

Strategic Planning Model for Halal Tourism: Gravity Adventure Pangalengan Case Study

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Abstract

Gravity Adventure is one of the pioneers in the nature adventure industry in South Bandung, especially in the field of rafting and other outdoor adventure activities. This study aims to analyze the planning, implementation, and evaluation strategies for realizing halal tourism at Gravity Adventure, a nature-based destination in Pangalengan, Bandung Regency. Using a qualitative descriptive method, data were collected through interviews, observations, and document studies. Findings reveal that although Gravity Adventure has not yet received formal halal certification, it has integrated key halal elements, such as prayer facilities and halal food offerings, based on local religious values. The strategic approach integrates SWOT analysis and a modified Business Model Canvas (BMC), both of which are adapted to align with Islamic principles. The study contributes a contextual framework for the sustainable development of halal tourism in nature-based community destinations, suggesting strategies such as digital promotion, stakeholder collaboration, and service innovation target Muslim travelers.

Keywords: *Halal Tourism; Strategic Management; SWOT; BMC*

INTRODUCTION

Indonesia's tourism sector continues to grow rapidly, meeting the growing demand for tourism services that respect religious values, especially for Muslim travelers. Halal tourism has attracted global attention for religious reasons and its economic potential. Indonesia has a great opportunity to become a leading halal tourism destination, especially by developing sharia-based nature tourism.

Previous studies have looked at how marketing, halal certification, and customer experience can enhance halal tourism. For example, some studies emphasize that prayer facilities and halal food are the main factors that determine Muslim-friendly destinations. However, most of these approaches tend to be partial and do not emphasize how comprehensive management strategies, from planning to implementation and evaluation, can effectively develop halal tourism sustainably. In addition, previous studies have not concentrated much on non-urban natural tourism destinations that do not have official halal certification but have implemented sharia practices.

The global rise in demand for faith-based tourism has led to a growing recognition of halal tourism as a distinct and valuable market segment. According to [Battour and Ismail \(2016\)](#), halal tourism encompasses not only halal food and prayer facilities but also Islamic ethics in service delivery, family-friendly entertainment, and gender-sensitive arrangements. With a population of over 230 million Muslims, Indonesia holds a strategic position in the global halal tourism ecosystem ([UNWTO, 2021](#)). However, the current literature still largely focuses on halal tourism development in urban destinations or those with formal halal certification ([Zamani-Farahani & Henderson, 2010](#)).

According to the Central Statistics Agency ([Badan Pusat Statistik, 2023](#)), the number of domestic tourist trips in Indonesia reached over 703 million in 2022. A substantial portion of these travelers are Muslim, and there is growing evidence that the availability of sharia-compliant facilities, halal food options, and opportunities for religious observance influences their travel

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preferences. The report emphasizes that destinations that integrate Islamic values, either formally through certification or informally through cultural practices, tend to experience higher revisit intentions among Muslim tourists.

Existing research tends to emphasize aspects such as halal marketing (Henderson, 2010), branding (Rahman et al., 2017), and service experience (Shafei & Mohamed, 2015). While valuable, these studies rarely investigate community-based natural destinations and the strategic implementation of halal tourism principles beyond certification. Additionally, most literature focuses on functional outcomes without integrating spiritual, ethical, and socio-economic components that are central to halal-based management.

Although halal tourism has gained significant attention in Indonesia, much of the existing research focuses on urban destinations or those with formal halal certification. In contrast, rural, nature-based destinations like Gravity Adventure in Pangalengan, despite aligning operations with Islamic values, face challenges in designing comprehensive strategies without formal certification. This gap may hinder their competitiveness, limit market visibility, and reduce their ability to meet the expectations of Muslim travelers seeking sharia-compliant experiences.

The absence of a tailored, integrated strategic framework that combines modern business tools with Islamic principles represents a critical problem for sustainable halal tourism development in such settings. Addressing this issue requires not only identifying operational strengths and weaknesses but also formulating strategies that incorporate spiritual, ethical, and socio-economic dimensions.

Accordingly, this study seeks to answer the following research questions:

1. What internal and external factors influence the development of halal tourism at Gravity Adventure?
2. How can the Business Model Canvas (BMC) be adapted to integrate Islamic values in halal tourism?
3. What integrated strategic framework can be developed using SWOT and BMC to improve halal tourism services?

By addressing these questions, this study aims to produce a practical, value-based strategic model for enhancing halal tourism in rural Indonesia, with Gravity Adventure serving as the case study.

