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STRATEGIC DEVELOPMENT OF HALAL TOURISM VILLAGE KAMPUNG BATIK CIBULUH BOGOR (KBCB) AS A SOCIO-CULTURAL DESTINATION IN INDONESIA

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Abstract

Indonesian halal tourism ranked first in global halal tourism in 2019. As one of the largest Muslim countries globally, the development of halal tourism will undoubtedly have a positive impact on Indonesian societies' socio-economic. West Java Province is one of several provinces that focus on halal tourism in Indonesia, where Bogor City is one of its regions that has a tremendous potential market for halal tourism development. Kampung Batik Desa Cibuluh Bogor (KBCB) has ample possibilities to be the leading halal tourism destination in Bogor City, especially with the concept of a halal tourism village. However, KBCB does not yet have an adequate strategy framework for its tourism development. Therefore, this study was conducted to formulate a strategy for developing a halal tourism village in KBCB based on strengths, weaknesses, opportunities, and threats (SWOT) analysis. It is using the method of Analytic Network Process (ANP) with the SWOT network. This study found that the batik educational tour as the main attraction of KBCB is a priority aspect of developing its halal tourism village. A foremost opportunity to develop a halal tourism village in KBCB is that West Java Province is selected as a focus area to develop halal tourism in Indonesia. This study also discovered that the lack of promotion and innovation is the central aspect of weakness, impeding the development of halal tourism village in KBCB. The competition between tourist destinations in Bogor City is also a significant threat that can hamper halal tourism village development in KBCB. Based on the SWOT analysis, enhancing the promotion and socialization of KBCB as a halal tourism village is a priority strategy to develop a halal tourism village in KBCB.

Keywords: ANP, Halal tourism village, Strategic development, SWOT

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INTRODUCTION

Tourism is one of the main sectors in national development because it has a multiplier effect (LPEM-FEB UI, 2018). This can accelerate economic growth in the short, medium, and long term. The tourism sector will open many jobs and contribute to the country's foreign exchange. The contribution of tourism to GDP in 2017 was 4.17 per cent, with an increasing growth trend (BPS 2017). According to data from the World Travel and Council in 2017, the tourism sector's total contribution to GDP reached 5.8 per cent, including investment and other supply chains.

Investment in the tourism sector is dominated by foreign investment. The proportion of foreign investment is 77 per cent. The average growth of tourism investment in the 2015-2017 sector is 35.5 per cent, realized in Jakarta, Bali, and West Java. The workforce in the tourism sector amounted to 12.3 million. The tourism sector has a positive impact on foreign exchange flows. Travel services show consistently contributing positively to the service balance with an increasing value. Employment creation from the tourism sector is 4.19 per cent in 2016 (LPEM-FEB UI 2018). Along with the Indonesian economy's growth, the more significant portion of the middle class of consumers who consider tourism as a necessity of life is no longer tertiary (UI Economic Development Institute 2018). Meaning: "Say, walk on the earth, then pay attention to how (Allah) started the creation (creature), then Allah made the final state. Indeed, Allah is almighty over all things ".

Seven factors have led to the rapid growth of the global halal tourism sector, namely the growth of the Muslim population, the growth of middle-class income, the Muslim millennial generation's population, and increased access to travel information (GMTI 2018). The number of Muslim tourists in 2018 was 140 million people and is expected to increase to 230 million tourists in 2026, with a total expenditure of up to the US \$ 300 billion (Global Muslim Travel Index 2019). Halal tourism has good prospects because it is alternative tourism that can meet the needs of Muslims.

