

HOW TO RECOVER HALAL TOURISM SECTORS POST-COVID-19 IN JAKARTA

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Abstract

Tourism is one of the industries most impacted by COVID-19, while DKI Jakarta is one of Indonesia's biggest Muslim-friendly tourist destinations. This study aims to formulate a halal tourism recovery strategy post-COVID-19 with an approach to evaluate the strengths, weaknesses, opportunities, and threats of developing recovery plans in Jakarta, the biggest city in Indonesia. An analytical network process with a SWOT network structure was employed. In this method, many respondents are not needed, but what is needed is representation from experts in the field. The survey was conducted with five expert respondents, from academics, practitioners, and regulators. The results showed that the benefits of the existing infrastructure, accessibility, and amenities greatly influenced the strength factor. The most significant shortcoming of halal tourism is that it remains misunderstood. Halal tourism, which is appropriate for use during the new normal period, is one of the most important opportunities and risks. There are no standards for organizing, controlling, and reducing the impact of epidemics/disasters on the tourism industry. According to SWOT analysis, priorities for halal tourism recovery strategies include strengthening halal tourism branding, international industrial infrastructure development, increased competitiveness, and service innovation related to halal products and services.

Keywords: branding, economic recovery, halal tourism, strategy, priority.

INTRODUCTION

Tourism was the industry most severely impacted by the COVID-19 outbreak, according to the Ministry of Tourism and Creative Economy (2020). According to the UNWTO 2020 report, the pandemic reduced the growth of the world's tourist business by 74% in the first ten months of 2020 (UNWTO, 2021). In Indonesia, the creative economy and tourism directly impact GDP and employment, as well as indirect advantages due to the supply chain's positive effects on other industries and the multiplier effect it generates. According to the Ministry of Tourism and Creative Economy (2021), however, with its contribution amounting to 10.28% of all national workers, the tourism industry is also regarded as one of the industries that absorbs a lot of labor. The same source stated that the average annual increase in foreign visitors to Indonesia was 15.4%, resulting in a US\$16.9 billion increase in the country's foreign visitor revenue in 2019. From 2014 to 2018, halal tourism developed in the global tourist sector according to the Global Muslim Travel Index (CrescentRating, 2019).

Four of the five hotels in Indonesia that currently hold Sharia certificates from the DSN-MUI are located in Jakarta, which has allowed Jakarta to take the development of halal tourism more seriously. The only hotel restaurant to receive halal certification from DSN MUI is the 1945 five-star Fairmont Jakarta Hotel. Furthermore, the building of a Halal Park in Senayan, which already has 510 halal-labeled restaurants and costs an investment of up to 250 billion rupiahs, demonstrates the Jakarta Regional Government's commitment to becoming a priority province for the development of halal tourism. The Taman Mini Indonesia Indah, Taman Impian Jaya Ancol, Kota Tua Tourism, Thousand Islands, Thamrin City, Sarinah, Raden Saleh Area, and the Betawi Cultural Village of Setu Babakan Jagakarsa are just a few of the top halal tours in Jakarta.

Many nations promote tourism to welcome Muslim tourists (Fahham, 2017). Along with the increasing quality of halal goods and services in the tourism sector, halal tourism is gaining popularity around the world (Mohsin et al., 2016). To boost the satisfaction of Muslim visitors, the Ministry of Tourism and Creative Economy defines halal tourism as a set of expanded services for facilities, attractions, and accessibility (Ministry of Tourism and Creative Economy, 2021). Halal tourism encourages Muslims to travel (Samori et al., 2016), but it is not only for Muslims but may also be used by non-Muslim tourists (El-Gohary, 2016). Halal tourism adheres to a similar idea, emphasizing comfort, hospitality, and family safety (Battour et al., 2018), which is consistent with the new normal of travel. Local visitors will be the main target in this pandemic and the tourism industry in Indonesia will be driven by them as foreign tourists begin to dwindle. There would only be 1.58 million foreign tourists arriving in the country by the end of 2021, a 60.98% decline from 2020 (Ministry of Tourism and Creative Economy, 2021). Until international airlines resume normal service, the market segment's preference switches from foreign to local tourists (Ministry of Tourism and Creative Economy, 2020). The criteria for Sharia tourism are guides and personnel must be knowledgeable and respectful of Islamic law (Abdurahim & Wibowo, 2022; Permadi et al., 2021). Services provided to tourists must comply with Islamic law, maintaining control over operations to ensure that they adhere to Sharia law, Islamic precepts must guide building standards, there is access

to halal cuisine, transportation services must have a protective system, there must be a prayer room or mosque available for worship, and tourist attractions must not violate Islamic law.

Previous studies on the effects of the pandemic on the tourism sector have rebounded despite having been affected by pandemics and other upheavals. This is significant in establishing a strategy to recover halal tourism because tourism supports a sizable portion of Indonesia's economy, and the government actively promotes it. The suggested course of action is to ensure that the problem is adequately resolved and that visitors return to Indonesia as soon as possible (Sugihamretha, 2020). The study of the issues and concerns around halal travel, with a range of Muslim tourists, access to halal cuisine, and other halal amenities, and all services under the purview of halal tourism, were recognized as crucial to luring this market segment. The future of halal tourism is shaped by how well non-OIC tourist places can attract Muslim travelers by providing dependable and consistent items. The expansion of the Muslim millennial market and how the halal sector must accommodate the lifestyle requirements of this market group, which also plays a significant role in the rise of halal tourism, is a crucial trend that has been observed (Khan & Callanan, 2017).

Fajriawan and Akbar (2017) identified the factors that hinder the development of halal tourism in Lombok. The ANP method was used in this study. The results of this research explain that the problems that hinder the development of halal tourism on Lombok Island can be divided into two aspects: internal and external. Internal obstacles include difficult accessibility to tourist locations, unsupported infrastructure, lack of human resource capability, and lack of intensive promotion. External problems include the preponderance of non-Muslim foreign tourists, lack of understanding of its application, and absence of direct flights. The priority solution offered in internal solutions is the optimization of promotions, followed by coaching for business actors. External solutions are a top priority at the point of product development and socialization in the implementation of halal tourism. The need for a strong political will plays an important role in maximizing the development of halal tourism in Lombok.

Jaelani (2017) identified that national halal tourism has the potential to be an economic bonafide component of the national tourism industry. The tourism industry aims not only to provide material and psychological aspects to its market but also to take part in increasing government income. The essence of halal tourism emphasizes Sharia norms in implementing tourism and polite and friendly services for all tourists and the surrounding environment. Therefore, to realize Indonesia as the world's halal tourism mecca, a development strategy that refers to fulfilling the tourism competitiveness index as the main indicator is needed, including improving infrastructure, promotion, preparing human resources, and increasing the capacity of tourism business actors.

