Lovelock & Wirtz (2016)

	are equitable, transparent, and mutually beneficial.		Transparent price communication		
Platform Reputation (Z)	Platform reputation represents partners' collective perception of the platform's credibility, integrity, and innovation, which strengthens trust and long-term business relationships.	Credibility; Integrity; Innovation & Digital Image	Service reliability; Technical support; Contract transparency; Honest communication; Service innovation; Positive digital reputation	Likert (1–5)	Morgan and Hunt (1994); Vargo & Lusch (2017);
B2B Partnership Sustainability (Y)	B2B partnership sustainability refers to the long-term commitment of business partners to maintain collaborative relationships based on trust, satisfaction, and shared value creation.	Relationship Commitment; Relationship Satisfaction; Long-term Value	Intention to continue partnership; Long-term commitment; Economic satisfaction; Non-financial satisfaction; Growth opportunities; Mutual long-term benefits	Likert (1–5)	Morgan and Hunt (1994); Blau (1964);

Data analysis was performed using Structural Equation Modeling–Partial Least Squares (PLS-SEM). The analytical procedure consisted of two main stages: measurement model (outer model) evaluation and structural model (inner model) evaluation. The measurement model was assessed through factor loadings, Average Variance Extracted (AVE), Composite Reliability (CR), Cronbach's Alpha, Fornell–Larcker Criterion, and Heterotrait–Monotrait Ratio (HTMT) to establish construct validity and reliability. Subsequently, the structural model was evaluated using Variance Inflation Factor (VIF), coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), and bootstrapping with 5,000 resamples to test the proposed hypotheses. Furthermore, the moderating role of Platform Reputation was examined using the interaction term approach within PLS-SEM to determine whether it strengthened or weakened the relationships between the independent variables and B2B partnership sustainability. This methodological framework is appropriate for predictive and theory-testing research involving complex structural relationships and latent variables in business-to-business digital platform contexts ([Hair et al., 2019, 2021](#))

4. Findings and Discussions

4.1 Findings

4.1.1 descriptive statistics

This study analyzed responses from 170 active hotel partners of OYO Rooms in Bandung, Indonesia, representing hotel owners, general managers, and operational managers who are directly responsible for partnership decisions. The respondents were selected using purposive sampling to ensure that each participant possessed sufficient experience and authority to evaluate the partnership relationship with OYO. The descriptive analysis indicates that the respondents generally expressed relatively unfavorable perceptions regarding several aspects of the partnership, particularly platform reputation and digital promotion activities, although the evaluations varied across the research constructs.

Among the independent variables, Customer Relationship Management (CRM) was perceived as moderately adequate, with transparency of transaction information, interpersonal communication, and organizational commitment emerging as the most important dimensions in maintaining partner relationships. Meanwhile, Digital Promotion Strategy received relatively weaker evaluations, particularly regarding promotional transparency and the perceived effectiveness of promotional mechanisms. Respondents tended to evaluate promotional activities primarily based on their tangible business outcomes, such as occupancy improvement and revenue growth, rather than the intensity of promotional campaigns themselves.

Regarding Perceived Price Fairness, respondents considered pricing consistency, equitable profit sharing, and transparent pricing procedures as the most influential components shaping fairness perceptions. However, the descriptive findings revealed that Platform Reputation received comparatively lower evaluations, especially concerning innovation capability and digital image, suggesting that many hotel partners perceived OYO's technological innovation and market reputation as requiring considerable improvement. Similarly, the dependent variable, B2B Partnership Sustainability, demonstrated that although respondents still recognized the long-term value of collaboration, their willingness to maintain future partnerships was strongly influenced by their evaluation of relational quality, pricing fairness, and platform credibility.

4.1.2 outer model evaluation

The measurement model was evaluated using the PLS-SEM approach by examining convergent validity, discriminant validity, and internal consistency reliability. Following the recommendations of Hair et al. (2019), convergent validity was assessed through outer loadings and Average Variance Extracted (AVE). The results demonstrated that all measurement indicators exceeded the recommended loading threshold of 0.70, indicating that each indicator adequately represented its respective latent construct. CRM indicators ranged from 0.706 to 0.862, Digital Promotion Strategy indicators exceeded the minimum acceptable threshold, Perceived Price Fairness ranged from 0.757 to 0.865, Platform Reputation ranged from 0.793 to 0.856, and B2B Partnership Sustainability recorded the highest loadings, ranging from 0.890 to 0.920. These findings confirm satisfactory indicator reliability across all constructs.

