



The Collaboration of Penta Helix to Develop Halal Tourism Villages in Batang, Central Java

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ABSTRACT

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This research is an internal-external analysis research in determining several strategies, such as: 1) how to develop halal tourism villages in Batang Regency, Central Java; 2) what is the collaboration program with stakeholders using the Penta helix approach; 3) what is the follow-up plan that displays the role mapping of each element in the Penta helix. The research results show that the tourism village collaboration program with stakeholders using the Penta helix approach model has had quite a good impact, where synergy or collaboration is the only key in accelerating the development of halal tourism villages in Batang, Central Java. Besides that, this study shows that the role of each element in the Penta helix collaboration in halal tourism villages in Batang Regency is that academics contribute to creating the knowledge and skills needed in developing halal tourism; then the business element, plays a role in sharing resources; the community plays a strong role in providing the resources needed to carry out the management and operations of halal tourism villages; the media becomes the spearhead of the publication of the halal tourism village development program and the government as the coordinator and regulator. A strong commitment is needed between stakeholders to be able to carry out their respective roles in developing halal tourism in Indonesia by implementing elements of developing family-friendly destinations; Muslim-friendly services and facilities; and halal awareness from each stakeholder and supported by a destination marketing program that can be stimulated by utilizing the digital portal of the Batang Regency regional government.

1. INTRODUCTION

Tourist destinations must shift from focusing on tourist numbers to enhancing the quality of tourism experiences, emphasizing longer stays and higher spending. This research aims to answer how an organization can use internal and external analysis to set its strategic direction, create a collaboration program with stakeholders using the Penta helix approach, and develop a follow-up plan that clearly defines the roles of each Penta helix element to meet its strategic goals. The Penta helix model, which facilitates collaboration among communities, government, businesses, academics, and social entrepreneurs, offers a framework for this development. However, the specific roles of these stakeholders, particularly local communities, are not well-defined. This research will clarify these roles and show how effective stakeholder collaboration can enhance tourism planning and development.

The development of tourism villages is not a single sectoral business but requires collaboration and integration of resources from various sectors involved. The Penta helix approach, which is a form of collaboration consisting of academics, business, community, government, and media, is

one option that Batang Regency government can take to develop tourism villages [1]. The Penta helix approach was first introduced by the Minister of Tourism Arief Yahya and was outlined in the Minister of Tourism Regulation of the Republic of Indonesia Number 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations.

By applying the Penta helix approach, this study will assist tourist destinations in creating more meaningful and sustainable tourism experiences, benefiting local economies and satisfying evolving traveler expectations. Additionally, this research employs a rare and unique analysis tool, the Quantitative Strategic Planning Matrix (QSPM), to develop strategies that improve experience-oriented tourism products, with a particular emphasis on high-quality halal and Muslim-friendly tourism. The focus of this research lies in the concentration of tourism village development in Batang Regency, including: 1) internal and external analysis to determine the strategic direction of the collaboration program with stakeholders using the Penta helix approach; 2) a follow-up plan that displays the role mapping of each element in the Penta helix. In the era of globalization, tourism has evolved, affecting travel habits and destination choices. Recognizing its

substantial potential, the Batang Regency Government is prioritizing tourism development. This includes natural, cultural, and artificial attractions.

Natural sites feature beaches in Batang, Kandeman, Banyuputih, and Gringsing Districts, along with agrotourism in Blado District. Cultural tourism encompasses historical sites in Reban, Wonotunggal, and Gringsing, Batik village tourism in Batang, and religious tourism in Kandeman and Blado. Across all sub-districts, artificial and water tourism are being developed. Prominent destinations include Sigandu Beach as the flagship beach, Sikembang for mountain tourism, Sikuping Hill for adventure, and Silurah for cultural tourism. The tourism sector is expected to enhance regional income and community welfare by empowering local communities (Pokdarwis). The Government of Batang Regency has made several efforts to increase Batang tourism such as promotions through social media, television and print media; event calendar; participating in tourism and creative economy

exhibitions as well as collaborating with tourism stakeholders (PHRI, BWI, ASPi), was quite successful.

With the rise in tourist visits to Batang Regency, the tourism sector's contribution has steadily increased over the past five years. In 2018, the sector generated IDR 2,475,225,500, which rose to IDR 2,880,662,174 in 2019. However, the COVID-19 pandemic caused a decline in Regional Original Income (PAD) in 2020, dropping to IDR 2,206,758,280. As conditions improved by 2022, the tourism sector's contribution surged to IDR 3,887,816,500. Among the attractions managed by the Batang Regency Government, Sigandu Beach remained the most popular, attracting 486,894 visitors and contributing IDR 2,312,785,750 to PAD. Other notable figures include Ujung Negro Beach with 96,714 visitors (PAD: IDR 459,393,500), Bandar swimming pool with 54,814 visitors (PAD: IDR 260,366,500), THR Keramat with 61,177 visitors (PAD: IDR 596,475,250), and Pagilaran Agrotourism with 39,900 visitors (PAD: IDR 66,333,750) (Figure 1).

