

Strategic Model for Halal Tourism Development in Indonesia: A Preliminary Research

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Abstract: Halal tourism is one of the emerging sectors in the halal industry. The article aims to identify the main problems, solutions, and strategies for developing a model of halal tourism. The qualitative and quantitative approaches are used in this article, including in-depth interviews and expert group discussions with the community leaders, academics, culinary and travel entrepreneurs, local tourism board, hotel entrepreneurs, and tourists representing halal tourism stakeholders. The data was complemented with research questionnaires and compiled using the Analytic Network Process (ANP) method, with Super Decision as a data processing tool. The article provides empirical insights into halal tourism in Indonesia, focusing on the root cause, the outcome of solutions, and the formulation of a future development strategy. Government-related issues remain the main priority, followed by community and halal facilities entrepreneur issues (hotel, travel, and halal food). The results showed that the priority problem in developing halal tourism in Indonesia is infrastructure problems. The solution is to build adequate road infrastructure, repair damaged roads, and complete road direction to halal tourism locations in every region of Indonesia. Halal tourism goals in Indonesia can be realized by implementing a functional synergy between the government and the local community.

Keywords: halal facilities, halal industry, halal tourism, infrastructure, tourism

1. Introduction

Muslim consumers are currently a rapidly growing market segment. Tourism and other commercial enterprises cannot ignore the growing number of Muslim consumers (Battour et al., 2014; Battour & Ismail, 2016). The total expenditure of the world's Muslim population for halal food and beverages in 2017 was US\$ 1.3 trillion, indicating the growth of Muslim consumers. The data is sourced from Thomson Reuters and Dinar Standard's Global Islamic Economic Report, which includes data from 75 countries. Muslim consumer growth is expected to reach US\$ 1.87 trillion by 2023.

Meanwhile, Muslim tourism spending in 2017 totaled US\$ 177 billion. Muslim tourism spending is expected to reach US\$ 274 billion in 2023, representing a 7.6% increase. In 2017, total Muslim consumer spending on halal media and recreation was US\$ 209 billion. Media and halal recreation spending is expected to rise 5.5% to US\$ 2.88 billion in 2023 (Hasan et al., 2019).

Indonesia is a country with distinct religious and social characteristics. As a result, Indonesia cannot be separated from the community's perspectives and religious practices. The social and spiritual legacy could be potential for tourism improvement with diverse tribes, ethnicities, languages, and traditions. The country's unique Muslim community characterizes tourist destinations such as royal residences, mosques, cemeteries, and culinary delights (Jaelani et al., 2016). The polarization of

culture and Muslim religious practice have become attractions for people visiting Indonesia, known as religious tourism. As the global Islamic economy expands, religious tourism expands as well. The term sharia tourism has changed into halal tourism (Jafari & Scott, 2014). The concept of halal tourism is a field of study that has received little public attention, both conceptually and empirically. Although there is still little public interest in halal tourism, it can meet the needs of Muslim consumers who want to enjoy recreation following Islamic law (Vargas-Sánchez & Moral-Moral, 2019).

Muslims make up most of Indonesia's population, and Islam significantly impacts culture and lifestyle. This condition follows Muslim consumers' need to become tourists to Indonesia. The presence of halal food, halal drinks, and worship facilities such as prayer rooms or mosques in tourist attractions demonstrates the shape of Islamic consumer needs. Therefore, an essential element in developing halal tourism is halal food, halal drinks, and places of worship (Jaelani et al., 2016; Oktadiana et al., 2016; Vargas-Sánchez & Moral-Moral, 2019).

In 2013, Jakarta hosted the Halal Expo and Global Halal Forum. This moment is the initial stage for the Indonesian government to develop Indonesian halal tourism by promoting halal tourism in Indonesia. Since 2016, Aceh Province, West Sumatra Province, West Java Province, Nusa Tenggara Province, and South Sulawesi Province have become tourism advantages in Indonesia for halal tourism (Republika, 2016). The Indonesian government also declared in 2016 that halal tourism is the country's mainstay tourism product. As a result, the Indonesian government encourages the growth and promotion of halal tourism in Indonesia. Furthermore, the Indonesian government recognizes halal tourism as the leading tourism brand in Indonesia through the Ministry of Tourism and Creative Economy of the Republic of Indonesia. However, the advantages of halal tourism in Indonesian tourism have not developed because it still has problems and obstacles in implementation.

These complex issues must be addressed, as well as solutions and strategies for overcoming challenges in developing halal tourism in Indonesia. As a result, the strategy model may be useful in overcoming the challenges of developing halal tourism in Indonesia. A halal tourism development strategy model must involve stakeholders. Stakeholders include the central and local governments, hotels, communities, travel companies, and food entrepreneurs. The stages that are passed in forming a strategic model for future development are identifying the source of the problem, finding a solution, and determining a strategic plan.