Construct validity was further confirmed through the AVE criterion. All latent variables achieved AVE values above the recommended threshold of 0.50, with CRM (0.659), Digital Promotion Strategy (0.612), Perceived Price Fairness (0.664), Platform Reputation (0.674), and B2B Partnership Sustainability (0.818). These results indicate that each construct explained

more than half of the variance of its indicators, thereby satisfying convergent validity requirements. Discriminant validity was subsequently established using both the Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio (HTMT), confirming that each construct measured conceptually distinct phenomena without problematic overlap.

Internal consistency reliability was evaluated using Cronbach's Alpha, Composite Reliability (CR), and rho_A. All constructs exceeded the recommended threshold of 0.70, demonstrating excellent reliability. In particular, B2B Partnership Sustainability exhibited the highest reliability values, indicating very strong internal consistency among its indicators. Overall, the measurement model satisfied all validity and reliability criteria, confirming that the research instrument was appropriate for subsequent structural model evaluation.

4.1.3 Inner model evaluation

After confirming the adequacy of the measurement model, the structural model was assessed using the coefficient of determination (R^2), predictive relevance (Q^2), and effect size (f^2). The structural model produced an R^2 of 0.274 for B2B Partnership Sustainability, indicating that CRM, Digital Promotion Strategy, Perceived Price Fairness, Platform Reputation, and their interactions collectively explained 27.4% of the variance in partnership sustainability. Although this explanatory power falls within the weak category according to PLS-SEM guidelines, it remains acceptable for behavioral and management research, where partnership decisions are influenced by numerous organizational and environmental factors beyond the proposed model.

The predictive relevance assessment yielded a Q^2 value of 0.197, indicating that the proposed model has satisfactory out-of-sample predictive capability. Furthermore, the relatively small difference between R^2 and Q^2 suggests that the model maintains stable predictive performance without indications of substantial overfitting. The effect size analysis revealed that CRM ($f^2 = 0.081$) and Perceived Price Fairness ($f^2 = 0.071$) contributed meaningful, although relatively small, effects on B2B Partnership Sustainability. Platform Reputation also exerted a small direct effect ($f^2 = 0.040$), whereas Digital Promotion Strategy showed only a negligible direct contribution ($f^2 = 0.014$). Nevertheless, the interaction terms involving Platform Reputation demonstrated additional explanatory value, particularly the interaction between Digital Promotion Strategy and Platform Reputation ($f^2 = 0.062$), suggesting that platform credibility enhances the effectiveness of promotional activities.

Overall, the inner model demonstrates acceptable explanatory and predictive performance. The findings indicate that B2B partnership sustainability is determined not only by operational and marketing practices but also by relational and reputational factors that jointly strengthen long-term collaboration between digital hospitality platforms and their hotel partners. These results provide an adequate basis for hypothesis testing using the bootstrapping procedure.

4.1.4 Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure with 5,000 resamples, following the recommendations of Hair et al. (2019). Statistical significance was evaluated using a two-tailed significance level of 5% ($t > 1.96$ and $p < 0.05$).

Table 2. Direct Effect Test Results

Hypothesis	Structural Path		β	t-value	p-value	Decision
H1	CRM	→ B2B Partnership	0.257	2.578	0.010	Supported

Hypothesis	Structural Path	β	t-value	p-value	Decision
	Sustainability				
H2	Digital Promotion Strategy $\rightarrow$ B2B Partnership Sustainability	0.104	1.472	0.142	Not Supported
H3	Perceived Price Fairness $\rightarrow$ B2B Partnership Sustainability	0.236	2.418	0.016	Supported
H4	Platform Reputation $\rightarrow$ B2B Partnership Sustainability	0.173	2.051	0.041	Supported

Source: Authors' analysis based on primary data (2026).