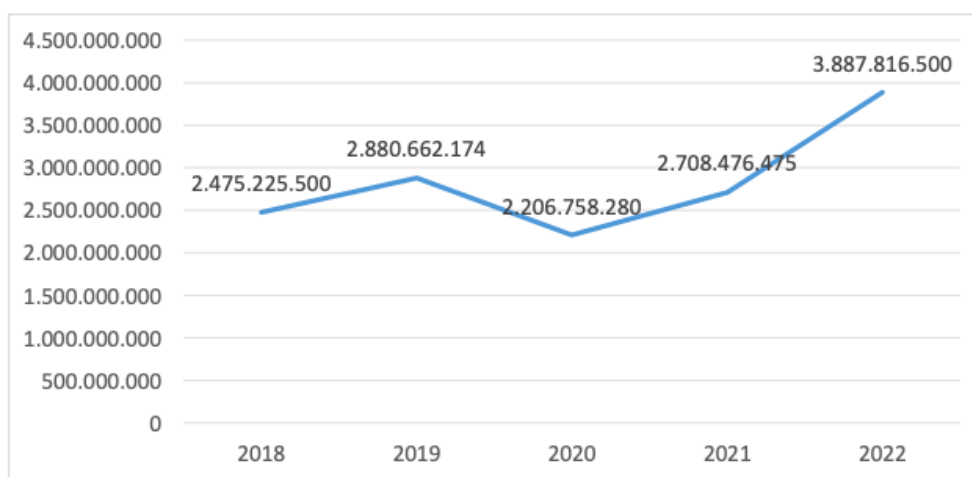


Figure 1. PAD of Batang in the tourism sector for 2018-2022

Source: Department of Tourism, Youth and Sports of Batang Regency, 2023.

The contribution of the tourism sector is supported by efforts to develop tourist destination facilities and infrastructure, and improve access to tourist roads and supporting facilities. The tourism sector is one potential source of income that can be developed by the rural sector [1]. Tourism management must be managed professionally because it is vulnerable to conflict arising from all social, political, and cultural changes that occur in society [2]. Regional tourism development has an important involvement in improving community welfare and supporting government development programs related to tourism [3].

In 2024, Batang Regency aims to "Increase competitiveness through stabilizing regional conduciveness and resilience," focusing on tourism potential through community empowerment and enhancing Pokdarwis's role. Rural areas are competing to develop unique tourist attractions, transforming formerly underdeveloped villages into popular destinations. This development benefits local stakeholders and visitors alike, with several facilities being improved to facilitate tourism. Facilities that should exist in tourist village areas include transportation facilities, public facilities, accommodation, telecommunications, and health facilities [4]. Especially for accommodation facilities in tourist villages, they can provide homestays, because the population of tourists is quite wide so that visitors can experience a comfort stay and enjoy an authentic atmosphere and cultural environment [5].

Halal tourism are an implementation of the nuances of religiosity included in *mu'amalah* aspect as an embodiment of aspects of socio-cultural and socio-economic life that are based on Sharia principles [6]. Halal tourism refers to the provision of tourism products and services that meet the needs of Muslim tourists to facilitate worship and other requirements in accordance with Islamic law [7]. As a tourist destination, these villages will establish relationships with various stakeholders, both directly and indirectly. This consists of a group of actors connected by reciprocal relationships and bound by certain rules, where the actions of each actor influence others. Therefore, a shared vision and mission must be established and achieved in a coordinated manner.

Based on data released by Global Islamic Economy 2019, Indonesia and Malaysia are ranked first as countries with the world's best halal tourism potential. Indonesia is said to have 2 advantages in the field of halal tourism, namely communication such as publications and promotions; as well as services. These two points can be a provision to continue optimizing the potential of halal tourism in Indonesia. In developing halal tourism, there are three potentials and strengths for Indonesia including: (1) the richness and diversity of national tourism resources; (2) the public's attention and positive attitude towards the development of halal tourism; and (3) Indonesia's position as a halal tourism investment destination country, considering that Indonesia is a

Muslim-majority country. However, this plan is still hampered by difficulties in changing the profile of tourists from the Middle East. Middle Eastern tourists prefer to travel to countries that are different from their surroundings. Besides, there are still problems on the side that still need to be improved, such as safety and inbound economy to be able to run special interest tourism such as halal tourism.

