



Marketing Strategy After the Covid 19 Pandemic at Langsa-Aceh Hutan Lindung Park

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Abstract. Indonesia has many natural tourist destinations that are well-known in foreign countries. In a situation of economic recovery due to the COVID-19 pandemic, the tourism sector is the driving force for the national economy. Langsa City has a well-known Hutan Lindung Park both from within and outside the city. Hutan Lindung Park ecotourism is one of the popular tourist destinations affected by social restrictions and is currently struggling to attract visitors. The purpose of this study is to formulate a marketing strategy to increase consumer interest in visiting Hutan Lindung Park. This study used a SWOT analysis with twenty two respondents consisting of government agencies, Hutan Lindung Park Management, and visitors. The results showed that the position of the Langsa Hutan Lindung Park was in quadrant I which recommended using an aggressive strategy with three secondary strategies: Market Development Strategy, Product Development Strategy, and Market Penetration Strategy.

Keywords: *Aggressive Strategy · Marketing Strategy*

1 Introduction

Indonesia is an archipelagic country with a tropical climate that has natural tourist destinations favored by local and foreign tourists. Indonesia is in the economic recovery phase due to the COVID-19 pandemic. The tourism sector is the driving force for the national economy. Reporting from BPS data [1] collaborating with the Ministry of Tourism and Creative Economy in 2021 the contribution of the tourism sector had increase by 12% compared to 2020, which had an impact on increasing tourism foreign exchange by 4%. Taking into account the contribution to GDP, the COVID-19 pandemic has significantly reduced the tourism sector, as reported by data from the Ministry of Tourism and Creative Economy with BPS [2] in 2019 the tourism sector contributed 4.7% and in that year the tourism sector contributed 4.7%, currently experiencing a golden period where its contribution to GDP continues to increase, but the performance of the sector couldn't be maintained due to the arrival of a pandemic that causes national social restrictions so its value has decreased drastically, which only contributed 4.05%. However, the Indonesian government had begun to open tourist sites, causing the tourism sector to increase in 2021. This is proven by the tourism GDP indicator which increased to 4.2% compared to 2020. This condition is quite encouraging, considering that MSME actors in the tourism sector can create jobs.

Langsa City has a beautiful ecotourism which is known as the Hutan Lindung Park which is quite attractive to the public. Hutan Lindung Park ecotourism is one of the tourist destinations that prosper the economy of MSMEs in tourist areas. Reporting from ajnn.net, during 2021 there were an average of ten thousand visitors of which every weekend the number of visitors exceeded one thousand people, and an average of five hundred people came to visit the forest location every day. This number has increased because Langsa City has begun to recover from the COVID-19 pandemic. Based on information compiled from various sources, during the 2020 pandemic, the Langsa City Government closed the tourist spot and reopened it on a limited basis. These restrictions caused a decrease in visitors by up to 30%. However, the Hutan Lindung Park has many advantages, including very affordable ticket prices, quite complete worship facilities and rides, and various animals making this tourist site able to recover from the pandemic.

From the explanation above, Hutan Lindung park management requires a strategy to increase public interest. Marketing strategies affect consumer decisions to consume both goods and services [3]. Several previous studies have stated that marketing strategies have a significant effect on consumer interest in visiting tourist sites [4, 5]. Considering that the Langsa Hutan Lindung Park is showing recovery from the pandemic as well as being a source of life for SMEs in tourist attractions, an appropriate marketing strategy is needed to increase the interest of visitors from outside the Langsa City area. The purpose of this study was to find out the right marketing strategy for the Langsa Hutan Lindung Park.