The concept of halal tourism is not only targeting Muslim tourists but also non-Muslims. This is because halal tourism is only a sub-category that is friendly to Muslims and is included in religious tourism values (Gohary 2016). Halal tourism focuses on compliance with tourism activities, products and services with Islamic rules and principles (Bogan and Sariisik 2018). The concept of halal tourism is different from religious tourism. Halal tourism prioritizes Muslim tourists' services and facilities by sticking to Islamic values, while religious tourism focuses on the tourist objects visited (Cheriatna 2018). The concept of halal tourism 2.0 focuses more on the values and experiences gained from these attractions through a touch of technological innovation, social activism, and changes in tourist demographics around the world (GMTI 2019).

Indonesia can become the world's halal tourism market because of its comparative advantage, namely having the largest Muslim population and the gift of natural beauty. Indonesia has succeeded in being ranked first as a world halal tourist destination in 2019 with 78 (Global Muslim Travel Index 2019). The increase in value every year in a row since 2016 was ranked fourth with a score of 70.6 to become rank 1 in 2019. This shows that Indonesia has experienced an increase in the quality of management and development of halal tourism.

The government targets ten provinces to become leading destinations in developing family-friendly halal tourism, namely Aceh, Riau and Riau Islands, West Sumatra, Jakarta,

West Java, Central Java, Yogyakarta, East Java, South Sulawesi and Lombok (Indonesia Muslim Travel Index 2019). The development of halal tourist destinations can be applied in West Java because 98 per cent of the population is Muslim and is implemented through its three flagship sub-sectors, namely culinary, fashion and crafts. West Java is the highest exporter of creative economy products at 31.96 per cent (Bekraf 2016). West Java Province was selected as a favorite halal tourist destination held by Anugerah Syariah Republika in 2017.

The number of foreign and domestic tourist arrivals in West Java Province always increases every year (BPS Jabar 2019). The tourism sector and the products of the creative economy are interrelated. According to the 2016 Creative Economy Agency data, the contribution of the creative economy in West Java Province to GDP ranks third at 11.58 per cent. Fashion is the second leading creative economy sub-sector, which amounted to Rp. 166.1 trillion in 2016. Based on Law Number 10 of 2009 concerning Tourism, tourism is grouped into three parts: nature tourism, cultural tourism, and artificial tourism. Cultural tourism includes cultural heritage, history, shopping, and culinary tours.

Kampung Batik Cibuluh Bogor is a tourism and culturally based tourism village area. Kampung Batik is the first batik village inaugurated by the Bogor City government. Kampung Batik Cibuluh is a village fostered by the National Amil Zakat Agency (LPEM BAZNAS) Mustahik Economic Development Institute. The product produced from Kampung Cibuluh is a typical Bogor batik.

Batik cloth, including a craft of textile art that has contributed to GDP in 2016, is in the third position or 15.40 per cent (Bekraf 2016). The discourse on implementing halal tourism in the village can have an economic and social impact on the surrounding community. However, it needs strategic steps and targeted plans in the development of a halal tourism village. Therefore, this study will formulate a priority strategy for developing the halal tourism village in Kampung Batik Cibuluh.

FORMULATION OF THE PROBLEM

The highest number of tourist visits to tourist objects in West Java is Bogor City 5 306 257 tourists (West Java Tourism and Culture Office 2016). Bogor City is a buffer city for areas of the capital city (Sub-urban City) to have easy access for tourists to visit. This condition is also supported by the availability of the Jabodetabek commuter train.

It is feared that the city of Bogor will lose its own cultural identity because of its location in the satellite area of the capital. Thus, the government plans to strengthen the City of Bogor's image based on culture (Disparbud Bogor City 2019). The tourism category in Bogor City includes nature tourism, creative economy, history, culinary, education, and meeting tours, incentives, conventions, and exhibitions (MICE). However, according to Disparbud data for the City of Bogor in the 2019 strategic plan, it is explained that the creative economy mapping in the City of Bogor is still not optimal.

