

NEW PRODUCT DEVELOPMENT AND MARKETING MIX STRATEGIES FOR NUTSAFIR COOKIES IN LOMBOK TOURISM

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Abstract

This community service article examines the formulation of new product development and marketing mix strategies for Nutsafir Cookies, a local food small and medium enterprise in Mataram, Lombok. The activity was designed to strengthen the firm's integration into the tourism value chain by aligning its products, packaging, distribution, promotion, and service processes with tourist needs. An applied case-based and participatory problem-solving approach was used through partner discussions, product and marketing diagnosis, review of tourism-market information, literature-based analysis, and collaborative formulation of practical solutions. The assessment identified several strategic gaps: the product portfolio was not yet fully organized around tourist usage situations, local distinctiveness had not been concentrated into a flagship product, packaging and distribution needed stronger tourism orientation, and marketing decisions required more systematic data. The resulting solution integrates a simplified Stage-Gate process, four priority product concepts, the 7P marketing mix, tourism-ecosystem partnerships, and low-cost digital tools such as QR-based product stories, WhatsApp Business, customer insight forms, and a weekly marketing dashboard. The article contributes an implementable framework for tourism-linked food SMEs to convert local resources and cultural narratives into differentiated, measurable, and market-tested offerings. For Nutsafir Cookies, the proposed strategy provides a phased pathway to improve customer value, channel access, brand recognition, and operational readiness for tourism and MICE markets.

Keywords: new product development; marketing mix; culinary tourism; food SMEs; destination branding

INTRODUCTION

Tourism creates demand not only for accommodation, transportation, and attractions, but also for locally produced food and souvenirs. A culinary souvenir operates simultaneously as a consumption item, a gift, a reminder of a travel experience, and a carrier of destination identity. Consequently, food SMEs located in tourism destinations need to compete through more than taste and production capacity. Their products must be distinctive, portable, safe, visually appealing, easy to purchase, and connected to stories that tourists can associate with the destination.

West Nusa Tenggara offers a substantial market for such products. In April 2026, star-rated hotels recorded 98,077 guests, while non-star hotels and other accommodation establishments recorded 140,284 guests. International arrivals through Zainuddin Abdul Madjid International Airport reached 8,686, and domestic tourist movements were recorded at 1,205,922 (Statistics Indonesia, West Nusa Tenggara Province, 2026). These flows represent recurring opportunities for local SMEs. However, tourist traffic becomes business value only when products are presented in

the right format, at the right price, through the right channels, and with communication that responds to tourists' purchasing situations.

Nutsafir Cookies is a grain-based food-processing SME established in Mataram on 11 September 2012. The enterprise offers variants based on mung bean, red bean, cashew, corn, cappuccino, melinjo, lebui, coconut, almond, and peanut. Its products are positioned as traditional dry snacks from Lombok, are produced without preservatives, artificial sweeteners, or artificial colorings, and are supported by trademark and halal certification. The enterprise also incorporates women's empowerment into its business identity (CV Safir Indo Raya, 2026; Karya Kreatif Indonesia, 2026). These assets provide a credible basis for growth in culinary tourism, souvenir, hotel, and MICE markets.

Nevertheless, an extensive flavor portfolio does not automatically create a clear tourism-market position. Tourists purchase a combination of functional quality, authenticity, destination image, gift value, convenience, and the experience of finding and buying the product. Food-souvenir image has been associated with perceived value, destination branding, and purchase intention (Chen et al., 2022), while tourist satisfaction with food souvenirs can influence subsequent behavioral intentions (Suhartanto et al., 2018). Nutsafir therefore requires an integrated strategy that connects product innovation with packaging, pricing, distribution, promotion, service processes, and measurable customer feedback.