Khan and Callanan (2017) conducted research to identify the main problems and concerns in halal tourism. All services within the scope of halal tourism are identified as important for attracting this market segment, with diverse Muslim tourists, access to halal food, and other halal facilities. The success of tourism destinations in non-OIC countries in offering reliable and consistent Muslim-friendly products, and gaining the trust of Muslim tourists will shape the halal tourism landscape in the future. One important trend

is the growth of the Muslim millennial market and how the halal industry must respond to the lifestyle needs of this market segment, which also plays an important role in the development of halal tourism.

Maulana et al. (2020) conducted this research to explain the development of Sharia Compliant Hotels (SCH) in Indonesia which has grown rapidly since 2012. However, the pandemic has changed the development of the SCH and halal tourism industries. This study aimed to develop an alternative SCH strategy for rebuilding the market after the pandemic. This study details marketing strategies to attract domestic tourists, especially Muslim tourists, to Sharia hotels in their tourist destinations. As the main research object, this study uses the well-known Sharia hotel in Jakarta as a case study. A mixed-method approach was applied in this study using quantitative and qualitative data. All data were formulated in a Threats, Opportunities, Weaknesses, and Strengths (TOWS) matrix. A survey was conducted with 197 respondents to evaluate service quality and consumer decision-making processes regarding SCH in Jakarta. Based on the strategy formulation in the TOWS Matrix, this study proposes three strategic marketing programs that can be implemented by SCH towards the new post-pandemic era of adaptation.

Sugihamretha (2020) analyzed the impact of the COVID-19 outbreak on the tourism industry. Although this industry has previously experienced a pandemic and other upheavals, it has recovered. This study defines strategies by comparing and evaluating data and actions taken in several countries, some of which are recommended for implementation in Indonesia. This is important because tourism employs many people and the Indonesian government actively promotes its economic contribution. The recommended policy response is to ensure that the problem is handled appropriately and tourists return to Indonesia quickly.

The purpose of this study is to focus on halal tourism recovery strategies post-pandemic, in which the Indonesian government is about to end the pandemic and become endemic. This study also discusses the main strategies for restoring halal tourism in Jakarta, the capital of Indonesia. A unique strategy is required to revive the halal tourism industry to address this issue, especially during the recovery phase. To establish alternative strategies for the recovery of the halal tourist industry in Jakarta, this study assessed the order of priority factors of strengths, weaknesses, opportunities, and threats.

METHODOLOGY

The method used in this research is the Analytic Network Process (ANP) with a SWOT (Strength-Weakness-Opportunity-Threat) network structure. ANP analysis was conducted using primary data from in-depth interviews with experts in the halal tourism industry in Jakarta, and a questionnaire was filled out. Other supporting secondary data were obtained from BPS, KNEKS, international journals, and previous research. This study identifies the factors that affect the recovery of the halal tourism industry in Jakarta by involving 14 internal and external criteria and formulating seven alternative strategies (See Table 1). Interviews were conducted twice with experts, and the first was conducted to formulate research problems and the halal tourism recovery strategy and to formulate the research questionnaire combined with previous studies. Before conducting the interviews,

the author had already had previous information from the study literature (Fajriawan & Akbar, 2017; Jaelani, 2017; Khan & Callanan, 2017; Maulana et al., 2020; Sugihamretha, 2020). The second interview was then reconfirmed by ranking the priorities of the halal tourism recovery strategy in Jakarta and answering the questions. Interviews were conducted from July 2021 to January 2022. The interviews lasted 45 – 90 minutes for each participant.

The technique used was non-probability sampling with a purposive sampling method to select respondents, namely, the selection of non-random (deliberate) samples. Five respondents were included in this study: two regulators, two academics, and one practitioner. The network structure used in this study is the SWOT network. SWOT is a simple technique used to develop strategies and policies for both organizations and industries. The SWOT network structure in this study was used to determine the position, direction, and strategy of identifying and comparing the internal factors of strengths and weaknesses with the external factors of opportunities and threats.

Table 1. The SWOT Matrix of Strategy to Recover Halal Tourism in DKI Jakarta

External	Internal	
	Strengths (S)	Weakness (W)
	<ul style="list-style-type: none"> • DKI Jakarta has advantages in terms of infrastructure, accessibility, and well-established amenities • The concept of halal tourism developed by DKI Jakarta is not only targeting Muslim tourists but also non-Muslims • DKI Jakarta as the capital city of Indonesia has a high potential for halal tourism to be developed 	<ul style="list-style-type: none"> • Regional Original Revenue (PAD) from DKI Jakarta's tourism sector has decreased • There is still a misperception of understanding halal tourism among the people of DKI Jakarta • Lack of support from the Regional Government of DKI Jakarta for the halal tourism industry and the creative economy • DKI Jakarta does not yet have a halal tourism master plan as the foundation for policy realization
Opportunities (O)	Strategy (SO)	Strategy (WO)
<ul style="list-style-type: none"> • Increasing the population of middle-class income people • Improving the quality of the halal lifestyle • There is an obligation from the government for halal tourism industry players to implement health protocols supported through the CHSE certification program • The concept of halal tourism is suitable for application in the new normal era 	<ul style="list-style-type: none"> • Preparing for the restoration of destinations, industries, institutions, and marketing of the halal tourism industry • Service innovation related to halal products and services 	<ul style="list-style-type: none"> • Development of international standard industrial infrastructure • Acceleration of financing, investment, and incentives • Development of tourism human resources through optimizing education and workshops for the halal tourism industry

Threats (T)	Strategy (ST)	Strategy (WT)
<ul style="list-style-type: none"> • There are no guidelines for planning, managing, and mitigating the impact of outbreaks/disasters on the tourism industry • Low public confidence in the safety of the spread of the Covid-19 virus • Unstable global economic conditions 	<ul style="list-style-type: none"> • Strengthening halal tourism branding 	<ul style="list-style-type: none"> • Increased competitiveness and market expansion

Source: Author's analysis, 2023

The formulation of alternative strategies, including internal and external criteria, was conducted using the SWOT network structure. Alternative strategies include preparing destination recovery, industry, institutions, and marketing of the halal tourism industry; developing international standard industrial infrastructure; strengthening halal tourism branding; increasing competitiveness and market expansion; service innovation related to halal products and services; accelerating financing, investment, and incentives; and developing tourism human resources by optimizing education and workshops for the halal tourism industry. All internal and external aspects are then formed into a SWOT network, and alternative strategies that have been formulated create an ANP model, as shown in Table 1.