Kampung Batik Cibuluh was inaugurated on 23 August 2019 by the Commissioner of BAZNAS, Mayor of Bogor, and Rector of IPB. This village has its charm to serve as an educational and cultural tourism village. Kampung Batik Cibuluh received financial support and training from several institutions, namely the Department of Islamic Economics, IPB, LPEM BAZNAS, BRI Syariah Bank and the Bogor City Tourism Culture Office. This village

is declared to be a halal tourism village. The batik village coaching activity collaborates with IPB and is a thematic village area proclaimed by the Bogor City government. LPEM BAZNAS and IPB foster 50 batik craftsmen. Cibuluh Village has a Village Zakat Index (IDZ) value of 0.79. This value is good and is considered for implementing a strengthening and coaching program for village groups. The lowest index value of the five dimensions of Cibuluh Village is the economic dimension of 0.62. This value is interpreted as a value to be prioritized for strengthening business institutions in the context of the group self-reliance stage to improve community welfare (LPEM BAZNAS 2019).

Four hundred sixty-five families classified as underprivileged, and 251 families classified as prosperous families with an average income level of 1 000 000 - 1 600 000 rupiah /month (LPEM BAZNAS 2019). The development of the tourist village of Kampung Batik Cibuluh is still constrained by several things, namely the tourism organizational system is not sound, the promotion and branding are not optimal, human resources are not ready, densely populated residential areas, inadequate facilities and infrastructure and limited capital. According to the Yogyakarta Tourism Office results in 2014, it was explained that tourist villages could be trapped by stagnation because they tend to display monotonous attractions and lack proactive, innovative and evaluative services. Therefore, Kampung Batik Cibuluh needs to be analyzed about its development strategy by maximizing strengths and opportunities and minimizing weaknesses and threats to become a suitable halal tourism village.

Based on the background of these problems, the formulation of the research problem is:

1. What is the priority order of strengths, weaknesses, opportunities, and threats in the tourist village of Kampung Batik Cibuluh?
2. How to formulate a priority strategy in developing the halal tourism village of Kampung Batik Cibuluh?

RESEARCH PURPOSES

Based on the problem formulation that has been described, the objectives of this study are:

1. We are analyzing the priority order of strengths, internal weaknesses and opportunities, external threats in applying the halal tourism village Kampung Batik Cibuluh, Bogor City.
2. Formulate priority strategies in developing halal tourism villages Kampung Batik Cibuluh Bogor City

RESEARCH METHODOLOGY

Types and Sources of Data

The types of data used in this study are primary and secondary data. Primary data is obtained by filling out questionnaires and in-depth interviews with experts consisting of regulators, academics, practitioners, and community leaders' perspectives. Secondary data is used to support the various theories required in this study. Secondary data were obtained from the

Koran, the profile of Kampung Batik Cibuluh at LPEM BAZNAS, the Central Statistics Agency Indonesia (BPS), books, journals, theses, and literature needed to support thesis preparation.

Respondent Collection Method

Respondents involved in this study were based on non-probability sampling (not random selection). Practitioners and experts are selected using the purposive sampling method. The technique for determining research samples with specific considerations is intended so that the data obtained later can be more representative. There were seven respondents involved in this study, namely experts through questionnaires and interviews with practitioners, namely the manager of Kampung Batik Cibuluh, the head of the batik in Kampung Batik Cibuluh, the head of the batik at Kampung Batik Cibuluh and the Mustahik Economic Development Institute BAZNAS, the Bogor City Tourism Office and the Bogor City Regional Development Planning Agency as regulators, academics and community leaders such as village heads as practitioners who understand the tourism conditions.

Data Processing and Analysis Methods

In designing a strategy for developing a halal tourism village, Kampung Batik Cibuluh uses the methods used to analyze the data: Strength Analysis Weakness Opportunity Threat (SWOT) and Analytic Network Process (ANP). The first stage of the SWOT analysis is used to compile a SWOT matrix to obtain an alternative strategy. Then, the ANP method is used to determine the experts' strategic priorities through depth interviews and questionnaires. In ANP analysis, there is an interaction in good feedback from the elements in the cluster (inner dependence). The first stage and between clusters (outer dependence) allowed in the ANP method. I am using Super Decision 2.10 and Microsoft Excel 2013 software to analyze data.

