The Prospect of “Halal Tourism” Destination: An Strategy for Ponorogo Regency, East Java (Indonesia)

Muhammad Ridlo Zarkasyi¹, Dhika Amalia Kuniawan²* & Dio Caisar Darma²

¹Department of Management, Faculty of Economics and Management, Universitas Darussalam Gontor, Ponorogo, Indonesia.
²Department of Management, Sekolah Tinggi Ilmu Ekonomi Samarinda, Samarinda, Indonesia.

Keywords:
Sustainability, Local potential, PESTLE, FGD, Halal tourism

Abstract.
Tourism is a prima donna sector that significantly contributes to the people’s economy and Indonesia’s state income. Foreign tourist visits to Indonesia rank fourth in ASEAN, contributing to a GDP of 4.25% (Central Bureau of Statistics of Indonesia, 2020). In 2019, the number of Muslims was 39.8 million, which is the majority, so tourism in East Java is significant to revitalize the concept of “halal tourism”, including for Ponorogo Regency. At this opportunity, the study concentrated on tourism objects in the Ponorogo Regency using the PESTLE method (political, economic, social, technological, legal, and environmental) to identify aspects that can meet the requirements of halal tourism. In general, this is a way of expanding and encouraging East Java Province to become an area capable of implementing halal tourism throughout its Regency by meeting specific criteria set by the Ministry of Tourism of the Republic of Indonesia. The weaknesses and limitations of the study have become a symbol of concern for future improvement. The concept of “halal tourism” is interpreted more broadly in various aspects, not only limited to religious tourism, pilgrimage, or visiting places of worship, but is applied to tourism objects that focus on the sharia process through various aspects. “halal tourism” has excellent potential to be realized, one of which is in Ponorogo Regency.

*Kata Kunci:
keberlanjutan, potensi lokal, PESTLE, FGD, wisata halal

Abstrak.
Pariwisata merupakan sektor primadona yang memiliki kontribusi besar bagi perkonomian masyarakat dan pendapatan negara Indonesia. Kunjungan wisatawan asing ke Indonesia menempati urutan keempat di ASEAN dengan kontribusi PDB sebesar 4,25% (Badan Pusat Statistik, 2020). Pada tahun 2019 jumlah penduduk Indonesia yang beragama Islam sebanyak 39,8 juta jiwa dan itu mayoritas, sehingga pariwisata di Jawa Timur sangat penting untuk merevitalisasi konsep “wisata halal”, termasuk untuk Kabupaten Ponorogo. Pada kesempatan ini kajian dipusatkan pada objek-objek wisata di Kabupaten Ponorogo dengan menggunakan metode PESTLE (politik, ekonomi, sosial, teknologi, hukun dan lingkungan) untuk mengidentifikasi aspek-aspek yang dapat memenuhi persyaratan pariwisata halal. Secara umum hal ini merupakan salah satu cara untuk memperluas dan mendorong Provinsi Jawa Timur menjadi daerah yang mampu melaksanakan wisata halal di seluruh Kabupatennya dengan memenuhi kriteria tertentu yang ditetapkan oleh Kementerian Pariwisata Republik Indonesia, menjadi simbol kepedulian untuk perbaikan di masa depan. Konsep “wisata halal” dimaksud lebih luas dalam berbagai aspek, tidak hanya terbatas pada wisata religi, ziarah, atau mengunjungi tempat ibadah, tetapi diterapkan pada objek wisata yang menitikberatkan pada proses syariat melalui berbagai aspek. “Wisata halal” memiliki potensi yang besar untuk direalisasikan salah satunya di Kabupaten Ponorogo.

* Corresponding author.
E-mail addresses: dhika.amalia@unida.gontor.ac.id (Dhika Amalia Kuniawan).

