

DEVELOPMENT STRATEGY OF SHARIA TOURISM IN INDONESIA USING THE ANALYTIC NETWORK PROCESS APPROACH

Ista Bilawal¹Nashr Akbar²

Tazkia Islamic University College¹²

Abstract

Sharia tourism has recently shown a positive trend in the global tourism sector, particularly in Indonesia. This is not surprising, considering that the majority of Indonesia's population is Muslim. In 2016, Indonesia received 12 awards at the World Halal Travel Awards held in Abu Dhabi, UAE. A series of achievements have been attained by Indonesia, which benefits the country's tourism sector. However, the development of sharia tourism in Indonesia is still relatively new, requiring the government to thoroughly optimize its potential.

Currently, there are three regions designated as sharia tourism destinations: Nanggroe Aceh Darussalam, West Nusa Tenggara, and West Sumatra. This study aims to identify the priority issues in the development of sharia tourism in Indonesia, as well as to determine the most effective solutions and strategies to optimize the role of relevant institutions. Based on data analysis using the Analytic Network Process (ANP) method, the highest-priority issues are internal, with the main concern being a lack of promotion. The second internal issue is underdeveloped infrastructure, followed by limited human resource capabilities as the third priority.

On the external side, the top priority issue is the additional services demanded by consumers, followed by the absence of direct flights. The research findings also indicate that, in terms of internal solutions, the top priority is providing travel fleets, with intensive promotion ranked second. For external solutions, the main priority is marketing halal tourism internationally, followed by product development. Therefore, the primary strategic priority is sharia compliance, and the second is government policy support.

Keywords: *Strategy, Sharia Tourism, ANP.*

Abstrak

Pariwisata syariah baru-baru ini menunjukkan tren positif dalam sektor pariwisata global, khususnya di Indonesia. Hal ini tidak mengherankan mengingat mayoritas penduduk Indonesia beragama Islam. Pada tahun 2016, Indonesia meraih 12 penghargaan pada ajang World Halal Travel Awards yang diadakan di Abu Dhabi, Uni Emirat Arab. Serangkaian pencapaian telah diraih Indonesia yang membawa dampak positif bagi sektor pariwisata nasional. Namun demikian, pengembangan pariwisata syariah di Indonesia masih tergolong baru sehingga pemerintah perlu mengoptimalkan potensinya secara menyeluruh.

Saat ini terdapat tiga daerah yang ditetapkan sebagai destinasi pariwisata syariah yaitu Nanggroe Aceh Darussalam, Nusa Tenggara Barat, dan Sumatera Barat. Penelitian ini bertujuan untuk mengidentifikasi isu-isu prioritas dalam pengembangan pariwisata syariah di Indonesia, serta menentukan solusi dan strategi paling efektif untuk mengoptimalkan peran lembaga-lembaga terkait. Berdasarkan analisis data menggunakan metode Analytic Network

Process (ANP), isu prioritas tertinggi adalah faktor internal dengan perhatian utama pada kurangnya promosi. Isu internal kedua adalah infrastruktur yang kurang berkembang, diikuti oleh keterbatasan kemampuan sumber daya manusia sebagai prioritas ketiga.

Dari sisi eksternal, isu prioritas utama adalah tambahan layanan yang diminta konsumen, diikuti oleh tidak adanya penerbangan langsung. Temuan penelitian juga menunjukkan bahwa untuk solusi internal, prioritas utama adalah penyediaan armada perjalanan, dengan promosi intensif di peringkat kedua. Untuk solusi eksternal, prioritas utama adalah pemasaran pariwisata halal secara internasional, diikuti dengan pengembangan produk. Oleh karena itu, prioritas strategis utama adalah kepatuhan terhadap prinsip syariah, dan prioritas kedua adalah dukungan kebijakan pemerintah.

Kata kunci: *Strategi, Pariwisata Syariah, ANP.*

Introduction

Background

Tourism is one of the development sectors currently being pursued by the government. This is because tourism plays a very important role in Indonesia's development, particularly as a source of foreign exchange revenue, second only to the oil and gas sector. According to data from the Central Statistics Agency (BPS), the tourism sector ranked fourth in foreign exchange contribution over the past two years, following palm oil. This indicates that the tourism sector is highly significant and should be further developed, as it plays a crucial role in driving Indonesia's economy.

Table 1 Ranking of Foreign Exchange Earnings from the 11 Largest Export Commodities

| 2014 | | 2015 | |
|--------------------------|---------------------|--------------------------|---------------------|
| Type of Commodity | Value (million USD) | Type of Commodity | Value (million USD) |
| Oil & gas | 30,318.80 | Oil & gas | 18,552.10 |
| Coal | 20,819.30 | Coal | 15,943.00 |
| Palm oil | 17,464.90 | Palm oil | 15,385.20 |
| Tourism | 11,166.13 | Tourism | 12,225.89 |
| Ready-made garments | 7,450.90 | Ready-made garments | 7,371.90 |
| Processed rubber | 7,021.70 | Processed food | 6,456.30 |
| Processed food | 6,486.80 | Processed rubber | 5,842.00 |
| Electrical equipment | 6,259.10 | Electrical equipment | 5,644.80 |
| Textiles | 5,379.70 | Textiles | 4,996.00 |
| Processed wood | 3,914.10 | Processed wood | 3,815.80 |
| Chemicals | 3,853.70 | Paper and paper products | 3,605.50 |
| Paper and paper products | 3,780.00 | Chemicals | 2,807.60 |

Source: Central Bureau of Statistics, 2015

The tourism sector is one of the strongest and most productive sectors in generating income, as tourism has become an essential part of people's lives around the world. According to data from the Central Bureau of Statistics (BPS), the number of international tourist arrivals in 2015 reached 10.23 million, an increase of 0.8 million compared to 9.43 million in 2014.

In addition, the government has already taken steps to develop the tourism sector in Indonesia. The future prospects of tourism in Indonesia are very promising and offer great potential. According to the Pew Research Center, the global Muslim population in 2010 was 1.6 billion, or 23 percent of the world's total population.

In 2012, the Ministry of Tourism and Creative Economy (Kemenparekraf), in collaboration with the National Sharia Council, held a soft launching event for the Sharia Tourism Development Program in Indonesia at The Empire Palace, Surabaya. The event was attended by the Deputy Minister of Tourism and Creative Economy, Dr. Sapta Nirwandar, the Governor of East Java, and the Chairman of the National Sharia Council, marking the beginning of active efforts in the development and promotion of Indonesia as a global sharia tourism destination.

Sharia tourism is currently emerging as a new tourism destination trend. However, many people still lack understanding of what sharia tourism actually is. The common perception is that sharia tourism is the same as religious tourism—visiting places that hold Islamic historical significance, such as mosques, the tombs of the Wali Songo, and others. In reality, that is not the actual definition of sharia tourism (Utomo, 2013).

From a demographic perspective, the potential of Muslim tourists is considered significant due to the large global Muslim population, particularly in countries such as Indonesia, Brunei, Malaysia, and others, with consumer characteristics that include a young age, high education levels, and considerable disposable income. According to the Pew Research Center (a U.S.-based polling group), Muslims rank second in terms of global population, with 1.6 billion or 23 percent of the world's population, while Christians hold the first position with 2.2 billion or 31 percent (Worldaffairsjournal, 2015). Muslims across various countries share the same interest, with increased online publication and promotion of tourism becoming a major factor attracting Muslim tourists to travel.

The market potential for developing Sharia (Muslim) Tourism is evident, given the global Muslim population of 1.6 billion, or approximately 23% of the total world population of 6.4 billion, spread across 148 countries.

Table 2 Population Size and Growth Projections by Major Religious Groups Worldwide, 2010–2050

| Religious Group | 2010 Population | % of World Population in 2010 | Projected 2050 Population | % of World Population in 2050 | Population Growth (2010–2050) |
|------------------------|------------------------|--------------------------------------|----------------------------------|--------------------------------------|--------------------------------------|
| Christians | 2,168,330,000 | 31.4% | 2,918,070,000 | 31.4% | 749,740,000 |
| Muslims | 1,599,700,000 | 23.2% | 2,761,480,000 | 29.7% | 1,161,780,000 |
| Unaffiliated | 1,131,150,000 | 16.4% | 1,230,340,000 | 13.2% | 99,190,000 |
| Hindus | 1,032,210,000 | 15.0% | 1,384,360,000 | 14.9% | 352,140,000 |
| Buddhists | 487,760,000 | 7.1% | 486,270,000 | 5.2% | -1,490,000 |
| Folk Religions | 404,690,000 | 5.9% | 449,140,000 | 4.8% | 44,450,000 |
| Other Religions | 58,150,000 | 0.8% | 61,450,000 | 0.7% | 3,300,000 |
| Jews | 13,860,000 | 0.2% | 16,090,000 | 0.2% | 2,230,000 |
| World Total | 6,895,850,000 | 100.0% | 9,307,190,000 | 100.0% | 2,411,340,000 |

Source: The Future of World Religions: Population Growth Projection , 2010-2050

PEW RESEARCH CENTER

Sharia Tourism is considered to have a promising prospect in the development of tourism in Indonesia. The market potential of sharia tourism is increasingly attractive because the majority of Muslims in Asia, America, and Europe belong to the middle class. They represent a promising target market for business actors due to their increasing purchasing power. The UNWTO estimated that in 2011, Muslim tourists accounted for 12.3% of total global tourism spending. Meanwhile, the foreign exchange earnings from Muslim international tourists visiting Indonesia in 2011 were estimated at USD 1.6 billion out of a total USD 8.5 billion. (Yuniawati, 2013)

In Asia, Malaysia has adopted Islamic tourism by establishing the Islamic Tourism Center in 2009 (Sofyan, 2012, p. 25). Not only Malaysia, but also several other Muslim and non-Muslim majority countries such as Russia, China, Thailand, Japan, and Australia have developed sharia tourism to tap into the Muslim tourist market. These countries have successfully advanced in the sharia tourism sector. Singapore, for example, has the Crescent Rating Halal Friendly Travel and Tourism Company, which offers management,

consultancy, and training services. This institution also provides halal-friendly ratings across tourism sectors in various countries.