2 Marketing Strategy

Marketing strategy is a basic decision related to the allocation of resources used for marketing activities (Philip Kotler & Keller, 2009). Marketing strategy is the answer to how marketers can provide customer value and product advantages offered, where the answer is consistency in the formulation of the marketing mix so that it can meet customer needs [3]. In making a marketing strategy, a marketer must have two dimensions consisting of the current dimension and the future dimension [6]. The context of the current dimension is how the company adapts to environmental changes while the future context is the existence of relationships or relationships that can support the company in achieving its goals. Kotler (2009) stated the strategic planning process was as follows:

- a. Formulate the business mission which is the purpose of the organization in society.
- b. Analysis of the external environment (opportunities and threats) that affect business continuity.
- c. Internal environment analysis (strengths and weaknesses)
- d. Formulate business goals
- e. Develop a strategy to achieve the set goals
- f. Establish a program after the business unit develops the main strategies to achieve its goals.

g. Implementation.

Marketing strategy is a mindset in the marketing aspect used by business units to achieve organizational goals [7]. The marketing mix is a set of tools to shape the characteristics of the services offered to consumers [5]. The service marketing mix consists of the 7 P's, namely People, Processes, Physical Evidence, and Customer Service. The service marketing mix consists of Product, Promotion, Price, Location, People, Physical Evidence, and Process.

Joeastanti's research, (2012) suggested that marketing strategies in the Kediri City area that must be carried out by tourism managers were: (1) Improving tourist access, (2) promoting tour packages, (3) Holding events at tourist sites (4) Improve existing rides at tourist sites. While Masrin & Akmalia, 2019 suggested that the government of West Sumatra could increase tourist visits with the following strategies (1) Maintaining the characteristics of tourist sites, (2) Increasing the role of the community such as the existence of tourism-aware community groups in advancing tourism in West Sumatra.

3 Research Methods

This research is qualitative research with descriptive analysis. Qualitative research explains the object of research as it is regarding the variables, symptoms, or state of the object under study [8]. Respondents of this study were ecotourism Huta Lindung park management staff, visitors/tourists, and relevant government agencies. Data collection techniques in this study used questionnaires and in-depth interviews.

4 Results and Discussion

4.1 Respondent's Profile

The respondents of this research are stakeholders of the Langsa Hutan Lindung area. There were 22 people who were willing to be informants in this study. The grouping of profiles is categorized based on gender, age, education, and status of the respondent (Table 1.).

There is fifty percent of respondents divided equally between men and women. In terms of age, the majority of respondents aged 17 to 25 years were 27.3%, followed by respondents in the age category 26 to 34 years and 35 to 43 years reaching 22.7%. While in terms of education, the majority were undergraduates who reach 63.6%, it is expected that respondents with higher education will affect answering research problems. Meanwhile, the category of respondent status showed that the majority of respondents came from government agencies reaching 45.5%. Government agencies that became informants of this research came from the Bapedda of Langsa City, the Office of Youth, Sports and Tourism of Langsa City, and the Langsa Baro sub-district office which is the location of Hutan Lindung area.

Table 1. Respondent's Profile

Gender:	11	50%
a. Male	11	50%
b. Female		
Age:	6	27,3%
a. 17 to 25 years old	5	22,7%
b. 26 to 34 years old	5	22,7%
c. 35 to 43 years old	4	18,1%
d. 43 to 50 years old	2	9,2%
e. > 50 years old		
Education:	8	36,4%
a. High school	14	63,6%
b. S1		
Respondent Status:	10	45,5%
a. Government agencies	4	18,2%
b. Hutan Lindung Management Staff	8	36,3%
c. Visitors		

Source: primary data processed, 2022

4.2 EFAS and IFAS Strategy

This study used a SWOT analysis that analyzes the company's environmental factors. In the SWOT analysis, there are internal and external factors that become the focus of the analysis to formulate strategies. Preparation of internal and external factors using observation, interviews, and distributing questionnaires. Internal factors were analyzed using Internal Factor Analysis (IFAS). Internal factor analysis described respondents' perceptions of the strengths and weaknesses faced in marketing Langsa Hutan Lindung Park tourism areas. External factors using External Factor Analysis (EFAS), external factor analysis described respondents' perceptions of the opportunities and threats faced in developing marketing strategies. By identifying these four factors, SWOT analysis users can reduce weaknesses and maximize strengths as well as enlarge opportunities and minimize threats [9, 10].

