

# Da'wah management in halal tourism development: Implementing Pentahelix Synergy and the ACES 3.0 framework

 Mohamad Irsyad<sup>1</sup>,  Achmad Yafik Mursyid<sup>2</sup>

<sup>1</sup> Universitas Islam Negeri Raden Mas Said, Indonesia

<sup>2</sup> University Malaya, Malaysia

Email: [m.irsyad369@gmail.com](mailto:m.irsyad369@gmail.com)

JID | 93

## Article

### Information:

Received:

2 February 2024

Revised:

18 July 2024

Accepted:

18 July 2024

### Keywords:

Pentahelix synergy, stakeholder collaboration, halal tourism, community engagement, public-private partnership.

## Abstract

**Purpose** – This research aims to explore strategies using the criteria used in the Global Muslim Travel Index 2023, namely the ACES 3.0 framework with pentahelix synergy.

**Method** – This research uses a qualitative method. Data collection techniques were carried out using two processes: literature review and documentation review.

**Results** – This study shows that the Access and Environment criteria need much attention from stakeholders. The recommended suggestion is to increase collaboration between parties. While the implementation of communication and service criteria has been going quite well, it still requires the attention of stakeholders, especially regarding the provision of halal food.

**Implications** – This research suggests further improving stakeholder collaboration to develop halal tourism to increase state revenues that can contribute to Indonesia's economic development.

**Originality/Value** – Research on pentahelix synergy within the ACES 3.0 Framework reveals a novel approach where academia, business, government, community, and media collaborate to foster sustainable innovation and resilience. This collaborative model leverages interdisciplinary strengths to address complex societal challenges, enhancing the impact and reach of each stakeholder's contribution.



**For citation:** Irsyad, M., & Mursyid, A. (2024). Da'wah management in halal tourism development: Implementing Pentahelix Synergy and the ACES 3.0 framework. *Jurnal Ilmu Dakwah*. 44(1). 93-114. <https://doi.org/10.2158/jid.44.1.20223>.

**\*Corresponding author:** Mohamad Irsyad, [m.irsyad369@gmail.com](mailto:m.irsyad369@gmail.com), Faculty of Islamic Economics and Business, Universitas Islam Negeri Raden Mas Said, Pandawa Street No.14, Pucangan, Kartasura, Sukoharjo, Central Java, Indonesia.

This is an open access article under the CC BY-NC-SA license



**Kata kunci:**

Sinergi Pentahelix,  
kolaborasi pemangku  
kepentingan,  
pariwisata halal,  
keterlibatan  
masyarakat,  
kemitraan publik-  
swasta.

**Abstrak**

**Tujuan** – Penelitian ini bertujuan untuk mengeksplorasi strategi menggunakan kriteria yang digunakan dalam Indeks Perjalanan Muslim Global 2023, yaitu kerangka ACES 3.0 dengan sinergi pentahelix.

**Metode** – Penelitian ini menggunakan metode kualitatif. Teknik pengumpulan data dilakukan dengan dua proses: tinjauan literatur dan tinjauan dokumentasi.

**Hasil** – Studi ini menunjukkan bahwa kriteria Akses dan Lingkungan memerlukan perhatian yang besar dari para pemangku kepentingan. Saran yang direkomendasikan adalah meningkatkan kerja sama antara pihak-pihak. Sementara implementasi kriteria komunikasi dan pelayanan telah berjalan cukup baik, namun masih memerlukan perhatian dari para pemangku kepentingan, terutama mengenai penyediaan makanan halal.

**Implikasi** – Penelitian ini menyarankan untuk meningkatkan kerja sama pemangku kepentingan untuk mengembangkan pariwisata halal guna meningkatkan pendapatan negara yang dapat berkontribusi pada pengembangan ekonomi Indonesia.

**Originalitas/Nilai** – Penelitian tentang sinergi pentahelix dalam Kerangka ACES 3.0 mengungkap pendekatan baru di mana akademisi, bisnis, pemerintah, masyarakat, dan media bekerja sama untuk mendorong inovasi dan ketahanan yang berkelanjutan. Model kolaboratif ini memanfaatkan kekuatan lintas disiplin untuk mengatasi tantangan-tantangan sosial yang kompleks, meningkatkan dampak dan jangkauan kontribusi masing-masing pemangku kepentingan.

## Introduction

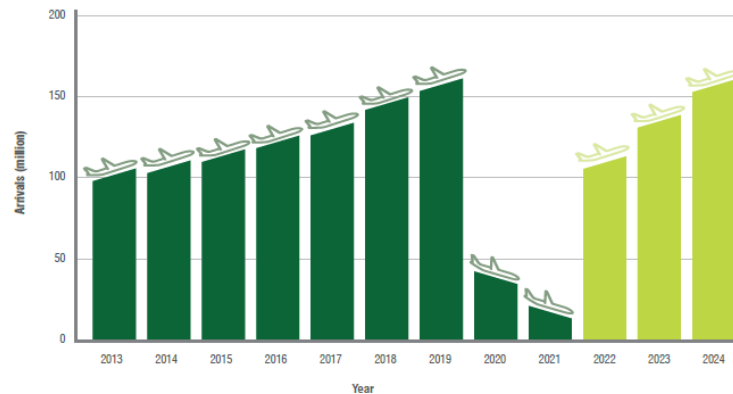
The halal industry has now become a global trend that will continue to grow. It is proven that in the last two decades, the halal market has experienced a very rapid development because the restrictions on the halal market and the term "halal" are no longer limited only to matters related to religion, so the term "halal" can be used in the realm of business and commerce, and become a global symbol of quality assurance of goods and lifestyle choices. The halal market and the term "halal" have been widely used in many sectors, such as the food, cosmetics, fashion, pharmaceutical, medical, financial, media, recreation, entertainment, and tourism sectors. (Putera and Rakhel 2023)

According to the State of Global Islamic Report 2022, reported that 1.9 billion Muslims in the world spent the equivalent of USD 2 trillion in 2021 in seven sectors, namely finance, food, pharmaceuticals, cosmetics, fashion, tourism, and media/leisure, which are all influenced by the consumption needs of Muslims by Islamic beliefs and teachings. This expenditure of USD 2 Trillion reflects that the annual growth of Muslim consumption is up 8.9% from the previous year. (Dinar Standard 2022) This increase is expected to continue to grow over time. The increase in the number of consumers shows that the seven halal industry sectors have promising prospects in the future. JID | 95

Furthermore, based on the State of Global Islamic Report in 2022, it is stated that of the seven sectors that show a relatively high growth rate, the tourism sector has the highest growth rate, at 16.5%. While in other sectors, the growth only ranges from 6 - 7%, such as in Islamic finance, the growth only reached 7.9%; halal food grew around 7.1%, cosmetics grew around 7.4%, fashion grew around 6.1%, tourism grew around 16.5%, pharmaceuticals grew around 6.7%, and media and recreation grew around 7.5%. (Dinar Standard 2022)

