

Research article

Development Strategy of Local Snacks in Lombok Island as Culinary Tourism Products using Swot Analysis

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Abstract.

Culinary tourism product of Lombok Island, especially local snacks, has various local snacks, from sweet to savory and from steamed to fried snacks, which represent not only the history and culture of the Sasak tribe but also from hybrid cultures in the past. The purpose of this research is to identify local snacks that can be developed as culinary tourism products of Lombok Island, analyze and design strategies to leverage strengths and opportunities, rectify the weakness, and overcome the threats of Lombok Island culinary tourism products. This study uses the SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). This research uses a qualitative method with the results showing that four strategies could use to develop snacks as culinary tourism products on the island of Lombok. The strategies are sorted based on recommendations for implementation priorities, namely: 1) Local snacks can introduce to tourists through tourism activities or events made by the government, and also hotels can cooperate with local snack sellers as a snack menu option; 2) The government and related organizations can provide training and understanding to tour guides to introduce local snacks of Lombok; 3) The local government conducts coaching or competition for Small and Medium-Size Enterprises (SME's) to innovate flavors and adjust sizes, branding, good packaging and also registers local Lombok snacks in HKI (Intellectual Property Rights). 4) Establish cooperation between the government and business actors to rebrand products and online marketing with available marketplaces.

Keywords: Strategy; Local Snack; Lombok Island; Tourism Product; SWOT

1. Introduction

In 2019, the President of Republic Indonesia assigned five super-priority tourism destinations in Indonesia: Danau Toba, Candi Borobudur, Mandalika Special Economic Zone, Labuan Bajo, and Likupang. One of these tourism destinations, Mandalika Special Economic Zone, is on Lombok Island. It is predicted to attract at least two million international visitors each year, which means an opportunity to promote local tourism products. A study showed that among the type of souvenirs, local food gains the highest interest from tourists concerning some variables (1), hence both local food and cuisine

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have been recognized as critical market chance and used as promotion instrument of a tourist destination. Tourists are becoming more and more interested in locally produced food, Take them home as a souvenir. (2). A web-based post-holiday survey was conducted among tourists in Rovaniemi, Finland, and used a valid sample of 241 tourists for data analysis. Applied structural equation model, all proposed assumptions Supported. Research results prove the role of food consumption The influence of emotions on memory formation further affects behavior Intention and place attachment. Memory also plays a mediating role in the two Relationship (ie the relationship between "food consumption sentiment" and "location" Attachment" and the relationship between "food consumption emotion" and "behavior" intention" (3).

According to (4) this traditional food can be categorized into three groups, including: Traditional food that is almost extinct, Traditional foods that are less popular, Traditional food is popular (still exists). Traditional community documentation is expected to provide information for the younger generation to know and realize the importance of utilizing their country's products to build their health and life. Each region and tribe in Indonesia have traditional food that can be used as a regional attraction. However, not a few traditional foods that are very potential are not maintained and may not even be known by most residents (5). The introduction of traditional food to students is expected to increase students' knowledge of traditional foods, fostering a sense of belonging to the diversity in the area. Make students love the culture more in their area and invite them to preserve the culture and traditional food. As (6) pointed out, culinary tourism uses food as the theme and medium, destination, and means of transportation. It is about individuals exploring fresh food and using food to explore new cultures and lifestyles. It is about groups using food to "sell" their history and build a marketable and attractive identity for the public, and it's about satisfying curiosity individuals. Finally, it's about unusually experiencing food, and it breaks out of regular routines to pay attention to differences and the power of food to represent and negotiate such differences.