Article history: Received 4 April 2021; Accepted 22 July 2021; Available 18 August 2021.
1. Introduction

The awareness of the Muslim community to use halal products has a positive impact on the development of the halal industry. This increase was also marked by the emergence of “halal tourism” as a fulfillment of the needs of halal tourism for the community (Aji, Muslichah and Seftyono, 2020). Not only a phenomenon or trend, but the emergence of tourism services with a halal concept has become an essential image. Especially in the industrial era 4.0 like today, the existence of Muslim tourists has increased from year to year (Satriana and Faridah, 2018). The problem that must be highlighted is the large number of service providers who ignore the rules according to Islamic law for Muslim consumers. Unfortunately, the provision of food accommodation at tourist sites is also unclear about the origin of its halalness and can negatively impact if consumed. Initially, there was a perception that caused inconvenience for Muslim consumers when visiting particular objects of detention that were not in accordance with the criteria for halal tourism, so that from these various dynamics, the Muslim community certainly needed service providers who guaranteed their services, including aspects of facilities, aspects of food, and parts of regulations. Rules following “halal tourism”.

Indonesia currently ranks second in the category of the best “halal tourism” destination in the Islamic Conference Organization Country because it is visited by many Muslim tourists worldwide. This form of continued appreciation for halal tourism in Indonesia has experienced growth starting in 2015 or ranking 6th and increasing to a first position in the Global Muslim Travel Index (GMTI) in 2019 until it was named the best “halal tourism” destination (Rahmawati et al., 2021). With a total of 34 provinces in Indonesia, the government continues to strive to develop “halal tourism” which has only been implemented in 13 regions, including West Nusa Tenggara (NTB), Nangroe Aceh Darussalam, West Sumatra, Riau, Lampung, Banten, DKI Jakarta, West Java, Central Java, Yogyakarta, East Java, South Sulawesi, and Bali.

Palupi, Romadhon and Arifan (2017) explain the problems that arise from this condition from a number of areas that have become icons of “halal tourism”. In fact, there are still many tourist attractions that are still conventional and have not implemented the concept of halalness. This is a reflection that the concept of “halal tourism” is not only applied in certain areas but as a whole can be formed in all destinations so that the existence of this icon can be accounted for. It is the responsibility of the government and the surrounding community to foster, manage, and realize their areas to become “halal tourism”. They can start preparing each province to design and practice their tours with that concept to make it happen. One of them is on the island of Java. It should be noted, Darma et al. (2020) analyze West Java Province, East Java Province, and Central Java Province in Java Island and at the national level, dominating around 46% of the population in Indonesia in 2019. Each of the three regions comprises 49.57 million people, 39.96 million people, and 34.74 million people.

The Central Bureau of Statistics of Indonesia (2015) presented that the population of East Java reached 39.96 million. Of this number, the majority of the population is Muslim, as much as 96.36%. This is an essential supporting factor to turn East Java into an icon of “halal tourism” following other prosperous provinces. The high interest of the people of East Java to enjoy “halal tourism” services also makes the tourism industry grow more rapidly than before, so tourism in East Java is significant to focus on. Of course, it needs a lot of support from the government and various parties to make it happen (Adinugraha, Sartika and Kadarningsih, 2018). Currently, the East Java Government is also working towards “halal tourism” in several destinations. The central government has established three elements: creating, modifying, and implementing all these criteria towards “halal tourism”. The readiness of Ponorogo Regency to contribute and implement “halal tourism” assumes that of a total population of 433,231 people with a majority Muslim population, and the intensity of demand for natural tourism that is owned is quite a lot, so it has great potential to start work towards the vision of East Java as an icon of “halal tourism”.
Papers are organized into points that illustrate the presentation framework. The first stage includes background, objectivity, and study objectives. The second stage is a literature review that explains the concept of “halal tourism” and the PESTLE approach. Third, consisting of a description of the method. Analysis and discussion are in the fourth stage, helpful in interpreting PESTLE’s approach to “halal tourism” in the destinations of Ponorogo Regency. The last stage is to affirm the conclusions, objectives, and policy implications. Thus, we are trying to identify PESTLE analysis to be applied to tourist objects in Ponorogo Regency through the concept of “halal tourism”.