a. Identification of Internal Factors

Internal factors consist of strengths and weaknesses. The results of the internal factor analysis are summarized in the IFAS (Internal Factor Analysis Summary) matrix. IFAS analysis is in the Table 2.. The data on the IFAS matrix showed that the total internal strength with a score of 2.287 was higher than the internal weakness of 1.374. This indicates that the Langsa Hutan Lindung Park area still has strong enough strengths to overcome the weaknesses it faces. So this needs to be considered in developing a marketing strategy. In this matrix, the strongest factor was the beauty of the forest landscape, with a score of 0.404, then the infrastructure factor and parking area, each of which got the same score of 0.380. Based on these data, the dominant strength of the Hutan Lindung area is the beauty of the scenery, as it is already known that park is

Table 2. IFAS Matrix (Internal Factors Analysis Summary)

Internal Factors/ Strength	Total Score	Weight	Rating	Weighted Score
1. The entrance fee for the Hutan Lindung area is affordable	80	0,094	4	0,376
2. Road access/infrastructure to forest areas is quite good	81	0,096	4	0,38
3. Spacious parking lot	81	0,096	4	0,38
4. Beautiful scenery, spacious, and suitable for family tours	86	0,101	4	0,404
5. The crime rate is low.	80	0,094	4	0,376
6. The uniqueness of tourist attractions such as nature tourism and education	79	0,092	4	0,371
Total Internal Strength	487			2,287
Internal Factors/Weakness	Total Score	Weight	Rating	Weighted Score
1. Tourism supporting facilities (eg: prayer room, cafeteria, education board) need to be considered for the convenience of visitors	82	0,096	4	0,384
2. There is no tourism-aware community group (pokdarwis) in the Hutan Lindung area	65	0,076	3	0,228
3. Low awareness of tourists to maintain cleanliness.	70	0,082	3	0,246
4. The number of personnel on duty in the tourist area needs to increase	71	0,084	3	0,249
5. Forest managers have not utilized digital marketing to maximize ecotourism	76	0,089	3	0,267
Total Internal Weakness	364			1,374
Total Internal Factor	851	1,00		

Source: primary data processed, 2022

famous for its wide area and scenic beauty. This makes this area a reference for visitors from within and outside the city. Meanwhile, by looking at the next leading strength factor concerning infrastructure, the vast forest area which reaches 254.4 Km² makes this tourist location able to provide a large enough parking area so that it is sufficient to accommodate many vehicles including tour buses.

From the IFAS matrix, the strongest weakness of Hutan Lindung is that tourism supporting facilities (eg prayer rooms, cafeterias, education boards) need attention for the convenience of visitors (score 0.384). Based on the researcher's investigation, the management of the Hutan Lindung had provided supporting facilities such as 6 units of prayer rooms and integrated with MCK, totaling 50 doors with locations spread out in every tourist area. However, the management needs to pay attention to the maintenance

of tourism supporting facilities such as lighting, water availability, the aridity of the gate area and the parking area. The next factor is that the manager had not utilized digital marketing optimally to market ecotourism outside Langsa City (score 0.267). Until now, digital searches for Hutan Lindung Park have only been obtained through national tourism directories and local news portals. Although the manager has Instagram social media, with only a thousand followers, it indicates that the ecotourism area requires a massive marketing strategy to attract more visitors.

b. Identify External Factors

External factors consist of opportunities and threats. A summary of the results of the internal factor analysis is in the EFAS (External Factor Analysis Summary) matrix.

EFAS analysis is in the matrix Table 3.

