



RESEARCH ARTICLE



Strategic development of halal tourism in Bandung Raya: An IFAS and EFAS matrix analysis

Juliana Juliana¹ , Hilda Monoarfa¹, Seka Seka¹, Yuana Tri Utomo² , Cecep Sholeh Kurniawan³

¹Universitas Pendidikan Indonesia, Bandung, Indonesia

²Sekolah Tinggi Ekonomi Islam Hamfara Yogyakarta, Bantul, Indonesia

³Sultan Sharif Ali Islamic University, Bandar Seri Begawan, Brunei Darussalam

ABSTRACT

This study aims to formulate a strategic development model for halal tourism in the Greater Bandung Region (Bandung Raya) by analyzing internal and external environmental factors using the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices. Halal tourism in Indonesia is often narrowly perceived as pilgrimage tourism, while in fact, it encompasses broader values aligned with Islamic principles. This research employs a quantitative descriptive method with expert-based assessment through a snowball sampling technique involving six key stakeholders in the tourism sector. The SWOT analysis, supported by IFAS and EFAS matrices, reveals that halal tourism in Bandung Raya is positioned in Quadrant I (Aggressive Strategy), indicating a strong internal capability and high external opportunities. The study identifies key strengths such as strategic access, well-developed infrastructure, and existing halal tourism-supporting facilities. Meanwhile, major weaknesses include the lack of formal regulations and limited digital marketing efforts. Externally, the region benefits from its identity as a creative city and the growing demand for halal services, though challenges persist in public awareness and competition with other destinations. The implications of this study highlight the importance of government involvement in policy-making, increased public education on halal tourism, and the need for digital transformation to enhance promotion. The originality of this research lies in the application of a strategic matrix framework (SWOT, IFAS, EFAS) to halal tourism development at a regional level, offering a structured approach to policy and business strategy in an emerging niche market.

KEYWORDS

Halal tourism; development analysis; SWOT analysis; IFAS; EFAS

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CORRESPONDING AUTHOR Juliana Juliana ✉ julian@upi.edu 📧 Universitas Pendidikan Indonesia, Bandung, Indonesia

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1. Introduction

Tourism is a sector that has taken an important role in the economic development in Indonesia today (Juliana et al., 2022). Increasing progress and prosperity have made tourism a basic part of people's needs or lifestyles (Marlina et al., 2024). The world of tourism is always experiencing a very rapid renewal including the development of sharia / halal concept tourism. Halal tourism is seen as a new way to develop Indonesian tourism which upholds Islamic culture and values (Marlina et al., 2025). However, the intended tour is not limited to pilgrimage tourism, but rather to sharia-oriented tourist attractions. Deputy Chairperson of the Center for Islamic Economics Studies (CIES) Harry Maksum acknowledged that currently most people's understanding of Halal Tourism is still towards pilgrimage tourism. Where it is used by people not responsible for carrying out activities that lead to polytheism (Fauzan, 2014).

The Ministry of Tourism's Acceleration and Development Team in 2016 was appointed to handle the development and promotion of Halal tourism in Indonesia amid increasing competition from other destinations developing halal tourism initiatives in Southeast Asia (Mastercard-Crescentrating, 2018). The Halal Tourism Acceleration and Development Team has identified 10 provinces for the development of halal tourism. The provinces are: Aceh, West Sumatra, Riau and Riau Islands, Jakarta, West Java, Central Java, DI Yogyakarta, East Java, Lombok (West Nusa Tenggara).

Halal tourism in the country still leaves a lot of homework. One of them is the development of digital application Halal Tourism Indonesia which is constrained by the availability of data. Meanwhile, Chairman of the Indonesian Islamic Travel Communication Forum (IITCF), Priyadi Abadi, revealed that the halal tourism market in Indonesia is indeed not yet seen as potential among tourism actors. Muslim travel tourists, for example, prefer to work on the Hajj and Umrah markets. The high purchasing power of domestic people and potential outbound high causes them to be trapped in a comfort zone (Nurjamal, 2017).

With huge market potential, Indonesia must become the main driver of the Islamic economy. President Joko Widodo (presidenri.go.id, 2018) stressed that in developing the Islamic economy, Indonesia should not become a target market and industrial products of other countries merely become consumers. In the tourism

economy, Indonesia ranks fourth with the largest number of tourist arrivals from OIC members. The potential of the tourism sector is still very promising.

Head of the Culture and Tourism Office of the City of Bandung, Kenny Dewi Kanasari said that the City of Bandung has increasingly established its position as a halal tourist destination. The increasing population of Muslims who are young, educated, and have high incomes make the Muslim tourism industry one of the targets. Halal tourism is a tourism concept that makes it easy for Muslim tourists to meet their travel needs (Istiqomah, 2018).

Bandung Regency, which is rich in natural tourism, is believed to continue to be the target of domestic and foreign tourists (Widianto, 2018). Along with that, digital destinations and tourism that can be nomadic tourism in the form of glam camp, home pod, and caravan are. Head of the Tourism and Culture Office of Bandung Regency Agus Firman Zaeni said, the existence of tourist destinations in Bandung Regency which is dominated by natural beauty is expected to boost economic growth.

As a halal tourism target, Bandung Regency is being prepared as the first regency to declare itself as a halal tourism destination in Indonesia (Nathasi, 2018). Halal tourism destinations in the Bandung Regency are in the southern Bandung region, namely Pacira (Pasirjambu, Ciwidey, Rancabali) and the northern Bandung region namely Cileunyi, Cilengkrang and Cimenyan (Oke News, 2019).

The city of Bandung is currently still the center of creative economy and favorite tourism destinations in Indonesia (Firmansyah, 2018). A variety of natural attractions and the cool weather makes many domestic and foreign tourists spend a holiday in the Flower City.