The rapid growth of the halal tourism sector after the pandemic is due to several factors, including the abolition of the rules on the Enforcement of Restrictions on Community Activities (PPKM) and *social distancing*, as well as the increasing number of new tourist destinations after the pandemic. Similarly, the tourism needs of the Muslim community are also increasing. (Hakim and Adeni 2022a). Based on a report from the Global Muslim Travel Index 2023, in 2019, international Muslim tourist arrivals reached 160 million. This figure decreased from 2020 to 2022 due to the COVID-19 pandemic, which limited physical contact and space for the international community to move. However, along with the opening of international travel after the pandemic, the number of Muslim tourist arrivals is projected to increase. In 2023, international Muslim tourist arrivals reached 140 million, and the number is projected to reach 160 million visits in 2024. It will reach 230 million tourists in 2028, with an estimated expenditure of USD 225 billion in 2028. (Mastercard-CrescentRating 2023).

Figure 1. shows that the number of arrivals per year from 2013 to 2019 saw a steady increase, peaking in 2019 with more than 150 million arrivals. However, from 2020 to 2021, there was a significant decline caused by the COVID-19 pandemic, with the number of arrivals falling below 50 million arrivals. Then, at the end of 2021, the number of arrivals began to increase steadily each year until 2024. Projections for 2022 to 2024 show a continued increase, with arrivals expected to return to the pre-pandemic level of 150 million arrivals in 2019.



**Figure 1. Number of Muslim traveller arrivals (Muslim Travel Market Outlook, GMTI 2023)**

Based on the above facts, the role of the tourism sector is becoming increasingly important and is an advantage for the economic development of the country, which can also contribute to the welfare of the world community by contributing around USD 8.9 billion to the world economy in 2019, or equivalent to 10.9% of the total world GDP. (World Travel & Tourism Council 2022). So, in the context of the country's economic development, tourism should be considered important in economic activities around the world because it can contribute to the economy both directly and indirectly.

The World Travel and Tourism Council in 2020 reported that Indonesia is an archipelago country whose tourism sector is growing very rapidly. Indonesia has complete and abundant tourist destinations, from natural attractions such as the sea, forests, mountains, culinary tourism, and cultural tourism to religious tourism. Thus, with the abundance of these tourist destinations, Indonesia was named the ninth country in the improvement and growth of the tourism sector in the World World and ranked first in the ASEAN scope. (Safira and Salsabilia, 2022).

Therefore, the Government, in this case, the Ministry of Tourism and Creative Economy (Kemenparekraf), targets the tourism sector and creative economy to contribute greatly to the resilience of the Indonesian economy. The foreign exchange value of the tourism sector is targeted to increase from USD 7.08-9.99 billion in 2023 to USD 7.38-13.08 billion in 2024. (Tourism and Creative Economy Agency of the Republic of Indonesia 2023). The growth of the tourism sector can be enhanced by optimizing and developing Muslim-friendly tourism. Indonesia, as a country with the largest Muslim population in the world, has great potential and opportunities in the halal tourism sector. (Safira and Salsabilia, 2022)

From this phenomenon, it can be concluded that there is a great opportunity and potential for the halal tourism sector in Indonesia; however, although the phenomenon of halal tourism in Indonesia shows a positive increase both qualitatively and quantitatively and has become the focus of the Government to continue to be developed. In fact, in world rankings, Indonesia is still not in the top 10 in the State of the Global Islamic Economy (SGIE) report in 2023. (Dinar Standard 2023). Where Indonesia is still below several other countries, such as Turkey, the United Arab Emirates, Tunisia, Saudi Arabia, Malaysia, Morocco, Jordan, Bahrain, Kazakhstan, and Uzbekistan.

This fact is an opportunity for Indonesia, when looking at Indonesia's great potential, as well as a challenge, because despite the large and significant increase in tourism in Indonesia. However, in the global halal tourism sector, Indonesia still has not reached the top 10 positions, just like in the

previous year. Therefore, researchers are interested in conducting this research with the aim of identifying the causes of Indonesia not reaching the top 10 global rankings in the halal tourism sector and the halal tourism development strategy in Indonesia.

Some previous studies have discussed halal tourism several times, from the preparation of halal tourism regulations to the potential for halal tourism development, halal tourism challenges, and factors that influence public interest in halal tourism to halal tourism development strategies. Susie Maryati's research (Suryani & Bustamam 2021) concluded that the halal tourism potential of Riau province is very feasible to develop because it is supported by *attraction, accessibility, amenities, ancillary services, and institutions* that are quite good. The development of halal tourism has a significant impact on Riau's regional economic development. This can be seen from the emergence of various types of businesses in tourist attraction locations, improving infrastructure from and to tourist attraction locations, opening new jobs, and increasing Regional Original Revenue.

According to (Ahmad, Hermintoyo, and Maghfiroh 2021), the research found that many challenges arise in the application of halal tourism in Semarang City. Some of the challenges that arise along with the *improvement* and development of halal tourism are: first, the level of public understanding of halal tourism is still low; second, almost all Semarang people support halal tourism, although there are some people who do not support the development of halal tourism; third, some respondents do not support the separation of public swimming pools between men and women.

Retrieved from Zulvianti, Aimon, and Abror (2022) indicated that environmental factors (perceived environmental value) and non-environmental factors (Muslim-friendly destination performance, sustainable tourism development, and halal destination image) affect tourist satisfaction, in addition, sustainable tourism development mediates the effect of perceived environmental value on tourist satisfaction. However, sustainable tourism development cannot mediate the effect of Muslim-friendly destination performance on tourist satisfaction. At the same time, a halal destination image does not moderate the effect of sustainable tourism development on tourist satisfaction.

Research on halal tourism development strategies (Ummul et al., 2021) shows that the halal tourism development strategy can be through the Penta helix model because this model will encourage synergistic cooperation between five actors, namely, academics, the private sector, or business people, communities, Government, and media. This research integrates the ACES 3.0 model with pentahelix synergy specifically for halal tourism development. This research not only describes the theory of collaboration of the five elements (Government, academia, business, community, and media) but also adapts and implements it in a more specific and relevant context for the halal tourism industry. This approach provides a new dimension that has not been widely explored in previous studies, namely how each element in the pentahelix can contribute synergistically to create a supportive and sustainable tourism ecosystem for Muslim travelers.