Analytic Network Process (ANP)

Analytic Network Process (ANP) with a SWOT (Strength- Weakness-Opportunity-Threat) network structure is used to capture the views and insights represented by the experts and practitioners selected in this study. ANP is a general theory of relative measurement used to derive a composite priority ratio from an individual ratio scale reflecting relative measurement of interconnected elements within control criteria (Saaty, 2005). ANP consisted of three related basic principles, namely decomposition, comparative judgments, and hierarchy composition or synthesis of priorities.

First, decomposition, which consists of model construction and problem structuring. The problem should be stated clearly and structured into a hierarchy or network of clusters, sub-clusters, sub-sub clusters, and so on. While the model is constructed based on literature reviews, both theoretically and empirically. Second, comparative judgments of the criteria and alternatives using pairwise comparisons to determine the relative importance of the criteria. In ANP, pairs of decision elements at each cluster are compared concerning their importance towards their control criteria. Interdependencies among criteria of a cluster must also be examined pairwise. Each element's influence on other elements can be represented by an

eigenvector (Gorener, 2012). The relative importance values are determined with a pairwise comparison scale (Table 2).

Table 1: Pairwise comparison scale

Intensity of importance	Explanation
1	Two criteria contribute equally to the objective
3	Experience and judgement slightly favour one over another
5	Experience and judgment strongly favour one over another
7	The criterion is strongly favoured, and its dominance is demonstrated in practice
9	Importance of one over another affirmed on the highest possible order
2, 4, 6, 8	Used to represent a compromise between the priorities listed above

Source: Gorener (2012)

Table 2: Strategy formulation based on the SWOT analysis

INTERNAL EXTERNAL	STRENGTHS (S)	WEAKNESSES (W)
	<ol style="list-style-type: none"> 1. Strategic location and has good accessibility. 2. Kampung Batik Cibuluh has a tourist attraction for batik education tours. 3. Kampung Batik Cibuluh empowers the community. 4. Kampung Batik Cibuluh receives support from stakeholders 	<ol style="list-style-type: none"> 1. The capability of human resources that are not yet capable. 2. Lack of promotion and innovation. 3. The absence of a well-implemented program. 4. Do not have structured tourism management. 5. The facilities and infrastructure for halal tourism village destinations are inadequate.
OPPORTUNITIES (O)	STRATEGY SO	STRATEGY WO
<ol style="list-style-type: none"> 1. West Java Province is one of the government's focuses on developing halal tourism. 2. Increasing middle-class income & growing number of Muslims. 3. Bogor City is a halal tourist destination dominated by Muslim residents Batik is a cultural heritage that must be preserved. 	<ol style="list-style-type: none"> 1. Service improvement and evaluation of halal tourism management (S3, S4, S5, O1, O4) 	<ol style="list-style-type: none"> 1. Optimizing promotion and image as halal tourism (W2, O1, O3, O4) 2. Development of adequate facilities and infrastructure (W5, O3, O4)
THREATS (T)	STRATEGY ST	STRATEGY WT
<ol style="list-style-type: none"> 1. The community does not support the halal tourism village development program. 2. There are no clear legal rules and standards regarding halal tourism. Competing with other tourist villages. 	<ol style="list-style-type: none"> 1. Making halal tour packages that are more attractive (O2, O3, O4, O5, T3) 	<ol style="list-style-type: none"> 1. Training and increasing education for halal tourism managers (W1, T1, T3)

3.0 RESULTS AND DISCUSSION

This study analyzes the strengths, weaknesses, opportunities, and threats (SWOT) of Kampung Batik Cibuluh, Bogor City, which can be a destination for halal tourism villages. This analysis refers to an indicator derived from the Indonesia Muslim Travel Index (IMTI). Then, this aspect will be formulated into a priority strategy in the development of a halal tourism village. The analysis of strengths, weaknesses, opportunities, and threats (SWOT) was obtained through literature studies, in-depth interviews, and Focus Group Discussions (FGD) with experts and related parties. Then, after the ANP model is formed, it is necessary to quantify the questionnaire's model, which is compared in pairs between elements in one cluster.