However, local foods of Lombok Island, especially local snacks, are not fully explored yet in terms of their function as a promotion instrument and potential tourism products. Most souvenir supermarkets in Lombok Island sell typical snacks found in almost all areas of Indonesia instead of focusing more on the local snacks. The low availability of Lombok Islands' local snacks at souvenir supermarkets may lead to a range of drawbacks, from losing the tourist market niche to tourism identity dilution. Survey data from nine countries indicate that food activities may affect travel Satisfaction and influence return willingness and possibility of recommending one destination. Food experience is related to memory, and these foods Experiences and souvenirs may

affect the destination image and lead to the future Buy. (7). Meanwhile, Lombok Island has various local snacks, from sweet to savory and from steamed to fried snacks, representing the history and culture of the Sasak tribe and from hybrid cultures in the past. Those local snacks divide into two main groups. The first are snacks consumed daily and the second are the snacks that are only served during special occasions such as wedding ceremonies, burial ceremonies, religious ceremonies, etc. Another difference between those two groups is the ingredients used and preparation technique in though in general, both type of snack shares essential elements such as coconut (shredded or milk), rice & glutinous rice (steamed or grounded), palm sugar, sugar, and cassava (8).

Nevertheless, not all those local snacks can be a souvenir due to the shelf-life. For instance, thus identifying those local snacks to classify which has the potential as a souvenir or serve as part of dining menu and or culinary trips. Furthermore, analyzing the Strength, Weaknesses, Opportunities, and Threats (SWOT) of Lombok Island local snacks is also important to obtain information required to develop strategies to leverage on strengths and opportunities and rectify the weakness as well as overcome the treats of Lombok Island culinary tourism products especially the local snacks. The Strategy comes from the Greek word, Strategy, defined as a plan to destroy the enemy through effective resources (9). According to (9), strategy is a decision guide based on market scope, growth rate, competitive advantage, and synergy. According to (10), Product development is a strategy that seeks to increase sales by improving or modifying existing products or services. Product development usually requires a lot of research and development costs. The research questions is 1)what local snacks can develop as culinary tourism products on the island of Lombok?, 2) how are the SWOT analysis of local snacks as culinary tourism products on the island of Lombok?, 3) what strategies can design to leverage Strengths and Opportunities and rectify Weaknesses and Treats in developing local snacks as culinary tourism products on Lombok Island?

2. Methodology

In this research used qualitative method. If we look for a precise definition of qualitative research, specifically for one that addresses its distinctive feature of being "qualitative," the literature is meager. This formulation develops to help improve research designs while stressing that a qualitative dimension is also present in quantitative work. Additionally, it can facilitate teaching and communication between researchers, diminish the

gap between qualitative and quantitative researchers, and help address critiques of qualitative methods and uses as a standard of evaluation of qualitative research (11).

Saturation has attained widespread acceptance as a methodological principle in qualitative research. It is commonly taken to indicate that, based on the data that have been collected or analyzed hitherto, further data collection and analysis are unnecessary. However, there appears to be uncertainty about how saturation should be conceptualized and inconsistencies in its use. In this paper, we look to clarify the nature, purposes, and uses of saturation, and in doing so, add to the theoretical debate on the role of saturation across different methodologies. We identify four distinct approaches to saturation, which differ in the extent to which an inductive or a deductive logic is adopted, and the relative emphasis on data collection, data analysis, and theorizing. We explore the purposes saturation might serve about these different approaches and the implications for how and when saturation will be sought. In examining these issues, we highlight the uncertain logic underlying saturation. As essentially a predictive statement about the unobserved based on the observed, a judgment that we argue results in equivocation and may in part explain the confusion surrounding its use. We conclude that saturation should be operationalized in a way that is consistent the research question(s). The theoretical position and analytic framework adopted, but there should be some limit to its scope so as not to risk saturation losing its coherence and potency if its conceptualization and uses are stretched too widely (12).

1. Observational Study

Firstly, the observation took place at hotels, menus from (how many hotels you used in this study) were collected to see if they serve local snacks or not, and the type of snacks. Secondly, three traditional markets were visited to find out the kind of snack they sell, the packaging, and the cleanliness, which was determined by observing the way it was served (mention the location of the traditional market). Lastly, local snacks sold at souvenir shops were listed, classified, and taken for documentation. In this research used some souvenir shop such as sasaku, some hotel such as Aruma Sengigi Hotel and Resort, Killa Resort and Lombok Astoria Hotel.