Model Construction and Quantification

The model quantification stage uses questions in the ANP questionnaire in the form of pairwise comparisons between elements in the cluster to identify which elements are more influential than each element based on the assessments made by experts in filling out the questionnaire using an ordinal scale to 1-9 (1=equal importance, 2=weak, 3=moderate importance, 4=moderate plus, 5=strong importance, 6=strong plus, 7=very strong, 8=very, very strong, and 9= extremely important). The results of the assessment are then entered using *super decision software* for processing so that the output in the form of priority and the supermatrix is obtained. Data from each respondent will be entered into a separate ANP network and this Super Decision software can sort strategic priorities according to experts (Ascarya & Yumanita, 2005). The ANP method has four axioms that form the basis of the theory, including that of Saaty and Vargas (2006).

1. Reciprocal: This axiom states that if PC (EA, EB) is the value of the pair comparison of elements A and B, viewed from the parent element C, which shows how many times more elements A has than elements B, then PC (EB, EA) = 1/ PC (EA, EB). For example, if A is five times larger than B, then B is 1/5 of A's size.
2. Homogeneity states that the elements being compared in the structure of the ANP framework should not have too large a difference, which could lead to greater errors in determining the assessment of the supporting elements that influence a decision.
3. Priority: weighting in absolute terms using the interval scale [0.1], and as a measure of relative dominance.

4. Dependence conditions: The arrangement is assumed to be composed of components that form parts in the form of clusters.

Synthesis and Analysis

Geometric Means

To determine the results of the individual assessments of the respondents and the results of opinions in one group, an assessment was carried out by calculating the geometric mean (Saaty & Vargas, 2006). Questions in the form of comparisons (pairwise comparisons) from respondents were combined to form a consensus. The geometric mean is a type of average calculation that shows a certain tendency or value, and has the following:

$$(\pi_i^n = 1a_i)^{1/n} = \sqrt[n]{a_1 a_2 \dots a_n} \quad \dots(1)$$

Rater Agreement

Rater agreement is a measure of the level of suitability (approval) of respondents (R1-Rn) for a problem in one cluster. Kendall's Coefficient of Concordance (W; $0 < W \leq 1$) was used to measure rater agreement. W=1 indicates a perfect fit (Ascarya, 2012). To calculate Kendall (W), the first step is to rank each answer and then add them.

$$R_1 = \sum_j^m = 1r_{i,j} \quad \dots(2)$$

The average value of the total ranking is:

$$R = \frac{1}{2} m(n+1) \quad \dots(3)$$

The sum of the squared deviations (S) was calculated as follows:

$$S = \sum_i^n = 1(R_i - \check{R})^2 \quad \dots(4)$$

Thus, Kendall's W was obtained as follows:

$$W = \frac{125}{m^2(n^3-n)} \quad \dots(5)$$

If the value of the W test is 1 ($W = 1$), it can be concluded that the assessment or opinion of the respondents had a perfect agreement, whereas when the W value was 0 or closer to 0, it indicated disagreement between the respondents' answers or varied answers (Ascarya & Yumanita, 2011).

FINDINGS AND DISCUSSION

This study identifies the factors that affect the recovery of the halal tourism industry in Jakarta by involving 14 internal and external criteria and formulating seven alternative strategies. The internal factors in question include strengths and weaknesses, and external factors in the form of opportunities and threats that affect the recovery of the halal tourism industry in Jakarta (Table 1). These criteria were then identified through a literature review and interviews with experts who understood the development of the Jakarta halal tourism industry. Subsequently, all internal and external aspects are formed into a SWOT network, and alternative strategies are formulated to develop an ANP model. After the ANP model was formed, the next step was to quantify it using a questionnaire in the form of pairwise comparisons between elements in the cluster to determine the priority value of these elements. The priority values of these elements can be seen from the geometric mean value and respondents' agreement (rater agreement), which can be seen from the W value.

The Strength Aspect

From the results of the data processing, the main priority of the four SWOT aspects was the strength with a geometric mean (GMk) of 0.48519. This shows that strength has the greatest influence on the recovery of Jakarta's halal tourism industry. The respondent's agreement (rater agreement) on this matter can be seen from Kendall's Coefficient of Concordance (W) of 0.904, meaning that 90.4% of respondents agree that strength and opportunity are the most influential aspects of the recovery of the halal tourism industry in Jakarta.

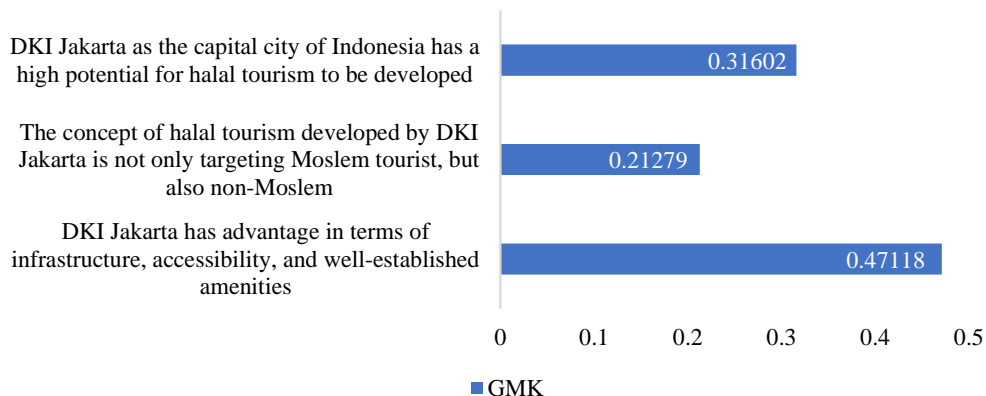


Figure 1. Priority of Strength Aspect
Source: Author's analysis, 2023

Figure 1 shows that the greatest priority in terms of strength is that DKI Jakarta has advantages in terms of infrastructure, accessibility, and well-established amenities with a geometric mean of 0.47118. This shows that DKI Jakarta has superior aspects of infrastructure, accessibility, and amenities which are the strength aspects that have the most influence on the recovery of the halal tourism industry in DKI Jakarta. Halal tourism introduces a new dimension by focusing on the community. According to the literature

review and in-depth interviews with experts, halal tourism can take the form of a set of additional services (extended services) related to the development of amenities, attractions, and accessibility that suit Muslim needs. Amenities are facilities outside accommodations that tourists can use. Tourism amenities include restaurants, souvenir shops, and attractions. Attractions are an interesting activity for tourists. It is also accessible for the convenience and comfort of tourists. In this case, DKI Jakarta already has three strong foundations to take advantage of opportunities to increase Muslim tourist visits: infrastructure, amenities, and accessibility. Moreover, DKI Jakarta's infrastructure is mature both in general and lawfully.