By looking at the results of the EFAS matrix above, the opportunity factor score is 1.998 higher than the opportunity factor score of 1.284. So the conclusion is that the Langsa Hutan Lindung park has a better chance than the threat so that with a good marketing strategy the tourism potential will be better. The government support factor is

Table 3. EFAS Matrix (External Factors Analysis Summary)

External Factor/opportunity	Total Score	Weight	Rating	Weighted Score
1. Government support in organizing events in the Hutan Lindung area can attract tourists	85	0,147	4	0,588
2. Public enthusiasm to visit the Hutan Lindung area	72	0,123	3	0,369
3. The positive impact of Hutan Lindung ecotourism on the economy of the surrounding community	76	0,13	3	0,39
4. Hutan Lindung Ecotourism has no competitors around Langsa City	56	0,097	3	0,291
5. Economic activity has returned to normal following the end of the covid 19	70	0,12	3	0,36
Total External Opportunity	359			1,998
External Factor/Threat	Total Score	Weight	Rating	Weighted Score
1. People's purchasing power is declining due to the increase in basic needs	74	0,123	3	0,372
2. Uncertain weather factors	72	0,123	3	0,372
3. Lack of investors for ecotourism development	78	0,134	4	0,54
Total External Threat	224			1,284
Total External Factor	583	1,00		

Source: primary data processed, 2022

the highest opportunity factor with a score of 0.558 followed by the positive impact of Hutan Lindung ecotourism on the economy of the surrounding community, especially the culinary sector with a score of 0.390. The management Hutan Lindung area is managed by PT Pelabuhan Kota Langsa (Pekola) as a BUMD which holds a permit for managing the Green Open Space of the forest. The agreement was made between PT Pekola and the Langsa City Government on August 29, 2017. The Langsa City Government had a major role in supporting the progress of Hutan Lindung tourism as a source of city revenue. Then the next opportunity factor is the positive impact factor of Hutan Lindung ecotourism on the economy of the surrounding community, especially the culinary sector. Tourist areas can create jobs and provide business opportunities for residents, including culinary businesses, and small stalls in forest areas.

The strongest threat factor was the lack of investors for ecotourism development with a score of 0.54. The Langsa city government had invested in PT Pekola as the management of the hutan lindung, including building a tourist area. Nevertheless, Hutan Lindung management allowed investors from outside government agencies to invest in the Hutan Lindung Park so that it could develop and become a favorite destination not only in Aceh but nationally. Then two factors have the same score: the increase in the price of necessities affects people's purchasing power and weather uncertainty with each score of 0.372. Currently, after the COVID-19 pandemic, there is an increase in the price of necessities which has an impact on people's purchasing power, so management needs to make a breakthrough in marketing programs to be able to increase public interest.

iii. Matriks Internal External

From the total score above, the SWOT diagram arrangement is as follows:

An external internal matrix was created after analysis of IFAS and EFAS. The total results of IFAS and EFAS calculations are as follows:

- 1 Total strength score (strengths) = 2.3 (rounded up).
- 2 Total score of weakness (weakness) = 1.4
- 3 Total score of opportunities (opportunities) = 1.9
- 4 Total score of threats (threats) = 1.3

$$\frac{S - W}{2}; \frac{O - T}{2}$$

$$\frac{2,3 - 1,4}{2}; \frac{1,9 - 1,3}{2} = \mathbf{0,45; 0,3}$$

Based on the above calculation, the coordinates of the internal and external matrix are 0.45; 0.3 with a position in quadrant I in the following illustration: (Fig. 1)

Ary Widiastini, (2015) stated that the strategy in the SWOT analysis consisted of a grand strategy and an alternative strategy as a supporting strategy. The main strategy formulation is to look at the marketing position of Hutan Lindung Park after the COVID-19 pandemic in the Internal External matrix. While the alternative strategy is a strategy