The cool weather and friendly residents are still an attraction, now we have the potential of 1,700 cultural heritage buildings, 625 arts environments, 600 creative communities, and around 2,600 cultural objects. The challenge for the city of Bandung now is traffic. This has been felt, but it will be an investment opportunity, the emergence of congestion is due to the absence of parking bags. Every park or tourist attraction that was officially opened is unfortunately not followed by a parking lot, mass transportation has not been integrated either. Kenny explained that in the next two months there would be a development plan in the form of halal tourism and a tourism district that is cultural and creative. Bandung Sumur District, precisely in the Braga area, will be empowered so that the community becomes a base community (Firmansyah, 2018).

Minister of Tourism, Arief Yahya assessed that tourism in the city of Bandung has been completed. This is based on the presence of attractions, accessibility, to the amenities (3A) of Bandung which he considers to be complete (Lukihardianti, 2018). At present there is no comprehensive regulation governing halal tourism in Indonesia. It is known, the legal basis for halal tourism activities is based on Act 10 of 2009 concerning Tourism. Previously, the government had issued a technical regulation concerning halal tourism support facilities in the form of Minister of Tourism and Creative Economy Regulation No. 2 of 2014 concerning Guidelines for Sharia Hotel Business Administration. The rules stipulate two categories, namely Hilal I Islamic hotel and Hilal II Islamic hotel. In its formulation, the government is assisted by the National Sharia Council (DSN). However, finally the rule was revoked by Regulation of the Minister of Tourism No. 11 of 2016 because it received mixed reactions from industry circles (sindonews.com, 2017).

Seeing the condition of the absence of regulations regarding halal tourism and also at the request of several parties, at the end of 2016 the National Sharia Council (DSN) of the Indonesian Ulema Council (MUI) issued a fatwa governing the implementation of halal tourism which could be used to develop the halal tourism sector in Indonesia. This fatwa regulates halal tourism activities, from the provisions of the contract (agreement) undertaken, the provisions of the hotel, tourist destinations, SPA, Sauna, Massage, Travel Bureau, as well as the provisions regarding tour guides. However, if examined carefully the provisions for the provisions contained in the fatwa issued by the DSN-MUI seem to lead the halal tourism industry towards exclusive tourism (Hasan, 2017).

The call of Islam to travel more broadly than destinations that are currently expressed in the problem of tourism. In Islam we are familiar with the terms hijrah, pilgrimage, trade, and searching for knowledge which are among the factors that are used as reasons for Islam to encourage people to travel. Human success in achieving progress in the fields of science, technology, communication, and transportation, has made it easy to travel.

2. Literature review

2.1. Halal tourism

In terms of halal tourism in some countries there are terms such as Islamic tourism, halal tourism, halal travel, or as moslem friendly destinations (Juliana et al., 2024).

According to article 1 of the Regulation of the Minister of Tourism and Creative Economy of Indonesia No. 2 of 2014 concerning guidelines for the operation of sharia hotel businesses, the meaning of sharia is the principles of Islamic law as stipulated in the fatwa and / or has been approved by the Indonesian Ulema Council. The term sharia began to be used in Indonesia in the banking industry since 1992. From the banking industry to other sectors, namely sharia insurance, sharia procurement, sharia hotels, and sharia tourism. The establishment of Sharia Banks and Sharia Financial Institutions is actually an effort to implement Islamic Sharia in stages and partially with the aim of overcoming the weaknesses of this community in the field of economy and welfare (Juliana & Marlina, 2016). The definition of sharia tourism is an activity that is supported by various facilities and services provided by the community, business people, government, and regional governments that meet sharia requirements (Kemenpar, 2012).

Halal tourism is used by many people because of its universal product and service characteristics. Economic growth according to Islamic economics, is not only related to the increase in goods and services, but also related to moral aspects and moral quality and the balance between worldly and ukhrawi goals (Juliana, Marlina, Saadillah, & Maryam, 2018). Tourism products and services, tourist objects and tourist destinations in halal tourism are the same as tourist products, services, objects and destinations in general as long as they do not conflict with Islamic values and ethics. So halal tourism is not limited to religious tourism.

Sofyan (2012) states the definition of halal tourism is broader than religious tourism, namely tourism based on Islamic sharia values. As recommended by the World Tourism Organization (WTO), halal tourism consumers are not only Muslims but also non-Muslims who want to enjoy local wisdom.

In the Qur'an and the Sunnah of Rasulullah SAW there is no literal tourist word, but there are several words that point to the understanding with different lapaz but in general the meaning is the same, one of which is: "Saha-Yahsihu-Saihan-Siyahah-Sa ihun": (Walking or traveling), found in Qs. Al-Tawbah (9): 2 and 112.

فَسَيُخَوِّدُ فِي الْأَرْضِ أَرْبَعَةَ أَشْهُرٍ وَاعْلَمُوا أَنَّكُمْ غَيْرُ مُعْجِزِي اللَّهِ وَإِنَّ اللَّهَ مُحْزِي الْكُفْرَيْنِ ۚ

Meaning: So proceed you (polytheists) in the earth for four months, and know that ye can not frustrate Allah, and Allah will cover the unbelievers [At Tawbah-2].

الَّذِينَ انَابُوا لَعَلَّهُمْ يَتَزَكَّوْنَ ۖ اَلَّذِينَ اَتَوْا بِطَاعَتِنَا وَلَا يَشْكُرُونَ ۚ
 اَلَّذِينَ اَتَوْا بِطَاعَتِنَا وَلَا يَشْكُرُونَ ۚ اَلَّذِينَ اَتَوْا بِطَاعَتِنَا وَلَا يَشْكُرُونَ ۚ ۱۱۲

Meaning: They are the ones who repent, who worship, praise, who visited, who bow, who prostrate, who orders to do ma'ruf and prevent evil and who maintain the laws of God. And cheer up the believers [At Tawbah-112].