2. Theoretical Background

2.1. The “halal tourism”

“halal tourism” is a travel activity to enjoy the destinations offered by tourism service providers with Islamic values (halal and haram) as a benchmark (Mohsin, Ramli and Alkhulayf, 2016). Jaelani (2017) classifies “halal tourism” as a form of activity supported by facilities and services that meet the provisions of Islamic law, which are provided by the private sector, government, and local communities. On the other side, Bawazir (2013) observes “halal tourism” as a tourist trip whose process is in line with Sharia values starting from the intention, all facilities during tourist attractions, activities during tours, and others. The concept used in “halal tourism” is to integrate Islamic values in tourism activities. Tourism managers must also pay attention to aspects of halal certification that must be fulfilled, not just naming that the process is following Islamic law (El-Gohary, 2016). Furthermore, Boğan and Sarıışık (2019) confirm “halal tourism” for tourism activities that contain elements of sharia in all its aspects, such as the availability of sharia financial services, transportation, sharia lodging, guaranteed food and beverage availability, and halal facilities provided.

Fulfilment of the principles and requirements of “halal tourism” if a service has components including no liquor containing alcohol, no serving of pork products, the availability of halal food, male staff for male guests, and female staff for female guests, no discotheques, gender-separated prayer room facilities (mosque or mashallah), Islamic clothing for staff uniforms, appropriate entertainment, availability of the Koran and prayer equipment (prayer) in the room, Qibla instructions, toilets positioned not facing the Qibla, art that does not depict the human form, hotels or other tourism companies must follow the principles of zakat, and Islamic finance (Henderson, 2003; Battour, Ismail and Battor, 2010; Saad, Ali and Abdel-Ati, 2014; Sahida et al., 2011).

The high Muslim population in Indonesia is an opportunity and an advantage to realize a tourist destination with the concept of “halal tourism”. Especially in the current industrial era 4.0, the millennial generation is more innovative in determining products through social media (Maria et al., 2019). They find it easier to recognize “halal tourism” as a choice of tourist objects. The benefits obtained through this concept can meet consumers' tastes when travelling on the sharia system so that they can be guaranteed.

2.2. The PESTLE

Generally, PESTLE is a technique in strategic management that is used to see the factors of the external business environment that affect problems, projects, and companies (Abdullah, 2019). Shabanova et al. (2015) highlighted these factors including the political dimension, economic dimension, social dimension, technological dimension, legal dimension, and environmental dimension. This analysis can be categorized as opportunities for developments in the marketing sector of a business positively and negatively. The first function of PESTLE can provide a complete picture of the environment of a company that will operate. Second, PESTLE provides the information and data needed by companies to predict conditions and situations in the future (Yüksel, 2012).
The form in PESTLE is an analysis to decide and implement business strategy decisions. Companies can survive the influence of six external sides, including social, economic, legal, technological, environmental, and political (Kara, 2018). The five indicators are demonstrated in Figure 1.

The relationship between these five indicators starts from the political element. Politics are factors that are basically how the government intervenes in the economy. In particular, political factors include trade restrictions, political stability, labour law, environmental law, tariffs, and tax policy. Second, economics combines economic growth, exchange rates, inflation rates, and interest rates as an essential factor. Social factors include cultural aspects, emphasis on safety, health awareness, age distribution, career, and population. The technology factor in the third part focuses on automation, the rate of technological change, technology incentives, research, and development. The fifth is legal factors, emphasizing health, safety, consumer protection, labour, discrimination, and antitrust regulations. Applying rules will determine how the company defines the demand for its products, operates, and costs incurred. The environment is the last factor that interprets ecological and environmental aspects as a carrying capacity for climate change and weather, especially those affecting the agricultural industry, the insurance industry, and the tourism industry.