2. Focus Group Discussion

A mini Focus Group Discussion was organized on June 08th, 2021, in Golden Palace Hotel Mataram and attended by five participants from different professional backgrounds, and data obtained were analyzed. The participants from diverse professional backgrounds, such as a representative of the Indonesia Chef Association, the owner of

Sasaku's souvenir shop, Food and Beverage Hotel Manager, representative of Tourism Board Central Lombok Regency, representative of Public Health Department of West Nusa Tenggara.

3. In-depth Interview

The author conducted in-depth interviews with two traditional local snack traders. Based on the list of snacks that are commonly consumed by the people of Lombok (8), the traders helped to identify which of the list include local Lombok snacks, and they provided explanations about the ingredients for making snacks and in what occasion or when the people of Lombok consume the snacks.

This study aims to examine the use of the strategic management tool, Strengths-Weaknesses-Opportunities-Threats or SWOT analysis, and assess how the methodology has been used and changes to the method. The findings for and against SWOT analysis should lead to a balanced view of the technique and yield ideas for needed theory building. This paper is limited to analyzing reports found in a selection of academic peer-reviewed business journals. However, research implications for applying SWOT analysis provide a broad spectrum of industry analysis in North America, Europe, and Asia. This paper provides a summary of the research studies and suggests paths for future research. SWOT analysis has been extended beyond companies to countries and industries and used in virtually every published business case positioned for business student analysis. Additional use of SWOT is as a teaching tool by consultants, trainers, and educators.

The methods explain clearly how the author carried out the research. The method must describe the research design clearly, the replicable research procedures, describe how to summarize and analyze the data. The results are then utilized to select the best health tourism strategy using HFL MABAC. The applicability of this approach is presented through a case study. This is the first study to propose an analytically based SWOT analysis with integrated HFL methods for the selection of the most appealing health tourism strategy (13). However, using correlative SWOT analysis, we understand that the opportunities and threats are always "potential," depending on the organization's strategic capability to exercise its comparative strengths and weaknesses. Originality/value: Despite the growing criticism of the existing literature of SWOT analysis, no critique can give systemic and correlative answers to the articulation of business strategy in SWOT terms. The Stra.Tech.Man approach, also, is a conceptual framework to study the evolutionary adaptation of all the kinds of socioeconomic organizations (14).

3. Results and Discussion

This chapter discussed the results of research conducted by the author regarding local snacks on the island of Lombok and analysis of strategies in developing local snacks to become culinary tourism products in the island of Lombok. Based on the result of the Focus Group Discussion (FGD) conducted by the author, field observations, and the impact of research conducted by (8), 24 types of local snacks were found on the island of Lombok. Many of the 24 local snacks used rice flour, glutinous rice, and cassava as the main ingredients for making local snacks. In addition, almost all of these local snacks used the steam cooking method in the manufacturing process, thus making this local snack not last long. The author classifies local Lombok snacks from the manufacturing texture and cooking method/procedure, namely dry and moist snacks. Included in dry snacks are keciput, tarek, renggi, tempani, temerodok, aling-aling, food, timbung and tigapo. This local snack usually uses the fried cooking method. Meanwhile, what is included in the moist snacks include tikel, abuk, sticky rice poteng, cassava poteng, jaje tujak poteng, really, cerorot, laklak pancake, selong pancake, sumping, kedebak, kelaudan, pillow, kerake and tumbek, most of which are steamed cooking method.

3.1. Internal Analysis: Strengths

1. Lots of local snacks in Lombok; Lombok Island has 24 local snacks as culinary tourism products.
2. The number of Lombok snacks sellers; There are still many local snacks sellers on Lombok Island. Because local snacks can be produced and sold in traditional markets every day or those found during ceremonies.
3. An affordable price, the average local snack sold in traditional markets ranges from Rp. 3.000 – Rp. 5.000
4. Local snacks preserve local wisdom. By making local snacks, a culinary tourism product can help maintain local food and culture.
5. Local snacks provide economic sustainability for the local community.