Table 1. Comparison of halal and conventional tourism

Comparison Item	Conventional	Halal/sharia
Object	Nature, culture, heritage, culinary	Everything
Interest	Entertaining	Increase spirituality by way of entertaining
Target	Touching satisfaction and pleasure dimensional lust, solely for entertainment	Fulfilling wishes and pleasure as well as foster religious awareness
Guide	Understanding and mastering information so that it can attract tourists to tourism objects	Make tourists interested in objects as well as arouse the spirit of tourist religiosity. Able to explain the function and role of sharia in the form of happiness and inner satisfaction in human life.
Worship facilities are just	Complementary	Being a part that integrates with tourism objects, rituals of worship become part of the entertainment package.
Culinary	General	Halal specific
Relations with the community in tourism objects	Complementary and Only for Material Benefit	Integrated, interactions based on sharia principles
Travel Agenda at	Any time	Paying attention to time

Source: Aan Jaelani (2017)

In the two verses above, it is explained that the suggestion of traveling in the earth in order to perform worship and advice on visiting or traveling to a country to see the sights and wonders of Allah's creation. Even Allah SWT praises people who travel, tourists and travelers with the term "Al-Saih" in unison with people who repent, praise God, people who bow, people who prostrate, jihad, and beramar ma'ruf and Nahi Munkar.

The call of Islam to travel more broadly than destinations that are currently expressed in the problem of tourism. In Islam we are familiar with the terms hijrah, pilgrimage, pilgrimage, trade, and searching for knowledge which are among the factors that are used as reasons for Islam to encourage people to travel. Human success in achieving progress in the fields of science, technology, communication, and transportation, has made it easy to travel.

Global halal tourism indicators are contained in the Global Muslim Travel Index (GMTI) which was introduced in 2015 to create an Index that is a benchmark destination in the Muslim tourism market. In 2018, GMTI introduced its latest research series to establish benchmarks in certain regions of the country. The latest report in this series is the report Indonesia Muslim Travel Index (IMTI). IMTI uses the model ACES same as that used at GMTI, this knowledge can serve as a benchmark for services in areas of Indonesia to grow and become better at meeting Muslim-friendly tourism needs.

IMTI (2018) consists of four strategic areas for each part - Access, Communication, Environment and Services (ACES) with the following weights: 10% Access, 15% Communication, 30% Environment and 45% Services. For the first edition of IMTI, the following criteria have been considered ([Table 2](#)).

Table 2. Model ACES IMTI 2018

Access	Communication	Environment	Services
Air Access	Muslim visitor guides	Domestic tourist arrivals	Halal restaurants
Rail Access	Stake holder education	International tourist arrivals	Mosques
Sea Access	Market outreach	Wi-Fi coverage at airports	Airports
Road Infrastructure	Tour guides digital marketing	Commitment to halal tourism	Hotels Attractions

Source: Indonesia Muslim Travel Index (2018)

The ACES model consists of four areas: Access, Communication, Environment and Services. These four areas represent important components needed by destinations to focus on improving and benefiting Muslim friendly tourist destinations.

- This section Access considers the following sub-criteria: air access, railroad access, sea access and road infrastructure.
- The section Communication considers the following sub-criteria: Muslim visitor guides, Educational institutions, market outreach, tour guide language skills and digital marketing.

- The section Environment considers the following sub-criteria: Domestic tourist arrivals, international tourist arrivals, Wi-Fi coverage at the airport and commitment to halal tourism.
- The section Services considers the following sub-criteria: halal restaurants, mosques, airports, hotels and entertainment.

2.2. Development of halal tourism

In the development of tourism, it can be done with the activities of development, maintenance and preservation of nature, facilities and infrastructure as well as service facilities (Juliana et al., 2022). In community and regional tourism development activities that have a role to promote community welfare and preserve the existing environment, then increase community income and equitable distribution to the surrounding community so that the community is more prosperous. The development of tourism in a tourist destination will always be calculated with the benefits and benefits for the surrounding community. Tourism development must be in accordance with careful planning so that it benefits both the community, both also in terms of economic, social and cultural (Yoeti, 2008).

In Indonesia, halal tourism has a long trail from the start of the development of the Islamic financial system (Juliana et al., 2023b). From the establishment of Muamalat Bank in Indonesia, several institutions experienced developments to meet the needs of the Muslim community. Implementation of sharia compliance can be an interesting topic to be studied in Islamic business studies, especially in this era. Trends in the development of science with sharia themes are trends in academic studies. So that the needs of sharia are growing with the amount of Muslim growth that continues to grow from year to year.

The development of halal tourism, in the introduction of the tourism market, it is very important to attract tourism businesses to join the halal tourism industry. Halal tourism in the future is considered to be a business that is widely seen by tourism businesses (Juliana et al., 2023a). The community agrees that halal tourism is in accordance with the conditions of Indonesian people. This, according to the needs of tourists is assessed that hopes for comfort and tranquility while traveling without eliminating Islamic values. With the support of increasing middle class moslem people who have high awareness in the halal of a product (Priyadi, 2016).

2.3. The concept of strategy

David (2010) explains that strategy is a shared means with long-term goals to be achieved. Includes geographical expansion, diversification, acquisition, product development, penetration, tightening, divestment, liquidation, and joint ventures.

Mudrajad Kuncoro (2006) views strategy as a process, which includes a number of interrelated and sequential stages. The main stages of the strategic management process generally include situation analysis, strategy formulation, strategy implementation, and performance evaluation (Mahri et al., 2024). Strategies are also contextual, must be in accordance with the core competencies and challenges faced. Then it can be concluded that strategy is the choice of actions taken by the organization to achieve its objectives and to achieve competitive advantage (Juliana et al., 2020).

Griffin defines strategy as a comprehensive plan for achieving organizational goals. Not just achieving, but the strategy is also intended to maintain the sustainability of the organization in the environment in which the organization carries out its activities (Trisnawati & Saefullah, 2005).