Tourist villages can maximize forms of collaboration starting from accommodation, attractions and supporting facilities that are displayed in a structure of community life and integrated with the traditional governance that exists in the villages. The key to success in running a tourism village program lies in the concern or participation of the internal village community, because local communities are felt to know more about village demographics and from a sociological perspective, they also know more about what is in the village [8].

2. METHODS

This research used a qualitative-descriptive scheme. According to Reay et al. [9], qualitative research is a type of research that produces direct discoveries that are obtained by researchers when they are in the field and cannot be achieved if they only use statistical methods or those related to numbers only, or other terms, namely requiring direct information by observation or interview.

This research employs a rare and unique analysis tool to develop strategies that enhance experience-oriented tourism products, with a particular emphasis on high-quality halal and Muslim-friendly tourism. This research will be divided into three stages:

- 1) Internal and external analysis (SWOT) to determine strategic direction [10].
- 2) Quantitative Strategic Planning Matrix (QSPM), to develop strategies [11] that enhance experience-oriented tourism products, with a particular emphasis on high-quality halal and Muslim-friendly tourism.
- 3) Developing a follow-up action plan scheme for the pentahelix collaboration that can be implemented in Batang.

The focus of this research is to make it easier for researchers to make the right decisions according to the needs of the data collected or used.

3. RESULTS AND DISCUSSION

3.1 Result

1) Internal and external analysis

The internal and external analysis compares external factors of opportunities and threats with internal factors of strengths and weaknesses that play a role in formulating strategies, product sales, and new business ideas [12]. SWOT elements consist of strengths, weaknesses, opportunities, and threats. The strategic decision-making process is always related to the development of the company's mission, goals, strategies, and policies [10]. Thus, strategic planning must analyze the company's strategic factors (strengths, weaknesses, opportunities, and threats) in the current conditions.

Batang Regency has a very varied natural landscape, such as mountains in the south, plantation areas, and rice fields in

the center, and a coastal area in the north. The diversity of natural morphology arises the different civilizations, each of which had its own unique character. This diversity of civilization forms a diverse culture in Batang Regency and became one of the strengths of tourism.

Batang has a variety of tangible and intangible cultural heritage which is still preserved today, this can be a strength of cultural tourism in Batang Regency. Batang has long been known as a transit city on Java's busiest route, namely the North Coast Route. People on their way prefer Batang route as a transit point considering it as a rest area of *Pantura* (the Javanese North Coast National Road Corridor). Batang is also the transportation hub for Java Island which acts as a gateway for traffic from the Java Pantura direction to the central area in the former Kedu residency. Batang is also an alternative gate for the Yogyakarta - Jakarta route. Branding and the potential number of travelers can be an opportunity for the development of the tourism sector.

National Tourism Strategy Area (KSPN) of Dieng is located in Banjarnegara Regency and Wonosobo Regency which directly borders Batang Regency with an international development scale. Currently, the existence of KSPN Dieng is starting to be utilized by several surrounding districts and cities, including Pekalongan City as an entry point for national transportation and shopping tourism, as well as Pekalongan Regency and Batang Regency with natural and cultural tourism as their mainstay. The comparative advantages of Batang Regency compared to Pekalongan City and Pekalongan Regency are the advantages of beach and mountain tourism which are owned directly by Batang Regency. Batang Regency has an Integrated Industrial Area which is a national strategic project in Gringsing District. Large-scale and international investment will be poured into this area, so it is projected that there will be a very large need for industrial power.

It is predicted that the population growth anomaly will begin to be felt in 2024 when industries start operating. Based on a tourism perspective, this is a captive market for Batang Regency tourism products. There will be a significant increase in the number of tourists in Batang Regency. Based on the point of view of tourism market segmentation, this is very promising, however, if it is not prepared well, it is feared that problems will arise that could be detrimental to Batang tourism branding.

Batang Regency has several tourism villages in Batang Regency such as Besani, Kembang Langit, Sangubanyu, Gringing Sari, Pandan Sari, Ujung Ngoro, Sungai Batang, Sodong, Silurah, Tombo, East Selopajang, Pranten, Gombong, West Selopajang, Curug, and Wonobodro which are all of them are still in the pioneer tourism village classification.