According to The Pew Forum on Religion & Public Life, Indonesia is the 4th most populous country in the world with around 237 million people and holds the largest Muslim population globally (13.1% of the world's total Muslim population), followed by India, Pakistan, Bangladesh, Nigeria, Egypt, Iran, Turkey, Algeria, and Morocco as the top 10 countries with the largest Muslim populations. Moreover, Indonesia already has a stronger foundational advantage compared to other countries with large Muslim populations, making it highly conducive to welcoming Muslim tourists.

The "Wonderful Indonesia" branding illustrates that Indonesia has diverse and attractive tourism potential due to its abundant natural and cultural wealth. This opens the possibility for Indonesia to become a top destination for international Muslim tourists. In 2012, Indonesia received a total of 8,044,462 international tourists through 19 entry points, with Muslim tourist arrivals reaching 1,434,041 or 18.24% of the total number of visitors that year.

The Ministry of Tourism and Creative Economy (Kemenparekraf) defines sharia tourism as tourism activities in which the facilities and services provided by the community, entrepreneurs, and government comply with sharia principles. In essence, the products, services, attractions, and destinations in sharia tourism are similar to those in general tourism; the only difference is that the products and services must not contradict Islamic values and ethics.

The Indonesian Ministry of Tourism and Creative Economy has developed and promoted services in the hotel, restaurant, travel agency, and spa sectors across 12 sharia tourism destinations. These include Aceh, West Sumatra, Riau, Lampung, Banten, Jakarta, West Java, Central Java, Yogyakarta, East Java, West Nusa Tenggara (NTB), and South Sulawesi. However, the author has selected three destinations – Aceh, West Sumatra, and NTB – for this research. Optimizing the tourism sector will indirectly stimulate the real sector, which in turn will significantly contribute to Indonesia's economic growth if the government actively promotes sharia tourism in the country.

Based on the background described above, and the explanation regarding sharia tourism in Indonesia, this research will be conducted under the title: "Sharia Tourism Development Strategy in Indonesia Using the ANP Approach."

Research Problem

Based on the background described above, the researcher formulates the following research problems:

1. What are the issues faced in the development of sharia tourism in Indonesia?
2. What are the priority solutions that can be implemented to develop sharia tourism in Indonesia?
3. What strategies can be employed to enhance the development of sharia tourism in Indonesia?

Literature Review

Definition of Tourism

Tourism refers to the activities that occur when a tourist undertakes a journey, whether individually or with others (Sutrisno, 1998, p. 23). In short, tourism can be defined as societal activities associated with tourists (Soekadijo, 2000, p. 2). In everyday life, humans need leisure or traveling. The purpose of traveling includes strengthening family bonds and social ties, as well as interacting with local communities at the destination.

Definition of Sharia Tourism

Sharia tourism refers to tourism demands based on the lifestyle of Muslim tourists during vacations. Moreover, it is characterized as flexible, rational, simple, and balanced. This form of tourism aims to motivate tourists to seek happiness and blessings from Allah (Munirah, 2012). In another definition, sharia tourism includes a variety of tourism activities supported by facilities and services provided by communities, entrepreneurs, central and local governments that comply with sharia principles (Ministry of Tourism, 2012).

Until recently, many believed that sharia tourism only involved religious pilgrimage or visits to historical mosques. However, in Indonesia, sharia tourism has gradually emerged. For instance, in 2013, Indonesia attracted only 79,000 tourists from the Middle East—far behind Malaysia (200,000) and Thailand (400,000). But by 2016, Indonesia received three awards as a halal destination at the World Halal Travel Awards in the United Arab Emirates.

According to Chukaew (2015), eight administrative and management standards define sharia tourism, which can serve as its distinct characteristics:

- a. Services must be fully compatible with Muslim principles.
- b. Guides and staff should be disciplined and respect Islamic values.
- c. All activities must not contradict Islamic teachings.
- d. Building structures should align with Islamic principles.

- e. Restaurants must meet international halal service standards.
- f. Transportation services should ensure safety and protection systems.
- g. Designated prayer areas must be available for Muslim tourists.
- h. Travel destinations should not conflict with Islamic teachings.

Based on the characteristics of sharia tourism described by Chukaew (2015), there are several important aspects that must be considered to support the development of sharia tourism.

1. Location

Implementation of Islamic systems at tourism sites. Destinations should comply with Islamic values and enhance tourists' spiritual experience.

2. Transportation

For example, gender-segregated seating to maintain Islamic norms and ensure tourists' comfort.

3. Consumption

Islam places great emphasis on halal consumption, as mentioned in Qur'an Surah Al-Ma'idah (5:3). Halal status must be ensured in terms of nature, procurement, and processing. A study shows that culinary preferences significantly influence tourists' destination choices (Moira, 2012).

1.1.1 Parameters of Sharia Tourism

According to Sofyan (2012, p. 33), sharia tourism is broader than religious tourism as it is based on Islamic sharia values. Sharia tourism also serves as a medium of da'wah to draw closer to Allah and avoid shirk or superstition. There are distinctions between conventional, religious, and sharia-based tourism.

Nirwandar (2015) explained that halal tourism offers extended services. Its presence provides a sense of security for consumers and broadens the market, not limits it. For instance, halal-certified hotels expand options for those seeking guaranteed halal accommodations.

In the 2015 Focus Group Discussion on Halal Tourism & Lifestyle held at Jakarta Convention Centre, Minister of Tourism Arief Yahya suggested that the term "Halal Tourism" should be replaced with "Universal Tourism" to appeal to both Muslim and non-Muslim travelers. He emphasized that halal tourism goes beyond culinary services and includes fashion, finance, and healthcare industries.

According to Law No. 9 of 1990, a tourist attraction is a manifestation of God's creation, cultural life, art, national history, and natural landscapes that possess appeal to attract visitors. General characteristics of tourist attractions include:

- a. The presence of natural or man-made elements that evoke feelings of joy, beauty, comfort, and cleanliness.
- b. High accessibility.
- c. Unique or rare features.
- d. Natural attractions such as mountains, rivers, beaches, forests.
- e. Cultural attractions offering traditional arts, rituals, and historical legacies.

1.2 Previous Research

Several previous studies have analyzed sharia tourism in Indonesia, found in scholarly journals accessed online.

Hamzah & Yudiana (2015) - *Comparative Analysis of Halal Industry Potential in Sharia vs. Conventional Tourism*.

This study highlighted the core difference between sharia and conventional businesses: sharia business is faith-based and mission-oriented toward worship, whereas conventional business focuses on profit and professionalism. Integration of both is recommended, focusing on the halal industry. Though halal food has long been practiced in Indonesia, lack of promotion has hindered sharia tourism's development – unlike Bali, which has successfully marketed itself. Regions like Lombok, which have greater natural and cultural Islamic appeal, can adopt promotional strategies from conventional tourism.

Priyadi, Yazid, & Atmaji - *The Potential of Sharia-Based Tourism Villages in Sleman*.

Aimed to assess the potential of tourism villages in Sleman to become sharia-compliant. Findings suggest sufficient potential due to availability of worship facilities and halal food, though challenges include lack of public awareness, standard services, and creative industries. Recommended strategies include raising awareness, optimizing local resources, and commitment from all stakeholders.

Sadar Pakarti Budi (2015) - *Urban Tourism Development Strategy: Jakarta Case Study*.

Using ANP (Analytic Network Process) and expert interviews, this study recommended improving service quality, increasing stakeholder commitment, and intensifying global promotion.

Echa Ayu Fatmawati - *Tourism Development Decision Analysis Using DEMATEL and ANP (Kemiren Village, Banyuwangi)*.

This study used DEMATEL and ANP to identify criteria like local wisdom, arts, livelihood, welfare, local products, and accommodation. The highest weight was assigned to local wisdom. Suggested strategies include organizing events, adding attractions, and developing local products.

Soebagyo (2012) – *Tourism Development Strategies in Indonesia*.

Focused on comprehensive tourism strategies including proper management of attractions and promotional efforts to support economic growth.

Setyadi et al. (2012) – *Ecotourism Strategy in Sebangau National Park*.

Employed qualitative descriptive analysis, MPE, IPA, and ANP to identify lack of infrastructure and community awareness as key issues. Proposed solutions include infrastructure development and cooperation with stakeholders.

(Sirajulhuda et al., 2021) - *Model Of Engineering In The Establishment Of Islamic Banking In Indonesia*.

Applied ANP in the establishment of Islamic banking, showing that the method is highly effective in structuring complex decision-making for development strategies in Islamic economic sectors.

Aan Jaelani (2017) – *The Halal Tourism Industry in Indonesia: Potential and Prospects*.

Emphasized that halal tourism contributes significantly to Indonesia's economic growth. Suggested development strategies include improving competitiveness through infrastructure, promotion, and human resource capacity.

Bhiyan (2011) – *Islamic Tourism Potential in Malaysia's East Coast Economic Region*.

This study argued that Malaysia could strengthen its economy by developing Islamic tourism, which benefits from natural beauty, cultural heritage, and religious sites.

Teoman Duman – *The Value of Islamic Tourism: Turkish Perspective*.

Proposed a conceptual framework to distinguish between "Islamic tourism" (demand side) and "halal tourism" (supply side). Emphasized the need for standardization and certification to ensure halal compliance.

Tajeedan Namin (2013) – *Value Creation in Tourism: An Islamic Approach*.

Discussed the absence of Islamic value definitions in tourism markets. Proposed a model for Islamic tourism value creation to ensure spiritual experiences while protecting cultural and moral values. Highlighted the importance of stakeholder interaction and cultural sensitivity in advancing Islamic tourism.