According to the results of previous studies above, it can be concluded that halal tourism has its own potential and challenges, for which comprehensive regulations are needed, as well as a clear strategy so as to attract the interest of the Muslim community and increase state revenues that can contribute to Indonesia's economic development. To complement the Penta helix strategy in developing halal tourism in Indonesia so that the development strategy is more comprehensive, this

research will explore strategies using the criteria used in the Global Muslim Travel Index 2023, namely the ACES 3.0 framework, with the hope of being able to provide solutions for the development of halal tourism in Indonesia.

JID | 98 The Pentahelix approach in the ACES 3.0 Model integrates the roles of five key stakeholders: Government, academia, business, community, and media. Collaboration between these five elements ensures that halal tourism development is done holistically, covering regulatory, educational, economic, social, and promotional aspects. The Government can set a supportive policy framework; academics can contribute to research and development; businesses can invest and create innovation; communities can support social and cultural engagement; and the media can play a role in promoting and disseminating information. This approach not only encourages innovation and sustainability but also enhances the competitiveness of halal tourism destinations by creating a comprehensive and satisfying experience for travelers. This synergy also empowers local communities, ensuring that they are actively involved and feel ownership of development initiatives, ultimately creating an inclusive and welcoming environment for halal travelers.

## Research Methods

This research uses qualitative methods (Sugiyono 2017). The data collection technique was carried out using two types of processes, namely, literature review and documentation review (Effendi et al. 2021). A literature review is a data collection technique used to identify and collect main ideas about tourism from several sources such as books, journal articles, and other written sources. The documentation review is carried out by reviewing data reported in official forms on halal tourism, such as Law Number 33 of 2014 concerning Halal Product Guarantee, Government Regulation Number 31 of 2019 concerning the Implementation of Law Number 33 of 2014 concerning Halal Product Guarantee, Fatwa DSN MUI Number 108 / DSN-MUI / X / 2016 concerning Guidelines for the Implementation of Tourism Based on Sharia Principles, Global Muslim Travel Index (GMTI) Report, State of the Global Islamic Economy (SGIE) Report, and others.

## Results and Discussion

Since the COVID-19 pandemic in March 2020, many government regulations have restricted people's movement. The implementation of these rules, in turn, has a global impact on almost all sectors, including tourism. It can be said that the tourism sector has the most impact because it is closely related to human movement and space. It is reported that international tourist arrivals in 2020 reached -73%, which resulted in a decrease in the contribution of the gross domestic product (GDP) of the tourism sector by USD 2.0 trillion. In the halal tourism market, in 2020, based on the Global Muslim Travel Index 2021 Report, Muslim tourist arrivals fell to 42 million visits only from 160 million Muslim tourists in 2019. This means Muslim tourist arrivals in 2020 fell by around 62.5%. This is more than this journey was made in the first quarter of 2020 before many restrictions and closures of tourist destinations. (Mastercard-CrescentRating 2021).

When the situation began to improve in 2022, the Government began to relax the restrictions on national and international tourist visits. Indonesia began to relax the policy in April 2022 by providing relaxation to 43 countries through the use of visa-on-arrival (VoA) and visa-free visits for

ASEAN countries. The policy is intended to restore the level of foreign tourist arrivals in Indonesia. Evidently, with the easing of the visa policy, tourism industry players and prospective foreign tourists welcomed it well. (Tourism and Creative Economy Agency of the Republic of Indonesia 2023).

The policy of relaxing travel restrictions also had an impact on the increase in the number of foreign tourists in 2022 which reached 5.89 million visits, or an increase of 278.10% from 2021, the increase in the number of foreign tourist visits was directly proportional to the increase in foreign exchange value of USD 6.72 billion. An increase of around 1190% from the previous year's foreign exchange, which only reached USD 520.74 million. This increase also occurred in Nusantara tourist trips (Tourism and Creative Economy Agency of the Republic of Indonesia 2023).

**Table 1 Increase in Foreign Exchange Value of Tourism**

	Year	2020	2021	2022	2023
Foreign Exchange Value		\$ 3.38 M	\$ 0.52 M	\$ 6.72 M	\$ 10.46 M
Number of foreign tourists (million)		524.57	613.30	734.86	688.78
Number of WisMan(million)		4.05	1.56	5.89	9.49

Source: Tourism and Creative Economy Outlook 2023/2024

Table 1 shows an interesting trend from 2020 to 2023. In 2020, the foreign exchange value of tourism reached \$3.38 million, with the number of domestic tourists (WisNus) at 524.57 million and foreign tourists (WisMan) at 4.05 million. In 2021, there was a drastic decrease in foreign exchange value to \$0.52 million; this was in line with the decrease in the number of WisMan to 1.56 million, despite an increase in the number of WisNus to 613.30 million. However, in 2022, the foreign exchange value jumped significantly to \$6.72 million, with the number of Wisnus and Wisman also increasing sharply to 734.86 million and 5.89 million, respectively. This positive trend continued in 2023 when the foreign exchange value reached \$10.46 million, and the number of foreign tourists decreased slightly to 688.78 million, but the number of foreign tourists continued to increase rapidly to 9.49 million.

Despite the increase in the value of tourism foreign exchange from 2021 to 2023 and the increase in the number of visitors of domestic tourists (wines) and foreign tourists (Wisman) in Indonesia. However, based on the State of the Global Islamic Index, Indonesia's halal tourism sector is not in the top 10. With the great potential that Indonesia has as a country with the largest Muslim population in the world, as well as the vast and diverse natural resources and tourist destinations it has. Why Indonesia is not in the top 10 in the halal tourism sector. The following are factors that can cause Indonesia not to enter the top 10 in the Muslim-friendly tourism sector.