Internal-external analysis was carried out to develop a strategy for developing tourist villages in Batang Regency. The SWOT analysis carried out. In order to comprehensively analyze our organization's strategic position, it is essential to conduct a detailed evaluation of both external and internal factors [13]. External-internal factors are to analyze SWOT more deeply, it is necessary to look at external and internal factors as an important part of the SWOT analysis. The External Factor Analysis Summary (EFAS) and Internal Factor Analysis Summary (IFAS) tables provide a structured method for assessing these factors. The EFAS table will help us identify and evaluate key external opportunities and threats that could impact our organization [13] as showed in Table 1 below, while the IFAS table will focus on internal strengths

and weaknesses as showed in Table 2 below. By systematically analyzing these factors, we can gain valuable insights into the strategic challenges and opportunities that our organization faces. This analysis will serve as a foundation for developing strategies that leverage our strengths, mitigate our

weaknesses, capitalize on opportunities, and defend against threats. Below are the EFAS and IFAS tables that summarize the critical external and internal factors affecting our organization.

Table 1. EFAS (External Strategic Factor Analysis Summary)

External Factors (EFAS)	Weight	Ratings	Score
Opportunity			
Networks/ partnerships are starting to emerge from tourist attractions and tourism value chain businesses	0.113	8	0.904
This is the busiest route and transit point of <i>Pantura</i>	0.1	6	0.6
It is the transportation hub for Java Island	0.105	8	0.84
It is an alternative gate for the Yogyakarta – Jakarta route	0.093	8	0.744
Entered the KSPN Dieng area with an international development scale	0.097	8	0.776
Threat			
Lack of coordination and synergy between stakeholders	0.097	2	0.194
Lack of synergy between stakeholders	0.095	3	0.285
There is still Sectoral Ego from Stakeholders	0.103	3	0.309
human resource readiness	0.101	4	0.404
Public perception regarding halal tourism	0.096	2	0.192
TOTAL	1		5,248

Table 2. IFAS (Internal Strategic Factor Analysis Summary)

Internal Factors (IFAS)	Weight	Ratings	Score
Strength			
Developed tourist village infrastructure	0.101	6	0.811
Tourism village institutions that have been formed	0.104	7	0.73
Various tangible and intangible cultural heritages that are still preserved	0.096	7	0.672
Potential natural riches and local uniqueness that can be developed	0.096	7	0.67
Has an Integrated Industrial Area which is a national strategic project	0.1	8	0.799
Weakness			
BUMDES (village-owned enterprises) which is not yet running	0.105	2	0.21
Management of tourism villages is not yet optimal	0.101	2	0.202
The identity/branding of a halal tourism village has not yet emerged	0.099	2	0.197
Lack of understanding regarding the provision of halal tourism facilities.	0.103	1	0.095
Halal certificate issues	0.095	2	0.206
TOTAL	1		4,592

a. External Factors

These external factors influence the formation of opportunities and threats (O and T) in tourism villages in Batang Regency, where these factors are related to conditions that occur outside the tourist village environment which influence managerial decision-making in developing the village into a halal tourist village. These factors include the industrial environment and microbusiness environment, economics, politics, law, technology, population, and socio-culture. External factors are included in a matrix called EFAS (External Strategic Factor Analysis Summary).

b. Internal Factors

These internal factors influence the formation of strengths and weaknesses (S and W), where these factors are related to the conditions that occur in the development of halal tourism villages in Batang Regency, which also influence the formation of decision-making in the management of halal tourism villages. These internal factors include all kinds of functional management: marketing, finance, operations, human resources, research and development, management information systems, and corporate culture. Internal factors are included in a matrix called the internal strategic factor matrix or IFAS.

c. SWOT Analysis Model

To develop a strategic plan that will enhance our organization's performance and competitive position, it is vital

to conduct a comprehensive SWOT analysis. The SWOT Matrix Diagram is a powerful tool that helps us identify and visualize the critical internal and external factors that impact our organization [10].

SWOT analysis compares external factors of opportunities and threats with internal factors of strengths and weaknesses. After the internal and external strategy factor matrix is prepared, the results are then entered into a quantitative model, namely the SWOT matrix to formulate the company's competitive strategy [10]. The tool used to compile the company's strategic factors is the SWOT matrix. This matrix can clearly illustrate how the external opportunities and threats faced by the company can be adjusted to its strengths and weaknesses. This matrix can produce 4 (four) sets of possible strategic alternatives.

- 1) SO (Strengths - Opportunities) strategy which is created based on the company's way of thinking, namely by utilizing all strengths to seize and exploit as many opportunities as possible.
- 2) ST (Strengths – Threats) strategy is a strategy for using the company's strengths to overcome threats.
- 3) WO (Weaknesses - Opportunities) strategy implemented is based on utilizing existing opportunities by minimizing existing weaknesses.
- 4) WT (Weaknesses – Threats) strategy is based on defensive activities and tries to minimize existing weaknesses and avoid threats.