Research This study is the same as the results of research conducted by Sopandi (2017) with the title Strategy of Business Development Bamboo Craft (A Study in Pasirjambu Village Pasirjambu District Bandung Regency), showing that the total value obtained from the table IFAS is 6,40 while the total score EFAS of 6.10 means that the right alternative strategy is the strategy SO. strategy SO is a strategy that uses the power to take advantage of existing opportunities.

Other research that supports it is a study conducted by Nararya & Pranggono (2016) with the title Strategy of Sharia Tourism Development in Senggigi Beach Tourism Path, Lombok Island, West Nusa Tenggara. Based on the results of the analysis SWOT shows that Senggigi beach is right in Quadrant I with an aggressive approach, which means the development of sharia tourism is carried out quickly and practically.

3. Research methods

The research method used in this study is quantitative descriptive. In this study using a framework (frame work) in data processing. Data obtained from internal and external data collection is then developed and entered into the matrix in the IFAS and EFAS form of a rating and weighting questionnaire (Rangkuti, 2017).

Determination of the sample from the population of experts on halal tourism, researchers used the technique Snowball Sampling. In Validity Test in this instrument using the expert validation test, namely experts (expert judgment) or experts who are selected based on the related field to test the instrument to be developed. This expert validation test uses the technique Delphi which is the verification process by involving selected experts to ask, search, collect and develop the opinions of experts individually based on empirical data related to the instrument to be developed.

The analytical method used in this study is the analysis SWOT. Based on Freddy Rangkuti (2017) analysis SWOT is the systematic identification of various factors to formulate a company's strategy. This analysis is based on the logic that maximizes the strengths and opportunities, but also can minimize your weaknesses and threats.

The process of developing the first strategy is the data collection stage. The second stage is the analysis phase, at this stage the data obtained will be analyzed to obtain the desired strategy. In the analysis SWOT (Rangkuti, 2017), the analysis is carried out to compare the external factors of Opportunities and Threats with internal factors of Strengths and Weaknesses.

4. Results and discussion

Based on the results of the analysis conducted by researchers, the descriptive analysis and interpretation of the overall research data or field findings which includes a general description of each research variable are as follows:

4.1. Overview of research objects

Halal Tourism in the region of Bandung Raya shows the development very rapidly, the concept of halal tourism is based on high visits from Muslim populations both domestically and internationally. The Greater Bandung region itself has three regions selected as priority destinations for halal tourism in Indonesia in 2019 given directly by the Ministry of Tourism the Republic of Indonesia, including the City of Bandung, Bandung Regency and West Bandung Regency. Meanwhile, Cimahi City and Sumedang Regency have not shown their seriousness in implementing halal tourism.

Bandung city with cool weather and friendly residents are still the main attraction, at this time Bandung City has the potential of 1,700 cultural heritage buildings, 625 arts environments, 600 creative communities, and around 2,600 cultural objects.

There are 6 strategic tourist areas in the city of Bandung. Among these are, North Bandung in North Dago in the form of an ecotourism area, Ganesha-Gedung Sate (education and historical tourism area), Riau roads (culinary and shopping), then there is also a alun-alun (cultural heritage tourism area) and traditional cultural tourism area (Ujungberung) and the convention and sports tourism area (Gedebage). In addition there are 15 areas designated as regional tourism development area plans (Firmansyah, 2018). For the halal tourism development plan and the tourism district that is cultural and creative located in the Sumur District of Bandung, precisely in the Braga area, community empowerment is chosen so that it becomes a base community.

Bandung Regency which is superior with mountainous geographical conditions which directly presents a cool climate. Meanwhile for halal tourist destinations in Bandung Regency are in the southern Bandung region, namely Pacira (Pasirjambu, Ciwidey, Rancabali) and the northern Bandung area namely Cileunyi, Cilengkrang and Cimenyan (Oke News, 2019). For halal tourism plans in Bandung Regency will synchronize all tourist attractions to be friendly to Muslim tourists.

Tourist destinations in Bandung Regency are classified into three, namely natural tourism, cultural tourism, and artificial tourism. First natural tourism, Bandung Regency has Ciwidey Kawah Putih and Situ Patenggang which are well known to the wider community. Second, cultural tourism, in Bandung Regency there is the Customary Village of Mahmud in Mekar Rahayu Village, Margaasih District, Bandung Regency. In this village became the beginning of the history of the spread of Islam in the district of Bandung and surrounding areas. In addition, cultural tourism is also in the Cikondang Traditional Village in Lamajang Village, Pangalengan District. For tourists who are interested in learning the traditional culture of the people of West Java, can come to the Cikondang Traditional Village which still preserves the cultural heritage of the ancestors. The three artificial tours, Bandung Regency has Ciwidey Hill Jamur which is located at the foot of Mount Tilu and Patuha. On Ciwidey Hill Mushroom, tourists can enjoy the green views of the evergreen tree shaped like a giant mushroom.

The West Bandung Regency region is committed to encourage the development of the concept of halal tourism to ensure comfort, safety and confidence for every visitor from foreign tourists from the Muslim community such as Malaysia, Brunei Darussalam, Turkey, Saudi Arabia, and several other Middle Eastern countries that often come to visit attractions in West Bandung (Jabar Ekspres, 2019). *Dinas*

Pariwisata dan Kebudayaan (Disparbud) continues to disseminate to every tourist attraction in order to be able to apply the concept of halal tourism. One of the requirements is to get halal certification from MUI.

A number of attractions under PT Perisai Group, you name it ranging from Tahu Lembang Milk, Sausage House, Baso Village, De 'Ranch, Floating Market, Farm House are ready to apply the concept of halal tourism which was initiated by the government. The concept of halal tourism is deemed necessary to apply, based on 80 percent of visitors to the

tourist attraction are Muslim, so the provision of musola and ensuring food served halal is something that needs to be prioritized. One of the serious steps that have been implemented to support halal tourism has been carried out by the Floating Market since 2016 by providing the tourist area Hijab Swimming Pool.