3. Methods

The study approach is qualitative, whose output produces main ideas in the form of alternative solutions to change the views and behavior of specific individuals and groups (e.g. Nyumba et al., 2018; Mishra, 2016; Khoir and Dirgantara, 2020). Data is compiled from interviews, photos, and other official documentation relevant to tourism conditions (Aziz, Muslichah and Ngah, 2020). The data processing technique goes through a series of processes with focus group discussions (FGD) involving parties related to tourism in Ponorogo Regency. The object in question is the Tourism Office and destination managers in Ponorogo Regency (East Java). We also interview the tourist attractions that are interested in the analysis related to this study. The goal is to produce a strategy that can be implemented so that tourism in Ponorogo Regency towards “halal tourism”.
4. Result and Discussion

4.1. Geography, Demography, Economy, and Tourism Potential

The area of Ponorogo Regency is 1,371.78 km² which is divided into 21 Districts, several sub-districts, and villages as the smallest scope. In the last 1 decade, Hilman (2016) explained that the population in Ponorogo Regency reached 871,825 people, where the growth rate was 0.05% with a density rate of 655 people per km². Since 2019, Indonesia’s economic condition has experienced a decline of 0.15%, marked from 5.17% to 5.02%.

Figure 2. Map of Destination in Ponorogo Regency
Source: www.eastjava.com (2021)

Similar to the dynamics of the Indonesian economy, in 2018, Ponorogo Regency also experienced a growth slowdown by 5.31% and now to 5.01% of 2019. In the field of tourism, Ponorogo Regency has the potential for cultural tourism, special interest tourism, and natural tourism which are promising to be developed to reflect the economic performance of the Ponorogo Regency in the aggregate (Sumarsono, Arti and Soesilo, 2020).

4.2. Goals with PESTLE Approach

The relationships refer to the framework outlined in the previous section, focusing on achieving the goals with the PESTLE approach. Detailed descriptions are needed to reach tourism potential in Ponorogo Regency with political, economic, social, technological, legal, and environmental dimensions. First, the political factors identified in “halal tourism” involve the commitment and policies of the Ponorogo Regency Government in tourism development. Therefore, commitment to budget allocations for the tourism sector in Ponorogo Regency in a given period is required. The government’s commitment has also had a significant impact by organising events on the tourism plan every year, such as the National Reyog Festival, Grebeg Suro, and the Reyog Festival. The
The Prospect of “halal tourism” Destination

government policy in determining and developing tourist villages has the potential to increase again, so far there are 72 tourist villages.

Second, since the Covid-19 pandemic hit Indonesia in early 2020, Indonesia’s economy has continued to experience a slowdown, especially in the tourism sector, which has been severely affected. Many tourism industries and businesses have stopped operating and have been forced to lay off, even unilaterally terminating their employees (Pusriadi et al., 2021). However, tourism is believed to be able to become a driving sector for economic recovery after Covid-19. Strategies and investment in the tourism sector will positively improve the community’s economy, especially in the informal sector by opening employment and business opportunities, especially small and medium enterprises (SMEs) around tourist destinations. For this reason, the efforts of all parties are needed to rise again as a supervisor and regulator in maintaining the quality of tourism services and the availability of adequate tourism infrastructure. Easy access for obtaining business permits in the tourism sector by implementing the Online Single Submission (OSS) system. The ease of administration and affordability is part of the opportunity to attract investment in the tourism industry.

Third, social factors that influence “halal tourism” travel are a trend that exists in society. Nowadays, those who think that travelling activities are necessary and plan a tour ahead of time will choose the tourism activity according to their wishes. There has been a growing tourism trend for the Muslim population that calls for convenience in carrying out their religious obligations. Muslim tourists prefer destinations that are equipped with prayer facilities. Not only that, but they also want the experience, knowledge, and history of Islam in their intended destination.

Contrary to the current trend of “halal tourism”, from the point of view of tourism business actors and communities around the destination, they do not yet understand this concept optimally. There are still many who assess that the development of “halal tourism” will reduce the number of visitors and income. They. Through outreach, community support, business actors, and all tourism stakeholders, government intervention creates a common perception of “halal tourism”.

Fourth, the technological factor, its influence is quite high, especially in the future, “halal tourism” needs to be a focus through information technology support. Information technology has now entered the 4.0 era, where the role of gadgets and social media is huge. Tourists will find it very easy to find information, plan, and carry out tourism activities. Conventional channels of information such as television, newspapers, radio, and the like have begun to be abandoned. They have turned to social media (Google, Facebook, Instagram, Youtube, and Twitter), which is swift.