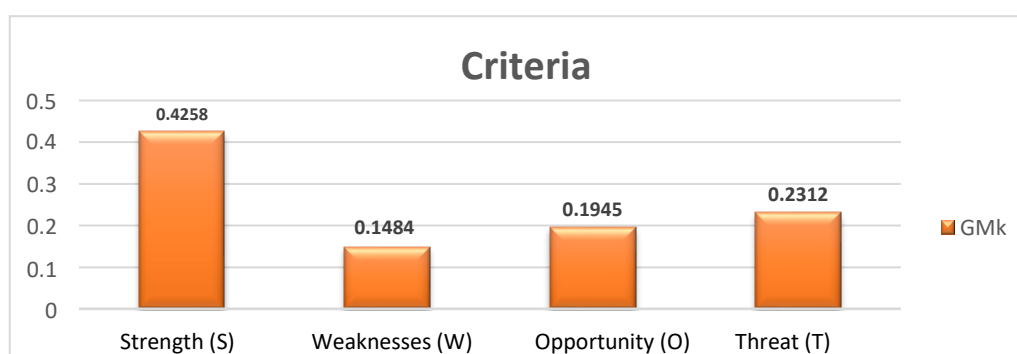


Figure 1: SWOT aspect priority

Processing results show that the main priority in preparing a strategy for developing halal tourism in Kampung Batik Cibuluh is strength. The strength aspect has a geometric mean (GMk) value of 0.425 and a W value (respondents' agreement) of 0.412, which means that 41.2 per cent of respondents agree that the strength aspect is the most influential—then, followed by other aspects Data, namely threats, opportunities, and weaknesses, respectively, which have GMk values of 0.231, 0.195, and 0.148 as depicted in Figure 1.

Strength Aspects (Strengths)

This study's most vital aspect is an internal advantage, and the potential for halal tourism Kampung Batik Cibuluh owns in Bogor City. There are four parts of the most vital aspects:

1. Strategic location and good accessibility
2. Batik education tours as an attraction
3. Based on community empowerment
4. Support from stakeholder

Based on data processing results, the main priority on the strength aspect is that Kampung Batik Cibuluh has an educational tour attraction for batik with a GMk value of 0.31092. Another order of priority is that Kampung Batik Cibuluh has the support of stakeholders with a GMk value of 0.246, strategic location and good accessibility with a

GMkvalue of 0.238, and the last order is Kampung Batik Cibuluh. Empowering the community with a GMk value of 0.203 (Figure 2).

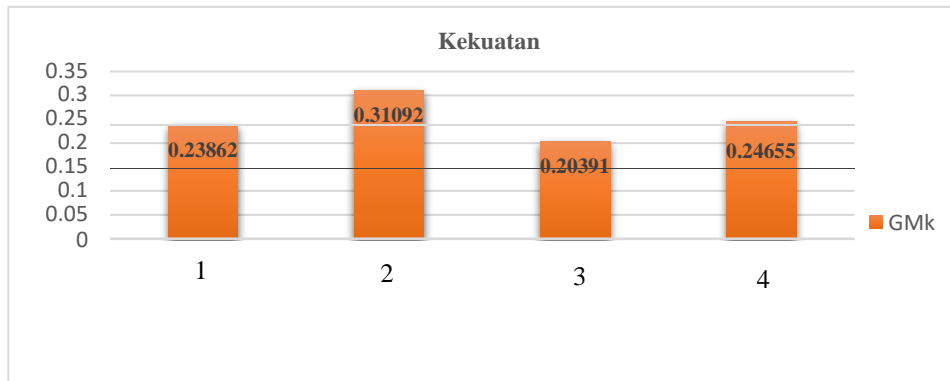


Figure 2: Strength aspect priority

Overall, the agreement value between respondents obtained from calculating the rater agreement on the strength aspect is 0.184. This indicates that 18.4 per cent of respondents agree with the results of the priority order. However, this value is classified as low because the respondents provide various assessments.