Sumedang Regency, which until now has not been serious in managing halal tourism, even though its potential is no less attractive. Where most of Sumedang's territory is in the form of mountains, it is not surprising that the weather in Sumedang tends to be cold and cool. The development of intensive tourism destinations is carried out by Sumedang, a region famous for its Renggong Horse culture. It also has Jatigede Dam which is predicted to become a world-class tourist destination because the area has already qualified as a tourist destination that has 3A aspects, namely attractions, accessibility, and amenities (Fauzi, 2019). Jatigede is only 60 km from the West Java International Airport in Kertajati, so these conditions must be utilized as well as possible to develop the potential of existing tourist attractions. Sumedang also has tourism sports with the existence of two Paragliding sports locations in Batu Dua and Toga Village. Specifically in the Batu Dua area, there is a point geothermal.

Cimahi City is also still improving its tourism management, because this area was a military threat during the Dutch colonial era. This military service has many relics from the Dutch era, one of which is military service at the Pusdikarmed Hospital, Dustira Hospital, Train Station, Poncol or Masmil Penitentiary Building, Building 4, Historical Building, and others (Fikri, 2018). Based on these facts Cimahi City tries to continue to develop tourism Heritage due to limited territories and most of the land is owned by the TNI. Cimahi City also has a tourist attraction of Cireunde traditional village which has a unique habit, where its citizens eat cassava every day.

4.2. Assessment of IFAS and EFAS

4.2.1. Evaluation of internal factors

Evaluation of internal factors is seen from the weight and rating given by respondents to each strength and weakness factor. The results of the evaluation of internal factors can be seen in [Table 3](#). From the calculation results, the total strength factor of the weight and rating is 2,192 and for the total weakness of the weight and rating is 1,380.

The results of the table can be seen that the strength factor that has the highest degree of importance is that the road infrastructure has been paved with a weight of 0.047 meaning that the majority of the road infrastructure sector in the Greater Bandung Region has paved so it is very supportive of the smooth mobility of tourists towards the halal tourist attraction. While the strength factor which has the lowest degree is a guidebook for Muslim tourists easily found with a weight of 0.035 meaning this guidebook is indeed needed for every tourist but with the high use of technology mobile electronic, there are other alternatives to market or inform halal tourism attractions that are very precise and in accordance with current market needs.

The results of the strength analysis which is very influential in the development of halal tourism in the Greater Bandung Region is that the reach of shopping centers is easily reached with a rating rating of 4.2. This means that tourists will calculate the convenience of shopping outreach to support the various needs needed when in the halal tourist attraction, and in the Greater Bandung Region there are already many shopping centers that are easily reached by tourists. While the lowest influence is on the factor of guidebooks for Muslim tourists easily found with a rating rating of 1.8 meaning that the physical form of the guidebook is not too important because tourists now prefer to obtain information in digital form, which is more interesting and practical.

Weakness factor that has the highest degree of importance in the development of halal tourism is that there is no government regulation for halal tourism and digital marketing is less than the maximum with a weight of 0.049 meaning halal tourism in the Greater Bandung area there are no government regulations governing the implementation of halal tourism, so that the actors halal tourism in the Greater Bandung Region will be confused without definitive guidelines. And

marketing through the digital sector also needs to be intensified to attract wider tourists.

Table 3. Factors assessment IFAS

Factors Internal Strategy	Value Weight	Rating Value	Weight x Rating
Strength			
1. Airport access located in downtown Bandung.	0,045	3,8	0,173
2. Access is in the city center and the choice of travel routes is varied.	0,04	3,8	0,153
3. Road infrastructure is paved.	0,047	4,0	0,187
4. A guidebook for Muslim tourists is easy to find.	0,035	1,8	0,064
5. There are universities that produce outputs supporting Halal Tourism and Islamic Economy.	0,042	3,7	0,153
6. Reach of shopping centers is easy to travel.	0,041	4,2	0,173
7. Easy to find tour guides who are proficient in English and Arabic and are licensed.	0,042	2,3	0,097
8. Arrival of domestic tourists there are several options, such as: Bus, Train and Aircraft Terminals.	0,045	4,0	0,181
9. Wi-Fi is available at the Airport.	0,04	3,2	0,126
10. Easy to find restaurants that have been labeled as MUI halal.	0,045	2,7	0,12
11. Availability of mosques in halal tourist attractions.	0,045	3,3	0,15
12. Services at the airport are complete with a comfortable waiting room, restaurant, place of worship and clean toilets.	0,043	3,8	0,166
13. Hotel services already in accordance with sharia.	0,043	3,0	0,13
14. Services on tourist attractions are well managed and professional.	0,043	3,7	0,158
15. Choice of diverse tourist attraction destinations.	0,042	3,8	0,16
Weakness			
1. There are no government regulations for halal tourism.	0,049	4,0	0,194
2. Airport area capacity is limited.	0,045	3,7	0,165
3. Digital marketing is not optimal..	0,049	4,0	0,194
4. Lack of Halal certified restaurant data.	0,043	3,7	0,158
5. Arrivals of foreign tourists can only be accessed directly airplane.	0,047	3,5	0,163
6. Sharia hotel options are very limited.	0,042	3,8	0,159
7. Commitment to halal tourism in some areas has not been convincing.	0,045	4,2	0,187
8. Frequent traffic jams in the halal tourist attraction.	0,043	3,7	0,158
Total	1,000		3,572

Source: Data (2019)

While the lowest factor of the indicator of halal tourism weakness is the very limited choice of Islamic hotels with a weight of 0.042 meaning that even though

hotels that have been certified Sharia are limited in number, it will not have a major influence on tourist arrivals.