Tourism business actors must control technology transformation. They must take advantage of technological developments so that facilities will be obtained (Oxenswardh, 2018). With extraordinary adaptations, business actors in this sector can also promote their products at a more efficient, targeted, and of course, much cheaper cost.

Fifth, several identified legal factors are pretty influential in the context of “halal tourism” in Indonesia and Ponorogo Regency, through the repeal of the Minister of Tourism and Creative Economy Regulations Number 2 of 2014 and Number 1 of 2016 concerning "Sharia Hotel Business Guidelines" and "Implementation of Certification. Tourism ", so currently there is no legal basis to refer to the guideline for “halal tourism”. Of course, the absence of this regulation has a profound impact on the existence of this concept in the regions. The local government has no reference in drafting regulations on developing “halal tourism” at the local level.

Another problem that can be investigated is that Ponorogo Regency does not yet have a Regional Tourism Development Master Plan (RIPPARDA) as a legal basis and permanent guidelines for the tourism sector. Legal facts demonstrated pose a threat to the attraction of “halal tourism” in the Ponorogo Regency. Without legal regulations at the national and regional levels, it will certainly be difficult for local governments.
Sixth, tourism in the country is still considered environmentally unfriendly and has not taken the side of conservation. This is reflected in the Travel and Tourism Competitiveness Index (TTC) assessment by the World Economic Forum in 2017. On the pillar of environmental sustainability, Indonesia’s ranking is 131 out of a total of 136 countries evaluated (Ramli et al., 2016). Environmental issues are also a weakness for the sustainability of tourism in Ponorogo Regency because tourists do not want to visit tourist destinations with polluted environments. The quality of tourism should prioritize environmental sustainability, which has been regulated in the Regulation of the Minister of Tourism and Creative Economy Number 14 of 2016 concerning “Guidelines for Sustainable Tourism Destinations”.

5. Conclusion

Enthusiasm for the support of “halal tourism” as a shared responsibility by the parties concerned. With the PESTLE approach, it is clear evidence of how the items play a significant role in fostering tourism in the Ponorogo Regency. Based on demonstrated internal and external conditions, the tourism development strategy towards “halal tourism” includes optimising the region’s potential for arts and cultural prospects by considering the criteria for “halal tourism”. Integrate infrastructure with connectivity between tourist destinations. In the field of human resource quality, it is also concentrated as a whole. Strengthening partnership cooperation with all stakeholders, especially tourism business actors, is determined by an effective pattern. PESTLE also clarified additional steps through the development of “halal tourism” in the Ponorogo Regency.

The extra consequence of this concept is the addition of worship facilities in several destinations. The government continues to encourage business actors and tourism service providers to pay attention to the availability of the facilities in question. The design of the tourism sector through the revitalization of road and transportation access to establish connectivity between tourist destinations. Socialization, training, and coaching on the human resources side heavily depend on the “halal certification” by the Indonesian Ulema Council (MUI). The expected coordination stipulates a tourism business license that implements religious facilities as a “halal tourism” requirement. An indispensable part of the promotion rests on access to information and technology. Finally, the “halal tourism” package in Ponorogo Regency is prepared as part of branding.

Author’s Contribution

All authors have contributed to this work. Mr. Zarkasyi pre-drafts, writes and approves article submissions. Mrs. Kurniawan was in charge of methods, critical analysis, and discussion sections. Mr. Darma focuses on concluding, referencing, and overseeing revisions.

Conflict of Interest Statement

The authors declare no conflict of interest in this study and are wholly dedicated to open access.

Acknowledgements

This study was funded by Faculty of Economics and Management (Universitas Darussalam Gontor) and Sekolah Tinggi Ilmu Ekonomi Samarinda. In particular, we would like to thank the two leaders of the institution (Dr. Hartomi Maulana, SE., M.Sc, and Drs. H. Muhammad Lutfi, MT). Grants received can be useful and contribute to the future.
References

Abdullah, F. S. (2009). PESTEL framework and Porter’s five forces model. Available at: https://www.scribd.com/doc/16171096/ [Accessed 25 February 2021].