LITERATURE REVIEW

In recent years, the concept of halal tourism has attracted global attention due to the increasing number of Muslims seeking holiday experiences in accordance with their religion. Halal tourism is not only related to the availability of halal food and beverages, but also service ethics, prayer facilities, and an environment that supports Islamic principles, according to several studies (Battour & Ismail, 2016). This shows that halal tourism is a broad approach that integrates spiritual principles and management practices.

The development of halal tourism in Indonesia has experienced significant growth in the post-pandemic era, supported by regulatory frameworks, digitalization, and service innovation. Recent studies indicate that despite its vast potential, halal tourism still faces major challenges such as certification gaps, limited facilities, and underdeveloped digital promotion (Alfian et al., 2024). The dynamics of the halal tourism industry in Indonesia also highlight that community-based natural destinations require strategies that can integrate Islamic values while leveraging the continuously expanding global market opportunities (Lubis & Tribuana, 2024).

Community empowerment approaches based on Participatory Action Research (PAR) have proven effective in enhancing community engagement and strengthening the social legitimacy of halal destinations (Setiyani & Nurhairunnisa, 2023). From a regulatory perspective, Susilawati and

[Prasetyo \(2023\)](#) emphasize the importance of clearer legal frameworks and halal tourism policies to provide business operators with explicit guidelines for destination management. Meanwhile, strategic innovations such as developing tourism products rooted in spiritual experiences, educational packages, and Islamic ecotourism integration have been identified as key factors for differentiation and sustainability ([Wulandari & Maulana, 2024](#)).

At the global level, the Global Muslim Travel Index 2024 positions Indonesia as one of the leading Muslim-friendly destinations, while underscoring the need to further strengthen facilities and travel experiences in accordance with sharia principles ([CrescentRating, 2024](#)). These findings reinforce the urgency of this study in developing an integrated strategy framework based on SWOT and the Business Model Canvas, which is not only operationally effective but also rooted in Islamic values, particularly for community-based natural destinations such as Gravity Adventure in Pangalengan.

Previous studies have highlighted that one of the main barriers to the growth of halal tourism is the overreliance on certification, while underexploring community-based and experience-driven models ([Putra & Wahyuni, 2021](#)). [Kotler and Keller \(2016\)](#) argue that an effective strategy must be context-sensitive, and this is particularly true in Muslim-majority regions like Indonesia, where Islamic norms are embedded in daily life even without formal certification.

The Business Model Canvas (BMC) offers a dynamic lens for understanding and innovating in halal tourism. [Trihastuti and Hidayat \(2020\)](#) recommend adapting BMC components, especially value propositions, customer relationships, and partnerships, to reflect Islamic principles. This aligns with the call from [Shafeai and Mohamed \(2015\)](#) to embed religiosity in tourism branding and service experiences. From a strategic management perspective, the use of tools such as the Business Model Canvas (BMC) provides a structured lens for designing, evaluating, and innovating halal tourism businesses ([Osterwalder & Pigneur, 2010](#); [Maftahah et al., 2022](#)). [Wijayanti and Hety \(2020\)](#) emphasize that BMC facilitates a simplified and visual approach to business planning. Meanwhile, [Pratama \(2021\)](#) suggested integrating BMC with SWOT as a hybrid framework suitable for strategic analysis in community-based tourism models.

The SWOT and BMC integration has been recognized as a hybrid approach to balancing strategic insight with business structure ([Pratama, 2021](#)). However, limited studies have applied this integration within the halal tourism sector, particularly in rural, nature-based tourism settings. This study seeks to fill that gap by building a contextual strategy model for Gravity Adventure, combining SWOT analysis and BMC components tailored to sharia compliance. In the tourism industry, developing a strategy is crucial for enhancing an organization's competitiveness. SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and Business Model Canvas (BMC) are two strategic approaches widely used in the business and tourism industries. Both help create flexible and creative strategies, providing a framework for understanding the organization's position both internally and externally.

SWOT analysis is a long-standing tool in management strategy that can be used to identify internal and external factors that influence a company's success ([Kotler & Keller, 2016](#)). In halal tourism analysis, the SWOT framework has been used to assess a destination's readiness to provide services that comply with Sharia principles. According to several studies, the main strength of halal tourism destinations lies in the religious culture of the local population, while their weaknesses are usually related to the lack of supporting facilities, such as halal-certified restaurants and places of worship ([Nugroho & Sofyan, 2020](#)). However, most studies only conduct factor formation without developing useful practical strategies.