3.2. Internal Analysis: Weakness

1. Lack of taste innovation in Local Snack. Local snacks in Lombok Island still have original taste; it has not been innovated and created on the ingredients. Innovation

can be done through trend adjustment or culinary development. Creation can also do by adjusting tourist tastes.

2. Local snack pieces are pretty big to be served as a snack, dessert, or food souvenir for tourists. A study conducted in Australia on cakes and muffins sold in supermarkets and coffee chains resulted in the median serving size of cakes and muffins from supermarkets 58 g (interquartile range, IQR: 47–83) were significantly smaller compared with coffee chain equivalents, 148 g (IQR: 115–171, $P < 0.001$). (15).
3. The local snack made by Small and Medium-sized Enterprises (SME's) package is unattractive. The study demonstrated the importance of interaction with customers for planning and design. The result of such a process is a package that can trigger a customer to purchase and or re-enforce the brand name to repurchase the product.
4. Some Small and Medium-sized Enterprises (SME's) are still inconsistent in producing and selling their local snacks. It is caused by some factors, such as the earthquake that shook Lombok Island in 2019 and the COVID19 Pandemic in early 2020 until today.
5. The processing of Lombok local Snacks tends to be steam, so it can not last long.
6. Many Lombok local snacks are similar to the other region in Indonesia, so the Local Government of Lombok has difficulty identifying the Lombok local snacks.

3.3. External Analysis: Opportunities

1. Mandalika Resort which locates in Lombok Island, belongs to one of the Super Priority Destinations. In 2019, The President of Indonesia, Mr. Joko Widodo established five Super Priority Destinations such as Toba Lake, Borobudur Temple, Mandalika Special Economic Zone, Labuan Bajo and Likupang. With the establishment of Mandalika Special Economic Zone, it becomes one of the Super Priority Destinations. A MotoGP event held in Mandalika Special Economic Zone will provide an excellent opportunity to attract tourist visits.
2. West Nusa Tenggara has 99 tourist villages based on The Governor of West Nusa Tenggara Decree in 2019. Those tourist villages spread offer seven districts such as ten tourist villages in Bima Regency, nine tourist villages in Dompu Regency, four tourist villages in Mataram City, 13 tourist villages in West Lombok Regency,

16 tourist villages in Central Lombok Regency, 18 tourist villages in East Lombok Regency and nine tourist villages in Sumbawa Regency. With a lot of tourist villages, the Opportunity has more chance to promote the local snack of Lombok. Lombok has a lot of accommodations. Based on Statistics Indonesia, West Nusa Tenggara has 862 accommodations with a total of 8.675 rooms.

3. Souvenir shops supported Small and Medium-sized Enterprises (SME's) to produce local snacks of Lombok as food souvenirs for tourists. The souvenir shop's management also gives recommendations on the price of similar products, so with an affordable price, the sales volume will be higher. Furthermore, the souvenir shop's management also provides packaging suggestions to be more attractive.
4. Tourists are becoming more and more interested in locally produced foods and taking them home as souvenirs. Traditional food is made in a specific way according to the inheritance of food, passed down from generation to generation, and its sensory characteristics are related to a particular region. Tradition is related to the place of origin and residence of origin, providing added value and feeling to the product. Therefore, the value of a food souvenir is closely related to the culture or tradition of the place where the visitor buys the item (2).

3.4. External Analysis: Threats

- a. The earthquake which happened in 2018 and COVID19 Pandemic caused a decrease in the number of tourists visits. The following table shows the number of international tourists (Wisman) and domestic tourists (Wisnus) in West Nusa Tenggara Province.

TABLE 1: Tourist Visit Data.