This article aims to identify the main strategic challenges faced by Nutsafir Cookies in accessing tourism markets, formulate tourist-oriented product concepts, design an integrated 7P marketing mix, and propose simple technological and managerial tools for implementation. The theoretical contribution lies in integrating market-oriented new product development, destination-linked food souvenirs, and the extended marketing mix in the context of a local food SME. The practical contribution is a phased and measurable action framework that can be implemented with limited resources. The novelty of the program lies in translating the Stage-Gate logic, tourism customer journeys, local storytelling, and low-cost digital analytics into a single operational model adapted to the capacity of an SME.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

This article is an applied community service case and does not test statistical hypotheses. The literature review is therefore used to construct an analytical framework and justify the intervention design rather than to formulate hypotheses.

Market-Oriented New Product Development

New product development is not merely the creation of additional variants. It is a structured process for translating customer problems and market opportunities into commercially viable offerings. Cooper (2019) emphasizes that successful innovation is supported by clear product definition, customer orientation, cross-functional coordination, and decisions at successive development stages. For SMEs, the full Stage-Gate system may be too resource intensive; however, its underlying logic can be simplified into needs discovery, idea screening, prototype development, market testing, launch, and evaluation.

A market-oriented approach is particularly important for souvenir products because purchase decisions are highly situational. Travelers may require lightweight trial packs, family packages, premium gifts, hotel amenities, or conference snacks. Product architecture should therefore be based not only on flavor or ingredients but also on usage context, customer segment, channel, price tolerance, and logistical requirements. Testing before a full launch reduces the risk of investing in products that are technically feasible but commercially weak.

Food Souvenirs, Destination Branding, and Local Value

Souvenirs materialize travel memories and communicate destination identity. A systematic review by Shen and Lai (2022) shows that souvenir research is linked to authenticity, memory, identity, perceived value, satisfaction, and behavioral intention. For food products, the relationship is strengthened because taste, ingredients, production narratives, and packaging can represent local culture in an immediately consumable form.

Chen et al. (2022) demonstrate that the image of food-related souvenirs contributes to tourists' perceived value and purchase intention. Suhartanto et al. (2018) likewise indicate that food souvenirs influence tourist satisfaction and behavioral intentions. These findings imply that local ingredients alone do not guarantee differentiation. The ingredient must be converted into a recognizable promise through a product name, sensory quality, visual identity, origin story, reliable availability, and an appropriate gifting format. A flagship or hero product can concentrate this promise and make the brand easier to recall.

The Extended Marketing Mix in Tourism-Linked SMEs

The marketing mix coordinates the controllable elements used to create and deliver customer value. Product, price, place, and promotion remain central, but tourism-linked businesses also depend on people, process, and physical evidence because customers evaluate service interactions, purchase convenience, reliability, and visible quality cues (Kotler et al., 2017). For a food SME, these dimensions include staff product knowledge, response speed, ordering procedures, hygiene, certifications, displays, packaging consistency, and online customer reviews.

Digital tools should support the marketing mix rather than operate as isolated promotional channels. WhatsApp Business can facilitate conversion and customer retention; QR codes can connect packaging to destination stories and purchase information; online forms can capture customer insight; and dashboards can improve decisions concerning products, channels, inventory, and campaigns. The strategic principle is not technological complexity, but disciplined data collection and rapid learning.

RESEARCH METHODS

The program employed an applied case-based community service design using a participatory problem-solving approach. The activity was conducted with Nutsafir Cookies in Mataram, Lombok, West Nusa Tenggara, on 15 July 2026 as part of International Community Services. The unit of analysis was the SME's product and marketing system, including its product portfolio, packaging, market segments, channels, promotional communication, service process, and managerial information requirements.

The problem-identification stage combined discussion with the partner, observation and review of the available product portfolio and marketing materials, examination of the enterprise's public business profile, and analysis of secondary tourism-market data. Relevant literature on new product development, food souvenirs, destination branding, tourism marketing, and the 7P marketing mix was used to construct the analytical criteria. Because the program was intended to formulate an implementable improvement plan rather than measure causal effects, no statistical population or sample was established.