The Business Model Canvas (BMC), developed by [Osterwalder and Pigneur \(2010\)](#), offers a broader framework for explaining how a company creates, communicates, and captures value. The BMC consists of nine key components: value proposition, customer segments, distribution

channels, customer relationships, revenue sources, key resources, key activities, key partners, and cost structure. In the halal tourism industry, the BMC approach is well-suited for mapping the entire business ecosystem, from providing halal products to building relationships with travelers and Muslim communities worldwide.

Previous studies have found that BMC and SWOT work together to create a more targeted destination development strategy. This is because BMC structures how the strategy is implemented in the business model, and SWOT provides a situational analysis (Putra & Wahyuni, 2021). The main weakness of BMC is that Islamic values have not been incorporated into it, which makes it not fully supportive of the idea of halal tourism, both spiritually and practically.

Halal tourism development in Muslim-majority countries should not only comply with operational standards but also align with the core objectives of Islamic law (*maqāṣid al-shari‘ah*), which serve as the foundational principles in Islamic socio-economic activities. Principle of *halal* and *tayyib* in Qur'an, Al-Baqarah 2:168:

وَتَعَاوَنُوا عَلَى الْبِرِّ وَالثَّقْوِيِّ وَلَا تَعَاوَنُوا عَلَى الْإِثْمِ وَالْعُدُونَ

"*O mankind! Eat from whatever is on earth [that is] lawful and good, and do not follow the footsteps of Satan. Indeed, he is to you a clear enemy.*" (Qur'an, Al-Baqarah 2:168)

This verse emphasizes the importance of ensuring that food, facilities, and services in halal tourism comply with the standard of halalan *tayyiban* both lawful in Islamic law and wholesome in quality. The *maqāṣid al-shari‘ah*, as articulated by classical scholars such as al-Ghazali and al-Shatibi, and reaffirmed in contemporary scholarship (Hafidz & Zuhdi, 2023), consist of five primary objectives:

1. Preservation of Faith (*hifz al-din*), ensuring tourism activities uphold Islamic beliefs and do not involve prohibited practices.
2. Preservation of Life (*hifz al-nafs*), maintaining safety, cleanliness, and overall well-being of tourists.
3. Preservation of Intellect (*hifz al-aql*), providing educational and morally uplifting tourism experiences.
4. Preservation of Lineage (*hifz al-nasl*), ensuring family-friendly environments and gender-sensitive arrangements.
5. Preservation of Wealth (*hifz al-māl*), promoting fair pricing, ethical transactions, and community economic empowerment.

In addition, *fiqh al-siyāhah* a branch of Islamic jurisprudence focusing on travel provides guidance on permissible forms of tourism, emphasizing ethical interaction, respect for local culture, and avoidance of harmful activities (Alzeer & Samori, 2017). This perspective ensures that tourism not only entertains but also fosters moral and spiritual growth for travelers. Principle of travel and reflection on creation in Qur'an, Al-'Ankabut 29:20

فُلُونَ سِيرُوا فِي الْأَرْضِ فَانظُرُوا كَيْفَ بَدَأَ الْخَلْقُ

"*Say, 'Travel through the land and observe how He began creation..'"* (Qur'an, Al-'Ankabut 29:20)

This verse forms the foundation for educational and spiritual tourism highlighting that travel is not merely for recreation but also a means for reflection, learning, and strengthening faith.

From a managerial standpoint, Islamic business ethics, as discussed by Alserhan (2010) and further elaborated in contemporary halal tourism studies (Nurhayati & Fitriani, 2022), demand that service delivery adhere to honesty (*ṣidq*), trustworthiness (*amanah*), justice (*'adl*), and mutual benefit (*ta‘awun*). These principles serve as ethical guidelines for stakeholder interactions, marketing communications, and product offerings in halal tourism. Principle of Islamic Business Ethics in Qur'an, Al'An'am 6:152

وَأَوْفُوا الْكَيْنَ وَالْمِيزَانَ بِالْقِسْطِ

"*And give full measure and weight in justice..."* (Qur'an, Al'An'am 6:152)

This verse teaches justice and honesty in transactions, which in the tourism industry translates into

transparent pricing, trustworthy services, and avoidance of fraud.