In Indonesia, research on halal tourism has not been mapped regarding problems, solutions, and strategic aspects. Several studies have identified halal tourism in only a few areas, including Aceh, West Sumatra, West Java, and South Sulawesi (Huda et al., 2021; Huda et al., 2020a; Huda et al., 2020b; Huda et al., 2020c). Previous research themes have been more focused on the potential and prospects of halal tourism in Indonesia, marketing strategies from the perspective of Middle Eastern tourists, quality of service in the Islamic context of halal tourism, development of halal tourism from the perspective of social capital through ecotourism tourism, the concept and implementation of halal tourism in Indonesia, and the impact of halal tourism regulations on tourism development (Adinugraha et al., 2018; Hidayat et al., 2019; A. Jaelani, 2017; Jazadi & Widari, 2019; Lari et al., 2020; Risprawati & Utami, 2019; Santoso & Argubi, 2019; Septiani et al., 2019; Utami et al., 2019; Wildan et al., 2016).

The research carries out the following objectives based on preliminary data and previously described research gaps. This article aims to determine priority problems, solutions, and strategies in developing halal tourism in Indonesia by looking at three aspects: the government, community, and hotel facilities (hoteliers, travel, and halal food). The first section of this article discusses the literature on halal tourism. This literature discusses opportunities, challenges, transformations, and strategies in halal tourism. The methodology used to collect and analyze the data is discussed in the following section. The final section is a summary of the research results. The results of this study focus on identifying the main problems, leading solutions, and main strategies in developing halal tourism in Indonesia based on data from experts, field informants, literature studies, and questionnaires.

2. Materials and Methods

2.1. Place of Research and Method of Data Source

This research was conducted in five provinces in Indonesia (Aceh, West Sumatra, West Java, South Sulawesi, and West Nusa Tenggara) for five months in 2019. Data collection methods include focus group discussions, in-depth interviews, and observation. This study's informants included

representatives from the provincial tourism office, academics, community leaders, sharia hotel entrepreneurs, culinary entrepreneurs, travel entrepreneurs, and tourists. Purposive sampling is used to select informants with high competence in each field controlled by the informant (Campbell et al., 2020)

Separate in-depth interviews were conducted with expert informants to collect data, and Indonesian was used as the language of instruction. Because the informants and researchers are fluent in Indonesian, communication during the interview was smooth, and the research data was collected following the research objectives. The proposed research framework is derived from the research results of Huda et al. (2019), Huda et al. (2020a), Huda et al. (2020b), and Huda et al. (2020c). The interviews and focus group discussions were compiled into a research framework.

Informants were given material questions about Indonesian tourism in general, halal tourism in particular, sharia hotels, sharia travel, halal food, and sharia business reports in halal tourism management. The questions are divided into problems, solutions, and strategies for halal tourism development in Indonesia. Researchers used video and tape recorders to record the answers of the informants. The responses of the informants were coded and transcribed as qualitative data.

2.2. Data Analysis Method

The data analysis method used in this research is the Analytic Networking Process (ANP) approach. The ANP method in qualitative research gives a ratio to the criteria to produce a composite priority ratio. The priority ratio also shows the influence relationship between elements or criteria (Saaty, 2013).

The model identifies the root cause (problem), the solution, and the strategy regarding halal tourism in Indonesia. Furthermore, the constructed model is then structured into the ANP network model. The ANP is a mathematical theory that systematically helps one deal with dependence and feedback. Using a comparative scale, it captures and integrates tangible and intangible variables (Saaty & Vargas, 2013). The ANP is also used to manage complex decision-making, including dependency and feedback evaluated in advantages, incentives, costs, and risks in many actual and hypothetical situations (Saaty & Vargas, 2013).

Figure 1 shows the ANP network's structure. The network is organized into targets, criteria, and alternatives (sub-criteria). The highest average score of the informants' answers determines the priority of targets, criteria, and alternatives.

The purpose of this research is to identify priority problems, solutions, and strategies for the development of halal tourism in Indonesia. The criteria for issues and solutions are comprised of three elements: the government, communities, and groups of entrepreneurs from halal facilities (hotel sharia, travel sharia, and halal food). The strategy element consists of several alternatives based on the informants' responses.