Jakarta, The Capital City of Indonesia, was the second highest, producing a geometric mean value of 0.31602. The tourism sector has a strategic position in the country's foreign exchange and contributes significantly to employment opportunities (Bank Indonesia, 2019). The scope of the halal tourism industry is closely related to various economic sectors, such as lodging, restaurants, transportation, travel services, tourist attraction facilities, recreation, and the development of tourist destinations. The future development of halal tourism is promising and has significant potential. Even now, Jakarta has not been fully able to reach and enter the Middle East, North Asia, Southeast Asia, or North Africa. A transformation of tourism in Indonesia is needed to diversify its products (Hakim et al., 2012; Soeroso & Susilo, 2014) so that it can quickly create a Muslim-friendly tourist life in Jakarta.

Every actual or virtual product offered to meet certain human travel needs should be assessed as a tourism industry product. Almost all destinations in Jakarta can be transformed into halal tourism, such as the tombs of Prince Jayakarta and the Luar Batang Mosque, which can be managed well. Even now, Jakarta has not been fully able to reach and enter the Middle East, North Asia, Southeast Asia, or North Africa. A transformation of tourism in Indonesia is needed to diversify its products so that a Muslim-friendly tourist life can be created more quickly in DKI Jakarta.

The third-priority aspect of strength is Jakarta, which targets Muslim as well as non-Muslim tourists with a geometric mean value of 0.21279. Halal tourism has become the focus of attention in several countries. Countries with a majority of non-Muslims also participate in the development of a progressive halal tourism industry, especially East Asian countries. The GMTI places Taiwan in third place as the best tourist destination for Muslims and non-Muslim countries. Taiwan has succeeded in becoming a Muslim-friendly tourist destination by facilitating and making it easier for Muslim travelers to travel to the country by providing halal hotels, restaurants, and tourist destinations. Indonesia has great potential to develop halal tourism that can be enjoyed by all groups because halal tourism does not conflict with the goals of the majority of world tourists.

The Weakness Aspect

The weakness of this research is the shortcomings of the DKI Jakarta Halal tourism industry. Weakness aspects are divided into four categories: the Regional Original Income (PAD) from the DKI Jakarta tourism sector has decreased, there is still a misperception of understanding of halal tourism in the DKI Jakarta community, the lack of support from the DKI Jakarta Regional Government for players in the halal tourism industry and the creative

economy, and DKI Jakarta has not had a halal tourism master plan as the foundation for policy realization. Based on the results of the data processing, the highest priority level for the weakness aspect was that there was still a misperception of understanding halal tourism in the DKI Jakarta community, with a geometric mean of 0.37819. The second priority aspect of weakness is that the Regional Original Income (PAD) from the tourism sector in DKI Jakarta decreased, with a geometric mean of 0.29536. Meanwhile, the third and fourth priorities are the lack of support from the DKI Jakarta Regional Government for players in the halal tourism industry and the creative economy. DKI Jakarta does not yet have a halal tourism master plan as a foundation for policy realization, with geometric mean values of 0.20484 and 0.12161, respectively. The priority order is shown in Figure 2. The rater agreement calculation showed that W was 0.744, meaning that 74.4% of the respondents agreed with this result.

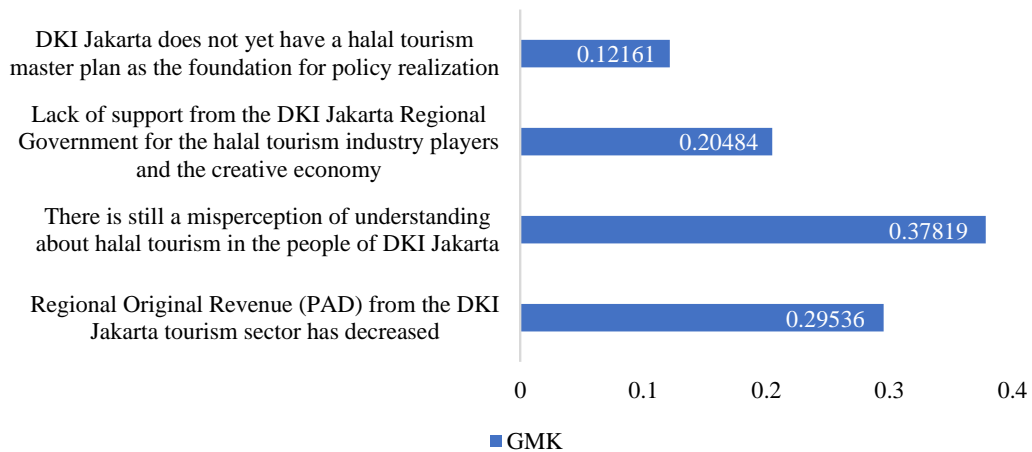


Figure 2. Priority of Weakness Aspect
Source: Author's analysis, 2023

The misperception of understanding halal tourism became the priority of the weakness aspect with a geometric mean value of 0.37819, as shown in Figure 2. The calculation of rater agreement obtained a W value of 0.744, indicating that 74.4% of the respondents agreed with this result. Halal tourism seems to be faced with the problem of intolerance because of its implementation by the Ministry of Tourism and Creative Economy, and on the other hand, people seem to have a phobia before trying to understand further. The initial misperception of halal tourism occurred (Rindrasih, 2021) when the Ministry of Tourism and Creative Economy adopted halal tourism because it was created in a Muslim-majority country such as Indonesia. The community's perspective on halal tourism must be strengthened. To overcome this problem, stakeholders and the government must be able to provide education to industry players and the public about a holistic understanding of halal tourism so that the public can understand halal tourism correctly. Education and outreach are key to building an understanding of halal tourism.

The decrease in regional-generated revenue (PAD) from the Jakarta tourism sector was the second priority in terms of weakness, with a geometric mean of 0.29536. The tourism sector is one of the largest contributors to PAD in Jakarta. According to data from

Jakarta Tourism and Creative Economy Agency, PAD in the tourism sector decreased by 80% or more. This was due to a decrease in the level of tax revenue for restaurants, hotels, and other entertainment venues. In addition, based on data from BPS Jakarta, there has been a decline in foreign tourist arrivals to Jakarta of as much as 82.9% from January to July 2021. Foreign tourist visits in that period recorded only 64,687 people, a decrease from the previous year 2020, which reached 377,799 people. This situation occurred because of the implementation of Exit Restrictions (PPKM) which were effective in restraining people's mobility (Parahiyanti et al., 2022), but on the other hand, dealt a big blow to the tourism industry by closing tourist destinations and organizing festivals. However, along with the reopening of visits from within the country and abroad, regional income from the tourism sector will return to normal.