Integrating these Islamic theoretical perspectives with modern strategic tools, such as SWOT and the Business Model Canvas, allows for a dual-layered analytical approach that combines situational and structural business insights with Sharia-based ethical and spiritual principles. This integration strengthens the academic contribution of the study within Islamic social sciences and provides a contextually relevant framework for developing halal tourism in rural, community-based settings.

Considering these differences, this study aims to develop a halal tourism strategy that combines SWOT and BMC analysis. This strategy must be practical and in accordance with Islamic values. This study looks at Gravity Adventure in Pangalengan, Bandung Regency, as an example of a developing natural tourism destination that has great potential to develop halal tourism potential in a planned, organized, and sustainable manner.

RESEARCH METHODS

This study adopts a qualitative descriptive approach aimed at understanding strategic planning and implementation in the context of halal tourism. This study employed a purposive sampling strategy, a non-probability approach in which participants are deliberately selected based on their relevance to the research objectives and their ability to provide rich, context-specific information (Palinkas et al., 2020; Campbell et al., 2020). The inclusion criteria focused on individuals directly involved in halal tourism development at Gravity Adventure, including the operational manager, marketing staff, local community partners, and Muslim tourists who had recently experienced the services. This selection ensured representation from both the supply and demand sides of the halal tourism ecosystem.

A total of 10 informants were recruited, which aligns with recommendations for qualitative case studies, where the goal is to achieve depth of understanding rather than statistical generalization (Boddy, 2020). The sample size was deemed sufficient because thematic saturation was achieved, and no new themes emerged after the eighth interview, confirming that additional participants would likely yield redundant information (Hennink et al., 2021). Purposive sampling was chosen over snowball or random methods to ensure that all informants met specific knowledge criteria relevant to halal tourism strategies and Islamic value integration.

Data Collection Techniques

Data were gathered through the following methods:

1. In-depth semi-structured Interviews: Conducted with key informants, including the operational manager, marketing staff, local community partners, and selected Muslim tourists. Interviews followed a semi-structured format, allowing flexibility and depth.
2. Participant Observation: Direct observations were made at the Gravity Adventure site, focusing on the availability and use of halal-compliant facilities, customer interactions, and staff behavior.
3. Document Review: Internal reports, promotional materials, website content, and policy drafts were reviewed to triangulate interview and observation data.

Data Validation through Triangulation

To ensure the trustworthiness of the qualitative findings, this study employed methodological and source triangulation, as recommended in qualitative research standards (Carter et al., 2020). Methodological triangulation was conducted by combining three data collection techniques: in-depth interviews, participant observation, and document review. This allowed for cross-verification of information obtained through different methods. Source

triangulation was applied by gathering perspectives from multiple stakeholder groups, including management staff, marketing teams, local community representatives, and Muslim tourists, thereby ensuring that findings reflected a range of viewpoints rather than a single source bias.

The triangulation process involved systematically comparing and contrasting data from these various sources and methods to identify converging themes and resolve inconsistencies. This approach not only enhanced the credibility and dependability of the findings but also provided a more nuanced and holistic understanding of halal tourism strategic planning at Gravity Adventure. Such rigor in validation aligns with the qualitative research criteria of credibility, transferability, dependability, and confirmability (Korstjens & Moser, 2018), thereby strengthening the robustness of the conclusions drawn.

Data Analysis Techniques

This study applied a thematic analysis approach to interpret qualitative data obtained from interviews, observations, and document reviews. Thematic analysis was chosen because it provides a flexible yet rigorous framework for identifying, analyzing, and reporting patterns (themes) within qualitative datasets (Braun & Clarke, 2021; Nowell et al., 2017). The process consisted of six stages:

1. Familiarization: All interview recordings were transcribed verbatim. Observation notes and document excerpts were compiled into a unified dataset.
2. Initial Coding: Using open coding, text segments relevant to halal tourism strategy, Islamic values, service quality, and stakeholder collaboration were labeled.
3. Theme Development: Related codes were grouped into broader categories such as “infrastructure readiness,” “community collaboration,” “Islamic service values,” and “market challenges.”
4. Theme Review: Categories were refined to ensure they accurately represented the data and were supported by multiple sources.
5. Theme Definition and Naming: Finalized themes were defined in detail and linked to research objectives.
6. Integration into SWOT and BMC: Thematic categories were mapped onto the SWOT (Strengths, Weaknesses, Opportunities, Threats) framework and the nine building blocks of the Business Model Canvas to produce a comprehensive strategic framework grounded in empirical evidence.