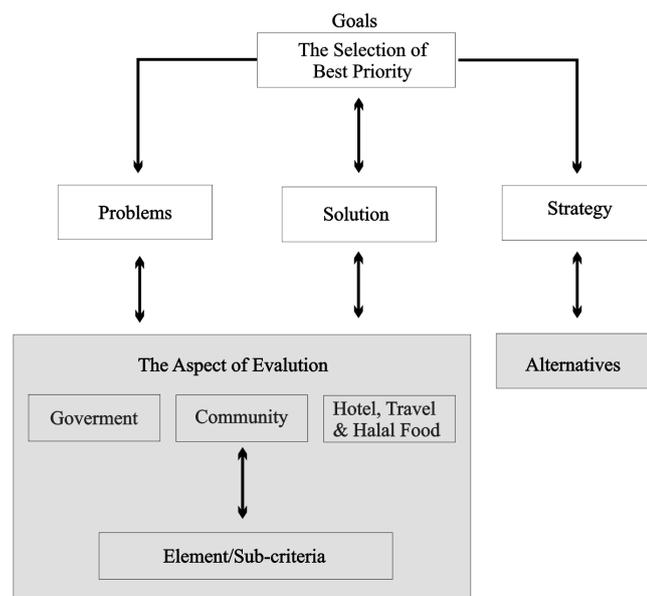


Figure 1. The ANP Research Framework

The following research stage compares the elements to evaluate them, also known as ANP pairwise comparison. A questionnaire is used in this study to compare the elements and criteria. This research questionnaire follows the Ascarya (2005) format because it is more straightforward and can reduce informant inconsistency in filling out the questionnaire.

The questionnaires completed by the informants are used to determine the priority problems, solutions, and strategies. The scale for this research questionnaire is 1 to 9 (Saaty & Vargas, 2013). Table 1 provides descriptions and explanations on a scale of 1 to 9. A scale of 1 indicates the lowest or unimportant score, and a scale of 9 indicates the highest score or has an essential meaning. Scales 2, 4, 6, and 8 show a neutral or significant score ranging from moderately unimportant to moderately important.

Table 1. Saaty’s 1-9 Scale of Pairwise Comparisons (Saaty & Vargas, 2013)

Intensity of Importance	Definition	Explanation
1	Equal Importance	Two activities contribute equally to the objective
2	Weak or Slight	
3	Moderate Importance	Experience and judgment slightly favor one activity over another
4	Moderate Plus	
5	Strong Importance	Experience and judgment strongly favor one activity over another
6	Strong Plus	
7	Very Strong	An activity is favored very strongly over another
8	Very very strong	
9	Extreme Importance	The highest possible order of affirmation is the evidence favoring one activity over another

2.3. Super Decision for Pairwise Comparison

The natural pairwise comparison process reveals the elements' preferences, interests, or possibilities. This pairwise comparison is generated by the human subconscious, a reflection and thought in comparing everything to produce priorities (Saaty & Vargas, 2013).

Informants will respond to the questionnaire with scores ranging from 1 to 9 to perform a pairwise comparison. After the core values questionnaire is completed, it is entered into the Super Decision software to calculate the weight of assumptions and goals in the ANP system. In Super Decision software, pairwise comparison connects elements and sub-elements, as well as the relationship between elements or sub-elements themselves. Finally, the Super Decisions processing data is transferred to an Excel file and processed using the ANP model.

Supermatrix is created to obtain the combined weight values (Saaty & Vargas, 2013). The unweighted supermatrix contains the results of all pairwise comparisons. Elements of groups or clusters are important to understand because they are related to determining absolute priority. Therefore, weights were determined using a pairwise comparison in the cluster matrix. The matrix becomes a stochastic column when all the elements in each component of the unweighted supermatrix are weighted by the appropriate cluster matrix cells, whether set by the default 1/n value described above or by comparing clusters and using derived benefits. MS Excel then processes the Super Decision output/result to create a better presentation in the form of a graph.

3. Results and Discussion

3.1. The Evaluation Criteria

This study's evaluation criteria are divided into three categories: government, local community, and halal facilities (hoteliers, travel, and halal food). Data from observations and in-depth interviews with informants are used to fill these criteria. Figure 2 shows the determination of evaluation criteria. In the government criteria, there are six elements or sub-criteria of halal tourism in Indonesia: infrastructure, implementing rules, specification, penalty, standardization, and the brand. The community aspect has five criteria: knowledge, cleanliness, obedience, information, and custom.

Finally, four criteria are being evaluated in the halal facilities criteria: sharia hotel, sharia travel, halal food, and promotion.