**Table 2 Factors Affecting Indonesia's Not Making the Top 10 in the Muslim-Friendly Tourism Sector**

Factors	Evidence
Accessibility	<p>In the 2023 GMTI Report, Indonesia is not in the top 10 countries that provide ease of access. This is evidenced by visa requirements, connectivity, and transport infrastructure.</p>
There are still many restaurants around tourist destinations that do not yet have halal certificates.	<p>As in research (Fedi Ameraldo <a href="#">2019</a>). Transport infrastructure and connectivity in Indonesia are still focused and centralized in Java and urban areas only. It was found that almost 41% of roads in districts and 24% of roads in provinces across Indonesia are still in poor condition.</p> <p>As found in research (Anugrah et al. <a href="#">2017</a>) conducted in Gorontalo, mentioned that there are still many local restaurants that do not have halal certificates. The number of restaurants in Gorontalo increases every year; in 2017, restaurants in Gorontalo reached 118 restaurants, but only 21.18% of restaurants, or around 25 restaurants, already have halal certificates. Of these, 17 are local restaurants, while the remaining 8 are franchised restaurants.</p>
There are still many hotels that are not Muslim-friendly	<p>In the research (Dimas Satria, Ahmadi, and Hakiki <a href="#">2022</a>) conducted in Lombok, it is stated that there are still many tourist business activities that do not have halal certificates, most of those who have halal certificates are still in the hilal 1 category, so that the criteria for Muslim-friendly hotels have not been achieved, for example avoiding something that is prohibited by Islam (for example, art performances that violate sharia, there is no separation between male and female swimming pools), there are still alcoholic drinks available in hotels, there are no operational procedures according to sharia, hotel staff clothing is not in accordance with sharia.</p>
Airlines, airports and airport facilities that are not yet fully Muslim-friendly	<p>According to (Marlinda et al. <a href="#">2023</a>), the main indicators for halal transport (in this case, airlines) are cleanliness, hygiene, non-alcoholic beverages, halal food, prayer rooms, and consistently informed about Islam. The availability of halal food and prayer rooms is very important on planes and airports. Halal food is a major concern, followed by prayer. And airlines operating in Indonesia are not yet fully Muslim-friendly, as there are still things that are prohibited by religion, such as alcoholic beverages.</p>
Halal tourism governance that is not based on maqasid sharia principles	<p>As the results of research (Surwandono et al. <a href="#">2020</a>), halal tourism governance developed in Indonesia often ignores the principles of maqasid sharia. Halal tourism governance has not been followed progressively by stakeholders. A number of critical issues related to the number of hotels that make halal certification efforts are still very low. This happens because of the imposition of sanctions</p>



<b>Factors</b>	<b>Evidence</b>
<p>Inadequate halal tourism information in the media makes it difficult for tourists to get information.</p>	<p>that are only administrative in nature and are not accompanied by legal sanctions, so they become more substantive and educative.</p> <p>Research results (Ahmad, Hermintoyo, and Maghfiroh <a href="#">2021</a>) produced that there are several challenges that arise along with the <i>improvement</i> and development of halal tourism in Semarang, namely the level of public understanding of halal tourism which is still low; there are still many people who do not support halal tourism; people have difficulty accessing information related to tourist destinations through social media.</p>
<p>Non-comprehensive regulation</p>	<p>From research (Effendi et al. <a href="#">2021</a>) (Putri <a href="#">2023</a>), It can be concluded that the substance of existing regulations does not fulfill all legal requirements for halal tourism. The current law does not specifically regulate halal tourism, so it can only be used as a complementary regulation and not the main regulation. the only regulation that controls halal tourism is the Fatwa DSN-MUI. In Indonesia, Fatwa itself is issued by Non-Governmental Organisations (NGOs) not by state institutions, so the nature of the fatwa is not binding on state law and does not have permanent legal force. Therefore, with regard to regulation, there is still a legal vacuum in terms of halal tourism in Indonesia.</p>

Looking at some of the factors in [Table 2](#), it can be concluded that Indonesia is not good enough in running the halal tourism sector. Therefore, Indonesia needs a strategy in developing halal tourism in Indonesia. According to (Dimas Satria, Ahmadi, and Hakiki [2022](#)) there are several strategies that can be implemented in the development of halal tourism in Indonesia. Apart from improving the quality of products and services, promoting halal tourism, and developing infrastructure that supports halal tourism, is to collaborate between stakeholders such as central and / or local governments, tourism industry players, local communities, as well as media and academics.

### *ACES 3.0 Framewok*

ACES Framework, introduced and first used in 2017 by the Global Muslim Travel Index (GMTI), ACES is a comprehensive framework to assess Muslim-friendly tourism facilities and services. ACES stands for Access, Communications, Environment, and Services. The ACES model aims to evaluate the level of inclusiveness provided by tourist destinations to Muslim travelers in various aspects of the travel experience.

#### 1. Ease of access to the destination (*Access*)

Ease of access to tourist destinations is an important factor that determines the attractiveness of a tourist location. Good access includes the availability of adequate transport infrastructure, such as well-connected roads, airports and ports, as well as various modes of transport that are comfortable and safe. In addition, clear information on travel routes and accessibility for all, including people with disabilities, are also important aspects. With easy and affordable access, tourists will be more

interested in visiting a destination, which in turn can increase the number of visits and revenue of the region.

2. Internal and external communication carried out by tourist destinations (communication)

Effective communication, both internal and external, plays a crucial role in the successful management and promotion of a tourist destination. Internal communication involves good coordination between various stakeholders in a tourist destination, including local Government, venue managers, and local communities, to ensure smooth operations and optimal services. Meanwhile, external communication includes attractive marketing and promotion strategies, the use of social media, websites, and advertising campaigns to reach potential tourists. With good communication, tourist destinations can build a positive image, increase awareness, and attract more visitors.

3. The environment around the tourist destination

The environment around a tourist destination greatly influences the tourist experience. A clean, safe, and beautiful environment will create a positive impression for visitors. Aspects such as good waste management, nature conservation, and minimal air and noise pollution are factors that determine traveler comfort. In addition, environmental sustainability is also important, with efforts to conserve nature and local culture to ensure that the destination's appeal can last in the long term. A supportive environment not only increases traveller satisfaction, but also supports the well-being of local communities.

4. Services provided by tourist destinations

The services provided by tourist destinations cover a wide range of facilities and comforts offered to travellers. These include comfortable accommodation, efficient local transport services, eating and drinking facilities, as well as various additional services such as tour guides, information centres, and emergency services. Friendly, professional, and responsive service to travellers' needs is essential to creating a pleasant experience. Good service quality will increase travellers' satisfaction and loyalty, encouraging them to return to the destination and recommend it to others.



**Figure 2. ACES 3.0 Framework Criteria and Sub-Criteria**

Figure 2 is a diagram that categorizes the four main aspects of tourism development, namely access, communication, environment, and service. Each aspect has specific components that support overall tourism development. The access aspect includes visa requirements, connectivity, and adequate transport infrastructure. Communication aspects include destination marketing,

communication proficiency, and stakeholder awareness. Environment includes sustainability, visitor arrivals, faith-based restrictions, security, and an enabling climate. Finally, the service aspect includes fulfilling core needs such as halal food and worship facilities, core services such as hotels and airports, and heritage experiences and attractions. This diagram emphasizes the importance of integrating all four aspects to create an attractive and sustainable tourist destination.

