

## **Business Development Strategy on Heritage Culinary Tourism**

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### **Abstrak**

Kuliner telah ditetapkan oleh Kementerian Pariwisata RI sebagai destinasi Wisata Kuliner. Penentuan kuliner sebagai destinasi wisata karena daya tahannya (kemampuan mempertahankan usahanya). Wisata Kuliner tidak terpengaruh oleh keadaan apapun, termasuk pandemi Covid-19. Penelitian dilakukan dalam rangka mengidentifikasi dan mengembangkan model strategis yang dilakukan oleh pemilik usaha kuliner dalam proses menjalankan usahanya untuk bertahan setidaknya selama 30 tahun. Penelitian diawali dengan melakukan inventarisasi usaha kuliner heritage di Kota Malang sesuai dengan kriteria yang telah ditentukan, dilanjutkan dengan melakukan wawancara mendalam kepada pemilik usaha tersebut. Jumlah responden sebanyak 168 orang yang terdiri dari: pemilik usaha kuliner di kota Malang yang telah bertahan puluhan tahun bahkan turun temurun dan Pemerintah Kota Malang. Analisis daya tahan usaha kuliner berdasarkan Corporate Sustainable Longevity (CSL). Hasil analisis mengkonfirmasi bahwa CSL usaha kuliner di Kota Malang tergolong rendah. Saran penelitian bagi pemilik usaha kuliner adalah merancang dan menerapkan strategi pemulihan dan respon pasca krisis. Selanjutnya, saran lainnya terkait membangun ketahanan untuk menghadapi masa depan setelah krisis dan melakukan perubahan lanskap bisnis untuk mencapai keberlanjutan bisnis.

**Kata kunci:** kuliner, heritage, pariwisata, strategi, keberlanjutan

### **Abstract**

Culinary has been designated by the Indonesian Tourism Ministry as a Culinary Tourism destination. The determination of culinary as a tourism destination is because of its durability (ability to maintain its business). Culinary Tourism is not affected by any circumstances, including Covid-19 pandemic. Research was conducted in order to identify and develop a strategic model carried out by culinary business owners in process of running their business to survive at least for 30 years. The research began by conducting an inventory of heritage culinary businesses in Malang City according to specified criteria, followed by conducting in-depth interviews with these business owners. The number of respondents were 168 people consisting of: culinary business owners in Malang city who have survived decades and even over generations and the Malang City Government. Analysis of durability of culinary business was based on Corporate Sustainable Longevity (CSL). The analysis results confirm that the CSL of culinary business in Malang City are categorized as low. The research suggestion for culinary business owners is design and implementation of post-crisis recovery and response strategies. Furthermore, other suggestions related to build resilience to deal with the future after crisis and make changes to the business landscape to achieve business sustainability.

**Keywords:** culinary, heritage, tourism, strategy, sustainability

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## INTRODUCTION

A business will always face various disturbances or environmental turbulence, which is caused by various factors (Børing, 2015 [1]; Todeschini et al, 2017 [2]). It is very important for business to carry out the right strategy. The goal is that the business can be able to survive (durability) from all shock factors that occur every year (Ortiz-Villajos & Sotoca, 2018 [3]). Various studies have explained and revealed the factors that become problems in business so that it does not have the durability of its business, which in the end will suffer huge losses or even go bankrupt (Agarwal & Gort, 2002 [4]). The Covid-19 pandemic has become part of the disruption of business stability that it affects the durability of the business.

One of sectors which mostly get impact of the Covid-19 pandemic is tourism. Altman (2020) [5] estimates that the tourism business will experience a significant decline, which is 44-80 percent in 2020. One of the tourism supporting sectors that is interesting to be discussed is Culinary Tourism. This is because during the COVID-19 pandemic, culinary tourism is not too affected. The concept of service in culinary tourism has changed. If initially you have to come to the place, now you can go through a delivery service. Gössling et al. (2020)[6] stated that the existence of Covid-19 forced restaurants to close in several countries and carry out sales with a delivery system to continue business.

Malang city has a strong culinary tourism destination. This is because the Malang City has strong culinary and heritage tourism characteristics which is make tourist always takes the time to enjoy culinary that has lasted for so long (heritage). Some of Malang culinary tourism destination is: Nasi Ampok; Rawon; Arema meatballs, and so on.

This study aims to identify Durability Strategy Model of culinary business which are able to run business for a long time. This culinary business called heritage culinary tourism. This research also supports development of Malang City Government policies in regional development planning. Culinary tourism is one of the strategic targets for local governments as stated in the Malang City Government RPJMD (Rencana Pembangunan Jangka Menengah Daerah).