This two-step analytical process, starting with thematic coding and ending with strategic framework mapping, ensured that the SWOT and BMC models were firmly based on field data rather than solely conceptual assumptions (Castleberry & Nolen, 2018).

FINDINGS AND DISCUSSION

This study adopted a qualitative descriptive design to explore strategic planning, implementation, and evaluation processes for halal tourism in a rural, nature-based destination. The methodological approach followed established qualitative research guidelines (Creswell & Poth, 2018; Merriam & Tisdell, 2016), which emphasize exploring participants' perspectives in their natural settings to generate context-rich data.

Data collection employed semi-structured interviews and non-participant observation protocols adapted from established qualitative research instruments (Cohen, Manion, & Morrison, 2018). The interview guide was designed to elicit information on halal tourism strategies, the integration of Islamic values, service delivery, and stakeholder collaboration. The observation checklist documented the availability and use of halal-compliant facilities, service interactions, and conformity with Islamic hospitality principles. All instruments were reviewed by two academic experts in tourism management and Islamic economics prior to data collection, in accordance with

best practices in qualitative instrument validation (Yin, 2018).

Participant Profile

Tabel 1. Summary of Participant Profile

| Code | Role/Position | Age Range | Gender | Affiliation/Stakeholder Group |
|------|-------------------------|-----------|--------|--------------------------------------|
| P1 | Operational Manager | 35-40 | M | Gravity Adventure Management |
| P2 | Marketing Staff | 25-30 | F | Gravity Adventure Marketing Division |
| P3 | Local Community Leader | 40-45 | M | Partner Village Association |
| P4 | Halal Culinary Partner | 30-35 | F | Local MSME Vendor |
| P5 | Muslim Tourist | 20-25 | F | Domestic Visitor (Bandung) |
| P6 | Muslim Tourist | 25-30 | M | Domestic Visitor (Jakarta) |
| P7 | Halal Product Supplier | 30-35 | M | Certified Halal Food Distributor |
| P8 | Tour Guide | 20-25 | F | Gravity Adventure Operations |
| P9 | Event Organizer Partner | 35-40 | M | Local Tourism Event Service |
| P10 | Muslim Tourist | 30-35 | F | Domestic Visitor (Yogyakarta) |

Unlike the quantitative approach commonly found in previous studies, the evaluation strategy was conducted in a participatory manner by relying on comments from tourists and local communities. This approach shows a flexible and responsive evaluation approach. The integrated use of SWOT and Business Model Canvas (BMC) allows the formulation of strategies that are not only functional but also have spiritual value. Adjustments to BMC elements, such as value propositions and customer segments, demonstrate that integrating a modern business framework with Islamic values can be an innovative strategic model for developing halal tourism, particularly in natural tourism destinations.

Participants consistently emphasized the importance of halal-compliant infrastructure. As the Operational Manager explained, "We ensure that all food vendors comply with halal standards, from sourcing ingredients to serving processes." Similarly, the Local Community Leader highlighted, "We place prayer facilities in areas that are easy to access, so visitors do not face difficulties when prayer times arrive." These accounts reflect the operational prioritization of both religious needs and visitor convenience. Islamic values were embedded into daily operations and guest interactions. The Tour Guide shared, "We always greet visitors with salam and remind them of prayer times through the loudspeaker." Halal Culinary Partner added, "For us, serving visitors also means maintaining an atmosphere that aligns with sharia principles." Such practices not only enhance the visitor experience but also differentiate the destination from non-halal competitors. Collaboration with local communities emerged as a central element of Gravity Adventure's halal tourism strategy. According to Marketing Staff, "Local residents are involved in various ways, from renting out camping equipment to providing certified halal traditional food." Event Organizer Partner reinforced this sentiment, stating, "Cooperation with surrounding villages makes our business more beneficial for everyone." These statements underscore the role of community partnerships in ensuring both authenticity and sustainability. Despite strong values-based positioning, participants acknowledged market challenges. Muslim Tourist observed, "Our biggest challenge is competing with other destinations that may not apply the halal concept, but their prices are cheaper." Similarly, Muslim Tourist pointed out, "Halal tourism promotion is still not widely recognized, so we need to be more creative on social media." These insights highlight the need for competitive pricing strategies and more targeted marketing campaigns. Overall, the inclusion of participants' direct voices illustrates the lived experiences and perspectives behind the identified themes, enhancing the trustworthiness and depth of the findings.