Table 3. Moderating Effect Test Results

Hypothesis	Interaction Effect	β	t-value	p-value	Decision
H5	CRM $\times$ Platform Reputation $\rightarrow$ Partnership Sustainability	0.125	1.999	0.047	Supported
H6	Perceived Price Fairness $\times$ Platform Reputation $\rightarrow$ Partnership Sustainability	0.190	2.641	0.009	Supported
H7	Digital Promotion Strategy $\times$ Platform Reputation $\rightarrow$ Partnership Sustainability	0.221	3.064	0.002	Supported

Source: Authors' analysis based on primary data (2026).

4.2 Discussions

4.2.1 The Effect of Customer Relationship Management on B2B Partnership Sustainability

The findings indicate that Customer Relationship Management (CRM) significantly enhances B2B Partnership Sustainability among OYO hotel partners. Effective communication, responsiveness, trust, and long-term commitment encourage partners to maintain collaborative relationships with the platform. This finding supports the Commitment–Trust Theory, which emphasizes that trust and commitment are fundamental determinants of successful long-term business relationships (Morgan and Hunt, 1994). It also aligns with previous studies demonstrating that effective CRM strengthens partner satisfaction, loyalty, and sustainable business collaboration in digital platform ecosystems ([Payne & Frow, 2005](#); [Sin et al., 2005](#)).

4.2.2 The Effect of Digital Promotion Strategy on B2B Partnership Sustainability

Digital Promotion Strategy was found to have no significant direct effect on B2B Partnership Sustainability. This result suggests that hotel partners prioritize tangible business outcomes, such as occupancy growth and revenue improvement, rather than promotional intensity alone. Therefore, digital marketing initiatives cannot independently sustain long-term partnerships unless they generate measurable business value. This finding is consistent with [Chaffey and Ellis-Chadwick \(2022\)](#), who argue that digital marketing effectiveness depends on value creation rather than communication frequency, and supports previous studies highlighting that promotional activities must be integrated with relationship-building strategies to improve organizational performance.

4.2.3 The Effect of Perceived Price Fairness on B2B Partnership Sustainability

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Perceived Price Fairness positively influences B2B Partnership Sustainability, indicating that transparent pricing mechanisms and equitable commission structures strengthen hotel partners' commitment to maintaining cooperation with OYO. These findings support Equity Theory, which proposes that perceived fairness promotes trust, satisfaction, and long-term relationship commitment ([Adams, 1965](#)). Similar findings have been reported by ([Bolton et al., 2003](#)) and [Xia et al. \(2004\)](#), who concluded that pricing fairness significantly influences customer confidence and relationship continuity within service-based business environments.

4.2.4 The Effect of Platform Reputation on B2B Partnership Sustainability

Platform Reputation significantly improves B2B Partnership Sustainability by increasing hotel partners' confidence in the platform's credibility, technological capability, and service quality. A positive organizational reputation reduces uncertainty and strengthens partners' willingness to continue long-term collaboration. This finding supports Signaling Theory, which explains that reputation functions as an important market signal that reduces perceived risk in business transactions ([Spence, 1973](#)). The result is also consistent with previous research showing that organizational reputation positively influences trust, relationship quality, and business sustainability in digital platform industries ([Fombrun, 1996](#); [Walsh et al., 2009](#)).

4.2.5 The Moderating Role of Platform Reputation on the Relationship between Customer Relationship Management and B2B Partnership Sustainability

The findings demonstrate that Platform Reputation strengthens the positive influence of CRM on B2B Partnership Sustainability. A favorable reputation increases hotel partners' confidence in the platform, allowing CRM initiatives to generate stronger relational outcomes. This indicates that reputation complements relationship management practices by reinforcing trust and commitment throughout the partnership process. These findings are consistent with Signaling Theory ([Spence, 1973](#)) and previous studies suggesting that organizational reputation enhances the effectiveness of relationship marketing and strategic collaboration ([Fombrun, 1996](#); [Morgan and Hunt, 1994](#)).