## METHODOLOGY

This research was conducted by using descriptive research based on qualitative approach. Based on Moleong (2007: 6) [7] the qualitative research is a type of research which aims to understand the phenomenon happened to research subjects such as behavior, action, motivation, perception, and so on by utilizing various natural methods and by way of language in a special natural context and description contains words.

The focus of research according to Moeleong (2007:7) [7] is intended to limit a problem under study so that there is no bias in perceiving and reviewing the problem. In this study, focus of the discussion is about preparation of a strategic model carried out by culinary business owners in the process of running their business until they last at least 30 years.

The study began by making observations to see the potential of culinary tourism in the Malang City, and to develop a model culinary tourism strategy. This observation is used as material to explore data through interviews with various parties related to the potential for culinary tourism in the city of Malang. The data obtained will be analyzed and the results will be presented in a Focus Group Discussion (FGD) to produce an appropriate strategy development planning model for culinary business owners.

The data used in this study are as follows (Wardiyanta, 2006:28)[8]: 1) Primary Data, is data which are collected from original sources, first-hand informants or respondents. This data will be obtained directly by conducting direct interviews with relevant sources or informants, obtained from direct observations in the field, through written notes or through video and audio recordings. The parties as primary data from this research are Culinary Tourism Managers in Malang City, community leaders and local communities in the Malang City area, and several tourists visiting Malang City; and 2) Secondary Data, is data or information which are not directly collected from first-hand respondent, but from third party. This data can be obtained through other related media such as journals, newspapers, personal documents or official documents such as statistical data on tourist visits obtained from the Malang City Tourism and Culture Office, and the internet.

Number of respondents in this research were 168, consisting of: culinary business owners in Malang city who have survived decades and even over generations, and the Malang City Government. Research data collected in June-November 2021.

This study used data collection techniques based on the explanation from Gunawan (2013:143-183)[9] as follows:

#### 1. Observation

Observation is a term that is directed to the actions of gathering information through paying close attention, recording phenomena that arise, and considering the relationship among aspects of the phenomenon.

#### 2. Interview

An interview is a conversation activity carried out between two parties consisting of an interviewer who delivers questions and a source (informant) who provides answers to these questions and has a specific purpose. The form of interview used in this study is a semi-structured interview which has the following characteristics (Herdiansyah, 2011:123) [10]:

- a. The questions are open-ended,
- b. The pace of the interview is predictable
- c. Flexible but controlled
- d. There is an interview guide
- e. Interviews were conducted aimed at understanding a particular phenomenon or problem.

The resource persons during the interviews are the officer of Department of Tourism and Culture of Malang City, Culinary Tourism Manager in Malang City, community leaders, local people of Malang City, and several tourists visiting Malang City. Likewise, later during the

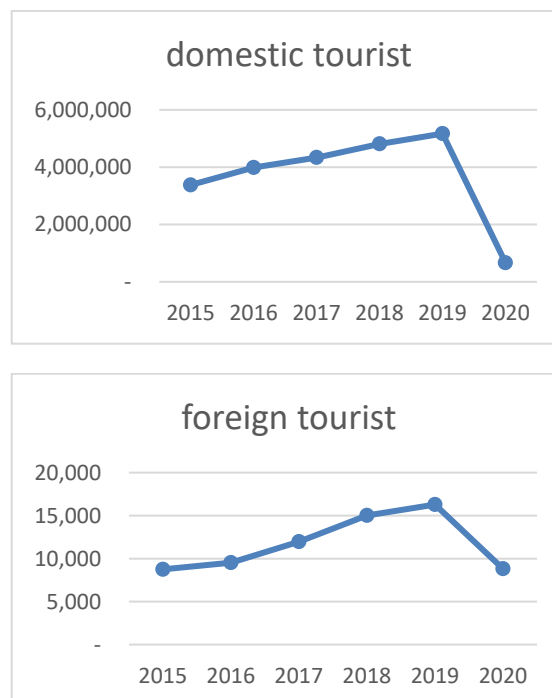
FGD, the resource persons will be met to discuss the strategic model for developing Malang City Culinary Tourism.

### 3. Documentation

Documentation is done by collecting a number of documents or data needed as information material that is tailored to the research problem, such as tourist visit data, notebooks, reports, regulations or policies and related documents.