Tourism, transportation, and trade are the businesses most impacted by travel restrictions put in place to stem the spread of the coronavirus. The COVID-19 pandemic will also harm tourism-related businesses such as hotels, restaurants, and retail locations. Hotel occupancy fell by 40%, threatening the future of the industry (Yusran, 2020). Additionally, the investment, trade, and micro-small and medium-sized enterprise (MSME) sectors have been impacted by the COVID-19 virus's proliferation (Sugihamretha, 2020). Large-scale social restrictions (LSSR), social distancing, and quarantine laws have a significant impact on the tourism industry (Rutynskyi & Kushniruk, 2020), which slows economic growth (Lyulyov et al., 2020). There has been a decline in household consumer spending owing to two factors. First, the decrease in family income and consumer expenditure is directly affected by an increase in the unemployment rate. Second, families whose earnings have not been affected by the crisis brought on by the COVID-19 pandemic have switched from consumption to savings because of the growing uncertainty caused by the outbreak (Modjo, 2020).

The third is the lack of support from the Jakarta regional government, which is one of the problems faced by the halal tourism industry players, with a geometric mean value of 0.20484. This sector has a strong potential to revive Indonesia's economy (Kristiana et al., 2021). The selling power of Indonesian tourism is also known to be high. Alternative investment funding for the development of halal tourism is indicated by the demand for tourism, which can grow again following the economic recovery process that has occurred thus far. Currently, the government supports the halal industry in the financial sector and has a significant influence on the development of the halal industry in Indonesia. Various policies have been implemented to facilitate the growth of Indonesia's halal industry. However, halal tourism requires more support.

Fourth, Jakarta does not have a halal tourism master plan as a foundation for policy realization. With a geometric mean of 0.12161. According to the Vice Deputy of the Indonesian Halal Lifestyle Center (Inhalec), the Indonesian halal tourism sector does not have a comprehensive plan to develop and market halal tourist attractions. One drawback is the lack of in-depth research to identify policy orientation. Inhale estimated that the economic value provided by halal tourism will reach US\$18 billion by 2025, an increase of 7.7 percent from the 2017 level. The development of halal tourism is very demanding on the commitment of its leaders because policies issued by the government will motivate and trigger stakeholders to create halal tourism, including the halal tourism industry players

in Jakarta (Destiana et al., 2020). In the halal financial industry, there is already a master plan for the development of Sharia finance in Indonesia. However, for the halal tourism sector, there is still no master plan for future development.

The Opportunity Aspect

The opportunity aspect in this research is opportunities that exist outside the industry but can have a positive influence on the development of the halal tourism industry in DKI Jakarta. The opportunity aspects are divided into four categories: increasing the population of middle-class income people, improving the quality of the halal lifestyle, the obligation of the government for players in the halal tourism industry to implement health protocols supported by the CHSE certification program, and the concept of halal tourism being suitable for application in the new normal era. Based on the data processing results, the highest priority from the opportunity aspect is that the concept of halal tourism is suitable for application in the new normal era, with a geometric mean value of 0.27426. The second priority was the government's obligation for players in the halal tourism industry to implement health protocols supported through the CHSE certification program, with a geometric mean of 0.25722. The third priority is to increase the population of middle-class income people with a geometric mean value of 0.24530 and to increase the quality of the halal lifestyle as the fourth priority with a geometric mean value of 0.22322. The rater agreement calculation showed that W was 0.296, meaning that 29.6% of the respondents agreed with this result.

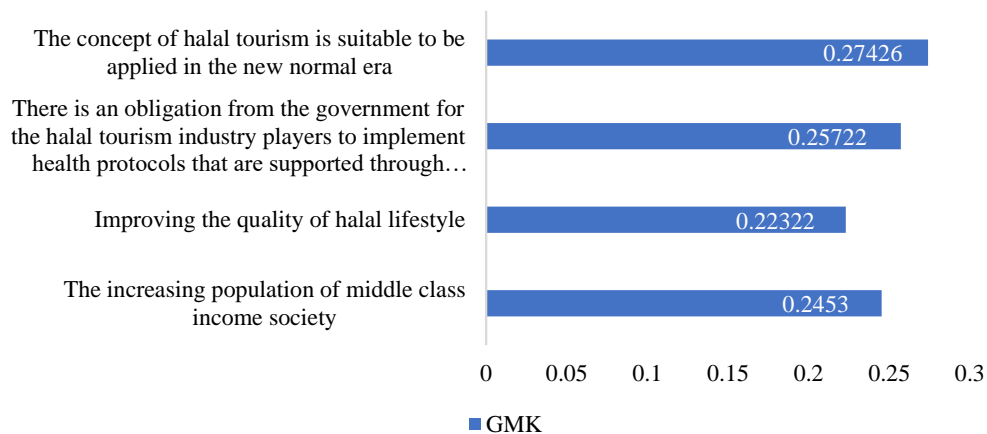


Figure 3. Priority of threat aspects

Source: Author's analysis, 2023

The concept of halal tourism is appropriate for application in the new normal era, which has become a priority in terms of opportunity, with a geometric mean value of 0.27426. The order of priority is shown in Figure 3, with a rater agreement calculation obtaining a W of 0.296, indicating that 29.6% of the respondents agreed with this result. Under normal circumstances, tourist sites require skilled management and marketing to attract tourists to visit. Tourists must now choose safe places after the coronavirus covid-19. As a result of the New Normal era, visitors began to show interest in traveling. The halal tourism business was ready for development following the COVID-19 outbreak

(Mariati et al., 2022). The definition of halal tourism is suitable for application during the New Normal period because halal tourism has many characteristics similar to New Normal tourism in general. The activation of halal tourism in this new era will help develop the industry.

The second priority in the aspect of opportunity is the government's obligation in this regard, especially the Ministry of Tourism and Creative Economy and the National Covid-19 Task Force for halal tourism industry players to implement health protocols that are supported through the CHSE certification program, namely cleanliness (cleanliness), health (health), safety (security), and Environmental Sustainability (environmental sustainability), with a geometric mean value of 0.25722. Naturally, in this New Normal era, health rules must still be obeyed to prevent the spread of Covid-19. The role of local governments in establishing special measures to limit the spread of COVID-19 must be supported by actors controlling tourist sites, visitors, and other stakeholders in the surrounding environment. Health procedures must be applied appropriately to adapt visitors to the New Normal era so that tourists can be sure that their visits are free from the COVID-19 outbreak while still enjoying their trips.