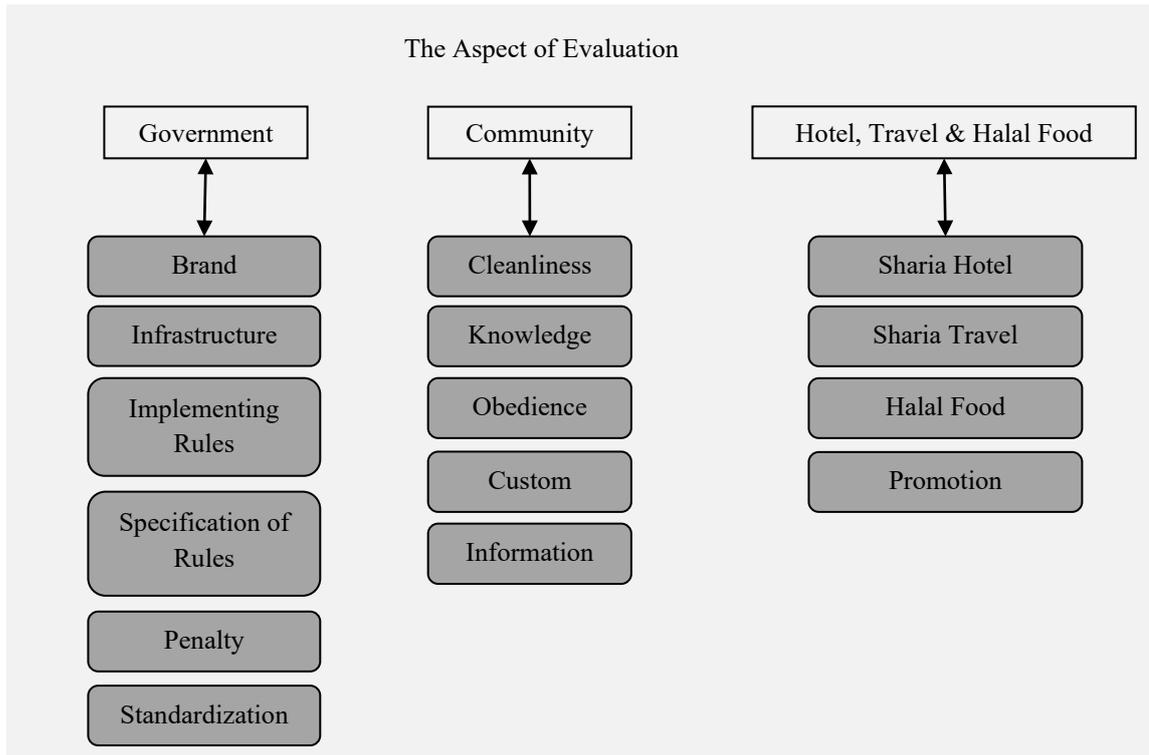


Figure 2. Determination of Evaluation Criteria

The informants' interviews show four strategies for developing halal tourism in Indonesia. Each strategy is classified into three sub-criteria. Figure 3 shows the halal tourism strategy construction to develop halal tourism in Indonesia.

The primary strategy is a collaboration between the government and entrepreneurs. The main focus is on the development of rules and the management of local halal tourism sites. Another critical strategy is a collaboration between the government and local community leaders, primarily for information dissemination and promotion of halal tourism. This effort has the potential to significantly raise public awareness about halal tourism sites and provide the community with excellent halal tourism literacy.

Infrastructure strategy refers to constructing new roads, airports, ports, and other supporting infrastructures such as bridges to access local halal tourist sites and reconstruct existing infrastructure. Concerns about budget allocations should be raised more specifically. Promotion is the most crucial strategy for halal tourism transformation in Indonesia. Since halal tourism is still viewed as a new way to develop tourism in Indonesia, massive public awareness efforts are required. Halal facilities strategies are primarily concerned with increasing the number of halal hotels, halal travel, and halal food availability.

The ANP network structure is then built after evaluating the problem, solution, and strategy by considering the aspects of government, community, and halal facilities entrepreneur. The Super Decision software then interprets the ANP network structure. The ANP research questionnaire can be generated automatically using Super Decision software or manually. A simplified ANP research questionnaire was written by Ascarya (2005).