Research Positioning

Based on the literature review above, no prior study has specifically focused on examining the development of sharia tourism in Indonesia as a whole. However, studies by Soebagyo and Sadar Pakarti Budi outlined development strategies such as improving human resource capacity, delivering

excellent service, and strengthening stakeholder commitment. In contrast, research by Yazid and Echa Ayu focused on developing tourism in their respective regions. This study aims to identify factors influencing the development of sharia tourism in Indonesia and provide strategic recommendations for national policymakers to promote it further.

Methodology

Research Object

In the designated destination areas, the government has identified three regions as sharia tourism destinations in Indonesia. Below is a brief description of each destination:

West Sumatra

West Sumatra is one of the provinces in Indonesia located on the island of Sumatra, with Padang as its capital. As the name suggests, the province covers the central part of the western coast of Sumatra and several offshore islands such as the Mentawai Islands. From north to south, the province—covering an area of 42,297.30 km²—borders four other provinces: North Sumatra, Riau, Jambi, and Bengkulu. West Sumatra has a population of 4,846,909 people, with the majority being Minangkabau ethnic group who are entirely Muslim. The province consists of 12 regencies and 7 cities. The administrative divisions below the sub-district level in all regencies (except the Mentawai Islands Regency) are referred to as *nagari* (www.sumbar.travel.com).

Nanggroe Aceh Darussalam

Banda Aceh is one of the cities that was struck by the tsunami disaster in December 2004. After the tsunami, the city was rebuilt by the government with the help of international aid. Today, Banda Aceh has experienced significant development in various sectors, particularly in the economy, education, and tourism. Geographically, Banda Aceh is located between 5°30' - 5°35' N latitude and 95°30' - 99°16' E longitude, with a total area of approximately 61.36 km² and an average elevation of 0.80 meters above sea level. It holds a strategic position facing the countries in the southern part of Asia and serves as the western gateway to the Republic of Indonesia. This geographic and economic potential positions Banda Aceh—and the Aceh Province as a whole—as a valuable asset for broader regional and international outreach, enhancing its image and identity both nationally and globally.

West Nusa Tenggara

The Province of West Nusa Tenggara (NTB) consists of two major islands, Lombok and Sumbawa, and is surrounded by 280 smaller islands. The total area of the province is 49,312.19 km², consisting of 20,153.15 km² (40.87%) of land and 29,159.04 km² (59.13%) of sea, with a coastline length of 2,333 km. The area of Sumbawa Island alone reaches 15,414.5 km² (23.51%). Based on

meteorological data, the maximum temperature in 2001 ranged from 30.9°C to 32.1°C, while the minimum temperature ranged from 20.6°C to 24.5°C. The highest temperatures were recorded in September and the lowest in November. As a tropical region, NTB has relatively high humidity, ranging from 48% to 95%. Geographically, West Nusa Tenggara is located between 115°46' - 119°5' E longitude and 8°10' - 9°5' S latitude.

Type and Source of Data

The method used in this research is ANP (Analytic Network Process), and the data collected includes both primary and secondary data. Secondary data is obtained through literature review. Primary data is collected through:

1. In-depth Interviews: Conducted to gather detailed information about the issues discussed in this study.
2. Expert and Practitioner Surveys: Data collection focused on business actors and experts in the field of sharia tourism.

Respondents in this study are categorized into three groups: related institutions, experts, and practitioners. The related institutions refer to those responsible for sharia tourism activities, such as regional officials and heads of the TMII (Taman Mini Indonesia Indah) pavilion. Practitioners are those directly involved in the practical implementation of sharia tourism activities.

The data and information gathered from respondents' opinions are organized in a framework. Once the questionnaire results have been collected, the next step is to analyze the data using the "Super Decisions" software.

Table 3. List of Respondents

| Respondents | | |
|-------------|----------------------|-------------------------------------|
| No | Name | Description |
| 1 | Ir Cut Putri Alianur | Head of Aceh Pavilion, TMII |
| 2 | Makbul Hijab | Head of NTB Pavilion, TMII |
| 3 | Abdurrahman Misno | Lecturer at STEI Tazkia |
| 4 | Jumat Susanto | Tour Guide at West Sumatra Pavilion |

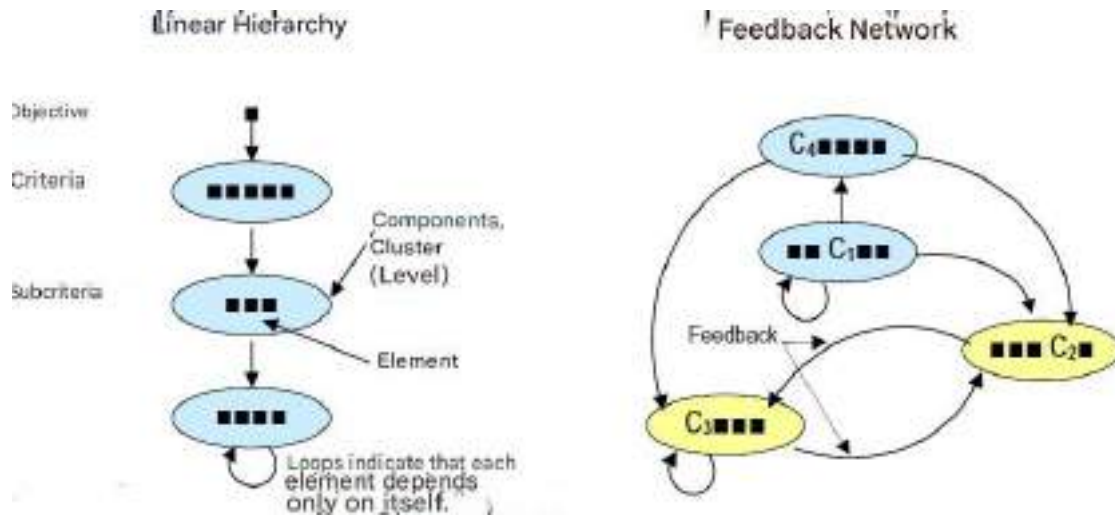
Overview of the Analytic Network Process (ANP) Method

According to Saaty (2003), the Analytic Network Process (ANP) is a general theory of relative measurement used to derive composite priority ratios from individual ratio scales that reflect the relative influence of interacting elements with respect to control criteria. This method was first developed by Thomas L. Saaty and is an advancement of the Analytic Hierarchy Process (AHP). ANP is a novel approach in decision-making processes that does not require assumptions.

Ascarya (2005) explains that ANP has several advantages, such as its ability to assist researchers in synthesizing measurements of various factors within a network. The simplicity of its concept makes ANP a more general and easier-to-apply methodology for a wide range of qualitative studies, including decision-making, forecasting, evaluation, mapping, strategizing, resource allocation, and so on. In addition, comparisons within the ANP framework are more objective, its predictions are more accurate, and its results are more stable.

ANP is used for problem-solving that depends on the existing alternatives and criteria. According to Saaty and Vargas (2006:7), in its analytical technique, ANP uses pairwise comparisons of project alternatives and criteria. In the AHP network, there are levels consisting of goals, criteria, sub-criteria, and alternatives, where each level contains elements. Meanwhile, in the ANP network, the levels in AHP are referred to as clusters, which can contain both criteria and alternatives, called nodes. Saaty and Vargas (2006:8) refer to the direct connection from a node to a cluster as **outer dependence**. On the other hand, when the main node and the nodes to be compared are within the same cluster, the cluster connects with itself to form a relationship. This is called **inner dependence**.

Figure 1 Difference Between Hierarchy and Network



Source: Saaty, 2005

In a network, elements within one component/cluster may be people, and elements in another component/cluster may also be people. An element in a component/cluster can influence other elements within the same component/cluster (inner dependence) and can also influence elements in other clusters (outer dependence), with due consideration to each criterion. ANP provides a means to understand the overall influence of all elements. Therefore, all criteria must be organized and prioritized within a control hierarchy or network framework, and pairwise comparisons and synthesis must be conducted to determine the priority ranking of these criteria. Then, the influence of elements in a feedback system is derived with regard to each criterion. Finally, the results of these influences are weighted according to the importance level of the criteria and aggregated to obtain the overall influence of each element.

Differences Between ANP and AHP

The fundamental difference between AHP and ANP lies in the absence of a hierarchical assumption in which higher-level elements influence lower-level ones. In ANP, the relationships among elements are based on a network structure without specific level distinctions. In a hierarchical model, there is no feedback from lower elements to higher ones, nor are there elements that influence themselves. In contrast, in a network model, clusters are interrelated, and these relationships can be reciprocal, either directly or indirectly through intermediary clusters.

ANP is used to solve problems that depend on the given alternatives and criteria. In its analytical technique, ANP uses pairwise comparisons of the project's alternatives and criteria. In an AHP structure, there are levels of goals, criteria, sub-criteria, and alternatives, where each level consists of elements.

Meanwhile, in the ANP structure, these levels are referred to as clusters, which may contain both criteria and alternatives. With feedback, alternatives may depend on criteria as in a hierarchy, but they may also depend on other alternatives. Furthermore, the criteria themselves may depend on alternatives or on other criteria. Feedback improves the accuracy of derived priorities from judgments, making the predictions more precise. Therefore, the results of ANP are expected to be more stable due to the feedback network (Ascarya, 2005).