The analysis consisted of four steps. First, a gap analysis compared the current offering with tourist purchasing situations and tourism-channel requirements. Second, product ideas were screened using brand fit, local distinctiveness, production feasibility, shelf life, food safety, margin potential, portability, and story value. Third, the 7P framework was used to integrate product, price, place, promotion, people, process, and physical evidence. Fourth, the proposed solutions were translated into a 90-day implementation roadmap and a set of performance indicators.

Credibility was strengthened through triangulation between partner information, visible product and communication evidence, official tourism statistics, and established marketing literature. The diagnosis remains developmental rather than an internal financial or operational

audit. Accordingly, each proposed product and channel decision should be validated using sales data, cost and margin calculations, consumer testing, and feedback from tourism partners before full-scale implementation.

RESULTS AND DISCUSSION

Strategic Diagnosis of Nutsafir Cookies

The assessment indicates that Nutsafir possesses several important strategic assets: more than a decade of business experience, a diverse grain-based portfolio, halal certification, a recognizable Lombok identity, digital market access, and a social mission related to women's empowerment. The central issue is not a lack of products, but the absence of a sufficiently focused architecture that converts these assets into offers designed for specific tourist and business purchasing situations.

Table 1. Strategic Challenges and Their Marketing Implications

Area	Observed Strategic Gap	Business Implication
Portfolio structure	Variants are primarily differentiated by ingredients or flavors.	Tourists may not immediately understand which product suits travel consumption, gifts, hotels, or corporate needs.
Flagship differentiation	Local ingredients are available, but no single hero product dominates brand communication.	Promotional attention is dispersed and brand recall may remain weak.
Market validation	New ideas may be driven by production feasibility rather than tested demand.	The SME risks investing in products with low purchase intention or inadequate margins.
Packaging	Packaging performs a protective function but needs a stronger destination and gifting role.	Perceived value, portability, shelf impact, and Lombok storytelling are not fully optimized.
Distribution	Current channels may not cover all major tourist touchpoints.	The brand can be absent when spontaneous souvenir purchases occur.
Digital communication	Product posts may dominate over customer-oriented stories and calls to action.	Reach may not translate into enquiries, store visits, or orders.
Pricing	Different segments and channels may not yet have a clear value-based price architecture.	Margins can be compressed by commissions, shipping, packaging, or volume discounts.
Marketing data	Minimum performance data are not yet fully integrated into routine decisions.	Weak products or channels may be retained because decisions rely heavily on intuition.

Source: Community service strategic assessment (2026).

The diagnosis is consistent with the literature on food souvenirs. Tourist purchases are shaped by authenticity and memory, but also by perceived value and purchasing convenience (Chen et al., 2022; Shen & Lai, 2022). Therefore, strengthening local identity without restructuring the product portfolio and channels would be insufficient. Nutsafir must connect the local story to a clear offer, visible packaging, reliable quality, and availability throughout the tourist journey.

Tourist-Oriented New Product Development

The proposed development process uses a Stage-Gate Lite model adapted to SME resources. It begins with needs discovery among tourists and channel partners, followed by idea screening, prototype development, consumer and partner testing, a limited market trial, and launch evaluation. At each stage, management should make a proceed, revise, or stop decision. This approach limits premature investment and supports evidence-based innovation, reflecting Cooper's (2019) emphasis on market orientation and staged decision-making.

Four initial product concepts were formulated. They are not final products; they are hypotheses about customer value that require prototype and market testing. Their purpose is to reorganize the existing product strengths around different purchasing situations.

Table 2. Priority Product Concepts for Tourism Markets

Concept	Target	Offer Format	Core Value	Initial Test
Lombok Traveler Mini Pack	Individual tourists and families	Four to six small, lightweight flavor portions suitable for carry-on luggage	Variety, convenience, affordability	Size, travel durability, preferred flavors, acceptable price
Lombok Story Gift Box	Gift buyers and corporate clients	Selected variants in a premium box with cards on ingredients, women producers, and Lombok	Gift readiness, authenticity, emotional meaning	Design preference, willingness to pay, gifting intention
Nutsafir Hotel & MICE Bites	Hotels, resorts, meetings, and events	Individual 20–30 gram packs for welcome snacks, minibars, or coffee breaks	Recurring demand and guest exposure	B2B price, supply consistency, guest response
Signature Lebui Lombok	Tourists seeking distinctive local products	A flagship product using lebui and communicating its local provenance	Memorable local differentiation	Taste acceptance, understanding of lebui, perceived Lombok identity

Source: Authors' formulation (2026).