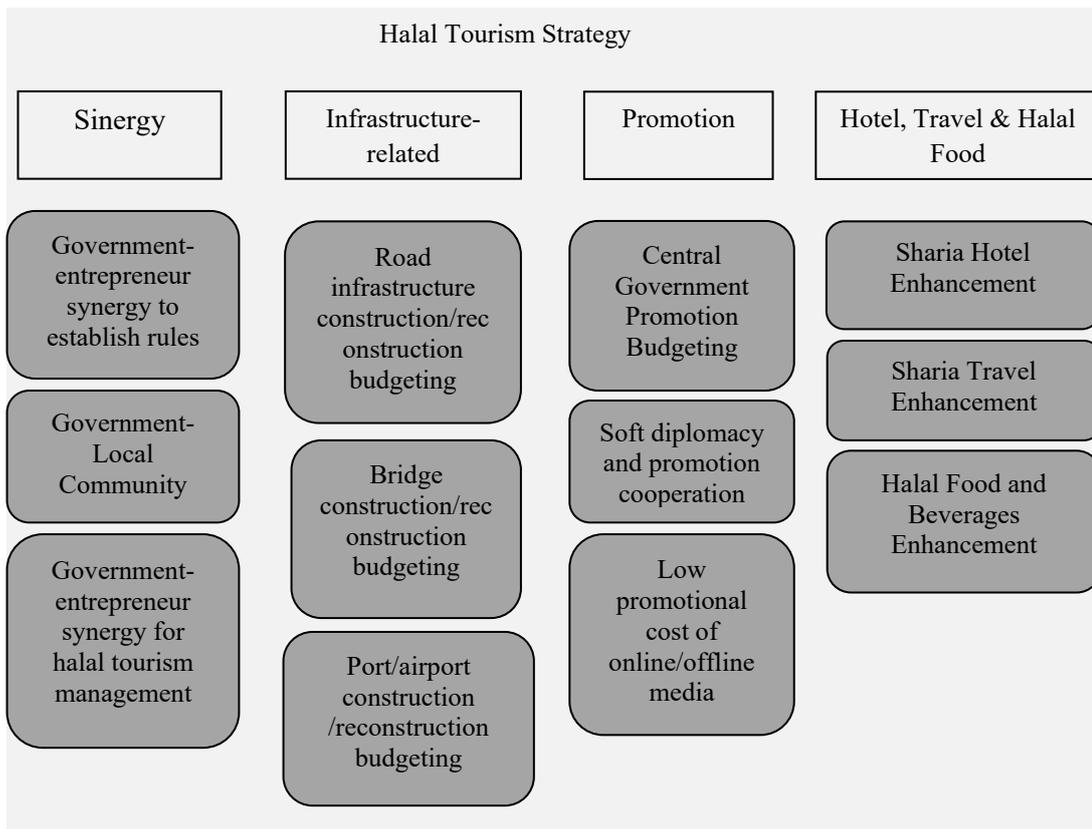


Figure 3. Halal Tourism Strategy Construction

3.2. The ANP Super Decisions Result

The output of the Super Decision software displays the priority elements/criteria for each evaluation aspect. For example, the infrastructure is the highest priority in the government criteria, followed by brand and conduct rules. The issue of knowledge is the highest priority in the community criteria, followed by cleanliness and information. Furthermore, halal food and cleanliness have become the highest priorities in the halal facilities criteria. Figure 4 shows each evaluation criteria's preference for the issue.

The main issue in developing halal tourism is infrastructure, particularly the roads. Most informants in West Sumatra, West Java, Aceh, and West Nusa Tenggara agree on this issue. According to our informant from West Nusa Tenggara said that:

“There are numerous potential halal tourist destinations in Indonesia, some of which are well-known worldwide. However, the trip to these tourist sites is extremely long due to issues with inadequate road infrastructure. The road conditions are also sometimes very narrow, making it difficult for large buses to pass. This issue undoubtedly affects tourists' desire to visit” (Zainal Hal, Personal Communication, November, 2021)

Infrastructure issues should be the government's primary focus in the development of halal tourism in Indonesia. Unfortunately, some areas, such as Sumatra (Western Indonesia), Nusa Tenggara (Central Indonesia), and Sulawesi (Eastern Indonesia), are still hampered by infrastructure issues, particularly roads, telecommunications networks, ports, and bridges. Sumatra Island, for example, has an infrastructure problem due to the sloping and hilly topography of the Bukit Barisan mountain, which has an elevation of 0 - 3805 meters above sea level. Nevertheless, Sumatra has much potential for halal attractions. Siberut National Park, Kerinci Seblat National Park, Lake Singkarak, Lake Maninjau, marine tourism objects in the Mentawai Islands, and other well-known attractions such as agro-tourism and cultural tourism. However, tourism objects in Sumatra are located in difficult-to-reach areas with all the limitations of road infrastructure, including uphill and downward contours, sharp turns, landslides, and bumpy road conditions (Huda et al., 2019; Huda et al., 2020a; Huda et al., 2020b; Huda et al., 2020c).

Due to insufficient road infrastructure, travel time to the locations of these attractions is extremely long. The road is also very narrow, making it difficult for large buses to pass. This issue has a positive impact on tourists' desire to visit or return to the location of halal tourism attractions. The accessibility and condition of a tourist destination's infrastructure, according to Kim & Ritchie (2014), is one of the attributes associated with an impressive travel experience, which can affect tourist return visits. The central government can collaborate with local governments and local entrepreneurs in the local area to accelerate infrastructure development to support halal tourism development. As a result, the harmonious synergy of the central government, regional governments, and local entrepreneurs is essential. Infrastructure development, particularly road access to halal tourist destinations, is a top priority. Other supporting infrastructure includes proper prayer facilities (mosques), directions, network expansion, and security units at each halal tourist destination location.

Meanwhile, in the community criteria, knowledge is the top priority that must resolve to develop halal tourism in Indonesia. This issue is related to the lack of public awareness about halal tourism in Indonesia, particularly in central halal tourism areas such as West Sumatra, West Nusa Tenggara, and Aceh.