Research Stages

The stages in the ANP method include:

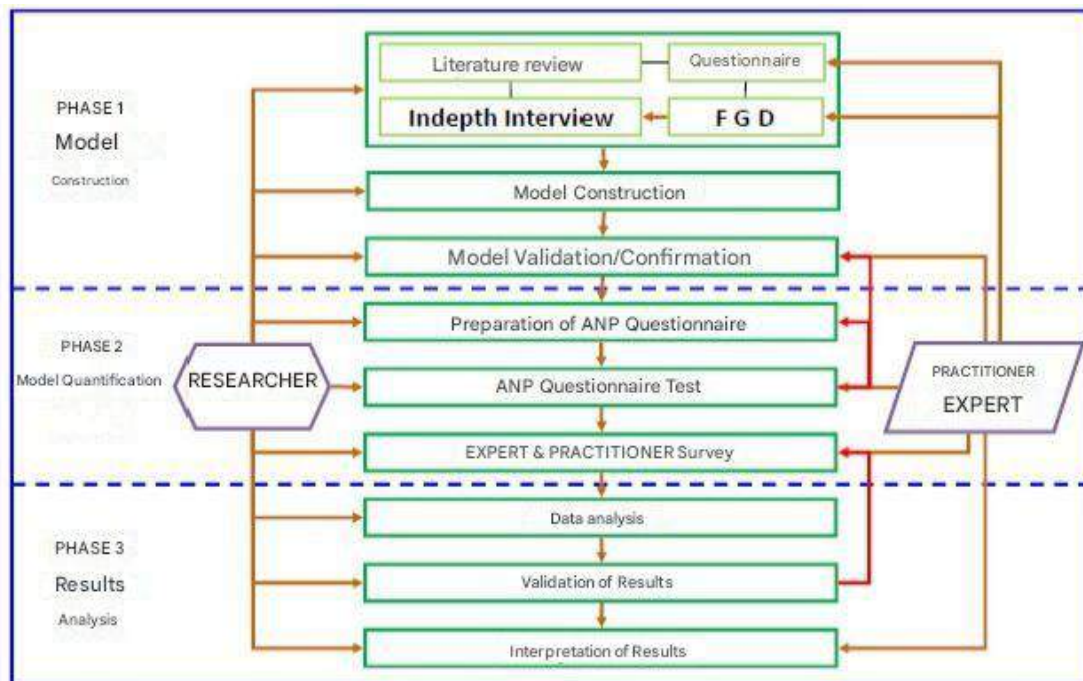


Figure 2 Research Flow Using ANP

Source: Ascarya, 2010

This study consists of four research stages, namely:

Pre-research stage.

In this stage, the researcher identifies research interests and then determines the research object. Next, previous literature related to the research topic is reviewed, followed by the finalization of the topic and research title. This is continued with the formulation of the research problem, research objectives, and the design of data collection methods that align with the research needs.

1. Data collection.

This stage involves designing the model framework and deciding on the model validation format, whether single-level or two-level. Subsequently, a questionnaire is prepared to help collect primary data from respondents. The researcher then conducts surveys of selected experts and practitioners.

2. Data processing.

Data processing is carried out using appropriate methods and is supported by Super Decision software and MS Excel.

3. Interpretation of results.

In this stage, conclusions and recommendations are drawn based on the research findings.

Data Collection Technique

In the data collection phase, the first step is model construction. This research stage involves a literature review to gather issues related to the research object, followed by structuring the complexity of the problem within the ANP framework. Understanding the problem can be achieved through theoretical foundations, literature review, questionnaires, focus group discussions (FGDs), and in-depth interviews.

After constructing the model, model validation is carried out with experts and practitioners who serve as respondents. The research uses a two-stage data collection process:

- Stage One: Building the conceptual framework. This involves collecting data and information through interviews with selected respondents categorized into two groups: regulators and practitioners.
- Stage Two: Designing a questionnaire based on the conceptual framework. The questionnaire is then distributed to experts and respondents with knowledge of the issue. This questionnaire aims to facilitate ratio scale measurements. Data collection is conducted separately for each respondent.

Data Processing

Data and information representing the opinions of experts and practitioners are organized into a framework model. Once questionnaire results have been collected, the next step is to process the data using Microsoft Excel and the Super Decision software.

The questionnaires are transformed into pairwise comparisons, both between elements within a cluster and between clusters, to determine which has greater influence from a particular perspective.

To simplify the collection of questionnaire data, which can involve thousands of questions, and to maintain consistency, the researcher adapted a

comparison questionnaire model developed by Ascarya (2009) into table form and later modified it into a matrix format to help respondents better understand the issues. This matrix format serves as the second interview instrument.

Additionally, to assist respondents, a description of the scale/rating to be used is included along with the ANP network diagram of the research problem. Below is an example of the comparison questionnaire:

Table 4. Internal Problem Clusters

Source: Ascarya, Processed by the Author (2017)

| No | Aspect | Scale | | | | | | | | |
|----|----------------------------|-------|---|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| 1 | Infrastructure Improvement | | | | | | | | | |
| 2 | Lack of Promotion | | | | | | | | | |
| 3 | Difficult Accessibility | | | | | | | | | |
| 4 | Human Resource Capability | | | | | | | | | |

By creating this simplified pairwise comparison questionnaire, the author was significantly assisted in reducing the time needed for respondent interviews while consistently yielding reliable results. Meanwhile, respondents were asked to perform pairwise comparisons using the prepared questionnaire by selecting a numerical rating scale ranging from 1 to 9. The following section explains the meaning of each number on the scale.

Table 5. Definition of the Rating Scale

| Rating Variable Description | Numeric Scale |
|--------------------------------|---------------|
| | 9 |
| Extremely more influential | 8 |
| | 7 |
| Very strongly more influential | 6 |
| | 5 |
| Strongly more influential | 4 |
| | 3 |

| | |
|---------------------------|---|
| Slightly more influential | 2 |
| Equally influential | 1 |

Source: Ascarya, (2005)

The object in a pairwise comparison that is considered to have the highest influence should not exceed nine times the influence of the least influential object. The use of a scale up to 9 will yield an actual priority scale. By using this scale, a normalized value will be obtained, which is used to determine the priority within each cluster (Saaty, 2005:6).

In addition to making it easier for respondents to answer comparative questions in the questionnaire, this format also reduces the time needed for completion, minimizing disruption to the respondents' activities. The results from the questionnaire are then input into the Super Decisions software for analysis, producing an output in the form of a supermatrix, now commonly referred to as priority results.

Result Analysis

The ANP network results from multiple respondents will be consolidated. The data is then processed using Microsoft Excel, and for quantification purposes, the next step involves calculating the Rater Agreement and the Geometric Mean.

First, calculating Rater Agreement. Rater Agreement is a measure that indicates the level of agreement among respondents (R_1 - R_n) on a particular issue within a cluster. The tool used to measure Rater Agreement is Kendall's Coefficient of Concordance (W ; $0 < W < 1$). If the agreement value is 1 ($W = 1$), it means there is perfect agreement among respondents. Conversely, if W is 0 or close to 0, it indicates disagreement among respondents (Ascarya, 2012). The formula to obtain the W value is as follows:

$$U = (T_1 + T_2 + \dots + T_p) / p$$

$$S = (T_1 - U)^2 + (T_2 - U)^2 + \dots + (T_p - U)^2$$

$$\text{MaxS} = (n - U)^2 + (2n - U)^2 + \dots + (pn - U)^2$$

$$W = S / \text{MaxS}$$

Where:

U = the average value of total rankings

S = the sum of squared deviations

p = number of nodes

n = number of respondents

Second, calculating the Geometric Mean.

This measure is used to determine the individual assessment of each respondent and to derive the consensus opinion of a group of respondents. The Geometric Mean is a type of average that reflects a central tendency or a representative value. The formula is (Ascarya, 2012):

$$GM_k = (R_1 \times R_2 \times \dots \times R_n)^{1/n}$$

Where:

GM = Geometric Mean

R = Respondent

n = Number of Respondents

Problem Decomposition

The problem decomposition was developed based on several studies from national and international literature related to the challenges of Sharia Tourism in Indonesia, as well as from in-depth interviews with practitioners and experts. Based on the literature review and interviews, the main problems identified can be categorized into two aspects: internal issues, including inadequate infrastructure and insufficient human resource (HR) capabilities; and external issues, such as a lack of understanding and limited awareness among foreign tourists.

The researcher has grouped the problems into two main clusters: the internal and external clusters of Sharia tourism in Indonesia. Below is an explanation of the problems, solutions, and development strategies for Sharia Tourism in Indonesia:

Internal Problems

This cluster includes internal issues occurring within Sharia tourism destinations. These problems include: inadequate infrastructure, lack of HR capabilities, insufficient promotion, and limited accessibility to tourist locations. The internal problems identified by the researcher are explained as follows:

1. Limited Accessibility

Improvements and upgrades to infrastructure for halal tourism are

necessary, including visas, information services, and tourist attractions. Accessibility to tourist sites is currently uneven, with much work still required from the central government (Susanto, 2017).

2. Inadequate Infrastructure

One way to enhance halal tourism in Indonesia is by developing infrastructure in all regions, whether well-known or remote. A major challenge for the government is the uneven development of infrastructure, both in terms of facilities and utilities. Utilities refer to general public services such as electricity, water, telecommunications, and waste management. Facilities include transportation modes such as roads, rivers, lakes and ferry crossings, as well as sea and railway transportation.

3. Lack of HR Capabilities

According to Marie Elka Pangestu (2013) in the opening of the Accountability Report of the Tourism and Creative Economy Human Resource Development Agency, the most critical element in an organization is human resources. No matter how good a system is, it will not function properly without professional human resources. Human resources play an important role, especially in tourism. During a prolonged multidimensional crisis, the declining quality of human capital became one of the major internal challenges, worsened by poverty, unemployment, and the rising cost of health and education. The HR capabilities referred to here involve tour guides, who often lack sufficient language skills, particularly as the majority of foreign tourists come from the Middle East.

4. Lack of Promotion

One of the reasons behind the low number of international tourist visits to Indonesia is the lack of tourism promotion. Although Indonesia offers many halal tourism attractions, these have not been supported by optimal promotional efforts. Promotion is a form of communication between seller and buyer, aimed at changing the attitude and behavior of potential buyers – from being unaware to becoming interested, making a purchase, and eventually retaining the product in their memory (Saladin, 2003:123).