## RESULT AND DISCUSSION

The main target of tourism development in Malang City is shopping areas, culinary centers, city parks and tourism facilities such as hotels, transportation and others (Setioko, 2019) [11]. Malang City tourism does not rely on natural beauty or the topography of areas such as Batu City and Malang Regency. Malang City Government has focused on thematic concepts and culinary tourism. Malang City Government has also prepared and started building clustered culinary tours, such as Tugu Culinary Tourism, Sriwijaya Culinary Tourism, and Chinatown Culinary Tour. The number of foreign and domestic tourist visiting Malang are shown in Figure 2.



**Figure 2.** Domestic and foreign tourist 2015-2020

**Source:** Department of Youth, Sports and Tourism Malang City

One of the challenges in developing tourism in Malang City is the Covid-19 pandemic which has had a significant effect on reducing the number of tourist visits. This is because this pandemic has triggered a travel bans for both domestic and international and total lockdown of borders (Jamal and Bourke, 2020)[12].

Various efforts that have been made by government to spur the growth of the culinary tourism during COVID-19 Pandemic will be in vain if business owners do not have the ability to survive (durability). Durability is the main factor to survive due to environmental changes (the COVID-19 pandemic).

This research use Corporate Sustainable Longevity (CSL) indicators to measure the level of durability, proposed by Ahmad et al (2019)[13]. There are five indicators that can be used to

determine sustainable of a business. These five factors are: (1) Financial Strength, (2) Customer Orientation, (3) Internal Capabilities, (4) Strategic Perspective, and (5) Learning & Growth. CSL is also used to find out a broad picture of the Management crisis and disaster of companies/organizations/businesses in order to reduce the probability of the crisis occurring, work to minimize losses from the crisis, and trying to rebuild after the crisis (Bundy et al, 2017).

In order to determine the level of durability of culinary business in Malang City during the COVID-19 Pandemic, the analysis was conducted following the five factors of Corporate Sustainable Longevity (CSL).

### 1. Financial Strength

This factor focuses on the level of financial literacy of culinary business in Malang City. The questions asked to respondents are related to financial strength, productivity and profitability, management of effective cash flow, controls of internal and external financial (audit), and return on capital as the main driver of CSL (Ahmad et al, 2019)[13]. In this research, not all of these focuses were asked to respondents considering the form of business which is micro scale. We generally discuss financial conditions from the beginning to the post-secondary period of the COVID-19 pandemic. The field study results show that the financial capacity of the culinary business in Malang City is low. They had reduced some of the workforce, even closed their businesses temporarily due to disrupted cash flows. The Large-Scale Social Restrictions policy has reduced the number of customer. Many of them have to decide to close their business operations for three months or more. Then, many owner have restarted their business by maximizing the existing workforce. Even the owner himself takes care all of business activities independently without additional labor. This condition shows that overall culinary business in Malang City do not have adequate financial resources to survive during the pandemic. This fact also confirms that the financial literacy understanding by culinary business owners is relatively low. They do not have ability to forecast their capital.

### 2. Customer Orientation

Customer satisfaction is a driving factor for the emergence of Corporate Sustainable Longevity (CSL), this opinion was conveyed by Kozak (2018) [14], besides that customer satisfaction functions as a heartbeat; this factor would affect to immediate shutdown of the organization, regardless of the presence of all other factors. Customer-oriented organizational strategies, good customer relations, as well as customer perceived value (Grimonpont, 2016 [15]; Lavie, Haunschild, & Khanna, 2012 [16]) are important points to realize customer satisfaction which ultimately leads to CSL. This customer orientation factor aims to measure the level of understanding of business owners regarding the wishes of consumers and the efforts that have been made to retain consumers.

The results of the analysis show that culinary business owners have a fairly high understanding of consumer orientation. This can be seen from the efforts made to make the location of consumers comfortable in consuming the culinary products offered, ranging from providing a hand washing place to preparing place with a table that has been cleaned every time consumers leave. During the COVID-19 Pandemic, an effort to attract consumers to visit their location is to join the online motorcycle taxi platform with the aim that consumers who have become customers can still consume products owned by consumer actors. In addition, the association that oversees culinary business actors also collaborates with companies engaged in the F&B (Food & Beverage) sector, especially bottled drinking water products in order to be able to provide discount programs and vouchers that are bundled with their products. The ability to promote both through ATL (Above The Line) and BTL (Below The Line) media seems to have not been widely carried out by associations and culinary business

actors, this fact can be seen from their lack of understanding regarding the optimization of social media as a media to boost sales. As well as being a means to build customer communication at a low cost and one of the influencing factors is the lack of business actors who are able to use various forms of social media due to their age. Meanwhile, promotional activities carried out using mass media have never been carried out either by community managers or personally by culinary business actors due to constrained costs plus the post-COVID-19 pandemic conditions that are still happening which have an impact on the lack of income earned so that the perpetrators businesses object when they have to do promotions in the mass media.