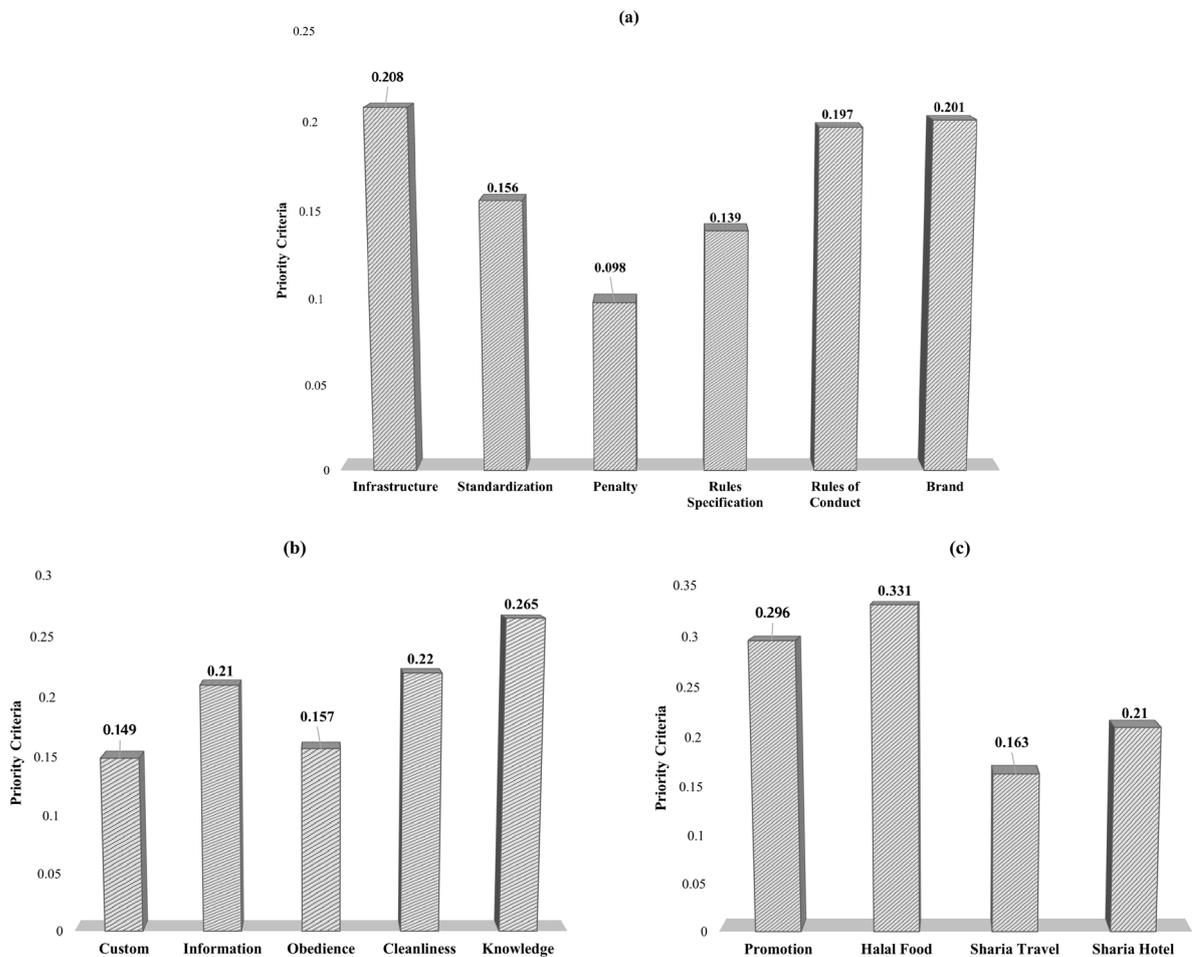


Figure 4. (a) The Priority Problem of Government Aspect (b) The Priority Problem of Community Aspect (c) The Priority Problem of Hotel, Travel, and Halal Food Aspect

This knowledge issue was raised and confirmed by our supreme court informant, a West Nusa Tenggara community leader. He claims that, despite having a Muslim majority population of 90%, Indonesia has local wisdom that supports halal tourism and strength from nature's beauty. However, it is still not widely known throughout the community, as conveyed through the excerpted interview as follows:

“Halal tourism known by society today is limited to the mosque, while halal tourism should not be limited to the mosque because there is also a mosque in every area. Nevertheless, West Nusa

Tenggara could bring up the side of its natural beauty, one of which is the beauty of its beaches that are not found in other regions.” (Zainal Hal, Personal Communication, November, 2021)

The main issues that must be resolved immediately in halal facilities (hotels, travel, and halal food) are halal food issues. This issue is related to halal food standardization, which still lacks precise government regulation. This result is consistent with the Makassar City Tourism Office, as conveyed through the excerpted interview as follows:

“We have ten types of uncertified culinary which are familiar to tourists; the process of culinary certification is currently underway. We have also held focus groups discussion with halal tourism actors like hotels; the first step is introducing halal restaurants in existing hotels.” (Kamelia Thamrin, Personal Communication, December, 2021).