**Table 3. ACES 3.0 Framework Criteria and Sub Criteria Indicators**

<b>ACES 3.0 Framework</b>	<b>Sub criteria</b>	<b>Indicators</b>
Access	Visa Requirements	Ease of obtaining visas for Muslim travelers.
	Connectivity (air)	Availability and Frequency of land and air transport to tourist destinations. Closer distances and faster traveling distances can contribute to ease of access.
	Transport Infrastructure	Refers to the accessibility, comfort, and convenience of traveling to and within tourist destinations. The assessment indicators to consider are the quality, efficiency, and variety of transport options.
Communication	Communication Expertise	The ability and expertise of business actors in tourist destinations to communicate using the top 10 languages spoken by Muslim travelers, including English, Arabic, Bahasa Indonesia, Malay, Urdu, Turkish, Russian, French, Persian, and German.
	Tourism Destination Marketing	Destination's ability to promote Muslim-friendly services and facilities. This also includes the availability of comprehensive and accurate information on Government and private Websites, providing halal travel guides and coverage in the Media.
	Stakeholder Awareness	Level of understanding among stakeholders of the needs and preferences of Muslim travellers, such as the percentage of Muslim population, presence of halal events and conferences, Muslim-friendly products and services, and local awareness of halal requirements.
Environment	Public Safety	The destination's safety level in terms of crime, hate, and general security.
	Religious Restrictions	Restrictions or Limitations imposed on Muslims and Travellers in general in terms of religious practices, such as dress code restrictions for Muslim women. And non-Muslims visiting the Mosque.

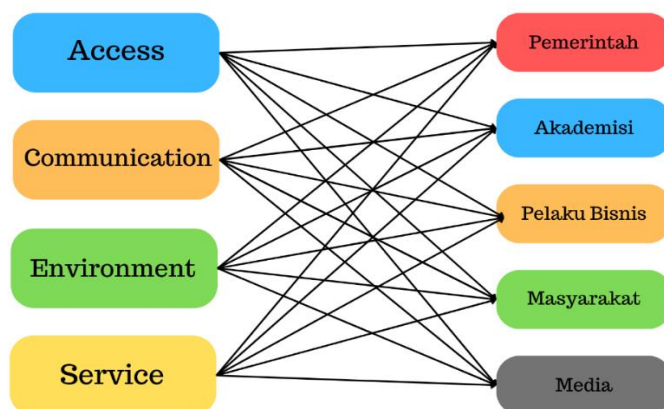
ACES 3.0 Framework	Sub criteria	Indicators
Service	Empowerment Climate	The ability of the destination to foster innovation and entrepreneurship, taking into account factors such as policy framework, access to finance, etc.
	Muslim Tourist Arrivals	Number of tourists arriving at the destination to see the attractiveness level of Muslim-friendly tourist destinations
	Sustainability	Destination efforts towards sustainable tourism take into account factors such as CO2 emissions, the use of renewable energy, air quality, the preservation of cultural and historical heritage, and human development.
	Availability of Places of Worship and Mosques	The existence and accessibility of worship facilities and mosques in tourist destinations.
	Availability of Food Options	Availability of halal food options and halal-certified restaurants within tourist destinations.
	Muslim Friendly Airport	Considering the availability of prayer rooms, ablution facilities, and halal food options at airports
	Muslim Friendly Accommodation	The availability of Muslim-friendly accommodation options by considering the existence of hotels, resorts, and lodges that offer facilities and services that cater to the needs of Muslim travellers.
	Cultural Heritage and Tourist Attraction Experience	The availability of heritage experiences and attractions that meet the needs of Muslim travelers by considering Historical sites, cultural landmarks, and attractions that showcase the richness of Islamic nature, culture, and history.

Source: Global Muslim Travel Index 2023 (Mastercard-CrescentRating 2023)

Table 3 outlines the key indicators in the ACES 3.0 Framework that focus on developing Muslim-friendly tourist destinations. *Firstly*, on access, indicators include ease of obtaining visas for Muslim travelers, availability and frequency of land and air transport, and convenient and efficient transport infrastructure. *Secondly*, in communication, indicators include the expertise of businesses in communicating using the top 10 languages used by Muslim travelers, the ability of destinations to promote Muslim-friendly services and facilities, and the level of understanding of stakeholders regarding the needs of Muslim travelers. *Third*, the environmental aspect highlights the general level of security, religious restrictions faced by Muslim travelers, the empowering climate for innovation and entrepreneurship, the number of Muslim tourist arrivals, and the destination's efforts towards sustainability. *Fourth*, the service aspect covers the availability of prayer facilities and mosques, halal food options, Muslim-friendly facilities at airports, accommodations that meet the needs of Muslim travelers, and the availability of cultural heritage experiences and attractions that meet the needs of Muslim travelers. This interpretation emphasizes the importance of integrating and fulfilling these indicators to create an attractive tourist destination that supports the needs of Muslim tourists in a comprehensive manner.

*Pentahelix Synergy in ACES 3.0 Framework on Halal Tourism Development Strategy*

In the pentahelix model, stakeholders need synergy to achieve a common goal. According to Najiyati and Rahmat in (Umiyati and Husni Tamrin 2021) defines synergy as a combination or collaboration that provides better and greater results. Synergy can be obtained in two ways, namely communication and coordination, where both cannot stand alone in forming a synergy. In this research, 5 stakeholder actors synergised in the ACES 3.0 Framework



**Figure 3 Pentahelix Synergy in ACES 3.0 Framework**

The Figure 3 above illustrates the synergistic relationship between the four main aspects of tourist destination development (Access, Communication, Environment, and Service) and the five main stakeholders (Government, Academia, Business, Community, and Media). Each aspect of tourism development is linked to the contribution and role of each stakeholder. The Government is responsible for ensuring easy access and adequate infrastructure. Academics contribute through research and the development of effective communication strategies. Businesses provide the necessary services and facilities to tourists. Local communities play a role in creating a safe and welcoming environment for travelers, while the media plays a role in promoting the destination and communicating accurate information. The synergy between these various parties is expected to create a sustainable and attractive tourist destination for Muslim travelers.

**Table 4. Pentahelix Synergy Strategy in ACES 3.0 Framework**

Sub criteria	Phenomenon	Pentahelix Synergy Strategy
<i>Access</i>		
Visa Requirements	Indonesia has relaxed its policy by providing relaxation to 43 countries through the use of Visa on Arrival (VoA) and visa-free visits for ASEAN countries. (Tourism and Creative Economy Agency of the Republic of Indonesia 2023).	<b>Synergy between Academics, Government, Businesses and Media</b>  Academic research, the Government issued regulations related to ease of access in visa processing for foreign Muslim tourists.