### 3. Internal Capabilities

The majority of the literature that discusses strategy-related focuses on identification of internal capabilities and elements to describe long-term success, while the literature that discusses management focuses more on external elements affects to the CSL (Corporate Sustainable Longevity) (Napolitano et al., 2015) [17]. Discussion about internal capabilities cannot be separated from the concept of Resource Based View (RBV) where this concept is also the background for the emergence of CSL. This RBV view reveals that the company's ability to develop certain capabilities allows a company to get a sustainable competitive advantage (Barney, 1991) [18]. Furthermore, this ability allows the company to adapt regarding changing competitive environment and increase its survival possibility (EstevePérez & Mañez-Castillejo, 2007) [19].

Barney (1991) [18] stated there are three different categories to classify firm resources as tangible or intangible, i.e. capital resources of human, physical, and organizational. This internal capability factor focuses on how the level of resources and capabilities possessed by culinary business actors in order to maintain their business performance as long as the COVID-19 Pandemic. Based on the analysis results, it is proved that the level of ability of culinary business actors in the field of business development is still relatively low where the high level of competition makes them make efforts to be able to reach as many consumers as possible by providing all the menus available to their fellow business actors so that every business actors do not have dominant characteristics between one another, this condition is a challenge for culinary business actors to survive, on the one hand they have to survive the COVID-19 pandemic condition which has not subsided, on the other hand they have to compete with fellow business actors who have similar products. Meanwhile, in terms of resource management capabilities, culinary business actors who are the object of research have received training from the relevant agencies including training and certification of halal food and hygiene in the process of making food ingredients, this shows that in terms of the ability of all culinary business actors already have the same ability so that the problem is how the actors and the association management to innovate and be creative in order to create a competitive advantage so that each business actor can have different advantages and characteristics.

### 4. Strategic Perspective

The strategic perspective emphasizes that companies with a shared vision (Neff, 2015)[20], and the capability to successfully execute organizational strategies, tend to maintain the existence of the company, which includes a leadership role in designing the suitable strategy based on careful market analysis (Stearns et.al., 1995) [21]. Ability of business actors in the culinary field



to make short-term and long-term strategies to maintain business both before and after the COVID-19 Pandemic is still untested where in general they still do not have the ability to carry out a strategy or strategic steps of short-term and long-term oriented. This is due to the age and educational background of business actors, most of whom only graduated from basic education. They choose to pursue a business profession in the culinary field as the last alternative after trying other sectors that have failed. The mindset that has been formed so far is how they can survive today and be able to find capital for the continuity of their business in the future, the competitive factor is quite tight, making them unable to carry out strategic planning even to secure the supply of raw materials for the next day. The use of a strategic perspective factor in measuring the level of durability in micro and small businesses feels inappropriate because businesses at the micro and small level tend to have not been able to think strategically so that the results of the analysis obtained are less than optimal. In addition, respondents who are sources of information are also people who have never received higher education so that there is a lot of miss information in the data collection process.

## 5. Learning & Growth

Learning and growth are factors related to an organization is able to learn and adapt to a fast changing global environment, so research and development unit within a company must be proactive with good instinct to anticipate future consumer requirements and respond in a perfect time to provide a competitive advantage for businesses. company which ultimately leads to a sustainable existence (Ahmad et al, 2019)[13]. This factor aims to be able to find out how the capabilities of business actors and the resources they have such as workers (employees) can learn and grow in accordance with changing conditions that are happening both in the external and internal environment of business actors. Based on the analysis results, it can be confirmed that before the era of COVID-19 pandemic, culinary business actors employed employees, even more than one person, meanwhile the ability of each employee was able to manage the business that had been carried out. The beginning of the COVID-19 pandemic caused many culinary business actors to reduce employees so that the ability of employees to deal with crisis has not been able to be measured, especially in adapting to face crisis, while culinary business owners have a fairly low level of adaptation to environmental changes where there are still many business owners who close their doors. For approximately 3 months then, the efforts made by business owners are creating new marketing channels by joining as tenants in online transportation companies. So that they can survive facing the crisis during the COVID-19 pandemic. Other efforts that are being carried out by business actors to survive are by starting businesses without using employees so as to ease the operational burden of their businesses. This shows that in terms of employee empowerment in the long term, which is one of the focuses in the Learning & Growth factor, it cannot be used as a measurement tool because during the COVID-19 pandemic, many employees were laid off by the culinary business owner who was the object of this research.