No	Years	Wisman	Wisnus	Total
1	2016	1.404.328	1.609.109	3.084.437
2	2017	1.430.249	2.078.654	3.508.903
3	2018	1.204.556	1.607.823	2.812.379
4	2019	1.550.791	2.155.561	3.709.352
5	2020	39.928	360.613	400.595

Source: Dinas Pariwisata Provinsi NTB 2020

- b. Many hotel management come from outside Lombok, so they are not very familiar with a local snack of Lombok.

c. The presentation of food in hotels is more general, adapting to the tastes of guests; The results of field observations conducted by researchers found that several hotels in Lombok such as Aruna Senggigi Hotel and Resort, Killa Resort, Hotel Santika and Hotel Lombok Astoria offer half day meeting / full day meeting packages with snack options that are more general such as Marble Cake, Cheese Cake, Carrot Cake, Chocolate Cake, Banana Cake, Lapis Surabaya, Pisang Rai, Roll Pandan, Sarang Semut, Puding Buah, Sumping Perenggi, Biji Salak, Muffin, Putu Ayu, Keriki Singkong, Samosa, Brownis Kukus, Talam Labu, Lemper Abon, Mocca Cake, Wajik, Risoles, Tiramisu Cake, Kroket Kentang, Pie Brownis, Wingko Babat, Pandan Roll Cake, Nagasari, Donat Kerju, Apem, Pisang Hijau, Tempe Mendoan, Pisang Krispi, Putu Mayang, Pisang Sale, Bubur Ketan Hitam, Apple Struddle, Nona Manis, Tahu Isi, Choux, Poteng Jaje Tujak, Abug, Bubur Sumsum, Cream Caramel, Lapis Beras, Onde-Onde, Ager Roti, Talam Ubi Ungu, Sari Muka, Kelepon, Serabi Keraton, Lupis.

d. The hotel chooses a menu (snack) with processing that does not take a long time to serve for the breakfast menu. This is due to the dense activities of the chef who works in the kitchen to prepare breakfast menus with a large number of guests and must serve a short time.

e. The tour guide has not maximized introducing local snacks to tourists; The guide apprised more about the history and the local community lifestyle. Local food commonly introduced to tourists more to meals such as Ayam Taliwang, Sate Bulayak, Sate Rembige, Bebalung. The guide was rarely announced about local snacks of Lombok Island.

f. Lack of guidance from the local government to Tourism Villages to introduce local snacks of Lombok. Direction on Tourism Village is more focused on 3A (Attractions, Amenities, and Accessibility).

3.5. Strength - Opportunity Strategy

- a. Local snacks can introduce to tourists through tourism activities and events made by the government.
- b. The hotel can cooperate with local snack sellers as a snack menu option for serving breakfast and half/full-day meeting packages at the hotel.

3.6. Strength -- Threat Strategies

- a. The government and related organizations can provide training and understanding to tour guides to introduce local snacks of Lombok.
- b. The government and related organizations can provide training and understanding to tour guides to introduce local snacks of Lombok.
- c. With many people who can sell local snacks, the hotel can cooperate with sellers to become suppliers of local snacks on the breakfast menu.
- d. The government provides guidance to tourist villages to introduce local snacks of Lombok, including attractions that tourists can do by trying to make a local snack of Lombok.

3.7. Weakness -- Opportunities Strategies

1. The local government conducts coaching or competition for Small and Medium-Size Enterprises (SME's) to innovate flavors and adjust sizes, branding, and good packaging on local snacks.
2. The government provides full support to Small and Medium-Size Enterprises (SME's) by helping provide training, motivating, and helping market local Lombok snacks products to tourists.
3. Snacks that have a longer shelf life can use as food souvenirs.
4. Snacks that do not have a long shelf life can introduce to tourists in tourism villages
5. The local government registers local Lombok snacks in HKI (Intellectual Property Rights).

3.8. Weakness - Threat Strategies

1. Establish cooperation between the government and business actors to rebrand products and online marketing with available marketplaces.
2. Collaborating between hotel culinary experts and local snacks experts in developing product quality and flavors that suit all circles.