The third priority was the increasing population of middle-class income societies, with a geometric mean value of 0.24530. The existence of the middle class is important for supporting the growth of the tourism sector, including halal tourism. The growth potential of halal tourism is important because it is considered promising for the future. Halal tourism will develop into an industry that is desired by tourism actors. This is supported by the growth of the middle-class Muslim population, which prioritizes the halal status of products (Rofiqkoh & Priyadi, 2016). According to the Islamic Economics Master Plan of the Republic of Indonesia 2019-2024 (Ministry of National Development Planning, 2018), the growth of middle-class income increases by 7-8% per year, causing the purchasing power of halal products to increase. This was a large target market. This increase in the population of middle-class communities must be utilized as much as possible by tourism activists to improve the tourism industry. As middle-class populations grow and experience rising incomes, more people have the financial means to travel to and explore new destinations. This increase in disposable income allows individuals and families to consider international travel and leisure activities including tourism. The increasing population of middle-class societies contributes to the growth of halal tourism by creating a larger pool of potential travelers with the means to explore the world. This trend has led to the development of specialized tourism services and destinations that cater to the needs and preferences of Muslim travelers who follow a halal lifestyle, further fueling the expansion of halal tourism as a thriving segment of the global tourism industry.

The fourth priority was to improve the quality of the halal lifestyle, with a geometric mean value of 0.22322. Halal lifestyles have penetrated all aspects of life, including the tourism sector, which has led to the emergence of halal tourism. The growth of halal tourism has attracted investors. Islamic law is easy to apply to all aspects of life. Moreover, this behavior is deeply rooted in the routines of most Indonesians. Many Muslims who follow a halal lifestyle seek to continue their dietary and religious practices even when they travel. They prefer destinations and services that cater to their specific needs, which has led to the growth of halal tourism. One of the most critical aspects of halal

tourism is to ensure access to food. Muslim travelers who maintain a halal lifestyle seek restaurants and dining options that provide halal-certified or halal-compliant meals when they visit new places. Halal tourism destinations and businesses often prioritize cultural sensitivity, respecting the customs and traditions of Muslim travelers, which aligns with the broader concept of a halal lifestyle that promotes ethical behavior and respect for others.

The Threat Aspect

The threat referred to in this research is the challenge of restoring the halal tourism industry in DKI Jakarta. The threat aspect is divided into three aspects: the absence of guidelines for planning, managing, and reducing the impact of outbreaks/disasters in the tourism industry; low public confidence in the safety of the spread of the COVID-19 virus; and unstable global economic conditions. Based on the data processing results, the highest priority for the threat aspect was that there were no guidelines for planning, managing, and reducing the impact of outbreaks/disasters in the tourism industry, with a geometric mean value of 0.36247. The second priority in the threat aspect is the low level of public confidence in the safety of the spread of the Covid-19 virus with a geometric mean value of 0.32164. The third priority in the threat aspect was an unstable global economic situation, with a geometric mean value of 0.31589. The priority order is shown in Figure 4. The rater agreement calculation produced a W value of 0.12, which shows that experts have different perspectives on the threat aspect, which causes variations in answers.

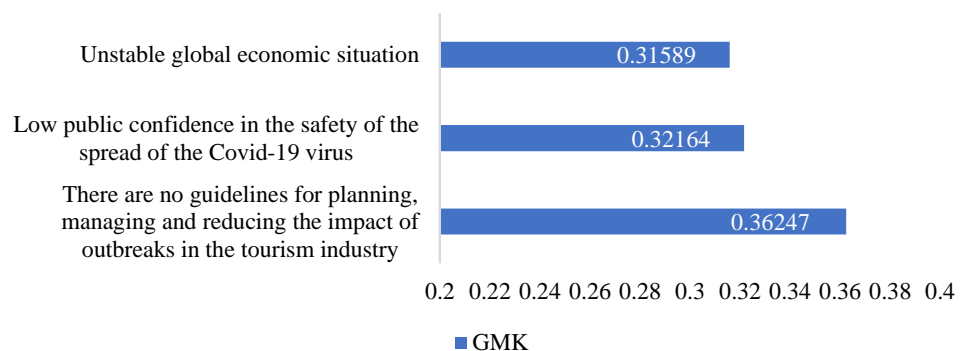


Figure 4. Priority of threat aspects

Source: Author's analysis, 2023

The first priority of the threat aspect was the absence of guidelines for planning, managing, and reducing the impact of disasters on the tourism industry with a geometric mean value of 0.36247. The order of the priorities is shown in Figure 4. The rater agreement calculation results in a W value of 0.12, which indicates that, on the threat aspect, the experts have different perspectives and cause variations in their answers. The Covid-19 outbreak has had a significant impact. Therefore, more attention must be paid to controlling the pandemic's impact. No guidelines to plan, manage, and reduce the impact of outbreaks/disasters, of course, will hamper the growth of the tourism sector itself. Parties involved in the tourism business chain are complex. It is important to improve this so that future pandemic/disaster mitigation is better and more realistic. The goal is to provide a

standard for controlling the impact of the outbreak so that the crisis can be handled properly and tourists will immediately return to Indonesia, especially Jakarta.

The second priority was low public confidence in the safety of the spread of the covid-19, with a geometric mean value of 0.32164. The rapid spread of COVID-19 must be halted through extraordinary policies that prioritize a comprehensive and integrated approach. The integrated policy shows the need for a single communication channel between stakeholders such as the central government, regional governments, and related state entities. However, thus far, the public has heard more of discoordination and disharmony. Public trust is needed, because increasing trust in the government will reduce the number of COVID-19 cases handled by the community.

The third priority was unstable global economic conditions, with a geometric mean of 0.31589. Currently, the global economy, including Indonesia, is experiencing uncertainty, which has led to an economic recession due to the Covid-19 pandemic. The pandemic has triggered a domino effect, affecting everything from health to social and economic issues, including the tourism industry. The global economy has become unstable because of the spread of COVID-19 worldwide, including Indonesia. Tourism, like other economic sectors, has a large enough opportunity to develop through liberalization (Lumaksono et al., 2012). This is due to easier access to transportation facilities between countries, the opening up of the population to travel abroad, the increasing volume of international trade, and the entry and exit of investments from abroad. Global economic instability is a challenge for the development of the tourism sector. Unstable global economic conditions can influence the behavior and choices of travelers, including those interested in halal tourism. While economic instability can lead to fluctuations in the tourism industry, the niche nature of halal tourism and continued demand from Muslim travelers who prioritize halal services may help mitigate some of the negative impacts. To thrive in such conditions, halal tourism destinations and businesses may need to remain flexible, adapt to changing market dynamics, and offer competitive pricing and value to travelers.