In addition, Indonesian sharia tourism remains overshadowed by Bali tourism and thus still struggles to compete on the international stage.

b. External Issues

This cluster includes problems that occur externally to the development of sharia tourism in Indonesia. These problems include: the dominance of Western international tourists, lack of understanding regarding its implementation, the absence of direct flights, and higher service demands from consumers. The following are detailed explanations of external issues in sharia tourism formulated by the author:

1. Dominance of Western International Tourists

Besides the difficulty in implementing halal tourism, many Western tourists are often incompatible with halal tourism practices. There are also

challenges related to their habits and lifestyle that are not aligned with sharia principles.

2. Lack of Understanding in Implementation

The term "sharia" or "halal" is often strongly associated with Muslims, causing a public perception that halal tourism is exclusively for Muslim tourists (Alianur, 2017).

3. Absence of Direct Flights

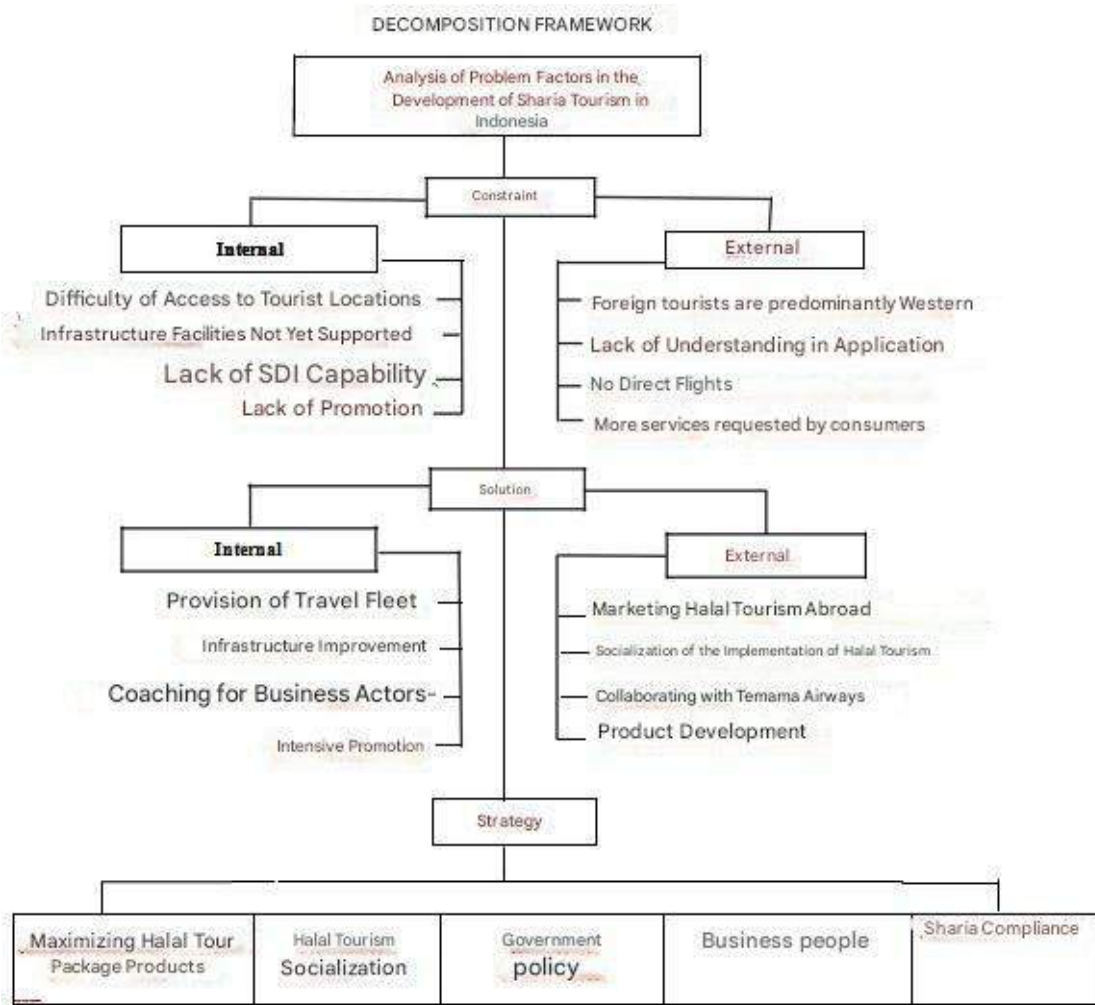
The lack of renowned international airlines operating direct routes to Indonesia limits the country's connectivity. However, according to the Minister of Tourism, Arief Yahya, efforts are being made to explore the possibility of Middle Eastern airlines establishing direct flights to Lombok.

4. Higher Service Demands from Consumers

The main market for halal tourism is dominated by Middle Eastern tourists. These tourists usually demand a high level of privacy and service, as well as tend to travel with their families and shop for daily necessities during their stay. They are also willing to spend significantly more for comfort and privacy (Hijab, 2017).

Conceptual Framework

Based on the previously identified problems, the conceptual framework for the formulation of problem decomposition in the development of Sharia Tourism in Indonesia can be seen in Figure 3 below:



ANP Network

Based on the problem identification and the conceptual framework described above, the ANP network based on this framework can be seen in the figure below:

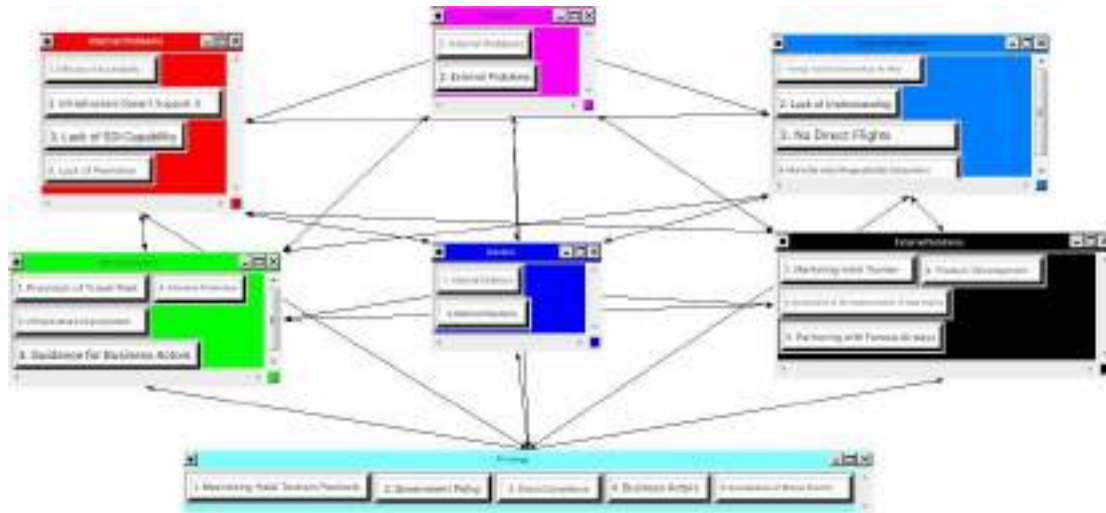


Figure 4. ANP (Analytic Network Process) Network

Synthesis and Analysis

This research is based on interviews and questionnaire responses from five respondents, consisting of three regional tourism office regulators, one practitioner, and one academic. The data processing results from these five respondents produced three supermatrices: constraints, solutions, and strategies. This subsection explains the overall tendencies of the respondents regarding issues and development strategies of Islamic tourism in Indonesia, as indicated by the Geometric Mean. The level of agreement among respondents, referred to as Rater Agreement, is shown through the value of Kendall's Coefficient of Concordance (W). The following is a description of the results based on the views of the five respondents concerning the issues in Islamic tourism in Indonesia.

Rater Agreement Results for the Problem Cluster

Based on data processing of internal and external issues, the respondents showed differences in assessing the priority of the problem clusters, as indicated by the agreement value (Rater Agreement) of $W = 0.67$. A Rater Agreement value of $W = 0.67$ indicates a low level of agreement among respondents in evaluating the problems within the clusters. Therefore, it can be concluded that there is no strong consensus among the respondents in ranking the problems to determine the main issue based on the formulated clusters.

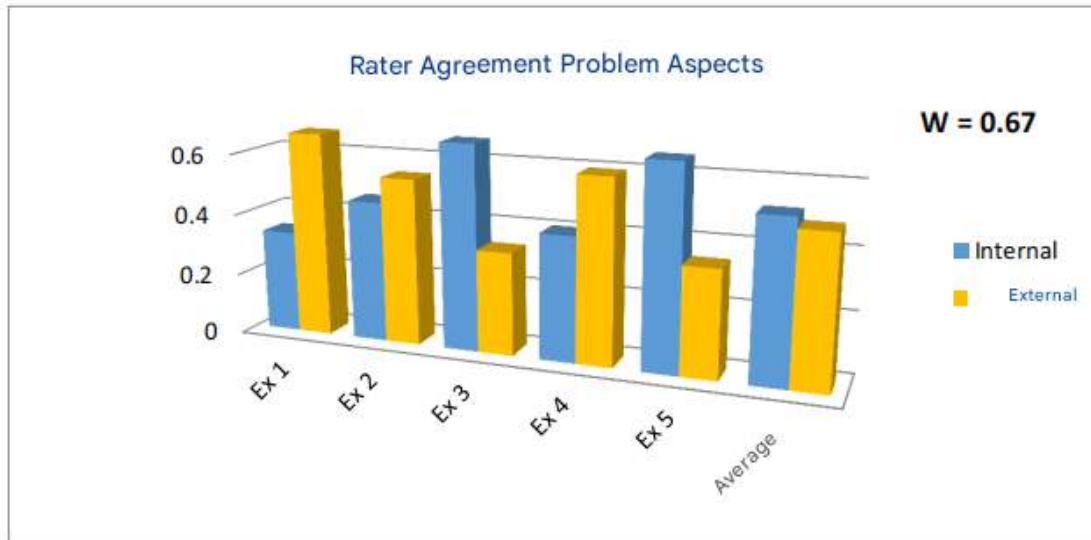


Figure 5. Rater Agreement on Problem Aspects
(Source: Super Decisions and Microsoft Excel)

Based on the combined average values as shown in the chart above, internal and external issues have different scores: 0.5171 for internal issues and 0.4829 for external issues. These results indicate that both types of issues are equally important for Islamic tourism; however, internal issues are the primary factor in the development of Islamic tourism in Indonesia.