Table 3. SWOT Matrix Diagram

	Strengths	Weakness
Opportunity	SO strategy	WO strategy
	1. Strengthening partnership networks and halal tourism village	BUMDES establishes a network of partnerships with investors to become a marketplace for Table 2. SWOT Matrix Diagram
	2. Optimizing infrastructure towards halal tourism villages in an effort to become a transit point from <i>Pantura</i> route.	1. marketing halal tourism villages and their chain businesses
	3. Batang branding with tangible and intangible cultural heritage values is still maintained.	2. Optimization and digitalization of halal tourism village management
Threats	4. The potential for natural riches and local uniqueness is the attraction of Batang as a gateway for travelers from <i>Pantura</i> route	3. Branding the halal tourism village as a new destination at the entrance (gate) for travelers from <i>Pantura</i> route
	5. Halal certification for 3A products in tourism villages.	4. Integration of development of tourist activities, amenities, and accessibility with the KSPN area development program
	ST strategy	WT strategy
	1. Halal certification in 3A tourism in tourism villages	1. Encourage coordination and synergy of the Penta helix in developing halal tourism villages
	2. Coordination between stakeholders in infrastructure	2. Community outreach about the

development in urgency of halal tourism villages	urgency of halal tourism
3. Digital synergy marketing halal tourism villages initiated by the district government	3. Pilot project for the development of a halal tourism village which will be carried out jointly by all relevant Regional Apparatus Organizations (OPDs)
4. Providing Muslim-friendly tourist facilities	4. Facilitation and regulation of investment in the halal tourism sector
5. Encourage investment cooperation in public-private community partnership (PPCP) tourism development where all parties can be involved in tourism development	5. The government carries out training, simulation and channeling to encourage strengthening the halal tourism village network

The SWOT Matrix Diagram (Table 3) that provides a visual representation of these critical factors and the potential strategies we can derive from them.

To systematically evaluate our organization's strategic position and develop a comprehensive strategy, we utilize the Strategic Factors Analysis Summary (SFAS) matrix. The SFAS matrix combines the key elements from both the External Factor Analysis Summary (EFAS) and the Internal Factor Analysis Summary (IFAS). This consolidated matrix helps us to prioritize the strategic factors based on their relative importance and the organization's capability to respond to them effectively [12]. The SFAS matrix serves as a bridge to developing strategic alternatives that are aligned with our mission and objectives.

Below is the SFAS matrix, which synthesizes the critical strengths, weaknesses, opportunities, and threats identified in our earlier analyses (Table 4):

Table 4. SFAS matrix

SFAS factors	Weight	Ratings	Score	Description of Policy Duration
Networks/ partnerships are starting to emerge from tourist attractions and halal tourism value chain businesses	0.095	8	0.76	Short-term
Halal certification for tourism products at destinations	0.103	8	0.824	Medium-term
KSPN Dieng area with international development scale.	0.092	8	0.736	Long-term
Harmonization of various tangible-intangible religious and cultural heritage values that are still maintained with the development of tourist villages	0.093	7	0.651	Medium-term
Synergy between stakeholders	0.091	3	0.273	Short-term
Strengthening investment in the tourism industry	0.095	2	0.19	Medium-term
Socialization regarding Muslim-friendly tourist facilities	0.094	8	0.752	Short-term
Strengthening the competency of halal tourism human resources	0.146	7	1.022	Short-term
Development of tourism activities, amenities and accessibility in a Muslim-friendly context	0.095	2	0.19	Short-term
Becoming an alternative gate for the Yogyakarta – Jakarta route.	0.096	8	0.768	Long-term
TOTAL	1		2,732	

d. Internal – External Matrix

This Internal – External Matrix (Figure 2) was carried out to sharpen the analysis; and see the position of the tourist village and the direction of further development. The IE (Internal – External) matrix positions the various divisions of an organization in a 9-cell display. The IE matrix is based on two key dimensions: the total IE weight score on the X-axis and the total EFE weight score on the Y-axis. Each division in an organization must create an IFE matrix and an EFE Matrix

in relation to the organization. The total weight score obtained from these divisions enables the composition of the IE Matrix at the company level.

e. SFAS (Strategic Factor Analysis Summary)

The SFAS (Strategic Factor Analysis Summary) is used to summarize an organization's strategic factors by combining external factors (EFAS) with internal factors (IFAS).