4.2.6 The Moderating Role of Platform Reputation on the Relationship between Perceived Price Fairness and B2B Partnership Sustainability

Platform Reputation also strengthens the positive relationship between Perceived Price Fairness and B2B Partnership Sustainability. Hotel partners are more likely to perceive pricing policies as transparent and equitable when implemented by a platform with a strong market reputation. Consequently, organizational reputation reinforces the positive effects of pricing fairness on long-term commitment and partnership continuity. This finding is consistent with Equity Theory ([Adams, 1965](#)) and previous studies indicating that organizational reputation enhances stakeholders' perceptions of fairness and organizational trust ([Walsh et al., 2009](#); [Fombrun, 1996](#)).

4.2.7 The Moderating Role of Platform Reputation on the Relationship between Digital Promotion Strategy and B2B Partnership Sustainability

The strongest moderating effect was observed in the relationship between Digital Promotion Strategy and B2B Partnership Sustainability. Although promotional activities alone do not significantly influence partnership sustainability, their effectiveness increases substantially when supported by a strong Platform Reputation. Hotel partners perceive promotional campaigns as more credible and valuable when they originate from a trusted platform. This

finding suggests that reputation acts as a strategic mechanism that transforms marketing communication into long-term relational value. The result supports Signaling Theory ([Spence, 1973](#)), who emphasized that organizational credibility enhances the effectiveness of integrated marketing communication and relationship marketing.

4.3 Managerial Implications

Strengthen Customer Relationship Management (CRM). OYO should prioritize proactive communication, responsive partner support, and continuous relationship management to strengthen trust, commitment, and long-term collaboration with hotel partners ([Morgan and Hunt, 1994](#); [Payne & Frow, 2005](#)).

Improve the effectiveness of digital promotion strategies. Promotional programs should emphasize measurable business outcomes, targeted campaigns, and market-based promotional planning to create greater value for hotel partners rather than focusing solely on promotional intensity ([Chaffey & Ellis-Chadwick, 2022](#)).

Enhance perceived price fairness. OYO should implement transparent pricing policies, equitable commission structures, and consistent revenue-sharing mechanisms to strengthen partners' perceptions of fairness and encourage sustainable business relationships ([Adams, 1965](#); [Xia et al., 2004](#)).

Strengthen platform reputation. OYO should continuously improve service reliability, technological capability, transparency, and corporate credibility, as platform reputation reinforces the effectiveness of CRM, digital promotion, and pricing strategies in sustaining long-term partnerships ([Fombrun, 1996](#); [Spence, 1973](#); [Walsh et al., 2009](#)).

Develop an integrated partnership strategy. CRM, digital promotion, pricing policies, and platform reputation should be managed as an integrated strategy rather than as separate initiatives to maximize partner satisfaction, loyalty, and B2B Partnership Sustainability.

5. Conclusion

Based on the results of the analysis and discussion, this study concludes the following:

1. Customer Relationship Management (CRM) has a significant positive effect on B2B Partnership Sustainability, indicating that effective relationship management strengthens long-term collaboration between OYO and its hotel partners.
2. Digital Promotion Strategy does not have a significant direct effect on B2B Partnership Sustainability, suggesting that promotional activities alone are insufficient to sustain long-term partnerships.
3. Perceived Price Fairness has a significant positive effect on B2B Partnership Sustainability, demonstrating that transparent and equitable pricing policies encourage stronger partnership commitment.
4. Platform Reputation has a significant positive effect on B2B Partnership Sustainability by enhancing hotel partners' trust and confidence in the platform.
5. Platform Reputation significantly strengthens the relationship between Customer Relationship Management and B2B Partnership Sustainability, indicating that a positive reputation enhances the effectiveness of relationship management.
6. Platform Reputation significantly strengthens the relationship between Perceived Price Fairness and B2B Partnership Sustainability, suggesting that a reputable platform reinforces partners' perceptions of pricing fairness.

7. Platform Reputation significantly strengthens the relationship between Digital Promotion Strategy and B2B Partnership Sustainability, indicating that promotional strategies become more effective when supported by a strong and credible platform reputation.

Overall, this study confirms that Platform Reputation plays a strategic role in strengthening the effectiveness of CRM, Digital Promotion Strategy, and Perceived Price Fairness in promoting sustainable B2B partnerships within the digital hospitality platform industry.

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