4. Conclusion

Many snacks can develop as culinary tourism products on the island of Lombok. The snacks consist of dry snacks, semi-wet snacks, and wet snacks. The dry snacks include: 1) Keciput (daily, ceremony); 2) Tarek (daily, ceremony); 3) Renggi (ceremony); 4) Tempani (ceremony); and 5) Temerodok (daily, ceremony). The semi-wet snacks: 1) Aling-Aling (daily, ceremony); 2) Pangan (ceremony); 3) Timbung (ceremony); and 4) Tigapo (daily, ceremony). Wet snacks include: 1) Tikel (daily, ceremony); 2) Abuk (daily, ceremony); 3) Poteng Ketan (ceremony); 4) Poteng Singkong (daily, ceremony); 5) Poteng Jaje Tujak (ceremony); 6) Banget (daily, ceremony); 7) Cerorot (daily, ceremony); 8) Serabi Laklak (daily, ceremony); 9) Serabi Selong (daily, ceremony); 10) Sumping (daily, ceremony); 11) Kedebak (daily, ceremony); 12) Kelaudan (daily, ceremony); 13) Bantal (daily, ceremony); 14) Kerake; 15) Tumbek (ceremony).

In introducing and developing the snacks, the authors propose the following SWOT Strategies. SO Strategies: 1) local snacks can introduce to tourists through tourism activities and events made by the government; 2) Hotels can cooperate with local snack sellers as a snack menu option for serving breakfast and half/full-day meeting packages at the hotel. ST Strategies: 1) The government and related organizations can provide training and understanding to tour guides to introduce local snacks of Lombok; 2) The government and related organizations can provide training and understanding to tour guides to introduce local snacks of Lombok; 3) With many people who can sell local snacks, the hotel can cooperate with sellers to become suppliers of local snacks on the breakfast menu; 4) The government provides guidance to tourist villages to introduce local snacks of Lombok, including attractions that tourists can do by trying to make a local snack of Lombok.

For the WO Strategies, the authors propose: 1) The local government conducts coaching or competition for Small and Medium-Size Enterprises (SME's) to innovate flavors and adjust sizes, branding, and good packaging on local snacks; 2) The government provides full support to Small and Medium-Size Enterprises (SME's) by helping provide training, motivating and helping market local Lombok snacks products to tourists; 3) Snacks that have a longer shelf life can be used as food souvenirs; 4) Snacks that do not have a long shelf life, can be introduced to tourists in tourists villages; 5) Local government registers local Lombok snacks in HKI (Intellectual Property Rights). WT Strategies: 1) Establish cooperation between the government and business actors to rebrand products and online marketing with available marketplaces; 2) Collaborating

between hotel culinary experts and local snacks experts in developing product quality and flavors that suit all circles.

5. Recommendation

Several recommendations can be used as benchmarks to preserve local snacks in Lombok, including:

- (a) Government support through socialization and holding training for Lombok local snacks with Generation Z and Alpha
- (b) Collaboration with culinary activists to create exciting content on IG, Tiktok, Facebook, and Youtube
- (c) Assisting in terms of funding or business capital loans to local snack SMEs so that they can consistently produce and popularize Lombok local snacks
- (d) Make a culinary book for typical Lombok local snacks and distribute them evenly to schools, colleges until offices.
- (e) Making a special day for Lombok local snacks once a month in collaboration with policymakers, community leaders, art workers, hotels, entrepreneurs, and others
- (f) They are holding annual festivals and competitions on a national and even international scale with the theme of world-class local snacks.
- (g) Especially for chefs, they must have competence in processing Lombok local snacks as a condition for working in Lombok
- (h) Create a patent on the names of local snacks of Lombok
- (i) Support online sales of dry snacks through e-commerce such as; Bukalapak, Tokopedia, Shope, and others
- (j) Making souvenirs mandatory for all government, companies, and others in Lombok

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