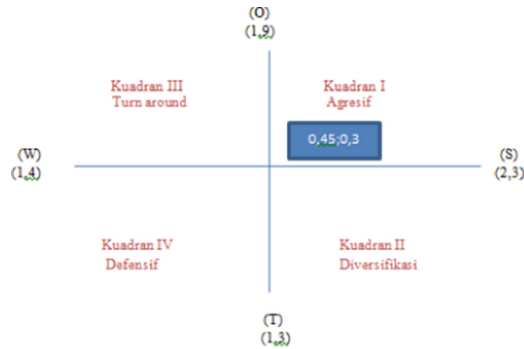


Fig. 1. Matrix Internal External

that supports the grand strategy consisting of Strength Opportunities (SO), Strength Threats (ST), Weakness opportunities (WO), and Weakness Threats (WT).

iv. SWOT Analysis and Marketing Strategy for Langsa Hutan Lindun Park

Based on the matrix above, the marketing position of Hutan Lindung was in quadrant I. This position is profitable because it means that Langsa Hutan Lindung Park has several potential opportunities and strengths. The strategy that supports this situation is aggressive (growth-oriented strategy).

Fred R, (2006) suggested that an aggressive strategy is a strategy that intensifies all efforts and strengths to fill the opportunities it has [11, 12]. There are three aggressive strategy options:

1. Market Development Strategy, a growth strategy by developing new market segments with existing products.
2. Product Development Strategy, a growth strategy by offering new or modified products to existing market segments.
3. Market Penetration Strategy is a growth strategy to increase current sales in the same market segment without changing the product.

Based on the analysis of IFAS and EFAS, the next step is to develop a SWOT Matrix, this matrix formulates various alternative strategies to develop marketing strategies. The following are the results of the SWOT matrix combination in the Table 4.

The next step is to prioritize the strategy based on the total score of the strengths, weaknesses, opportunities, and threats. There are four alternative strategies formulated and applied to the Langsa Hutan Lindung marketing strategy; Strength Opportunities (SO), Strength Threats (ST), Weakness Opportunities (WO), and Weakness Threats (WT). The explanation is in the following Table 5.

Table 4. SWOT Matrix

Factors	Strength	Weakness
Internal External	<ol style="list-style-type: none"> 1. The entrance fee for the Hutan Lindung area is affordable 2. Road access/infrastructure to forest areas is quite good 3. Spacious parking lot 4. Beautiful scenery, spacious, and suitable for family tours 5. The crime rate is low. 6. The uniqueness of tourist attractions such as nature tourism and education 	<ol style="list-style-type: none"> 1. Tourism supporting facilities (eg: prayer room, cafeteria, education board) need to be considered for the convenience of visitors 2. There is no tourism-aware community group (pokdarwis) in the forest area 3. Low awareness of tourists to maintain cleanliness. 4. The number of personnel on duty in the tourist area needs to increase 5. Forest managers have not utilized digital marketing to maximize ecotourism
Opportunities	SO Strategy	WO Strategy
<ol style="list-style-type: none"> 1. Government support in organizing events in the Hutan Lindung area can attract tourists 2. Public enthusiasm to visit the Hutan Lindung area 3. The positive impact of Hutan Lindung ecotourism on the economy of the surrounding community 4. Hutan Lindung Ecotourism has no competitors around Langsa City 5. Economic activity has returned to normal following the end of the covid 19 	<ol style="list-style-type: none"> 1. Cooperate with travel agents outside Langsa City to promote Hutan Lindung (S4,S5,S6,O1,O2) 2. Using social media to promote the Hutan Lindung park (S1,S2,O4,O5) 3. Encourage the community to promote Hutan Lindung tourism through recommendations on social media. (S5,S6,O3,O4,O5) 4. Increase the number of events in Hutan Lindung areas to attract people’s attention (S1,S2,S3,O5) 5. Establish cooperation and comparative studies with ecotourism managers outside Langsa (S6,O1,O5) 6. Adding tourist attractions in Hutan Lindung areas. (S1,S2,S3,O2,O3,O4) 7. Evaluate pricing strategy (S1,S6,O3,O4) 	<ol style="list-style-type: none"> 1. Improving facilities and infrastructure at tourist sites..(W1,W3,O4) 2. Forming a tourism awareness group in the community (W2,O2,O3), 3. Held an audience with the Langsa City government to increase personnel by recruiting workers in Hutan Lindung management.. (W1,W4,O1) 4. Adding garbage dumps at tourist sites (W3,W4,O2) 5. Take advantage of promotions with advances in digital technology through websites and social media (W5,O4,O5)