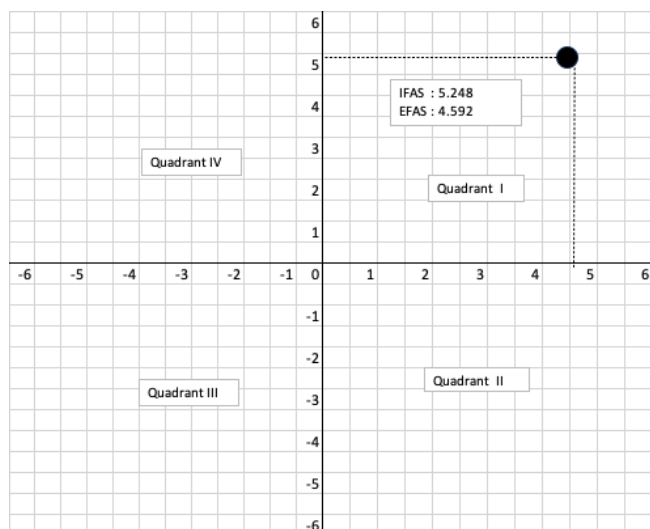


Figure 2. Internal – External Matrix

3.2 Discussion

3.2.1 Internal-external analysis of halal tourism villages in Batang Regency

Many practitioners state that it is difficult to maintain a long-term competitive advantage in rural tourism [14-19]. Market stability in the tourism industry is greatly influenced by short tourist destination product life cycles [20], short tourism product design cycles [21], ever-changing technology [22], new entrants with unique and different tourism themes and products, repositioning of existing tourism companies, and market uncertainty [23]. As a result, tourism industry players must continuously improve their competitive advantage. Not only is it enough to reduce costs compared to competitors. Through continuous improvement programs, competitors also reduce costs as well. Tourism industry players must find new ways to not only reduce costs but increase added value for the products or services offered.

An actor in the tourism industry must be able to be hypercompetitive, which tends to always move to face the challenges and demands of continuous competition. Strategic initiatives must be structured to achieve competitive advantage through short-term initiatives that are continuously carried out to beat current competing company products with the next generation of products [24, 25].

The results of the analysis show that the Internal - External Matrix graph or grand strategy graph shows that the intersection of the IFAS and EFAS tangent points is located in quadrant I so the strategy used is an aggressive strategy, namely a strategy to utilize strengths to seize the opportunities that exist in developing halal tourism villages in Batang district. The SO (Strength-Opportunity) strategy outlined in the internal-external analysis in Batang Regency is described as follows:

- 1) Strengthening partnership networks and halal tourism village institutions is carried out by utilizing digital technology. Partnership network partnerships can be established with the private sector, for example, collaboration between local governments or other institutions involved in developing tourist villages and private companies or organizations. This functions to improve infrastructure, marketing, and management of halal tourist villages so that they can attract tourists, increase community income, and encourage local

economic growth. Strengthening digital synergy in marketing halal tourism villages was initiated by Batang Regency government. Furthermore, the institution of a halal tourism village is an important factor in destination management. This institutional function regulates the management of tourism resources so that development goals are achieved optimally.

- 2) Optimizing infrastructure towards halal tourism villages in an effort to become a transit point for the North Coast Route. This infrastructure is the natural resources and man-made resources that tourists absolutely need when traveling to a tourist destination, such as roads, electricity, water, telecommunications, bus stops, bridges, and so forth.
- 3) Batang branding with tangible and intangible cultural heritage values is still maintained. Tourism destination branding will be the strongest pillar in building the uniqueness or specialness of tourism villages in Batang Regency. Tourism destination branding is a very effective communication function for tourists or investors by using names, taglines, symbols, designs, or a combination of these media to create a positive image.
- 4) The potential for natural riches and local uniqueness is the attraction of Batang as a gateway for travelers from *Pantura* direction. Routes that are quite congested and busy will tire passersby. Batang Regency must seize this opportunity to provide a transit area by providing various culinary delights, wellness tourism, and rest areas with MSME outlets inside that provide souvenirs and souvenirs typical of Batang regency. The Integrated Industrial Area is a national strategic project for the entrance (gate) for crossings from the *Pantura* direction. This opens up large investment opportunities which will have an impact on infrastructure development, increasing industrial tourist visits which will open up many opportunities for accommodation investment.
- 5) Halal certification for 3A products in tourism villages. Having halal certification for the tourism village elements, namely something to see, something to buy and something to do in the tourism village, will encourage the attractiveness of the tourist village.

The development of tourist villages cannot be separated from the concept and practice of sustainable tourism which has been known in Indonesia for 30 years. This is reflected in Chapter II of Law of the Republic of Indonesia Number 9 of 1990 which includes the principles and objectives of Indonesian Tourism Development. Implementation of Sustainable Tourism Development in Indonesia, by establishing three main programs: sustainable tourism destinations, Sustainable Tourism Observatory (STO), and Sustainable Tourism Certification (STC). These strategic programs were developed through benchmarking from various countries with years of learning from tourism. The Sustainability Development Goals (SDGs) of the 2030 Agenda for Sustainable Development were officially launched on 1 January 2016 (<https://www.un.org/sustainabledevelopment/development-agenda/>). Furthermore, the village SDGs are an integrated effort for economic, social, environmental, and community development at the village level which was derived from the national SDGs Goals into 18 development focus areas. From the 18 village SDGs, tourism can play an important role in achieving them:

- 1) The first village SDGs goal is a village without poverty.