Strategic Planning in Development Halal Tourism

Planning for Gravity Adventure concentrated on finding strengths and opportunities in halal tourism.

1. Local Resources and Culture Potential for Gravity Adventure: Pangalengan's natural landscape, cool climate, and the predominance of a devout Muslim population create an inherent synergy with halal tourism values. Local wisdom and religious traditions reinforce the alignment of tourism services with Islamic ethics.
2. Meeting the Needs of Muslim Tourists: The strategic plan includes proactive efforts to anticipate the needs of Muslim visitors such as clean prayer facilities and accessible halal culinary options even in the absence of formal halal tourism certification.

Implementation of Islamic Value- Based Strategy

The strategy is implemented through the provision of sharia-friendly facilities and internal education.

1. Provision Sharia Friendly Facilities: Gravity Adventure ensures the availability of musholla (prayer spaces), gender-appropriate sanitation, and partnerships with halal food providers. These facilities are developed through a participatory approach involving staff and community inputs.
2. Staff Education and Community Collaboration: Internal capacity building is conducted through basic training on Islamic hospitality ethics, while collaboration with local Islamic schools and clerics enhances spiritual atmosphere and legitimacy.
3. Evaluation and Adjustment of Strategy Periodic: Evaluation This implemented with accompany tourists and adapt with flexible strategies, including:
 - a. Customer Feedback Integration: Feedback from customers both verbal and digital is immediately followed up through service improvement mechanisms.
 - b. Trend Responsiveness: Gravity Adventure has started to adapt to emerging demands, such as offering Islamic educational tours, family-friendly halal camping, and integrating environmental stewardship with spiritual reflection.

The integration of SWOT and BMC enables Gravity Adventure to map not only the functional aspects of business strategy but also the ethical, spiritual, and socio-cultural dimensions of halal tourism. This dual strategy framework offers a practical example of how non-urban destinations with limited formal recognition can still foster robust halal tourism ecosystems. In contrast to previous studies that tend to generalize the need for certification, this study shows that embedded values, community synergy, and service design grounded in Islamic principles can offer sustainable differentiation. The participatory and adaptive evaluation model further ensures that strategies remain relevant to the evolving expectations of Muslim tourists.

This finding contributes to the development of contextual halal tourism models in rural areas and encourages a shift from compliance-focused to value-based tourism strategies aligned with Maqashid Sharia.

Evaluation Internal and External Factors of Gravity Adventure

To formulate an effective strategy for the development of halal tourism, it is essential to conduct a comprehensive evaluation of both internal and external factors affecting the organization. This analysis allows decision-makers to identify the strengths and weaknesses inherent within Gravity Adventure, as well as the opportunities and threats posed by the external environment. By systematically assessing these factors, this study provides a strategic foundation for aligning organizational capabilities with market demands and Islamic tourism values.

Internal Factors of Gravity Adventure:

Strengths

S1 : Strategic location in nature open

Gravity Adventure is strategically located in the open natural landscape of Pangalengan, easily accessible from major cities such as Bandung. Its serene environment offers a unique appeal for tourists seeking tranquility and spiritual experiences in nature.

S2 : Culturally religious local society

The surrounding community has a strong Islamic cultural background, which facilitates the implementation of Islamic values in tourism services. This strengthens the legitimacy of the destination as a community-based halal tourism site.

S3 : Outdoor activities are in demand by Muslim families

Outdoor activities such as rafting, outbound programs, and camping are highly favored by Muslim families as they align with Islamic values of healthy, family-friendly, and syariah-compliant recreation.

S4 : Local community support for halal tourism

The local community supports the halal tourism initiative, creating a positive synergy between tourism operators and the surrounding society. Community participation serves as a vital social capital for sustainable tourism development.

Weaknesses

W1 : No official halal certification yet

The absence of formal halal certification from authorized institutions (such as the Indonesian Ulema Council) results in reliance on internal claims. This could become a barrier to gaining trust from more critical or international Muslim travelers.

W2 : Limited worship facilities

Prayer facilities (Musholla) remain limited in terms of capacity and comfort, which may reduce the convenience for Muslim tourists, especially during congregational prayer times.

W3 : Staff not yet educated in sharia-compliant services

Some staff members have not yet received formal training on Islamic hospitality principles, potentially leading to misalignment between service delivery and Muslim tourist expectations.

W4 : Digital promotion is not yet optimal

Digital marketing through social media and halal tourism platforms is underutilized, limiting the destination's market reach particularly among younger travelers and those from outside the region.