The proposed portfolio should then be divided into four roles: a hero product that becomes the face of the brand, core products that support volume, seasonal products for religious holidays and events, and B2B products for hotels, MICE, and corporate clients. The hero product should be selected using a weighted score covering sales, contribution margin, uniqueness, local-story strength, ease of production, and tourist appeal. This concentration is strategically necessary because an SME has limited promotional resources and cannot build equal salience for every variant.

Integrated 7P Marketing Mix

Because Nutsafir operates at the intersection of packaged food and tourism, the marketing mix must include service and experience elements. Product innovation without channel availability, service reliability, or visible quality evidence will not create a consistent tourism offering. The proposed 7P strategy is summarized in Table 3.

Table 3. Proposed 7P Marketing Mix and Performance Indicators

Element	Strategic Programs	Indicators
Product	Develop a hero product, mini packs, gift boxes, B2B bites, bilingual labels, and local-story cards.	Sales by SKU, consumer-test score, complaint rate, repeat orders
Price	Use trial, regular, and premium tiers; define B2B and reseller prices; protect minimum contribution margins.	Contribution margin, average order value, conversion rate
Place	Expand gradually to hotels, souvenir shops, airports, MICE venues, marketplaces, WhatsApp, resellers, and travel partners.	Active points of sale, channel sales, stock-out rate
Promotion	Use ingredient origins, production stories, women's empowerment, testimonials, pairings, micro-influencers, QR stories, and clear calls to action.	Reach, saves/shares, WhatsApp clicks, promotional-code use
People	Train employees and partners in product knowledge, service scripts, upselling, complaint handling, and communication standards.	Service complaints, response quality, upselling ratio
Process	Standardize ordering, stock confirmation, batch control, complaint records, delivery, and partner servicing.	Response time, lead time, on-time delivery, returns
Physical evidence	Strengthen packaging, displays, cleanliness, certifications, signage, catalogues, product photography, and reviews.	Outlet audit, rating, display consistency, brand recognition

Source: Authors' formulation (2026).

The distribution strategy deserves particular attention because souvenir purchases often occur spontaneously at tourist touchpoints. Hotels, resorts, souvenir stores, airports, MICE organizers, tour operators, and destination managers can provide recurring access to customers. However, expansion should be preceded by an assessment of capacity, batch consistency, administrative readiness, delivery reliability, and net margin after partner commissions. A small number of active and recurring B2B partners is more valuable than a large list of inactive prospects.

Low-Cost Technology and Managerial Solution

The technology required by Nutsafir does not need to be complex. The proposed Nutsafir Tourism Product and Marketing System integrates six low-cost components: a digital customer insight form; a Stage-Gate Lite board; QR-based product stories; WhatsApp Business and a segmented digital catalogue; a monthly content and campaign calendar; and a weekly marketing dashboard. The system follows the learning flow: tourist and partner input → idea screening → prototype → consumer testing → limited market trial → launch → dashboard evaluation → improvement.

A customer insight form can record customer origin, purchase purpose, preferred flavors, packaging evaluation, acceptable price, discovery channel, and consent for future communication. QR codes on packaging can connect consumers to ingredient stories, production processes, women's empowerment information, certifications, short videos, outlet locations, and ordering links. Separate tracking parameters for products or campaigns can reveal which packaging and channels generate engagement.

WhatsApp Business should function as the central conversion and retention channel rather than merely a contact number. Product catalogues, quick replies, customer labels, service hours,

automated messages, and order instructions should be standardized. A simple spreadsheet dashboard should record sales and margins by SKU and channel, average order value, inventory, repeat orders, complaints, customer sources, and campaign-code performance. Weekly review creates a managerial discipline that allows the SME to discontinue, revise, or scale products using evidence.