With the development of tourism villages, it is hoped that it can open up employment opportunities for the community, thus encouraging the fulfillment of basic rights of residents and the presence/absence of differences in the treatment of individuals or groups of people in living life with dignity.

- 2) The 8th goal namely, village economic growth is evenly distributed. With the development of tourism villages, it is hoped that it can provide productive and comprehensive employment opportunities as well as decent work for all village communities.
- 3) The 9th goal is village infrastructure and innovation according to needs. This goal emphasizes infrastructure development and accelerating innovation in the tourism industry and creative economy which must be in accordance with village needs, village carrying capacity and pay attention to the sustainability of village resources so that the triple bottom line concept can be maintained, especially in the ecosystem sector so as to avoid over-tourism.
- 4) The 17th goal is a partnership and village development. Partnerships that exist in developing tourist villages encourage efforts to achieve village development goals. This tourism village partnership network is a means of implementing and revitalizing village partnerships to realize all sustainable development goals. Village development will not be maximally successful without the involvement of related parties starting from community leaders, youth driving the village, women driving the village economy, universities, the business world, supra-villages, of course also village officials and the Village Requirements Board (BPD). Only with good partnerships/cooperation can the development of an inclusive tourism village be realized. Achievement of Partnership to achieve village development goals is indicated by the existence of forms of village collaboration in Batang Regency with third parties; the availability of an internet network in the village; village statistics as well as the progress of commodities and export activities by village.
- 5) The 18th goal is dynamic village institutions and adaptive village culture. Village institutions must be strengthened so that they can support the achievement of sustainable development goals by maintaining local wisdom, as well as revitalizing and mobilizing all elements of institutions at the village level.

3.2.2 Halal tourism village collaboration program with stakeholders through the Penta helix approach



Figure 3. Penta helix model of halal tourism in Batang
Source: Processed by Researchers

The five stakeholders who must collaborate in developing a halal tourism village in Batang Regency include academics, community, government, business, and media. To see more clearly the pattern of relationships in the synergy model of the Penta helix, the researchers present in Figure 3.

Based on findings, the types of collaboration that exist between stakeholders in halal tourism villages in Batang Regency are as follows:

- 1) Academics contribute to creating the knowledge and skills needed to develop halal tourism, this can be seen from the contribution of several universities that carry out service, research, and collaborate with the Batang Regency Government to develop halal tourism villages. This synergy has quite a good impact and encourages communication with the government regarding research results which will be developed into programs and activities in developing halal tourism villages. Academics play a role in this relationship as a commitment to share the resources they have together. The resources referred to include assistance, namely capital assistance, sharing information related to the business and its entire process, as well as mentoring or training as needed.
- 2) Business plays a role in sharing resources. DUDI is a node of collaboration and partnership in this case which has nothing to do with sharing the development of halal tourism villages. One example is the existence of a CSR program from the company as part of supporting the development of halal tourist villages which is realized with the help of entrance gates to tourist destinations, provision of religious infrastructure at tourist destinations, and signage to tourist villages.
- 3) The community plays a strong role in providing the resources needed to carry out the management and operations of halal tourism villages in Batang Regency. Communities are subjects in the management of halal tourism villages that implement the results of academic research; regulation and socialization from the government; accept CSR programs; and collaborate with the media in promoting tourism villages.
- 4) One of the roles of the media in tourism villages in Batang Regency is to be the spearhead of tourism village development programs with halal aspects, where social media contains information related to Muslim-friendly infrastructure, amenities, and tourist attractions; publish policies and regulations related to the development of halal tourist villages and promote halal tourist villages in Batang Regency.
- 5) The government acts as a regulator and coordinator who must ensure easy access to marketing halal tourism villages through expos, exhibitions, empowerment, outreach, and coaching. The government is strengthening digital synergy in marketing halal tourism villages through the portal owned by the Batang Regency government.

3.2.3 Follow-up plan for development of halal tourism villages

Tourist villages in Batang Regency need distinctive characteristics that can differentiate them from tourist villages in other districts. The Muslim tourist market is an opportunity to make the Tourism Village in Batang Regency a halal tourist village. Batang Regency has the opportunity to be developed into a community-based tourist destination with halal value. Halal tourism is an additional service of amenities, attractions,

and accessibility aimed at and provided to fulfill the experiences, needs, and desires of Muslim tourists.