Based on the five indicators used as an analytical tool in this study, the issues that occur can be grouped as follows:

**Table 1. Mapping of issues**

<b>Indicators</b>	<b>Issues</b>
<i>Financial Strength</i>	Low financial literacy of culinary business actors, especially in forecasting and professional financial management.
<i>Customer Orientation</i>	The forms of promotion, both ATL (Above The Line) and BTL (Below The Line) needs to be improved to gain promotions.
<i>Internal Capabilities</i>	The internal capabilities of culinary business actors, especially to make different menus and have distinctive characteristics, need to be improved in order to compete with other business actors. The Malang City Government have tried to provide training and assistance to increase the capacity of culinary business actors, but in reality there are still many trainings that have not been targeted so that business actors have not been able to survive during COVID-19 Pandemic.
<i>Strategic Perspective</i>	The majority of business actors are at the micro and small levels so that they do not have a strategic understanding of a business continuity.
<i>Learning &amp; Growth</i>	The adaptability of business owners and employees, especially in dealing with crises, is still relatively low, especially during the era of COVID-19 Pandemic, so efforts are needed from various parties to improve adaptation capabilities in dealing with crises.

Managers or owners of tourist destinations have certain control over some of the implemented policies. A special strategy must be carried out by a manager to achieve the goal, such as saving the post-Covid-19 tourism industry. Furthermore, handling Indonesian tourism can be done with three strategies (Jumadi, 2021) [21] as follows.

Short-term strategy, determining tourism disaster mitigation SOPs including standard health protocols as preventive action for the Covid-19 outbreak, especially in the era of new normal, strengthening appeal on cleanliness and health of the destination environmental, and strengthening Destination Management Organizations (DMOs). Moreover, in tourist villages, improving the management of operational process of the tourist destinations are very important. The management can be started by innovate products by conducting digital tourism programs, manage information collected from tourist feedback, and improve value chain. The value chain can be improved by manage internal customers (employees) to be satisfied and loyal. So, they can perform best services that can ultimately lead to external customer satisfaction and loyalty.

Medium-term strategy, it is called as a collaborative strategy including Academic, Business, Government, Customer, and Media (ABGCM). The implementation of the collaborative strategy can be optimized by balancing the role of each respective fields. So all fields can collaborate very well and build excellent strengths. Universities play as human resources producer and research organization to fulfill the requirements of the tourism industry. In particular action, universities can open study programs/department of tourism destinations management (including culinary tourism) and conduct special business-oriented activities to answer the requirements of the tourism industry. On the other hand, government must take action in design and establish appropriate policies, particularly related roadmap of tourism



industry development. For the reasons of efficient and effective in digital era, it is important to build good relationship with media for disseminating the policies, especially the one has relation with tourism industry and tourism promotion programs. In this case, customers are also important to be involved in developing tourism in the community.

Long-term strategy, design operations management system of the tourism industry. Operations management system in the tourism industry needs to focus to several important elements, i.e. input, process, output, and outcome. In terms of “input”, the one need to be considered are improvement of destinations quality, human resources quality by set the policy of competency standards for the tourism industry, and adequate supporting facilities which fulfill the standards of safety and comfortability. According to “process”, the one need to be considered are policy support by government, internal service quality (supporting facilities for employees), external services quality (providing supporting facilities for tourists), involving stakeholders for increasing integrated marketing programs. While the “output” is satisfaction and loyalty. Both well managed satisfaction and loyalty ultimately lead to revisiting tourists. In order to optimize the results, the system must be supported by implementation of the good management with total quality management approach.

## CONCLUSION

Most businesses want to survive, but few manage to survive more than a few years. So that a business / business really needs to survive in the face of all disturbances or what is called environmental turbulence, which is caused by various factors. So it is very important for business people / businesses to carry out the right strategy to be implemented. The goal is that the business can be able to survive (durability) from all the shock factors that occur every year. Durability is the main indicator in achieving success in business. Various studies have explained and revealed the factors that become problems in the business so that it does not have the durability of its business, which in the end will suffer huge losses or even go bankrupt. That is because the Covid-19 pandemic has become part of the disruption of business stability that greatly affects the durability of the business. Meanwhile, the sectors that have the most impact are business tourism, which is currently estimated to experience a significant decline in the tourism business, which is 44-80 percent in 2020. Meanwhile, various studies have explained that the tourism sector can provide benefits in terms of state income. can provide socio-economic value to local communities. So that the tourism industry is referred as well to as an activity that has a very large ability to create economic impacts that are multiplier effects (multi-multiplier) for the regions and related communities. The multiplier effect can be interpreted that the tourism industry is one of the instruments (tools) to move small and medium-scale business sectors.

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