The Strategy to Recover Halal Tourism Industry in Jakarta

The COVID-19 pandemic has had a profound and multifaceted impact on halal tourism, disrupting travel plans, affecting businesses, and altering travelers' behavior and preferences. Recovery in the halal tourism sector depends on a combination of factors, including effective vaccination campaigns, improved safety measures, economic stability, and the ability of halal tourism destinations and businesses to adapt to changing travel landscapes.

The strategy formulation is carried out by considering the four criteria used in the study, namely, the strengths, weaknesses, opportunities, and threats to the halal tourism industry in Jakarta, through the SWOT matrix. The strategy was determined and built based on the literature study and a final in-depth interview with one expert, as well as quantitative analysis through the Super Decision application to determine the weight of the measurement indicators. The formulated strategy must take advantage of opportunities and strengths by minimizing weaknesses and overcoming existing threats. Seven alternative strategies are formulated based on the SWOT matrix, as shown in Figure 5.

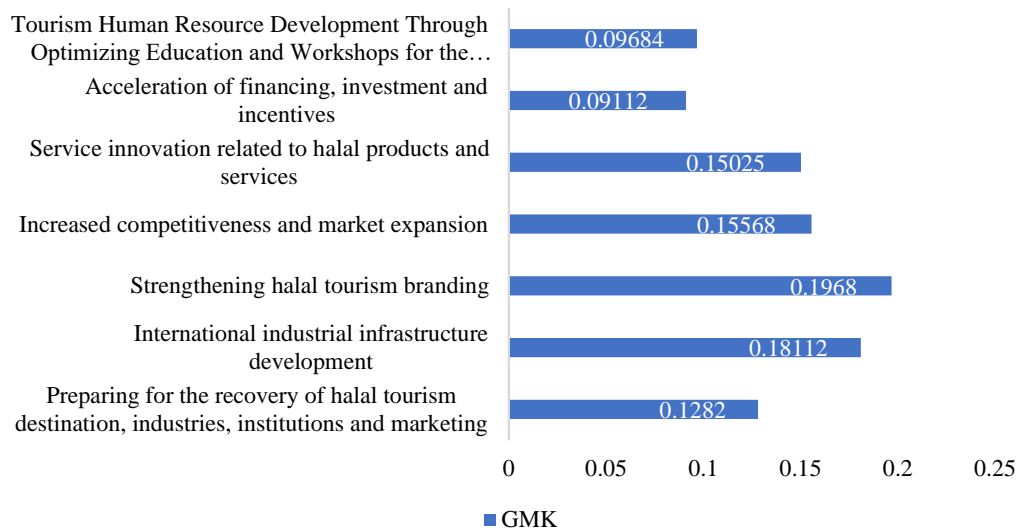


Figure 5. Priority Strategy for Halal Tourism Industry Recovery in Jakarta
Source: Author's analysis, 2023

Strengthening halal tourism brands has become a priority in the recovery of the halal tourism industry, with a geometric mean value of 0.19680. The order of priority for Jakarta's halal tourism industry's recovery strategy is shown in Figure 5. The resulting rater agreement value was 0.45143, indicating that 45% of the respondents agreed with the priority results. The concept of halal tourism is a process or effort to integrate religious values, in this case Islam, into all aspects of tourism (Adinugraha et al., 2018). This effort is inseparable from the activities carried out by the government to strengthen the branding of halal tourist destinations. The government established a picture of halal tourism with the main slogan "Halal Tourism Indonesia: The Halal Wonders". This must be followed by tourism in Jakarta, which is friendly to Muslim tourists because the halal tourism sector has become a trend in global economic development.

Second, the development of international industrial infrastructure with a geometric mean value of 0.18112. Through its authority, the government develops tourism strategies and invests in the necessary infrastructure. The private sector contributes to the provision of accommodations. Meanwhile, locals have economic options and work in a variety of capacities, from tour guides to souvenir sellers. The success or failure of transforming a location into a tourist destination depends on three main factors: attractions, accessibility, and facilities. These three factors are now the focus of government efforts to realize integrated development. Tourism development is a self-actualization effort at local, national, and international levels. All stakeholders must collaborate to strengthen Jakarta's image as a global tourist destination.

The third priority was increased competitiveness and market expansion with a geometric mean value of 0.15568. Expanding the tourism market share and improving the quality of tourism as a form of preparation for competition may be viable options for Indonesia in terms of increasing tourist visits, such as through the development of halal tourism, one of the fastest-growing sectors of the tourism industry today. Halal tourism

refers to facilities and services for tourists such as the availability of halal food and beverages, proper access to places of worship, and a comfortable living place for Muslim visitors.

The fourth priority was the service innovation related to halal products and services had a geometric mean of 0.15025. The prospect of halal tourism innovations is an issue in the creative industry, Sharia transportation, educational institutions, halal and Sharia logos, product management, and capacity of halal tourist attractions. Sharia tourism innovation in Indonesia can be achieved by referring to the MUI Fatwa No. 108/MUI-DSN/X/2016 as a guideline for implementing Sharia tourism in Indonesia.

The fifth priority was preparing for the recovery of halal tourism destinations, industries, institutions, and marketing with a geometric mean value of 0.12820. After the Covid-19 pandemic, the tourism sector must recover immediately. There are three strategies implemented to accelerate tourism recovery, those are; (1) Innovation is key and a significant change is needed today; the government seeks priority destinations. Innovation is needed in aspects of culture, infrastructure, culinary, arts, fashion, and many other aspects of tourism and the creative economy, (2) Adaptation is needed because all parties must be able to adapt to the COVID-19 pandemic, especially by continuing to expand the application of 'CHSE' or Cleanliness, Health, Safety, and Environment, and (3) Collaboration means that all parties must cooperate and synergize with the tourism sector.

The sixth priority was the development of human resources with a geometric mean value of 0.09684. Human resources are key to driving tourism as a supporter of economic expansion. Human resources in Indonesia face at least three problems: foreign language constraints, managerial abilities, and a lack of understanding of information technology (Nahrudin, 2018; Widodo, 2015). Especially in the context of understanding halal tourism, the challenges in the era of Industrial Revolution 4.0 are very important to increase competitiveness, such as understanding information technology and mastering foreign languages, which will be an added value. This can be achieved by providing education and training for tourism activators that will support the success of tourism itself.