Sub criteria	Phenomenon	Pentahelix Synergy Strategy
Connectivity	<p>In Indonesia, the availability of transport access and frequency still needs attention and development. Most of the availability of good access and frequency can only be enjoyed on the island of Java and in urban areas. Proven in research (Suryani and Bustamam 2021)</p>	<p>And business people and the media can support socializing policies on visas and their requirements. So that information can be channelled to foreign tourists (Umiyati and Husni Tamrin <a href="#">2021</a>)</p> <p><b>Government and Business Synergy</b></p> <p>In supporting the ease of access and comfort of tourism and supporting the existence of tourist attractions, there needs to be an equitable distribution of infrastructure development from government actors and business actors (private) to meet the needs of tourists towards connectivity, by providing access and frequency of transportation in order to facilitate Muslim tourists visiting the tourist attraction to be addressed.</p>
Transport Infrastructure	<p>Transport infrastructure in Indonesia is still focused and centralised in Java and urban areas only. It is known that almost 41% of roads in districts and 24% of roads in provinces across Indonesia are in poor condition. (Fedi Ameraldo <a href="#">2019</a>).</p>	<p><b>Government, Community and Business Synergy</b></p> <p>There needs to be synergy and collaboration carried out by at least 3 actors, namely the Government, the community and halal tourism businesses. Although infrastructure is the responsibility of the Government, because building infrastructure requires a large investment and has a high risk, the Synergy Strategy can be done. Penta helix (Fedi Ameraldo <a href="#">2019</a>)</p>
<p><i>Communication</i> Communication Expertise</p>	<p>Kemendparekraf / Baparekraf often organises English language training as a form of preparation in facing tourism opportunities and challenges in Indonesia (Hanni Sofia <a href="#">2020</a>).</p>	<p><b>Pentahelix 5 Actor Synergy</b></p> <p>foreign language skills for tourism actors is one of the important elements that must be owned, because services to tourists can be done optimally if communication is well established. (Hakim and Adeni <a href="#">2022b</a>) (Pratiwi, Dida, and Sjafrirah <a href="#">2018a</a>)</p>

Sub criteria	Phenomenon	Pentahelix Synergy Strategy
Destination Marketing	<p>In some areas in Indonesia such as in research (Pratiwi, Dida, and Sjafirah <a href="#">2018b</a>), This indicates a lack of marketing and socialisation, both from the government, academic businesses, the community and the media in marketing and providing information to the Muslim community.</p>	<p><b>Pentahelix 5 Actor Synergy</b></p> <p>A communication strategy is needed to build attention and awareness among stakeholders, including the community.</p> <p>The Government and businesses can play a role by organising events at tourist sites to attract people to come there.</p> <p>Academics and Media can contribute in providing socialisation, education, and information about halal tourist destinations.</p> <p>And the community can contribute by participating in the organised activities.</p>
Stakeholder Awareness	<p>In research (Pratiwi, Dida, and Sjafirah <a href="#">2018b</a>) Halal tourism is not widely known and is still in the preparatory stage of development, so that attention and concern for halal tourism in the city of Bandung is still not built.</p>	<p><b>Pentahelix 5 Actor Synergy</b></p> <p>As the communication strategy carried out by the West Java Provincial Tourism and Culture Office to prepare the city of Bandung as a halal tourist destination, is to conduct socialisation to raise awareness to stakeholders, apart from the Government, other institutions such as the Enhaii Halal Tourism Center (EHTC) and the Salman Halal Center conduct awareness building to stakeholders and the community.</p>
<i>Environment</i> Public Safety	<p>There are still security disturbances to visitors in several tourist destinations in Indonesia, in the form of pickpocketing, motorbike theft, harassment and other criminal acts. This is as stated in the research (Arif Nurohman et al. <a href="#">2021</a>) . The research was conducted in Menggoro Wsiata Village. in his research, it was found that security disturbances had the highest weight. This is because pickpocketing still often occurs during the Friday pahing tradition event and during the month of Ramadan.</p>	<p><b>Synergy between Government, Community, and Business</b></p> <p>Improve and tighten the security of tourist destinations by providing information and reporting centres in each tourist attraction. The provision of information and reporting centres can collaborate with several parties, including; <i>first, the</i> Government, in this case the police, <i>second, the</i> surrounding community, who are proactive in maintaining the beauty, comfort and safety of local attractions. <i>Third,</i> tourism</p>

Sub criteria	Phenomenon	Pentahelix Synergy Strategy
<p>JID   108</p> <p>Religious Restrictions</p>	<p>Not all destinations have imposed religious restrictions. The few religious destinations that have imposed religious restrictions are the Istiqlal Mosque, Al Zabar Grand Mosque, and Sheikh Zayed Solo Mosque and several tombs of Muslim figures and scholars. Visiting tourists are required to wear clothes that are in accordance with the Shari'a, namely covering the aurat. (Fajr <a href="#">2023</a>; "Rules for Visiting the Al-Jabbar Grand Mosque" <a href="#">2023</a>; Agnia Primasasti <a href="#">2023</a>)</p>	<p>businesses by providing maximum service for the safety of tourists.</p> <p><b>Government and Academia Synergy</b></p> <p>The enforcement of this religious restriction should be carried out as a whole in religious tourism objects, namely at least by wearing clean, polite and aurat-covering clothes, as a form of respect for places of worship.</p> <p>In this case, the important role apart from the Government is academics who can provide education and understanding to the public about morals and manners, including religious limitations.</p>
<p>Empowerment Climate</p>	<p>In some tourist areas, there are still economic problems that afflict the community, as in the study of (Yanti et al. <a href="#">2020</a>) who said that the Setangor tourist village, which is known as a village that has a wealth of cultural arts, is classified as a village that often experiences drought when the dry season arrives, so that most of the male population of the village is only unemployed during the dry season.</p>	<p><b>Synergy between Community, Business and Government</b></p> <p>In developing tourism, the Government must empower the surrounding community. So that not only tourism increases, but also can help improve the community's economy, by making policies aimed at the interests of many parties, as well as collaboration between tourism business people and the Government with financial institutions to make it easier for local communities to access financing. (Anik Kurnia Ningsih and Jaka Nugraha <a href="#">2023</a>)</p>
<p>Arrival of Muslim Travellers</p>	<p>Muslim tourist arrivals to Indonesia continue to increase every year. This statement is supported by Indonesia's number 1 ranking as the most desirable country for Muslim travelers. (Mastercard-CrescentRating <a href="#">2023</a>).</p>	<p><b>Pentahelix 5 Actor Synergy</b></p> <p>In order to develop halal and Muslim-friendly tourism, as well as increase the visit of domestic and foreign Muslim tourists, it is necessary to build collaboration and synergy between parties as stakeholders. According to (Santoso and Cahyani, <a href="#">2022</a>)</p>