Furthermore, in terms of weaknesses in the rating value with the provisions that the value is closer to 1 means that the more weaknesses are so contradictory if the value is close to 5 it means the weakness is decreasing (Rangkuti, 2017). In the weakness factor it was found that the factor which had the most influence in undermining the development of halal tourism was the arrival of foreign tourists could only be accessed directly via air / airplane with a rating of 3.5. The Greater Bandung area is indeed limited with access that can be reached by foreign tourists directly because of its geographical location in the middle of the West Java region. So that the potential for foreign tourists who want to use the sea route still have to access the land route to arrive at the halal tourist attraction in the Greater Bandung Region. For that reason, air access in the Greater Bandung Region must continue to be improved from various aspects, because it will sustain the development of tourist visiting levels on halal tourism attractions in the region of Bandung Raya. While the smallest influence on the current condition is the commitment to halal tourism in some regions has not been convincing with a rating value of 4.2 meaning that in addition to the region declaring commitment to provide halal tourism attraction must be balanced with evidence of local regulations that support for the implementation of halal tourism in the area is implemented optimally.

4.2.2. Evaluation of external factors

Evaluation of external factors is seen from the weight and rating obtained from the responsiveness of each factor of opportunity and threat. The results of the evaluation of external factors can be seen in Table 4. From the calculation results, the total probability factor of the weight and rating is 1.856 and for the total threat factor of the weight and rating is 1.387.

The opportunity factor that has the highest degree of importance is the uniqueness of various halal culinary choices with a weight of 0.077 meaning that with many unique halal culinary choices can attract tourists to visit on the power halal tourist attraction. A diverse food menu will not make tourists bored because in the Greater Bandung Region is already famous for the development of new culinary types that are unique, tasty and halal. While the opportunity factor with the lowest degree of importance is that there is a focus on the development of the digital sector

with a weight of 0.062, which means that the factor does not greatly influence the external side in the development of halal tourism.

Table 4. Factors Assessment EFAS

External Factors Strategy	Value Weight	Rating Value	Weight x Rating
Opportunities			
1. Variety arrival and departure of transport options for tourists.	0,071	3,5	0,250
2. High demand for consumption of Halal food and beverages.	0,074	3,3	0,248
3. Opportunities Investors invest in accordance with the principles of Islamic Economics.	0,065	3,3	0,217
4. Various choices of halal travel agency travel packages.	0,069	2,5	0,171
5. There is a focus on the development of the digital sector.	0,062	3,2	0,198
6. Some regions are ready to commit to the implementation of halal tourism.	0,074	3,3	0,245
7. The uniqueness of a variety of halal culinary choices.	0,077	3,2	0,243
8. Having a tourist attraction destination with the nickname of the creative city.	0,071	4,0	0,284
Threats			
1. Many nearby destination competitors are more professional in managing halal tourism attractions.	0,066	3,3	0,219
2. The lack of knowledge of the concept of halal tourism.	0,077	3,8	0,294
3. Threats of natural disasters (Thunderstorms, Floods, landslides and strong winds).	0,059	3,2	0,186
4. There are negative news and issues on the halal tourist attraction.	0,065	3,2	0,206
5. Distance to the location of tourist attractions is very far from the center of the City.	0,053	3,2	0,168
6. High level of crime around tourist attraction locations.	0,059	2,5	0,147
7. Fraud committed by agents travel halal.	0,059	2,8	0,166
Total	1,000		3,243

Source: Data (2019)

The results of the rating analysis EFAS on the highest ranking opportunity side are having a tourist attraction destination with the nickname of a creative city with a rating of 4.0. This shows that the Greater Bandung Region already has identity in the tourist market, so the opportunity to attract tourists will be easier with a brand image, superior which is one of the tourist attraction destinations that have the nickname of a creative city and this is a great influence for the development of halal tourism in

the Bandung Region Raya While the factors that have the least influence are the various choices of halal travel agency packages with a value rating of 2.5, meaning that halal tourism operators in the Greater Bandung Region have not yet maximized the opportunities available, and the management of halal travel agents has not seen significant progress. from promotions, innovations and limited destination choices.

Furthermore, the threat factor that has the highest degree of importance is the lack of knowledge of the concept of halal tourism with a weight of 0.077, meaning that most people still do not understand the concept of halal tourism, therefore it is very necessary to educate the public directly by those who have authority in related fields. so that the concept of halal tourism can be conveyed well without any more confusing information. So that halapelaku and halal tourism consumers have the same guidelines. While the threat factor with the lowest degree of importance is the distance to the location of the tourist attraction is very far from the city center with a weight of 0.053. This can be overcome by road infrastructure that has been well managed so that the distance traveled will take shorter time. And that must be balanced with the procurement of transportation options that support and professional management.

Furthermore, in terms of threats to the rating value with the provisions that the value approaches 1, it means that there are many threats and vice versa if the value is close to 5, it means that the threat value decreases (Rangkuti, 2017). The highest threat factor in halal tourism is the high level of crime around tourist attraction locations with a rating rating of 2.5 meaning high criminality will make halal tourist attraction destinations difficult to develop because tourists prioritize safety and comfort when visiting. While the lowest threat factor is the lack of knowledge of the concept of halal tourism with a rating value of 3.8. This shows that education about halal tourism can be carried out in a short time, so that this threat will be a little easier to overcome.

4.3. Quadrant positionmatrix internal-external (IE)

After knowing that the value of the evaluation of internal factors (IFAS) is 3.572 and external factors (EFAS) is 3.243. This value is in quadrant I which is "Grow and Develop". This quadrant explains the existence of halal tourism in the Greater Bandung Region which is in its infancy and must continue to be developed. This

shows that halal tourism has a very strong potential from the internal side to continue to be developed.