In more detail, internal problems are illustrated in Figure 4.4. Within the internal cluster, the respondents exhibited a very low level of agreement in ranking the priority elements, with a Kendall's W value of 0.76. Three respondents agreed that the main issue concerning the development of Islamic tourism in Indonesia is the lack of promotion, which is attributed to the government's insufficient efforts in promoting Islamic tourism in the country.

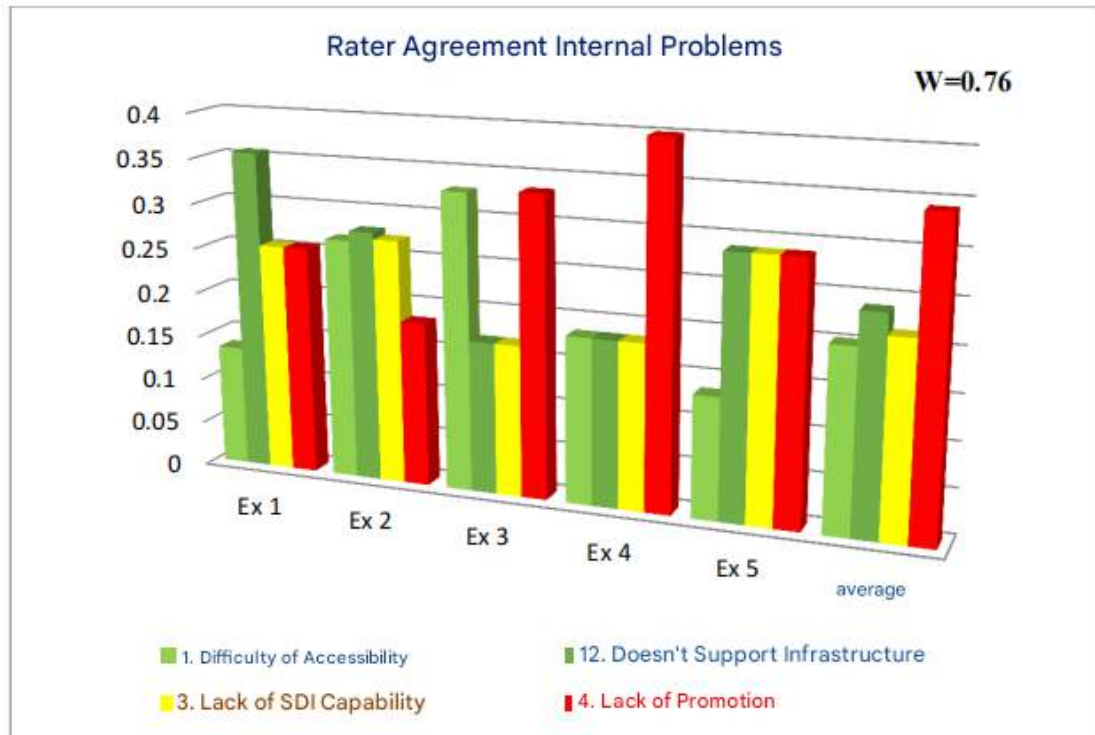
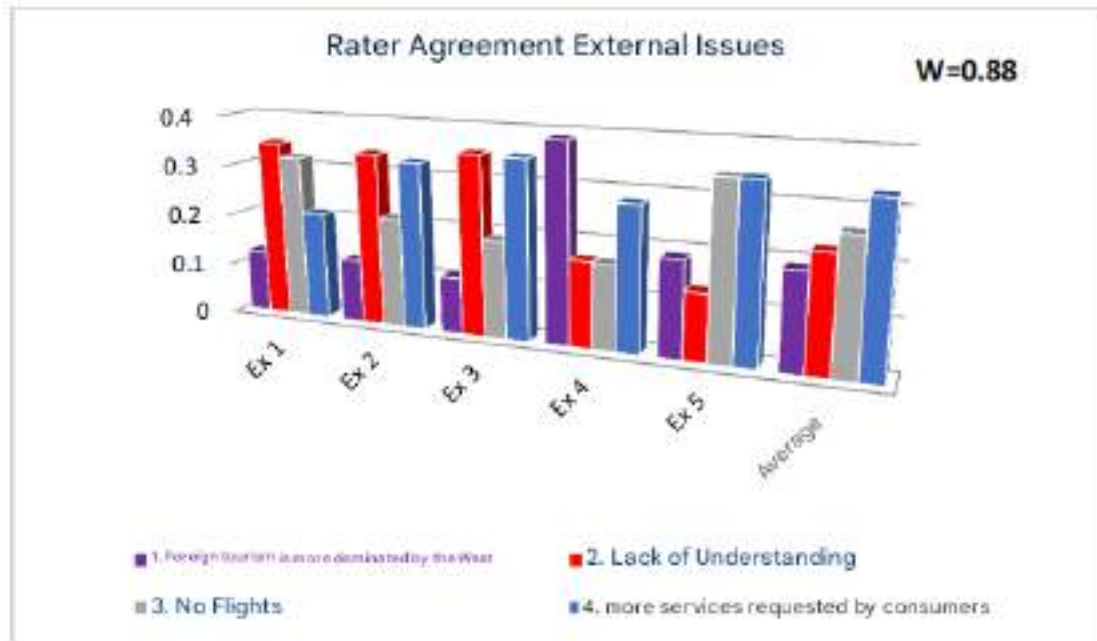


Figure 6. Rater Agreement on Internal Issues
(Source: Super Decisions and Microsoft Excel)

In addition, two other respondents considered the main issue within the internal cluster to be the lack of infrastructure support. This is due to the absence of government improvements, the difficulty of accessing tourism destinations in various regions, and the limited number of investors entering Indonesia.

Subsequently, data processing continued on the external cluster (Figure 6). The five respondents also showed a high level of agreement in assessing the priority aspects of issues in the external cluster, with a concordance coefficient of ($W = 0.89$). When examining the aspects within the external problem cluster, the respondents expressed differing opinions on which issue should be prioritized. However, the majority agreed in categorizing the *Lack of Understanding in Its Implementation* as the primary issue among the four identified problems.



*Figure 7. Rater Agreement on External Issues
(Source: Super Decisions and Microsoft Excel)*

In general, based on the average responses, the issue with the highest priority is the "Additional Services Demanded by Consumers." This was stated by a practitioner who also served as a respondent in this study, explaining that the target market for halal tourism in Indonesia is largely dominated by Muslim tourists from the Middle East, resulting in a high level of needs and expectations among these visitors.

Geometric Mean Results of the Problem Cluster

The overall results from all respondents, based on the Geometric Mean values, indicate that the top priority internal issue is **Lack of Promotion**, followed by **Inadequate Infrastructure** in second place. Regarding external issues in Islamic tourism, the top priority is **Additional Services Demanded by Consumers**, followed by the **Lack of Direct Flights**.

Overall, the two main issues in Islamic tourism are:

- First, from the internal cluster, **Lack of Promotion**, with a value of **0.1698**.
- Second, from the external cluster, **Additional Services Demanded by Consumers**, with a value of **0.1655**.
- Third, again from the internal cluster, **Inadequate Infrastructure**, with a value of **0.1228** (Figure 4.6).

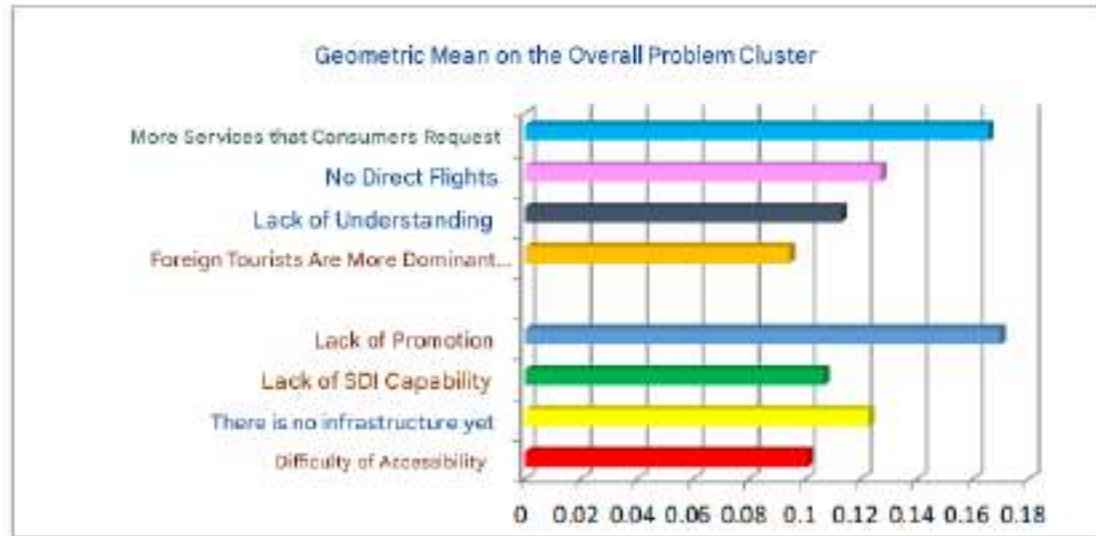


Figure 8. Geometric Mean of the Overall Problem Cluster
(Source: Super Decisions and Microsoft Excel)

Rater Agreement Results for the Solution Cluster

Based on the data analysis in the solution cluster, the respondents showed a low level of agreement in determining the priority of solutions for the issues in Islamic tourism, as indicated by the Rater Agreement value ($W = 0.5$). Three respondents considered external solutions as the main priority to optimize the development of Islamic tourism in Indonesia. Meanwhile, the other two respondents prioritized internal solutions. When viewed from the average values, the internal and external solutions yielded different results, namely 0.49931 and 0.50669, respectively. This indicates that external solutions are considered the main priority (Figure 4.7).