Sub criteria	Phenomenon	Pentahelix Synergy Strategy
Sustainability	Indonesia has great potential in the development of sustainable halal tourism. the support of several parties is needed to revitalise Indonesia's tourism potential into a sustainable tourism concept so that even though Indonesia is in an unpredictable situation. (Anik Kurnia Ningsih and Jaka Nugraha <a href="#">2023</a> ) can maintain its existence	<p><b>Pentahelix 5 Actor Synergy</b></p> <p>According to analyses in the study (Cuesta-Valiño, Bolifa, and Núñez-Barriopedro <a href="#">2020</a>), to create sustainable Muslim tourism, it is suggested that the Government should be the first to invest in the Muslim market segment so that private tourism companies realize its potential and react by providing Muslim-friendly services as well. Conversely, the more Muslim-friendly offerings are provided, the more tech companies will launch digital platforms and mobile apps that promote Muslim-friendly countries and tourism offerings. Muslim-friendly apps help promote the country's products and its international trade. Thus, halal tourism becomes more sustainable as these apps and services can be used by the Muslim community living in the country.</p>
<p><i>Service</i></p> <p>Availability of places of worship and mosques</p> <p>Availability</p> <p>Halal Food</p> <p>Muslim Friendly Airport</p> <p>Heritage and Attraction Experiences</p>	<p>In the GMTI 2023 report Indonesia is ranked first as a country committed to providing exceptional services tailored to the needs of Muslim travellers. However, as has been mentioned from various research results, that the availability of halal food, places of worship, Muslim-friendly airports in Indonesia still needs a lot of attention, especially on the availability of halal food, and places of worship.</p>	<p><b>Pentahelix 5 Actor Synergy</b></p> <p>The Government can pay more attention to service aspects, especially in the provision of halal food and places of worship. In terms of halal food, the Government and academics can work together in providing education about halal certification. And tourism businesses and the public also need to realise to take part in the arrangement of halal certification. So that Muslim tourists who come can feel safe and comfortable while in tourist sites.</p>

Based on [table 4](#), it can be concluded that in the ACES 3.0 criteria, Indonesia has not developed the halal tourism sector properly. So that a strategy and solution is needed. That is by using the synergy of 5 actors (pentahelix) which is based on the ACES 3.0 criteria. In the Access criteria, Indonesia still has many shortcomings that need to be improved in the development of halal tourism development strategies in the future, especially in connectivity and transportation infrastructure issues, in this study, the strategy offered is the synergy carried out by two actors, namely the Government and the media on the sub-criteria of visa requirements, the synergy of

government and business actors on connectivity and the synergy of Government, community and business actors on transportation infrastructure sub-criteria.

JID | 110 In the communication criteria, Indonesia is good enough in carrying out communication in the halal tourism sector. But some things need to be improved again. As in the sub criteria of destination marketing, and stakeholder awareness. The strategy recommendations offered are the synergy of 5 actors in communication expertise, destination marketing, and stakeholder awareness. Furthermore, on environmental criteria, Indonesia still needs a lot of improvement, including on the sustainability sub-criteria, by starting to be more aware of environmental pollution to be aware of the speed of technological progress that cannot be denied. The strategy offered to answer this challenge is to synergise Government, community and business actors on the public safety sub-criteria. The synergy of Government and academics on the religious boundaries sub-criteria. The synergy of the community, business people and Government in the empowerment climate sub-sector. Synergy of 5 actors on the sub-criteria of Muslim tourist arrivals and sustainability.

Finally, the service criteria. In the service criterion, actually what Indonesia provides to tourists is good, it's just that some still need improvement and more attention, especially on the availability of certified halal food, and the recommended solution is the synergy of 5 actors to be able to pay attention to the availability of certified halal food, clean and comfortable places of worship, and Muslim-friendly airports.

## Conclusion

Indonesia has enormous potential in developing Muslim-friendly halal tourism and becoming the centre of the World's World's halal industry. This is also what the President of Indonesia and the Ministry of Tourism and Creative Economy aspire to, to make Indonesia the centre of the Halal Industry and Halal Tourism Centre in the World. However, in the course of developing the halal industry and the Muslim-friendly halal tourism sector, Indonesia has faced many challenges. Especially in the Muslim-friendly halal tourism sector, based on the State of the Global Islamic Economy report in 2022 and 2023, Indonesia is not ranked in the top 10 in the Muslim-friendly halal tourism sector. This fact is a challenge for Indonesia in achieving its goals as a Muslim-friendly halal tourism centre.

Seeing the challenges and factors that cause Indonesia not to be ranked in the top 10 in the Muslim-friendly Tourism sector, there is a need for synergy between various *stakeholders*. The results of the analysis conducted in this study were carried out using pentahelix synergy. The pentahelix synergy is focused on 4 criteria that are standardised in the Global Muslim Travel Index, namely *access, communication, environment, and service*. Of the four ACES criteria, it was found that the *access* and *environment* criteria needed a lot of attention from 5 actors as stakeholders. The recommended suggestion is to increase collaboration between parties. Whereas in the criteria of *communication* and *service*, the synergy of the 5 actors has gone quite well, but still needs to be considered by the 5 stakeholder actors. Especially on service criteria in the provision of halal food, which needs more attention, especially by the Government in providing information and making it easy to take care of halal certification.

This research focuses on the factors that influence Indonesia not to be ranked in the top 10 in the Muslim-friendly tourism sector. As well as focusing on halal tourism development strategies in Indonesia, by analysing the pentahelix synergy in the ACES 3.0 framework. Researchers are aware that this research still has many shortcomings. Therefore, as a recommendation for future research, future researchers can conduct quantitative measurements to evaluate the four ACES criteria using various other criteria and sub-criteria. So that the strategy designed will be much more objective and comprehensive.

## References

- Agnia Primasasti. 2023. "Open to the Public, Let's Follow the Rules for Visiting the Sheikh Zayed Mosque Solo." Surakarta City Government. March 2, 2023. <https://surakarta.go.id/?p=28638>.
- Ahmad, Nur Fauzan, Muhammad Hermintoyo, and Alvina Maghfiroh. 2021. "Challenges of Halal Tourism During the Covid-19 Pandemic in Semarang City." In *E3S Web of Conferences*. Vol. 317. EDP Sciences. <https://doi.org/10.1051/e3sconf/202131701025>.
- Anik Kurnia Ningsih, and Jaka Nugraha. 2023. "Surabaya-Smart Sustainable Tourism: The Concept Of Smart Tourism Integrated With The Deep Pentahelix Strategy As A Basis For Developing Tourism Potential In Surabaya." *Journal of Accounting, Economics and Business Management* 3 (2): 204-14. <https://doi.org/10.55606/jaemb.v3i2.1622>.
- Anugrah, Krishna, Asminar Mokodongan, Ade Pebriani, S Pulumodoyo, Jl Jend Sudirman, and Gorontalo City. 2017. "The Potential For Halal Tourism Development In The Perspective Of Supporting The Availability Of Local Halal Restaurants (Non-Franchise) In Gorontalo City." Vol. 2.
- Arif Nurohman, Yulfan, Rina Sari Qurniawati Faculty of Economics and Islamic Business, Iain Surakarta, and Stie AMA Salatiga. 2021. "Development Strategy Of Menggoro Tourism Village As Halal Tourism." *Journal of Among Makarti* 14 (1).
- Masjid Al-Jabbar. 2023. "Rules for Visiting Al-Jabbar Grand Mosque." Al-Jabbar Grand Mosque. <https://masjidaljabbar.com/aturan-berkunjung-ke-masjid-roya-al-jabbar/>.
- Tourism and Creative Economy Agency of the Republic of Indonesia. 2023. "Tourism and Creative Economy Outlook 2023/2024."
- Cuesta-Valiño, Pedro, Fadoua Bolifa, and Estela Núñez-Barriopedro. 2020. "Sustainable, Smart and Muslim-Friendly Tourist Destinations." *Sustainability (Switzerland)* 12 (5): 1-13. <https://doi.org/10.3390/su12051778>.
- Dimas Satria, Akbar, Syauqi Imam Ahmadi, and Habibillah Hakiki. 2022. "Halal Tourism Development in Lombok, Indonesia: A SWOT Analysis." <http://journals.smartinsight.id/index.php/HTP/index>.
- Dinar Standard. 2022. "State of the Global Islamic Economy Report."
- Dinar. 2023. "State of the Global Islamic Economy Report 2023/2024."