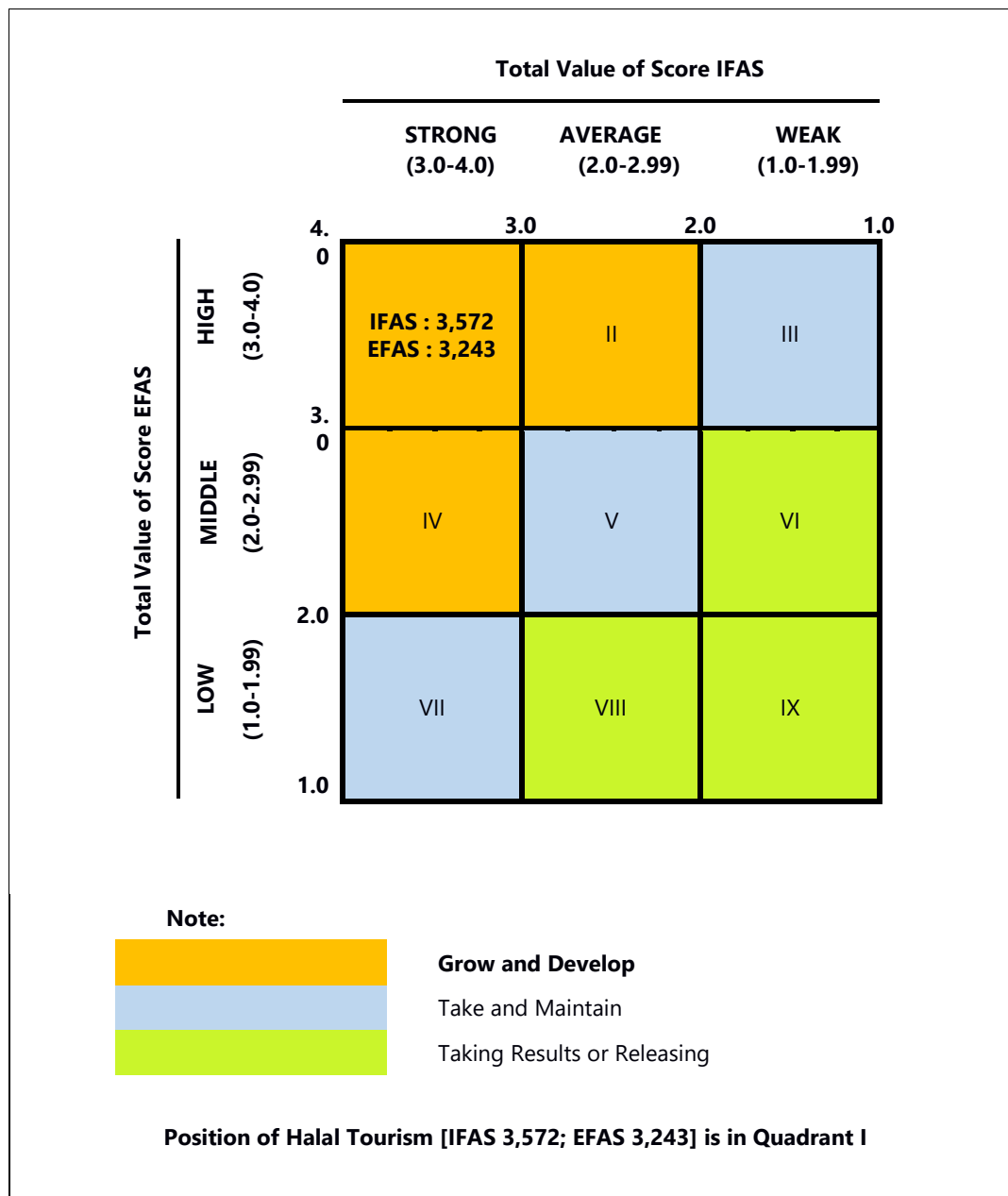


Figure 1. Quadrant Position Matrix IE

This research is the same as the results of research conducted by Encep Sopandi (Sopandi, 2017) with the title Strategy of Business Development of Bamboo Craft (A

Study in Pasirjambu Village Pasirjambu District Bandung Regency), shows that the total value obtained from the table IFAS is 6.40 while the total value of EFAS is 6.10, which means the right alternative strategy is the strategy SO. strategy SO is a strategy that uses the power to take advantage of existing opportunities.

The statement of research with the matrix quadrant position IE which is in quadrant I is explained in the theory of Rangkuti (2017), that this quadrant shows a very favorable situation because it supports an aggressive strategy. Therefore, the strategy that must be applied in this condition is to support an aggressive growth policy (growth oriented strategy).

The IA Quadrant is on the upper right of the lower part close to internal forces. The IA quadrant also shows the right strategy choice that is rapid growth can be seen in Table 5. The choice of this strategy aims to determine the right alternative strategy for the development of halal tourism.

Table 5. Alternative strategic quadrant strategies

Strategies	Scores	Quadrant	Choice Strategy
Growth	$S > O$	I A	Rapid Growth
	$S < O$	I B	Stable Growth
Survival	$W > T$	III A	Turn Around
	$W < T$	III B	Guerilla
Diversification	$S > T$	IV B	Conglomerate
	$S < T$	IV A	Concentric
Stability	$O > W$	II A	Aggressive Maintenance
	$O < W$	II B	Selective Maintenance

Source: Data (2019)

This strategy choice shows that the existence of halal tourism is experiencing rapid growth with very good strength from the internal side and also very large opportunities from the external side in the development of halal tourism. This information shows that the value of strength is greater than opportunity, therefore halal tourism only needs to increase opportunities so that halal tourism can continue to grow and increase but must remain vigilant with threats that may come in the process of developing halal tourism opportunities in the region of Bandung Raya.