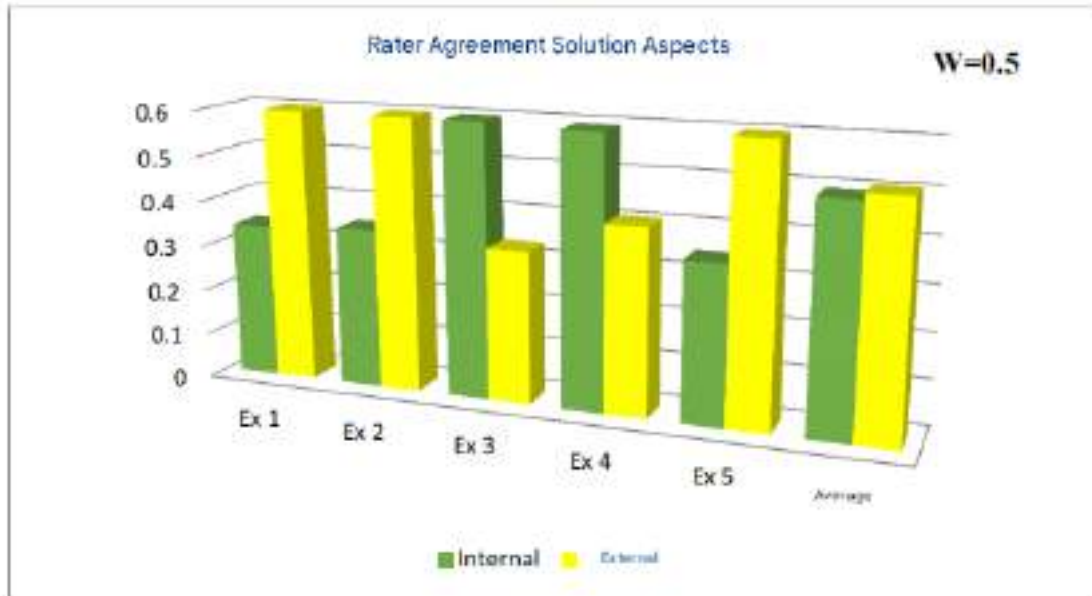


Figure 9. Rater Agreement in the Solution Cluster
(Source: Super Decisions and Microsoft Excel)

When examining each aspect, the level of agreement among respondents in ranking the priorities for external solutions is relatively high, with a value of $W=0.94$. Two respondents agreed that the solutions needed to develop sharia tourism in Indonesia are the provision of travel fleets and intensive promotion. This is supported by the statement of the Minister of Tourism, Arief Yahya, who said, "We must intensify hard selling activities in line with promotional efforts and the enhancement of destination and industry competitiveness in developing tour packages." Respondents in this study stated that optimizing promotion is crucial, especially considering the rapid and significant development of technology today. Moreover, promotional media can also be utilized through social media and other platforms (Figure 4.8).

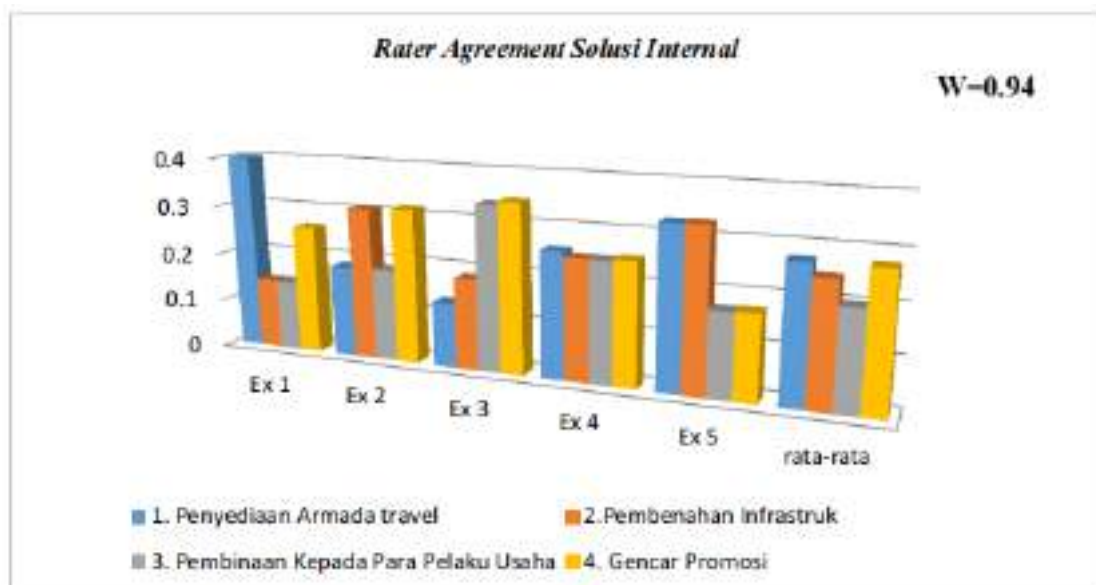


Figure 10. Rater Agreement on Internal Solution Cluster
(Source: Super Decisions and Microsoft Excel)

Subsequently, the data processing results for the external problem aspect of tourism indicate that all five respondents also exhibited a high level of agreement in assessing the priority issues within the external problem cluster, with a concordance value of $W = 0.93$. Three out of five respondents agreed that the primary solution for developing Sharia Tourism in Indonesia is through Halal Tourism Marketing (Figure 4.9).

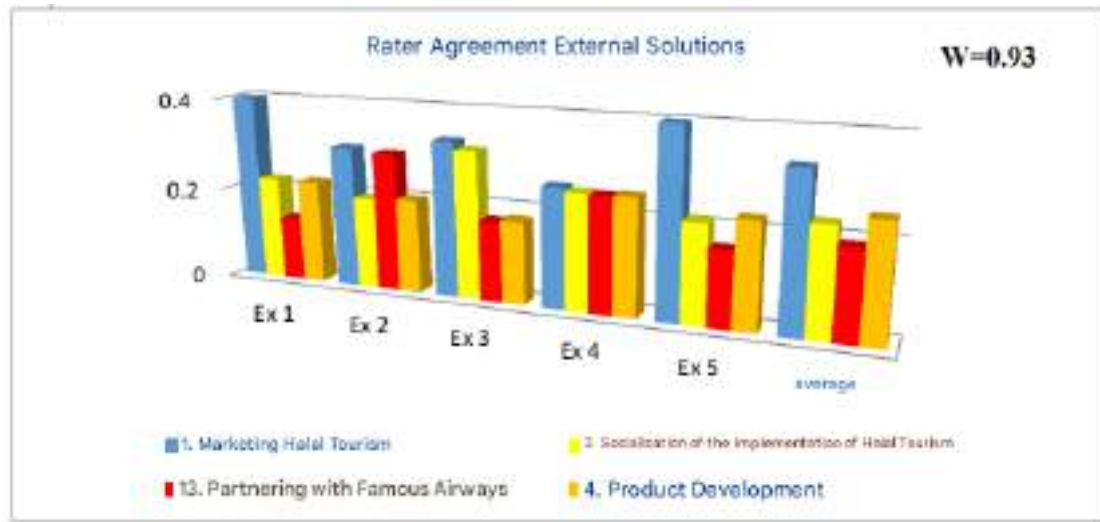


Figure 11. Rater Agreement on the Internal Solution Cluster
(Source: Super Decisions and Microsoft Excel)

Geometric Mean Results for the Solution Cluster

The overall results from all respondents, based on the Geometric Mean values, indicate two main solutions for developing Sharia tourism in Indonesia. The top-ranked solution from the external solution cluster is "Marketing Halal Tourism Abroad", with a value of 0.1663. The second priority comes from the internal solution cluster, namely "Intensive Promotion", with a value of 0.1378, followed closely by the third priority, "Provision of Travel Fleets", with a value of 0.1375.

Furthermore, if we look at the external solution priorities, the order is as follows:

1. Marketing Halal Tourism Abroad
2. Product Development
3. Socialization of Halal Tourism Implementation
4. Collaborating with Renowned Airlines

According to the respondents, marketing halal tourism abroad is the main priority in addressing external issues because Indonesia urgently needs to reach the international market. This would attract both Muslim and non-Muslim tourists to Indonesia's halal tourism packages. Moreover, product development in Sharia tourism – such as improving attractions, amenities, and activities – is considered an essential support in advancing this sector, particularly in the Indonesian context.