Adinugraha, H. H., Sartika, M., & Kadarningsih, A. (2018). Desa wisata halal: Konsep dan implementasinya di Indonesia [Halal tourism village: Concept and implementation in Indonesia]. Human Falah: Jurnal Ekonomi dan Bisnis Islam, 5(1), 29-48.

Aji, H. M., Muslichah, I., & Seftyono, C. (2020). The determinants of Muslim travellers’ intention to visit non-Islamic countries: a halal tourism implication. Journal of Islamic Marketing, ahead-of-print. DOI: 10.1108/JIMA-03-2020-0075.

Aziz, N. A., Muslichah, I., & Ngah, A. H. (2020). Understanding factors influencing community life satisfaction towards sustainable heritage tourism destination: The case of Yogyakarta, Indonesia. Journal of Sustainability Science and Management, 15(1), 37-51.

Barbara, C., Cortis, D., Perotti, R., Sammut, C., & Vella, A. (2017). The European insurance industry: A PEST analysis. International Journal of Financial Studies, 5(2), 01-20. DOI: 10.3390/ijfs5020014.

Battour, M., Ismail, M. N., & Battor, M. (2010). Toward a halal tourism market. Tourism Analysis, 15(4), 461-470. DOI: 10.3727/108354210X12864727453304.

Bawazir, T. (2013). Panduan prakits wisata syariah [Islamic travel practical guide]. Pustaka Al-Kautsar, Jakarta.

Boğan, E., & Sarıışık, M. (2019). Halal tourism: conceptual and practical challenges. Journal of Islamic Marketing, 10(1), 87-96. DOI: 10.1108/JIMA-06-2017-0066.

Central Bureau of Statistics of Indonesia. (2015). Profil penduduk Indonesia hasil supas 2015 [Indonesian population profile 2015 supas results]. Available at: https://sirusa.bps.go.id/sirusa/index.php/dasar/pdf?kd=2&th=2015 [Accessed 3 March 2021].

Central Bureau of Statistics of Indonesia. (2020). Perkembangan pariwisata dan transportasi nasional di Januari 2020 [Development of national tourism and transportation in January 2020]. Available at: https://www.bps.go.id/pressrelease/2020/03/02/1712/jumlah-kunjungan-wisman-ke-indonesia-januari-2020-mencapai-1-27-juta-kunjungan-.html [Accessed 27 February 2021].

Darma, D. C., Purwadi, P., & Wijayanti, T. C. (2020). Ekonomika gizi: Dimensi baru di Indonesia [Nutrition economics: A new dimension in Indonesia]. Kita Menulis, Medan.

El-Gohary, H. (2016). Halal tourism, is it really Halal?. Tourism Management Perspectives, 19, 124-130. DOI: 10.1016/j.tmp.2015.12.013.

Henderson, J. C. (2003). Managing Tourism and Islam in Peninsular Malaysia. Tourism Management, 24(4), 447-456. DOI: 10.1016/S0261-5177(02)00106-1.

Hilman, Y. A. (2016). Regional development of tourism in Ponorogo Regency, East Java. Journal of Indonesian Tourism and Development Studies, 4(3), 91-96. DOI: 10.21776/ub.jitode.2016.004.03.01.

Jaelani, A. (2017). Halal tourism industry in Indonesia: Potential and prospects. International Review of Management and Marketing, 7(3), 25-34. DOI: 10.2139/ssrn.2899864.

Kara, E. (2018). A contemporary approach for strategic management in tourism sector: PESTEL analysis on the City Mugla, Turkey. Journal of Business Research – Turk, 10(2), 598-608. DOI: 10.20491/isarder.2018.446.

Khoir, M. H., & Dirgantara, A. R. (2020). Tourism village management and development process: Case study of Bandung tourism village. ASEAN Journal on Hospitality and Tourism, 18(02), 84-94. DOI: 10.5614/ajht.2020.18.2.03.
Maria, S., Darma, D. C., Amalia, S., Hakim, Y. P., & Pusriadi, T. (2019). Readiness to face industry 4.0. *International Journal of Scientific & Technology Research*, 8(9), 2363-2368.