- 1) Optimizing the development of halal tourism villages in Batang district.
 - a) Development of family-friendly destinations, with educational, child-friendly tourist attractions, comfortable and safe environments, ease of obtaining halal food and drinks, Sharia tourist guides, and prayer facilities.
 - b) Ensure tourist areas are free from alcoholic beverages and separate men and women in public tourist facilities such as toilets, rinse rooms, and ablution areas.
 - c) Development of Muslim-friendly services and facilities, by providing places of worship, stalls that provide food and drinks labeled halal, toilets with clean water, services, and facilities to support the month of Ramadan activities, tours, and travel which create tour packages that do not conflict with prayer times, and provision of Sharia hotels.
 - d) Developing halal awareness and destination marketing, with halal certification from MUI for standardization of facilities to create a sense of safety, comfort, and hygiene in consuming tourist services or goods.
- 2) Collaborative partnerships in developing halal tourism villages
 - a) Empowering village communities through mentoring the potential of MSMEs as providers of souvenirs and specialty culinary delights that will be sold at tourist destinations. Tourism value chain businesses such as providing culinary services, accommodation (homestays), transportation (jeeps, trail motorbikes, pedicabs, wagons, etc.), and souvenirs, will encourage the improvement of the community's economy.
 - b) Optimizing the role of BUMDes (village-owned enterprises) in managing halal tourism villages.
 - c) Increasing the institutional capacity of tourism villages; organizational structure, participation of halal tourism village managers in tourism organizations and legalization of tourism village management.
 - d) Partnership with the private sector to provide resources and capital; infrastructure, such as roads, accommodation, and other public facilities, as well as providing capital to improve the quality and attractiveness of tourist villages.
 - e) Development of tourism village marketing by leveraging tourist destinations.
 - f) Increasing skills and knowledge with academics, developing mindset and insight.
 - g) Collaboration with industry in CSR programs, government, and media.
- 3) Strengthening community participation by encouraging community involvement in the development of halal tourism villages by:
 - a) Involved in providing arts and cultural attractions as local wisdom that can be displayed to tourists.
 - b) Community empowerment in developing MSMEs as tourism village development partners.
 - c) Be a friendly, polite, and courteous host.
- 4) Increasing the capacity of tourism human resources
 - a) Increasing halal service awareness.
 - b) Preparation of a Muslim visitor's guidebook that provides instructions for Muslim foreign tourists who

wish to undertake halal travel in Indonesia in several categories such as: what to do; how to find culinary delights, information on whether the place visited is halal, halal-friendly or pork-free; prayer facilities; and accommodation.

This research utilizes an analytical tool that is still rarely used by researchers: the QSPM. Typically, QSPM is employed in bureaucratic and governmental studies to develop follow-up plans for regional development strategies or policy papers. However, this research has certain limitations, such as limited generalizability due to the involvement of opinions and sectoral conditions that are distinct from other locations. Similar studies in other tourist destinations might offer different perspectives and diverse insights related to the development of halal tourism. Furthermore, this study only analyzes the availability of sectoral data specific to the research location, indicating a need for subsequent research to compare halal tourist destinations across various locations in Indonesia to provide best practices that can be used as references.

4. CONCLUSIONS

The tourism village collaboration program with stakeholders using the Penta helix approach model has had quite a good impact, synergy or collaboration is the only key in accelerating the development of halal tourism villages in Batang district. The tourism sector is one of the government's priority programs because it has a good multiplayer effect, including the development of halal tourist villages. The rural sector has begun to recognize its potential, as has been done by tourist villages in Batang Regency such as Besani, Kembang Langit, Sangubanyu, Gringging Sari, Pandan Sari, Ujung Ngoro, Sungai Batang, Sodong, Silurah, Tombo, Selopajang Timur, Pranten, Gombong, Selopajang Barat, Curug, and Wonobodro. The Penta helix model approach becomes an excellent strategy if utilized optimally.

This research shows that the type of Penta helix collaboration in halal tourism villages in Batang Regency is that academics contribute to the creation of knowledge and skills needed in the development of halal tourism. Furthermore, the business element plays a role in sharing resources; the community plays a strong role in providing the resources needed to carry out the management and operations of halal tourism villages; the media is the spearhead of the publication of the halal tourism village development program and the government becomes the coordinator and regulator.

A strong commitment is needed between stakeholders to carry out their respective roles in developing halal tourism in Indonesia by implementing elements of developing family-friendly destinations; Muslim-friendly services and facilities; and halal awareness from each stakeholder and supported by a destination marketing program which can be stimulated by utilizing digital portal of Batang Regency regional government.

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