Implementation Roadmap

Table 4. Ninety-Day Implementation Roadmap

Period	Priority	Main Activities	Expected Output
Days 1–30	Diagnosis and focus	Audit sales and margins; interview customers and partners; map the customer journey; select a hero product and two concepts.	Baseline data, personas, hero-product decision, prototype brief
Days 31–60	Prototyping and validation	Develop a mini pack or gift box; prepare packaging messages; conduct taste and concept tests; calculate COGS and prices; approach tourism partners.	Tested prototype, price architecture, purchase-intention evidence, trial-channel agreement
Days 61–90	Market trial and measurement	Conduct a limited launch; use QR surveys; activate content and WhatsApp systems; update a weekly dashboard; evaluate complaints, inventory, sales, and margins.	Proceed/revise/sto p decision and scale-up plan

Source: Authors' formulation (2026).

Discussion and Managerial Priorities

The integrated solution demonstrates that the principal strategic choice is focus rather than proliferation. Adding many variants without market validation would increase complexity while weakening the clarity of the brand. A hero product and two tested tourism formats allow Nutsafir to concentrate design, promotional, and production resources. This is consistent with market-oriented new product development, which requires clear customer value and early testing before scale (Cooper, 2019).

Second, packaging must be treated as part of destination branding. The package should protect the product, withstand travel, support gifting, provide bilingual information, and communicate Lombok's local value. The local ingredient or women's empowerment narrative should be supported by verifiable evidence rather than generic claims. This strengthens authenticity and perceived value, which are central to the souvenir experience (Chen et al., 2022; Shen & Lai, 2022).

Third, digitalization should improve conversion and learning rather than simply increase posting frequency. Every digital message should direct customers to a catalogue, outlet location, or order channel. Similarly, data collection is valuable only when management uses it to make product, pricing, inventory, and channel decisions. The dashboard therefore functions as a governance mechanism for innovation, not merely as a reporting tool.

The immediate managerial priorities are: (1) designate one hero product; (2) test no more than two new concepts during the initial cycle; (3) strengthen travel-resistant, gift-ready, bilingual packaging; (4) prepare a concise B2B offer for hotels and MICE; (5) introduce trial, regular, and premium price tiers; (6) organize WhatsApp Business as a conversion system; (7) review a weekly dashboard; and (8) standardize quality, batch records, packaging controls, and delivery procedures before expanding distribution.

Claims concerning nutrition, fiber, protein, or health effects must not be used unless supported by appropriate testing, nutrition information, and applicable labeling requirements. In contrast, claims concerning local sourcing and women's empowerment can become credible brand assets when supported by simple indicators such as the number of workers involved, the proportion of local materials, farmer partnerships, and skills-development activities.

CONCLUSION

Nutsafir Cookies has a strong foundation for integration into Lombok's tourism value chain through its business experience, grain-based products, product variety, certification, local identity, digital access, and women's empowerment mission. The strategic challenge is to convert these assets into offers that are focused, segmented, distinctive, travel friendly, easy to purchase, and measurable.

The proposed framework combines a simplified Stage-Gate process, a hero-product strategy, tourism-oriented product formats, the 7P marketing mix, tourism-ecosystem partnerships, and low-cost digital tools. The framework provides practical implications for Nutsafir: new concepts should be tested before scale; packaging should operate as a destination-marketing medium; pricing and distribution should be differentiated by channel; and marketing decisions should be supported by weekly performance data.

The program is limited by its case-based and diagnostic nature. It does not yet provide longitudinal evidence on sales growth, customer retention, channel profitability, or the causal effect of the proposed interventions. Subsequent community service and research should implement controlled product trials, collect pre- and post-intervention indicators, compare performance across channels, and examine tourists' responses to local-story packaging and flagship-product positioning. These evaluations will determine which elements should be revised, discontinued, or expanded.

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