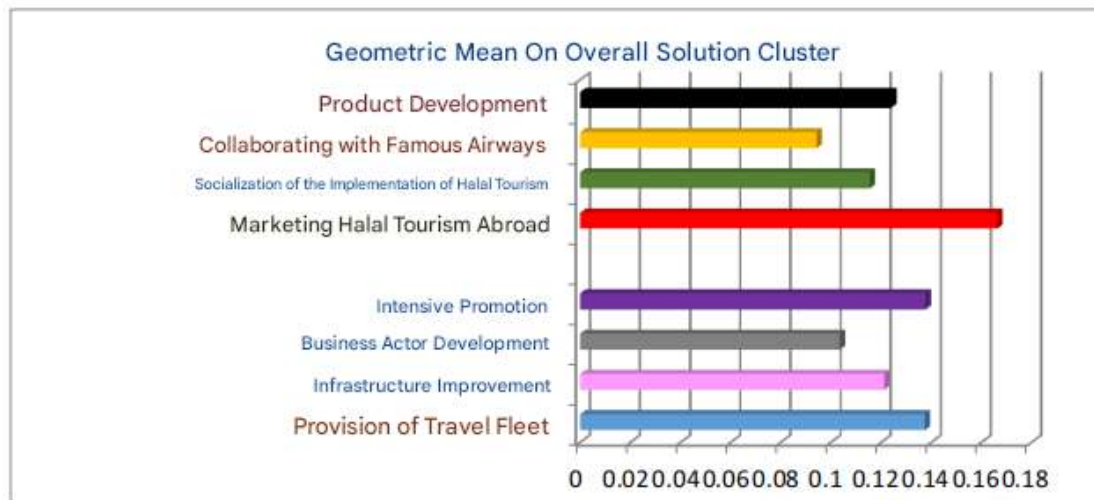


Figure 12. Rater Agreement on the Overall Solution Cluster
(Source: Super Decisions and Microsoft Excel)

If we examine the four internal solution priorities based on the Geometric Mean values – namely the provision of travel fleets, aggressive promotion, infrastructure improvement, and business actor development – the first internal solution, which is aggressive promotion, directly addresses the issue of the lack of promotion in marketing Sharia tourism in Indonesia. Up to now, tourism in Indonesia has been significantly lacking in promotional efforts both domestically and internationally. According to Riyanto Sofyan, the first strategy to promote Sharia tourism is to expand the market. The offerings should be inclusive while remaining open to non-Muslim tourists. The second strategy involves establishing tourism cooperation among countries within the Organization of Islamic Cooperation (OIC). Indonesia is also set to collaborate with OIC member countries in promoting Sharia tourism.

Rater Agreement on the Strategy Cluster

Based on the data analysis of the five strategic aspects, the respondents demonstrated a very high level of agreement in ranking the priorities. The level of agreement among the five respondents is notably high, with a Kendall's coefficient of concordance value of $W = 0.98$. The average priority strategies identified by the respondents are as follows:

1. Maximizing Halal Tourism Products,
2. Socialization of Sharia Tourism,
3. Government Policies,
4. Business Actors,
5. Sharia Compliance. (Figure 13)

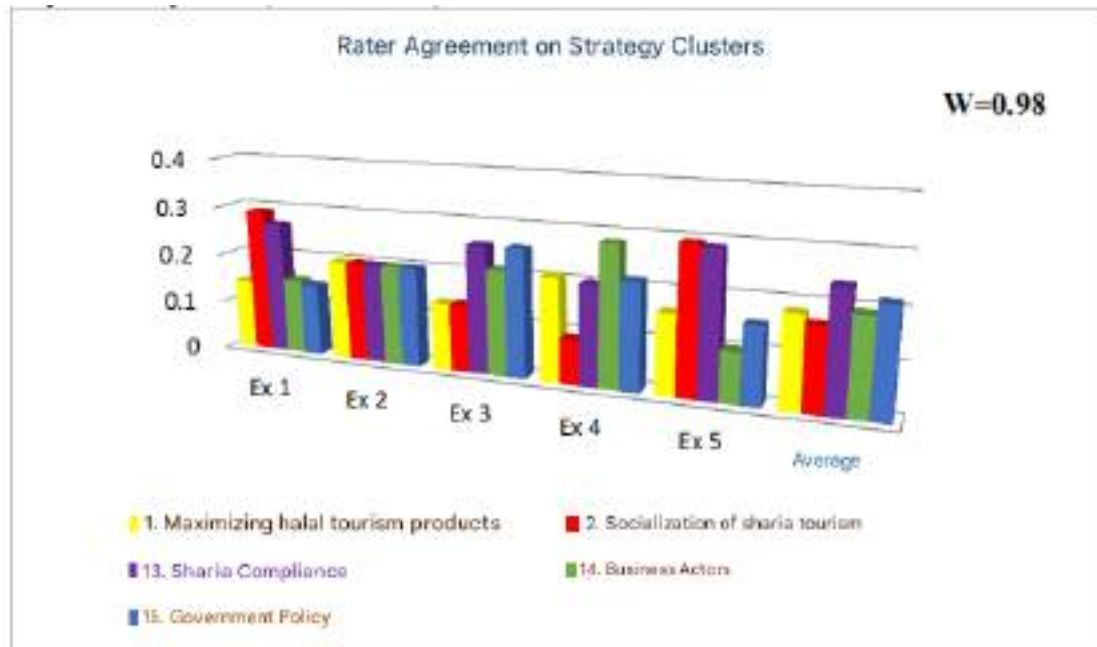


Figure 13 Rater Agreement on the Strategy Cluster
(Source: Super Decisions and Microsoft Excel)

Geometric Mean Results of the Strategy Cluster

Based on the Geometric Mean results, the top strategic priority to support the development of Islamic tourism in Indonesia is to optimize Sharia compliance, with a value of 0.2397. The next strategic priority is government policy, with a value of 0.2164. Following that is the role of business actors, with a value of 0.1945. The fourth priority is maximizing halal tourism products, with a value of 0.1841, and the last priority is Islamic tourism socialization, with a value of 0.1653. (Figure 4.12)

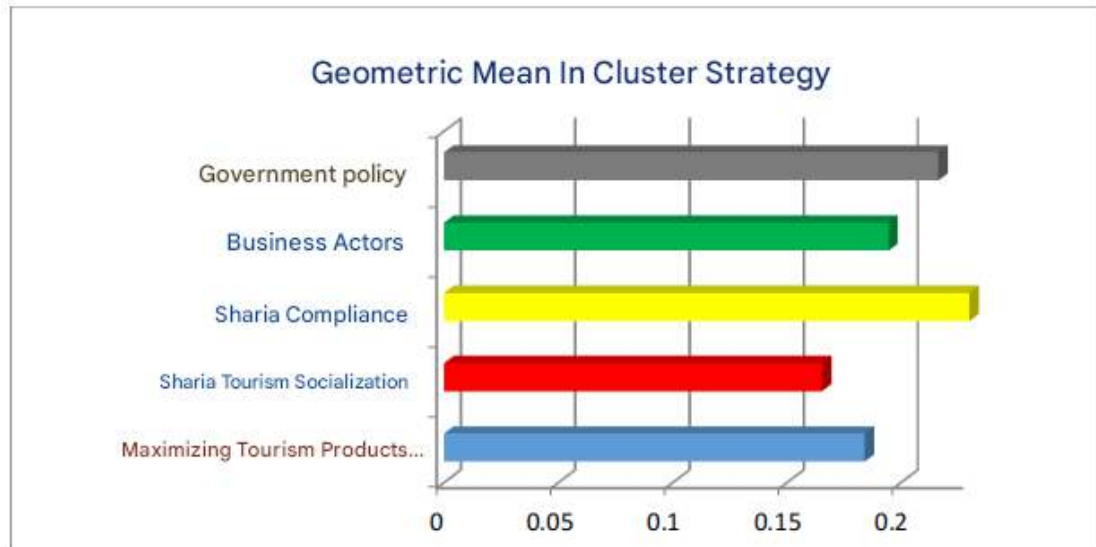


Figure 14. Geometric Mean of the Strategy Cluster
(Source: Super Decisions and Microsoft Excel)

Based on the Geometric Mean results from the strategy cluster, the top priority strategy identified is Sharia Compliance. As stated by Dr. Abdurrahman Misno (2017), every journey or travel activity must uphold aspects of sharia compliance. This builds trust and credibility in its sharia values, so that sharia-based tourism becomes a form of worship to Allah in every aspect.

The second strategy is government policy. According to one respondent from the Taman Mini Indonesia Indah (TMII) Pavilion of the Aceh Provincial Government, Ir. Cut Putri Alianur, the central government has not fully focused on developing halal tourism. As a result, halal tourism tends to be treated merely as a brand or product. However, for Aceh Province, known as the Veranda of Mecca, the local government has allocated special regional funds to support this. Therefore, there are still significant tasks ahead for the development of tourism in Indonesia, especially sharia tourism.

The government must position tourism as a key sector contributing to Indonesia's Gross Domestic Product. It should begin to actively socialize the concept of halal tourism among the public and business actors so that it can be fully implemented and bring about positive changes in the future.

Conclusion

1. Problems in Sharia Tourism in Indonesia are categorized into two aspects: internal and external.

- Internal problems include lack of promotion, lack of human resource capabilities, inadequate infrastructure, and difficult accessibility.

- External problems include the dominance of Western foreign tourists, lack of understanding in implementation, absence of direct flights, and excessive service demands from consumers. Based on the data analysis, the top internal problem is *lack of promotion*, followed by *inadequate infrastructure*. The main external problem is *excessive service demands from consumers*, followed by the *absence of direct flights*.

2. Solutions for the problems in sharia tourism in Indonesia are also divided into internal and external aspects.

- Internal solutions include providing travel fleets, improving infrastructure, intensive promotion, and training for business actors.
- External solutions include marketing halal tourism internationally, socializing halal tourism implementation, partnering with renowned airlines, and product development.
Based on data processing, the main internal solution is *intensive promotion*, followed by *providing travel fleets*. The top external solution is *marketing halal tourism internationally*, followed by *product development*.

3. Priority strategies for developing sharia tourism in Indonesia are:

- First: *Sharia Compliance*. Every travel activity must prioritize sharia principles to build credibility and trust, ultimately making sharia tourism a form of worship to Allah.
- Second: *Government Policy*.

4. For the development of sharia tourism in Indonesia, based on the strategy priority results, government policy is essential. The government must play a major role in developing sharia tourism by enforcing laws such as halal hotel standards and regional regulations on halal tourism. However, challenges still persist, such as inadequate infrastructure, insufficient promotion – especially in the digital age – and other issues.

5. The government should recognize the growing potential of sharia tourism and support it through collaboration with communities and partnerships with other countries to strengthen and build sharia tourism in Indonesia.

6. The general public should actively participate and support the existence of sharia tourism so that it can survive and grow significantly within the community.

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