Aspects of Weaknesses (Weaknesses)

This study's weakness is an internal deficiency or that found in Kampung Batik Cibuluh itself and the lack of optimism of an implemented program. Divided into five parts into aspects of weakness, including:

1. Lack of promotion and innovation
2. Lack of structured tourism management
3. Inadequate facilities and infrastructure for halal tourist destinations
4. Inadequate human resource capabilities
5. The program has not been appropriately implemented.

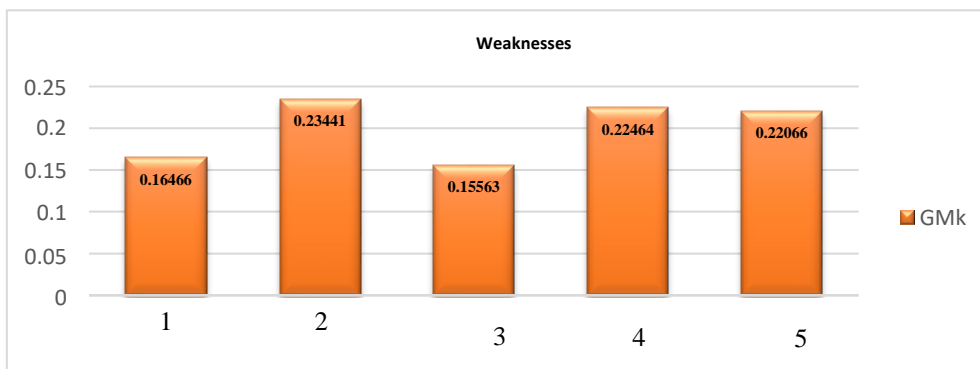


Figure 3: Weakness Aspects

Based on data processing results, the main priority is the weakness aspect, namely the lack of promotion and innovation with a geometric mean coefficient of 0.23441. Then, in the

second priority list, which does not yet have structured tourism management with a GMk value of 0.22464. The third priority, namely the weakness of halal tourist destinations' facilities and infrastructure, is not sufficient with a GMk value of 0.22066. In the fourth priority, namely the human resource capabilities that are not yet qualified with a GMk value of 0.16466 and the last order of priority, namely, a program that has not been appropriately implemented with a GMk value of 0.15563. Overall, the answers to the aspects of weakness have an agreed value between respondents or a W value of 0.151. This shows that 15.1 per cent of respondents agreed on the answers. However, this value is classified as low because the respondents provide various assessments, as illustrated in Figure 3 below.

Opportunities Aspect (Opportunities)

The opportunity referred to in this study is an opportunity from an external perspective of Kampung Batik Cibuluh both in terms of halal tourism and market demand. In the aspect of opportunity, it is divided into four parts in the order of priority in sequence, shown in Figure 3.

1. West Java Province is one of the government's focuses on developing halal tourism.
2. An increase in middle-class income and a growing number of Muslims.
3. The City of Bogor as a halal tourist destination dominated by Muslim residents.
4. Batik is a cultural heritage that must be preserved.

Overall, the value of the agreement between respondents was 0.200, meaning that as much as 20 per cent of respondents agreed with the answer. This value is classified as low because the respondents gave various assessments.