The seventh priority was the acceleration of financing, investment, and incentives with a geometric mean value of 0.09112. The government has taken several steps to help the tourism industry recover from the COVID-19 outbreak, including the provision of assistance, subsidies, and loans. The main objective of protecting the tourism sector is to provide financial assistance to protect workers' incomes. With fiscal support, the government provides remission to companies and medium-sized businesses in the tourism sector as a stimulus to prevent the sector from falling (Marlinah, 2021). Providing additional liquidity and cash assistance to those in the tourism sector affected by the COVID-19 outbreak

The faltering tourism industry has a negative influence on the MSME sector (Sahoo & Ashwani, 2020; Setyoko & Kurniasih, 2022). The slowdown in tourism for MSMEs in the micro food and beverage industry is responsible for a 27% reduction, according to statistics from the Economic Research Center (LIPI) of the Indonesian Institute of Science, there has been a slowdown in tourism for MSMEs in the micro food and beverage industry. The COVID-19 pandemic has affected the income of tourist business actors in Jakarta, according to research by the Jakarta Tourism and Creative Economy Agency (Ministry of

Tourism and Creative Economy, 2021), causing a reduction in income of up to 75% from prior income. The deterioration of the employment sector was also affected by a fall in the tourism and travel industries. According to information from the Indonesian Hotel and Restaurant Association (PHRI), 1.4 million employees had their employment contracts terminated or were given unpaid leave. The travel and tourism industry has grown to employ more than 13 million people (Ministry of Tourism and Creative Economy, 2020).

Discussion

The results showed that the benefits of the existing infrastructure, accessibility, and amenity features had the greatest influence on the strength factor. Infrastructure is a fundamental pillar of tourism. It not only enables the movement of tourists but also shapes the overall tourism experience, safety, and sustainability of a destination. Governments, local authorities, and private stakeholders often invest in tourism-related infrastructure to attract visitors, stimulate economic growth, and enhance residents' quality of life (Jovanović & Ilić, 2016). Infrastructure, such as airports, roads, railways, and ports, greatly influences a tourist's ability to reach a destination. Well-developed transportation networks make it easier for tourists to access a location, leading to increased visitations (Dinu, 2018; Jangra et al., 2023). Adequate infrastructure includes hotels, resorts, and lodging. The availability and quality of accommodations can impact tourists' decisions to visit a destination. The variety of lodging options also caters to different types of tourists, from budget travelers to luxury seekers (Khadaroo & Seetanah, 2014). The most significant shortcoming is that there is still a misunderstanding of halal tourism. Misunderstandings about halal tourism can lead potential Muslim travelers to believe that certain destinations or services are not halal-friendly. This can result in decreased demand for destinations that cater to halal tourism, causing them to miss out on a significant market (Hanafiah et al., 2022; Said et al., 2022). Priorities for halal tourism recovery strategies include strengthening the branding of halal tourism. Strengthening the branding of halal tourism and increasing the demand for tourists interested in halal-friendly destinations and services involve a multifaceted approach that includes marketing, infrastructure development, and cultural awareness (Juliansyah et al., 2021; Lestari et al., 2021). The development of international industrial infrastructure has increased competitiveness, market expansion, and innovation related to halal products and services. The development of international industrial infrastructure can significantly affect the demand for tourist visits in several ways. In some cases, international industrial infrastructure development can lead to improvements in tourism-related infrastructure. For example, airports that expand to accommodate increased industrial traffic can serve as an international gateway for tourists. Investment in roads and transportation networks can make it easier for tourists to explore a region (Mazrekaj, 2020; Nguyen, 2021).

Service quality, innovation, and the demand for tourism are integral to the success and growth of the tourism industry. Both service quality and innovation play significant roles in influencing tourists' decisions to visit a destination (Faché, 2000). High-quality services are a fundamental component of a positive tourist experience. Excellent services, including friendly and knowledgeable staff, efficient processes, and personalized attention, can significantly affect tourist satisfaction and the likelihood of returning to or

recommending a destination to others (Han et al., 2021). Innovation in tourism services can lead to the creation of unique and novel experiences (Decelle, 2004). This could include the development of new tours, activities, or attractions that capture the imaginations of travelers. High-quality services and innovations can make a destination more attractive to potential tourists. They may choose a particular destination because of the promise of exceptional experiences and services (Tai et al., 2021). Innovations related to sustainable tourism, such as eco-friendly accommodation and responsible tour options, can attract environmentally conscious tourists and enhance a destination's reputation (Tsekouropoulos et al., 2022).

The Strength of the SWOT-ANP method lies in its holistic analysis. SWOT-ANP considers not only the internal strengths and weaknesses of an organization but also external opportunities and threats (Yüksel & Dağdeviren, 2007). Moreover, it assesses the interrelationships and dependencies among these factors, providing a more holistic understanding of the strategic landscape. This method allows for a sensitivity analysis, which helps assess the impact of changing assumptions and data on the overall analysis. This enhances the robustness of the strategic decisions (Alamdari et al., 2023). The limitation of this method is that despite its quantitative approach, ANP involves subjective judgments when making pairwise comparisons. Different individuals or teams may assign different priorities to the same factors, which can lead to variations in results (Karimi et al., 2019). Although quantification can enhance objectivity, there is a risk of overemphasizing numbers at the expense of qualitative insights and real-world context. It is important to strike a balance between quantitative and qualitative considerations (Zhu et al., 2015). The results of this research may be relevant at the time and conditions when the research was carried out and at the research location, but at different times and locations, the conditions may have changed, and strategies for restoring tourism may be different.

The development of halal tourism in Jakarta is closely related to the support of the government and tourism businesses because the government can build adequate infrastructure and create halal tourism regulations. Meanwhile, business actors need innovation and good service quality, halal tourism branding, an understanding of halal tourism, and increasing competitiveness in the halal tourism sector. Further research should examine the development of halal tourism in Indonesia and increase its competitiveness of halal tourism.

CONCLUSION

This study discusses the impact of COVID-19 on the tourism industry and the need for halal tourism recovery strategies in Jakarta. The Analytic Network Process with a SWOT network structure was used to evaluate the strengths, weaknesses, opportunities, and threats of developing the recovery plans. The survey found that the benefits of existing infrastructure, accessibility, and amenity features had the greatest influence on the strength factor, whereas the most significant shortcoming was still a misunderstanding of halal tourism. The priorities for the halal tourism recovery strategy are strengthening the halal tourism brand, international and industrial infrastructure development, increased

competitiveness, market expansion, and service innovation related to halal products and services.

Every stakeholder must participate in the implementation of these strategies so that halal tourism can rebound and expand in Jakarta. Without the cooperation of all parties and sound planning, halal tourism will not grow and Indonesia will not become the main destination of halal tourism for foreign tourists. This study contributes to the development of halal tourism in Jakarta, particularly in other areas that have opportunities to develop the halal tourism industry, with a focus on the strategies formulated in this research. This study was limited to the recovery of halal tourism in Jakarta after the pandemic, with a limited number of expert respondents and time. Future studies should focus on strategies to make Indonesia the world's largest halal tourism industry, and use different methods and a larger number of respondents.

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