4.4. Analysis results of the SWOT matrix

Results of internal and external factors basically become the support and reference that is very important for the development of halal tourism. Therefore, the diagram

in quadrant I on halal tourism according to the Rangkuti (2017), theory described previously can be seen in Figure 2 below:

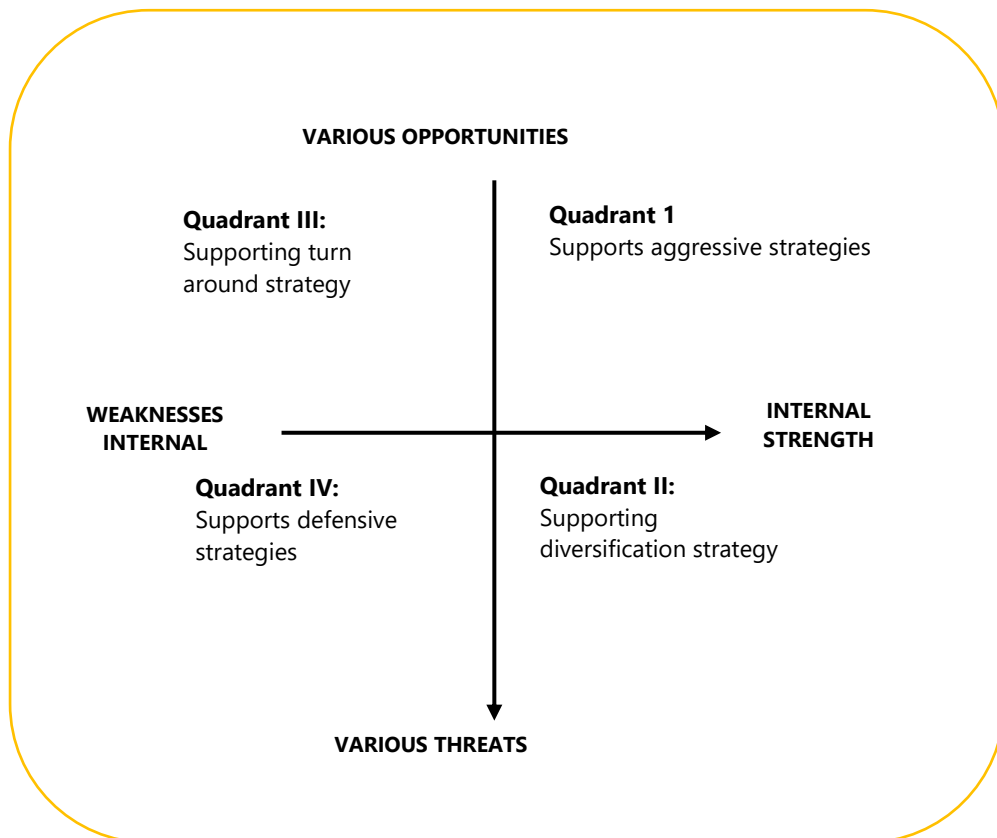


Figure 2. SWOT analysis diagram of halal tourism

The formulation of alternative halal tourism development strategies in the region of Bandung Raya with analysis SWOT is a combination between internal factors (strengths and weaknesses) with external factors (opportunities and threats) consisting of:

- 1) Combined strength and opportunity factors (SO).
- 2) Combined weakness and opportunity factors (WO).
- 3) Combined strength and threat factors (ST).
- 4) Combined weakness and threat factors (WT).

Based on the identified strengths, weaknesses, opportunities and threats, analysis SWOT can be formulated into 11 alternative strategies. The 11 alternative strategies can be broken down into 3 strategies combined from strengths and opportunities

(SO), 3 strategies combined between weaknesses and opportunities (WO), 3 strategies combined from strengths and threats (ST), and 2 strategies combined between weaknesses and threats (WT).

5. Conclusion

Conclusion of this study shows that, three regions in the region of Bandung Raya such as Bandung City, Bandung Regency and West Bandung Regency are ready to support and present halal tourism. This is evidenced by the existence of certain locations that have a halal tourist attraction. Meanwhile other areas in the Greater Bandung Region such as Cimahi City and Sumedang Regency have not shown readiness to implement halal tourism due to limited development of tourist attractions and several other obstacles.

The development of halal tourism in the Greater Bandung Region is currently based on an evaluation of internal and external evaluations, namely: First, the highest factor in terms of internal halal tourism support facilities such as the reach of shopping centers is easy to travel. This means that tourists will calculate the convenience of shopping outreach to support the various needs needed when in the halal tourist attraction, and in the Greater Bandung Region there are already many shopping centers that are easily reached by tourists. Second, from the external side with the highest chance factor is to have a tourist attraction destination with the nickname of a creative city. This shows that the Greater Bandung Region already has identity in the tourist market, so the opportunity to attract tourists will be easier with a brand image, superior which is one of the tourist attraction destinations that have the nickname of a creative city and this is a great influence for the development of halal tourism in the region of Bandung Raya.

The results of the analysis of halal tourism in the region of Bandung Raya with Matrices IFAS and EFAS occupying the position of the quadrant in the quadrant I area. This quadrant explains the existence of halal tourism in the region of Bandung Raya having very strong potential from the internal side to continue to be developed. The position of strategy IFAS and EFAS obtained at positions growth in determining the choice of strategy to see the results of the internal score S is greater than W and the results of the external score O greater than T. Furthermore, to determine the technical strategy after it emerged that halal tourism is in a position of growth with the results of an appropriate score is S greater than O. This position

shows the IA quadrant position which is in the upper right of the bottom close to internal forces. The IA quadrant also shows the right strategy choice, namely rapid growth. Finally, based on these factors a total of 11 alternative strategies can be formulated. The alternative strategies used as the main input are the three points in the SO (Strength-Opportunities) strategy so that the development strategy that is formulated is to use all the power to explore and take advantage of opportunities as much as possible.

The research implications are expected to add to the scientific treasures in halal tourism. As for regulators namely the government to continue to support all the good potential for the halal tourism ecosystem.

Disclosure statement

The authors declare that there are no conflicts of interest regarding this publication.

ORCID

Juliana Juliana  <https://orcid.org/0000-0002-3725-2004>

Yuana Tri Utomo  <https://orcid.org/0000-0003-1940-4104>

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