- Effendi, Deden, Aden Rosadi, Yoyok Prasetyo, Cucu Susilawati, and Mohamad Anton Athoillah. 2021. "Preparing Halal Tourism Regulations in Indonesia." *International Journal of Religious Tourism and Pilgrimage* 9 (1): 58–69. <https://doi.org/10.21427/gt5w-sy51>.
- Fajr. 2023. "Ramadan 1444 Hijri at Istiqlal Mosque, Check out Things to Know." Istiqlal.or.Id. March 21, 2023. <https://istiqlal.or.id/blog/detail/ramadhan-1444-hijriah-di-masjid-istiqlal--simak-hal-hal-yang-perlu-diketahui.html>.
- Fedi Ameraldo, Saiful, Husaini. 2019. "Islamic Banking Strategies in Rural Areas: Developing Halal Tourism and Enhancing the Local Welfare." *ECONOMICS: Journal of Islamic Economics and Business* 4 (1): 109-36. <https://ejournal.radenintan.ac.id/index.php/ikonomika>.
- Hakim, Lukmanul, and Adeni Adeni. 2022a. "Tourism Communication Model in Islamic Perspective." *Indonesian Journal of Tourism and Leisure* 3 (2): 100–112. <https://doi.org/10.36256/ijtl.v3i2.298>.
- Hakim, Lukmanul, and Adeni Adeni. 2022b. "Tourism Communication Model in Islamic Perspective." *Indonesian Journal of Tourism and Leisure* 3 (2): 100–112. <https://doi.org/10.36256/ijtl.v3i2.298>.
- Hanni Sofia. 2020. "Kemenparekraf Holds Online English Training for 100 Tourism Actors." Antara Lampung. May 15, 2020.
- Marlinda, Ajeng Puspa, Amelia Puspa Tamara, Riky Sambora, Faris Al-Fadhat, Hasse Jubba, and Bambang Cipto. 2023. "The Role of Airlines in Promoting Halal Tourism." *Sociologia y Tecnociencia* 13 (1): 145–64. <https://doi.org/10.24197/st.1.2023.145-164>.
- Mastercard-CrescentRating. 2021. "GLOBAL MUSLIM TRAVEL INDEX 2021."
- Mastercard-CrescentRating. 2023. "Global Muslim Travel Index 2023."
- Pratiwi, Soraya Ratna, Susanne Dida, and Nuryah Asri Sjaifirah. 2018a. "Communication Strategy in Building Awareness of Halal Tourism in Bandung City." *Journal of Communication Studies* 6 (1).
- Pratiwi. 2018b. "Communication Strategy in Building Awareness of Halal Tourism in Bandung City." *Journal of Communication Studies* 6 (1).
- Putera, Prakoso Bhairawa, and Tiurma Melissa Rakhel. 2023. "Halal Research Streams: A Systematic and Bibliometrics Review." *Cogent Social Sciences*. Cogent OA. <https://doi.org/10.1080/23311886.2023.2225334>.
- Putri, Novita Akria. 2023. "Proceedings of SENANTIAS: National Seminar on Research Results and PkM FORMALISATION OF HALAL tourism REGULATION IN INDONESIA" 4 (1): 2774-4833.
- Safira, Anya, and Nabila Salsabilia. 2022. "The Influence Of Halal Destination Awareness On Halal Destination Loyalty: A Study On West Sumatera."
- Santoso, Lukman, and Yutisa Tri Cahyani. 2022. "Pentahelix's Collaboration In The Development of Halal Tourism For Sustainable Regional Economic Development." <https://doi.org/10.1905/iqtishadia.v9i2.6822>.
- Sugiyono. 2017. *Quantitative, Qualitative, and R&D Research Methods*. Bandung: Alfabeta.

- Surwandono, Surwandono, Rizki Dian Nursita, Rashda Diana, and Ade Meiliyana. 2020. "Polemics over Halal Tourism Policy in Indonesia and Its Review in Maqashid Syariah." *TSAQAFAH* 16 (1): 91. <https://doi.org/10.21111/tsaqafah.v16i1.3594>.
- Suryani, Susie, and Nawarti Bustamam. 2021. "The Potential for Halal Tourism Development and Its Impact on Regional Economic Development in Riau Province." *Effect of Tourism Development ...{Bustamam & Suryani, Dkk}| KIAT Economic Journal* 32 (2). <https://journal.uir.ac.id/index.php/kiat>.
- Umiyati, Sri, and M Husni Tamrin. 2021. "Penta Helix Synergy in Halal Tourism Development."
- Ummul, Mustiqowati, Fitriyyah Faculty of Economics and Social Sciences, and Kasim Riau. 2021. "HALAL TOURISM DEVELOPMENT BY PENTAHELIX MODEL." JID | 113
- World Travel & Tourism Council. 2022. "TRAVEL & TOURISM ECONOMIC IMPACT 2022." <https://doi.org/10.3%>.
- Yanti, Vidya, Utami School, Mataram College of Science, and Administration. 2020. "SOCIAL CAPITAL DYNAMICS IN COMMUNITY EMPOWERMENT IN SETANGGOR HALAL TOURISM VILLAGE: TRUST, SOCIAL NETWORKS AND NORMS." *Reformasi* 10 (1): 34-44. <https://jurnal.unitri.ac.id/index.php/reformasi/index>.
- Zulvianti, Nora, Hasdi Aimon, and Abror Abror. 2022. "The Influence of Environmental and Non-Environmental Factors on Tourist Satisfaction in Halal Tourism Destinations in West Sumatra, Indonesia." *Sustainability (Switzerland)* 14 (15). <https://doi.org/10.3390/su14159185>.