This condition is based on the opinion of our informant from West Nusa Tenggara, who represents a culinary business entrepreneur, as conveyed through the excerpted interview as follows:

“Currently, most culinary and restaurant entrepreneurs in West Nusa Tenggara rely solely on billboards that read 'halal food,' while most lack a halal certificate.” (Lestari, Personal Communication, December, 2021).

The problems presented above are based on data analysis from an in-depth interview with informants. However, the informants also helped to submit solutions to the above issues.

Various solutions to related problems are also presented based on data processing from in-depth interviews with informants. In terms of government, the main issue is infrastructure, particularly road infrastructure. The solution is to build adequate road infrastructure, repair damaged roads, and complete road directions to halal tourism destinations in every region of Indonesia. Once again, the role of central and regional governments is critical to the successful development of halal tourism. Increasing and upgrading road infrastructure will benefit domestic and international tourists and various halal attractions in Indonesia. Furthermore, adequate road infrastructure will increase tourist visits to every halal tourism destination in Aceh, West Sumatra, West Java, West Nusa Tenggara, and South Sulawesi.

According to the informants, the solution to the community knowledge problem is promoting halal tourism objects/destinations in all regions. Therefore, the local government conducts intensive and massive promotional activities. Promotion can be done by maximizing the role of digital media and maintaining traditional promotional media. Promoting existing halal tourism objects raises public awareness and knowledge of halal tourism locations in their area and elsewhere. In addition, it hopes to create a sense of belonging, mutual support, and joint promotion of the place of halal tourism objects in each area so that they are better known worldwide.

On the other hand, issues concerning hotels, travel, and halal food continue to be a barrier to the development of halal tourism. According to the informants, one of the most significant is the central government's lack of halal food standardization. Halal tourism is identical to promoting halal products that are safe for Muslim tourists to consume. The Ministry of Tourism and Creative Economy collaborated with the Indonesian Ulama Council (MUI) to determine halal standards for tourism products when it launched sharia tourism in Indonesia in 2014. However, the standardization mentioned is still general, such as the availability of prayer places (mosques) near halal attractions or hotels, rather than specific to halal food and beverage products. Therefore, the standardization of halal food products is urgently necessary.

Indonesia's development halal tourism strategy is divided into four elements/criteria. The highest priority strategy is synergy. It is followed by infrastructure, related strategy, and the halal facilities enhancement strategy. Figure 5 shows the overall priority of strategy based on informants and data processing results from Super Decision software.

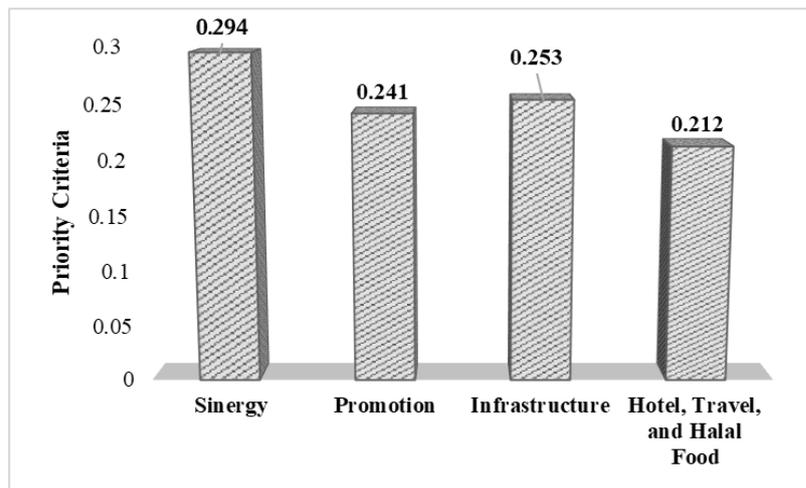


Figure 5. Priority of Halal Tourism Strategy

This research focuses on developing an appropriate to optimal strategy to improve and develop halal tourism. In addition, these strategies attend to other supporting aspects, such as government, community, hotel, travel, culinary, and restaurant entrepreneurs.

The informants' synergy is the primary strategy with the highest score in developing halal tourism in Indonesia. This strategy prioritizes the form of synergy between institutions and stakeholders explicitly to overcome obstacles to development and halal in Indonesia. The intended synergy is between the central and local government, local entrepreneurs, and the local community. The central government has a significant role in creating regulations, standardizing halal food products, and providing facilities and free halal certification fees. Furthermore, the central government has a role in managing special budget allocation for halal tourism promotion, supporting local entrepreneurs to manage halal tourism objects in their respective regions, and establishing good relationships with local custom leaders.