Mishra, L. (2016). Focus group discussion in qualitative research. *TechnoLEARN*, 6(1), 1-5. DOI: 10.5958/2249-5223.2016.00001.2.

Mohsin, A., Ramli, N., & Alkhulayf, B. A. (2016). Halal tourism: Emerging opportunities. *Tourism Management Perspectives*, 19, 137-143. DOI: 10.1016/j.tmp.2015.12.010.

Nyumba, T. O., Wilson, K., Derrick, C. J., & Mukherjee, N. (2018). The use of focus group discussion methodology: Insights from two decades of application in conservation. *Methods in Ecology and Evolution*, 9(1), 20-32. DOI: 10.1111/2041-210X.12860.

Oxenswardh, A. (2018). Processes of value co-creation at a tourist accommodation. *Quality Innovation Prosperity*, 22(3), 36-54. DOI: 10.12776/qip.v22i3.1158.

Palupi, M., Romadhon, R. W., & Arifan, N. (2017). The importance of optimization of halal tourism: A study of the development of halal tourism in Indonesia. *Conference: 29th International Business Information Management Association (IBIMA).* 3-4 May 2017, Vienna, Austria.

Pusriadi, T., Ilmi, Z., Kadarusman, K., Kurniawan, K., & Darma, D. C. (2021). Ethical work climate and moral awareness during Covid-19 – A case study. *Annals of Contemporary Developments in Management & HR*, 3(1), 11-23. DOI: 10.33166/ACDMHR.2021.01.002.

Rahmahwati, R., Oktora, K., Ratnasari, S. L., Ramadania, R., & Darma, D. C. (2021). Is it true that Lombok deserves to be a halal tourist destination in the world? A perception of domestic tourists. *GeoJournal of Tourism and Geosites*, 34(1), 94-101. DOI: 10.30892/gtg.34113-624.

Ramli, M., Rinanto, Y., Ariyanto, J., Mafruiah, I., & Prasemptiangga, D. (2016). Rural tourism in Ponorogo East Java Indonesia. *Journal of Asian Vocational Education and Training*, 9, 52-66.

Saad, H., Ali, B., & Abdel-Ati, A. (2014). Sharia-compliant hotels in Egypt: Concept and challenges. *Advances in Hospitality and Tourism Research*, 2(1), 1-13.

Sahida, W., Rahman, S. A., Awang, K., & Man, Y. C. (2011). The implementation of Shari’ah compliance concept hotel: De Palma Hotel Ampang, Malaysia. *2nd International Conference on Humanities, Historical and Social Sciences (IPEDR) vol.17*. IACSIT Press, Singapore.

Satriana, E. D., & Faridah, H. D. (2018). Halal tourism: Development, chance, and challenge. *Journal of Halal Product and Research*, 1(2), 32-43. DOI: 10.20473/jhpr.vol.1-issue.2.32-43.

Shabanova, L. B., Ismagilova, G. N., Salimov, L. N., & Akhmadeev, M. G. (2015). PEST - Analysis and SWOT - Analysis as the most important tools to strengthen the competitive advantages of commercial enterprises. *Mediterranean Journal of Social Sciences*, 6(3), 705-709. DOI: 10.5901/mjss.2015.v6n3p705.

Sumarsono, H., Arti, H. W., & Soesilo, Y. H. (2020). The development strategy of tourism sector in Ponorogo, Indonesia. *Advances in Economics, Business and Management Research*, 124, 994-1004. DOI: 10.2991/aebmr.k.200305.169.

Yüksel, İ. (2012). Developing a multi-criteria decision making model for PESTEL analysis. *International Journal of Business and Management*, 7(4), 52-66. DOI: 10.5539/ijbm.v7n4p52.

*Ponorogo Tourism. (2021). Ponorogo Regency Tourism Map. Available at: https://www.eastjava.com/east-java/tourism/ponorogo/ina/map.html [Accessed 15 January 2021].*