(continued)

Table 4. (continued)

Threats	ST Strategy	WT Strategy
1. People's purchasing power is declining due to the increase in basic needs 2. Uncertain weather factors 3. Lack of investors for ecotourism development	1. Maintain ticket price strategy to attract visitor interest (T1,T3, S1,S2,S3,S4,S5) 2. Take action against visitors who do not pay for entrance tickets (S1,O2) 3. Held an audience with the Langsa City government and the private sector to develop protected forests (S4,S5,S6,T1,T3) 4. Provide a rest area for visitors. (S4, S5,T2)	1. Installation of reminder boards to keep tourist sites clean (W1,W3,W4, T2) 2. Socialization to the community to participate in preserving Hutan Lindung (W2,W3,T2) 3. Review and evaluate pricing strategies to increase public interest. (T1,T3,W1) 4. Hold FGDs or audiences with relevant stakeholders to evaluate the successes and shortcomings of Hutan Lindung management (T3,W4,W5)

Table 5. SWOT Strategy Priority Order

Strategy	Formulation	Score	Priority
SO	Total score <i>Strength</i> + skor total <i>Opportunities</i>	4,2	I
WO	Total score <i>Weakness</i> + Skor total <i>Opportunities</i>	3,3	III
ST	Total score <i>Strength</i> + Skor total <i>Treaths</i>	3,6	II
WT	Total score <i>Weakness</i> + Skor total <i>Treaths</i>	2,7	IV

The results of the weight assessment and scoring in Table 5., shows that the SO strategy score is the highest, which is 4.2. SO strategy is a strategy that maximizes the strengths to fill the opportunities owned by the company. Quadrant I SO Strategy has the following alternative strategies: SWOT Strategy Priority Order.

1. Cooperate with travel agents outside Langsa City to promote Hutan Lindung (market penetration)
2. Using social media to promote the Hutan Lindung park (market penetration)
3. Encourage the community to promote Hutan Lindung tourism through recommendations on social media. (market penetration)
4. Increase the number of events in Hutan Lindung areas to attract people's attention (market development)
5. Establish cooperation and comparative studies with ecotourism managers outside Langsa (market development)
6. Adding tourist attractions in Hutan Lindung areas. (product development).
7. Evaluate pricing strategy (market development)

So from the results data from interviews, questionnaires, and observations. So the main strategy in marketing the Langsa Hutan Lindung is an aggressive strategy. This strategy involves market penetration, market development, and product development.

Then the alternative strategies obtained from the SWOT analysis are the seven SO strategies.

5 Conclusion

Langsa Hutan Lindung Park has natural and social potential that can improve the community's economy after the COVID-19 pandemic.

The main strategy recommended is an aggressive strategy, by developing the market through tourism agents and digital marketing. As for the alternative strategy using the Strength Opportunity strategy (SO), which consists of seven strategies: a) Cooperate with travel agents outside Langsa City to promote Hutan Lindung, b) Using social media to promote the Hutan Lindung c) Encourage the community to promote Hutan Lindung tourism through recommendations on social media. d) Increase the number of events in Hutan Lindung areas to attract people's attention, e) Establish cooperation and comparative studies with ecotourism managers outside Langsa, f) Adding tourist attractions in Hutan Lindung areas, g) Evaluate pricing strategy.

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