A development strategy is required to realize Indonesia as a global halal tourism center and to meet the tourism competitiveness index as one of its leading indicators, which includes improving infrastructure, promoting, preparing human resources, and increasing the capacity of tourism businesses (Jaelani, 2017). This development strategy has the potential, yet there is still a gap between the concept and the actual implementation. The halal tourism implementation rules are unable to reach the larger community. As a result, the local community does not understand the concept of halal tourism, the location of halal tourism objects, the benefits of halal tourism to the local community, and the rules that govern halal tourism in Indonesia. Therefore, massive promotional efforts are required. In collaboration and synergy with the central government and local entrepreneurs, the provincial government must work to raise public awareness about halal tourism, including implementing rules. The collaboration among halal tourism stakeholders has aligned with Jaelani et al. (2020). They stated that tourism activities should be tailored to the needs and coordination of contacts between the government, tourism industry business people, employees, and tourists.

On the other hand, the availability and assurance of halal food are among the critical factors contributing to halal tourism's success. Therefore, it is critical and urgent to encourage tourism companies to obtain halal certification to attract the Muslim market segment (Nurdiansyah, 2018; Oktadiana et al., 2016; Suharko et al., 2018; Vargas-Sánchez & Moral-Moral, 2019; Yousaf & Xiucheng, 2018). Furthermore, halal food certification ensures compliance with Islamic requirements (Henderson, 2010; Vargas-Sánchez & Moral-Moral, 2019). Therefore, contrary to popular belief, (Wilson, 2017) believes that Muslim countries' tourism products and services must be halal unless otherwise specified.

One of the main requirements of Muslim tourists is the availability of halal food. Therefore, it is important when selecting a tourism destination or service, such as hotels, restaurants, airlines, and others (Vargas-Sánchez & Moral-Moral, 2019). The statistics in Indonesia, the country with the largest Muslim population are astounding. However, since the inception of halal tourism, the government's lack of halal food standardization has caused issues. As a result, the central government must immediately implement standardization, particularly for halal food. This standardization includes the

food, raw materials, sources, production aids, and equipment. Furthermore, it also includes the sources of Animal feed, fertilizers in agriculture, and additives in food production (Dağ & Erbası-Gonc, 2013).

The community is another factor that influences the success of halal tourism development in Indonesia. Local communities provide significant support for halal destinations or attractions. Previous research has shown that if the local community does not support a tourist attraction in the local area, it is unlikely to survive as a tourist destination (Ahn et al., 2002; McCool et al., 2001). Understanding population attitudes and perceptions about tourism development and how these perceptions form will thus be a valuable input for the tourism industry, particularly in the development of halal tourism in these areas. As a result, a lack of knowledge and practical information restricts the growth of the halal tourism market (Vargas-Sánchez & Moral-Moral, 2019).

The needs of tourists, the tourism industry, and the local community have always benefited future generations regarding economic, social, and environmental growth. Murphy claims that tourism activities are community activities (Purnamasari, 2011). Indigenous communities' resources and uniqueness are linked to physical or non-physical factors (traditions and culture). On the other hand, as part of an interconnected ecosystem, the indigenous population that grows and lives alongside tourist attractions cannot be overlooked. As a result, community participation in the success of halal tourism in the area, particularly from the local community, is extremely influential.

The support of halal ecosystems from all stakeholders, along with the availability of reliable infrastructure, is one of the keys to increasing market share in halal tourism (roads, hub-international airports, premium hotels). It also aligns with Kim & Ritchie (2014), who investigated the characteristics of a tourist destination related to memorable travel experiences that may influence returning tourists. These characteristics include mental images of these attractions, such as local culture, activity diversity, hospitality, infrastructure, environmental management, access, service quality, and physiology (Kim & Ritchie, 2014). As part of the national tourism industry, Indonesia has significant economic potential for halal tourism (Jaelani, 2017). The tourism industry's goal is not only to provide material and psychological benefits to tourists but also to contribute to increased government revenue.

This halal tourism is not exclusive but open to all visitors (Muslim and non-Muslim). The essence of halal tourism is to emphasize sharia principles in tourism management and services that are courteous and conducive to all tourists and the surrounding environment. As a result, to make Indonesia a global halal tourism hub, its development strategy includes infrastructure improvements, promotion, human resource awareness, and most importantly, tourism capacity building for businesses as one of its key indicators.

4. Conclusion

The paper provides empirical insights into halal tourism in Indonesia, focusing on the root cause, the outcome of solutions, and the formulation of a future development strategy. Government issues remain the top priority, followed by community, halal facilities entrepreneur issues. In terms of government, the main focus of the issue is infrastructure. In contrast, the highest priority of the community aspect is public awareness, particularly of halal tourism attractions in each region. Finally, the main issue with hotels, travel, and halal food is the standardization of halal food. However, the most important aspect of this research is developing a strategic model for halal tourism, which provides some strategies for each priority of problem and solution. The top priority strategy is a collaboration among all halal tourism stakeholders, including the central government, local governments, local entrepreneurs, and the local community.

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