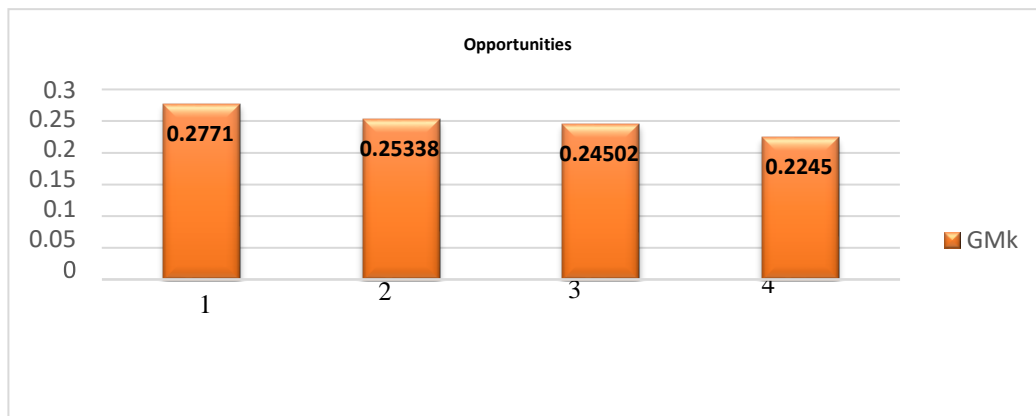


Figure 4: Aspect of opportunity

Threat Aspect (Threat)

Threat aspects in research are challenges from outside (external factors) that Kampung Batik Cibuluh must avoid. Threats in this study are divided into three things:

1. The community does not support (cooperative) with the halal tourism village development program

2. The absence of statutory rules (the highest legal parent)
3. Clear standards related to halal tourism finally, competing with other tourist villages.

Overall, the threat aspect has an agreed value between respondents of 0.265. This means that 26.5 per cent of respondents agreed with the answer, but the score was low because they varied.

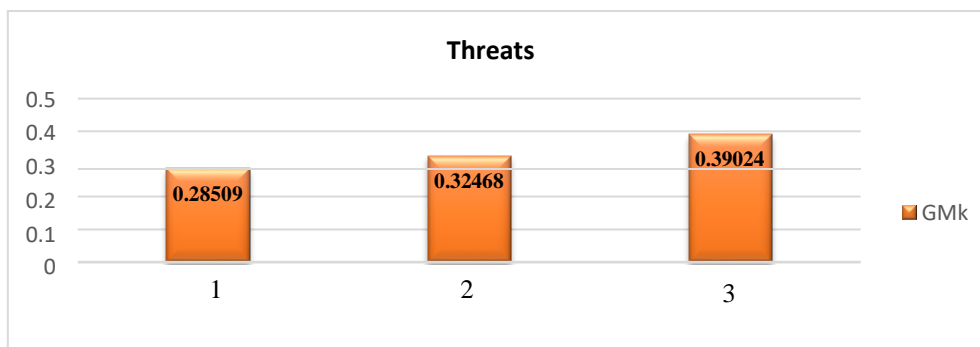


Figure 5: Threat aspect

DEVELOPMENT STRATEGY FOR HALAL TOURISM VILLAGE IN CIBULUH BATIK VILLAGE

These aspects of the strategy were obtained from focus group discussions and depth interviews after analyzing the four criteria for SWOT. A strategy for the development of halal tourism in Kampung Batik Cibuluh was formulated by optimizing and minimizing the four criteria. The alternative SO (Strengths-Opportunities) strategy is a strategy that utilizes internal strength and sees the opportunities of Kampung Batik Cibuluh. The alternative strategy of WO (Weaknesses-Opportunities) aims to improve the weaknesses of Kampung Batik Cibuluh by taking advantage of the opportunities it has. The alternative WT (Weaknesses-Threats) strategy is a defensive strategy to reduce internal weaknesses and avoid external threats. Then, the five alternative strategies are:

1. Optimizing the promotion and image as a halal tourism village
2. Improving services and evaluating halal tourism management
3. Training and increasing education for halal tourism managers
4. Making halal tourism packages that are more attractive
5. Building adequate facilities and infrastructure

As explained in Table 8, the following SWOT matrix. The strategy's main priority is the optimization of promotion and image as a halal tourism village with a GMk value of 0.22542. The second place is training and increasing education for halal tourism managers with a GMk value of 0.21409. In third place is the construction of adequate facilities and infrastructure with a GMK value of 0.21166. In fourth place is creating a more attractive halal tour package with a GMk value of 0.183. The last sequence is improving service and evaluation of halal tourism management with a GMK value of 0.16583. Overall, this strategy aspect has a rater agreement

value of 0.167. This means that 16.7 per cent of respondents agreed with the varied answers described in Figure 6 below

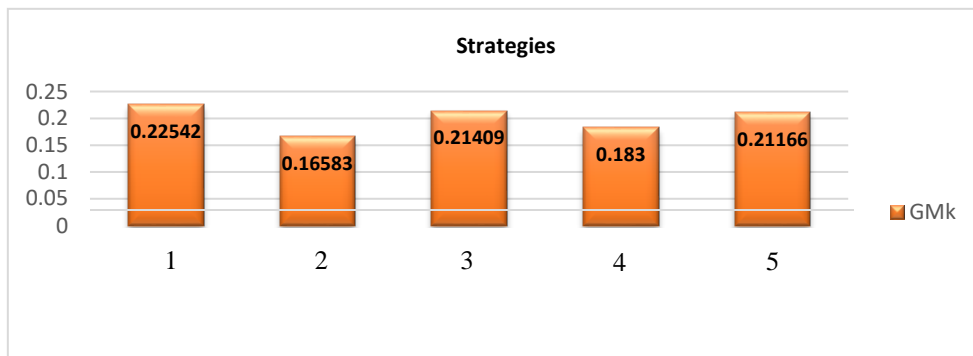


Figure 6: Strategy based on the SWOT matrix

CONCLUSIONS & SUGGESTIONS

Conclusions

Based on the research results, the following conclusions were obtained. The order of priority for the most influential aspects of strength is batik education's tourist attraction, getting support from stakeholders, strategic location, and good accessibility; Kampung Batik Cibuluh empowers the community. The priority order of aspects of weakness is the lack of promotion and innovation, lack of structured tourism management, inadequate halal tourism facilities and infrastructure, inadequate human resource capabilities, and programs that have not been well implemented. The priority order of the opportunity aspect is that West Java Province is one of the government's focuses in developing halal tourism, increasing middle-class income and growing the number of Muslims, Bogor City as a halal tourist destination dominated by a Muslim population. Batik is a cultural heritage that must be preserved. The order of priority for the strategic aspects of the development of halal tourism in Kampung Batik Cibuluh, Bogor City that is most influential is optimizing promotion and image as a halal tourism village, training and improving education for halal tourism managers, construction of adequate facilities and infrastructure, making halal tour packages more attractive, and improving services and evaluating halal tourism management.

Suggestions

Based on the research results and conclusions obtained, the suggestions that can be given are as follows, KBCB tourism must further optimize its attractiveness as a batik educational tour by offering attractive packages and new programs and socializing the program and understanding to the people of Neglasari Village, Cibuluh, to be more cooperative. Initiatives arise to support the progress of KBCB. Strengthen marketing and branding strategies through the role of social media as halal and cultural tourism destinations. Then, promotion can also be done through collaboration with other institutions and participating in cultural events, bazaars and expos. Thus, batik products typical of the city of Bogor are increasingly known and in

demand by consumers. Then, take advantage of the halal tourism industry's market potential, which is conducive in the West Java area, especially Bogor City, by making regional policies regarding the rules of halal tourism. KBCB tourism must have organized tourism management so that the formulated strategy can be appropriately implemented. Trained human resources jointly move with other parties who initiate the implementation of the program.

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