External Factors of Gravity Adventure

Opportunities

O1 : Growing trend of halal tourism

Both globally and domestically, the demand for halal tourism destinations is on the rise. This presents a strategic opportunity to expand market reach and increase competitiveness.

O2 : Government support

The Indonesian government, through the Ministry of Tourism and Creative Economy, has designated halal tourism as a priority development sector. This opens up regulatory support and potential funding or capacity-building programs.

O3 : Partnership with local halal MSMEs

Collaborating with local halal-certified micro, small, and medium enterprises (MSMEs)

create synergy and strengthens the halal tourism ecosystem at the community level.

04 : Interest from Gen Z tourists in eco-Islamic tourism
Generation Z is increasingly drawn to authentic, spiritual, and environmentally conscious travel experiences. Gravity Adventure is well-positioned to serve this trend through Islamic eco-tourism concepts.

Threats

T1 : Competition from certified destinations
Other destinations with official halal certification may become strong competitors, especially in gaining the trust of international Muslim travelers or those more focused on certification.

T2 : Fluctuating tourist visits due to weather/access
Extreme weather and suboptimal road access can affect the number of visitors, particularly during the rainy season.

T3 : Changes in halal certification regulations
Sudden changes in halal certification policies could hinder formal registration processes if the business is not adequately prepared administratively.

T4 : Low awareness among travelers regarding halal tourism
A portion of domestic tourists still has low awareness of halal tourism principles, requiring continuous market education efforts to raise understanding and demand.

There are some evaluations from internal and external factors of Gravity Adventure with weighting and results will explain in the table following:

Table 2. Assessment Internal Factors of Gravity Adventure

| No. | Internal Factors | Weight | Rating | Weighted Score x Rating |
|-------------------------------|--|-------------|--------|-------------------------|
| S1 | Strategic location in nature open | 0.15 | 4 | 0.60 |
| S2 | Culture local religious society | 0.10 | 4 | 0.40 |
| S3 | Outdoor activities are in demand Muslim family | 0.10 | 3 | 0.30 |
| S4 | Support community local to halal tourism | 0.10 | 3 | 0.30 |
| W1 | have yet official halal certification | 0.15 | 2 | 0.30 |
| W2 | Limited worship facilities | 0.10 | 2 | 0.20 |
| W3 | Staff Not yet educated sharia | 0.10 | 2 | 0.20 |
| W4 | Digital promotion is not yet optimal | 0.10 | 2 | 0.20 |
| Total Internal Factors | | 1.00 | | 2.50 |

Source: Processed researcher from Gravity Adventure data, 2025

Table 3. Assessment Factor External Gravity Adventure

| No. | Factor External | Weight | Rating | Weighted Score x Rating |
|------------------------------|---|-------------|--------|-------------------------|
| O1 | Trends halal tourism is increasing | 0.15 | 4 | 0.60 |
| O2 | Support government | 0.10 | 4 | 0.40 |
| O3 | Partnership with local halal UMKM | 0.10 | 3 | 0.30 |
| O4 | Interest Gen Z tourists towards eco-Islamic tourism | 0.10 | 3 | 0.30 |
| T1 | Competition with destination certified | 0.15 | 2 | 0.30 |
| T2 | Fluctuation traveler Because weather / access | 0.10 | 2 | 0.20 |
| T3 | Change regulation halal certification | 0.10 | 2 | 0.20 |
| T4 | The low awareness traveler to halal tourism | 0.10 | 2 | 0.20 |
| Total Factor External | | 1.00 | | 2.50 |

Source: Processed researcher from Gravity Adventure data, 2025

With equally high internal and external scores (2.50), Gravity Adventure is in the aggressive quadrant. This means that the organization has strengths that can be leveraged to respond optimally to opportunities. The recommended strategies include expanding halal services, collaborating with Sharia-compliant MSMEs, and digital promotions targeting the Gen Z Muslim segment.

| | | Eksternal | | |
|----------|------------------------|-----------------------|------------------------|---------------------|
| | | Strong (3,66-5,00) | Average (2,33-3,65) | Weak (1,00-2,32) |
| Internal | Tall (3,66-5,00) | I | II | III |
| | Average (2,33-3,65) | IV | Gravity Adventure | VI |
| | Low (1,00-2,32) | VII | VIII | IX |

Figure 1. Analysis Gravity Adventure SWOT Matrix

Information:

Cells I, II, and IV show position growth and development (grow and build)

Cells III, V, and VII show position hold and maintain

Cells VI, VIII, and IX show position gather or harvest or divest

Based on the calculation in the IE matrix, Gravity Adventure is located in cell V, with an internal score of 2.50 and an external score of 2.50. Position: This shows that Gravity Adventure is in the "hold and maintain" category. Both internal and external scores are the same. own superiority competitiveness that is owned. However, the same external score also shows that this Gravity Adventure must be more alert to external factors. Therefore, the right strategy for Gravity Adventure is to maintain and strengthen its position internally, continuously monitor, and adapt to changes in the external environment to ensure sustainable growth. Here is a SWOT strategy that can be applied to Gravity Adventure: expansion of halal service, collaboration with Sharia UMKM, and digital promotions that target the Gen Z Muslim segment.

Business Model

A visual strategic tool called the Business Model Canvas (BMC) helps design, develop, and validate business processes in a comprehensive way. BMC enables people to understand business without making a document plan for business (Wijayanti & Hetty, 2020). BMC, also known as Business Model Generation, is one of the strategic tools that can be used to evaluate the current business model in execution (Maftahah et al., 2022). "BMC consists of from nine block representing component important from plan business , and this used as step beginning before to design plan more business "The nine elements that are evaluated is (Pratama, 2021), These nine elements are explained in the following BMC visualization section, contextualized to the halal tourism application at Gravity Adventure and will explained in the following BMC image :

1. Customer Segments
2. Value Propositions

3. Channels
4. Customer Relationships
5. Revenue Streams
6. Key Resources
7. Key Activities
8. Key Partnerships
9. Cost Structure

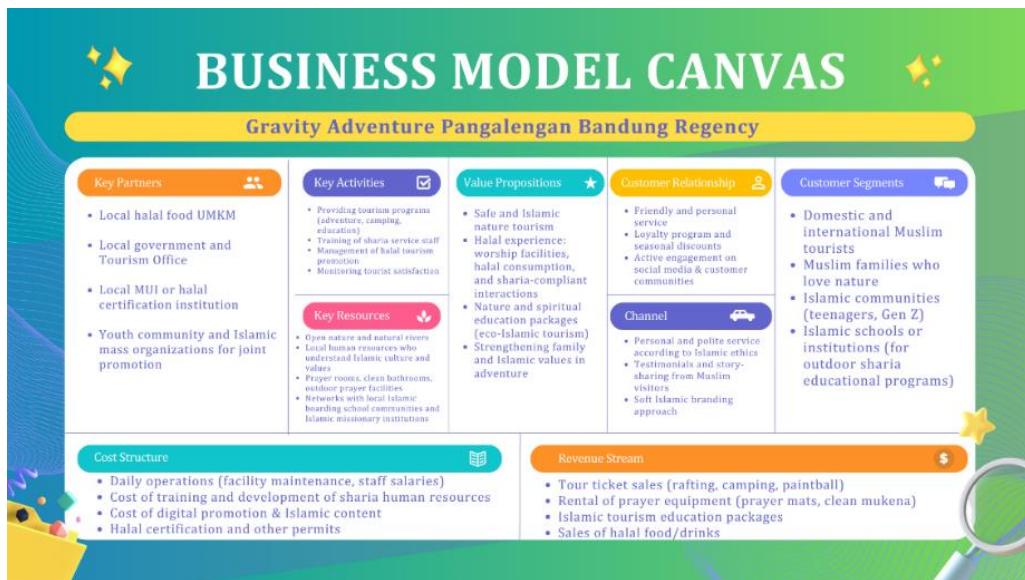


Figure 2. BMC Gravity Adventure Analysis

The following elaborates the nine blocks of the Business Model Canvas (BMC) as applied to Gravity Adventure within a halal tourism context:

1. Customer Segments: Muslim families, Islamic schools, student groups, faith-based communities, and environmentally conscious travellers seeking sharia-aligned adventure experiences.
2. Value Propositions: Adventure-based tourism integrated with Islamic values, halal-certified food and beverages, clean and accessible prayer facilities, gender-segregated activities when needed, and nature-based spiritual reflection opportunities.
3. Channels: Digital marketing through Instagram and TikTok with Islamic branding, collaborations with halal tourism aggregators (HalalTrip, Muslim Pro Travel), and direct WhatsApp bookings.
4. Customer Relationships: Personalized communication emphasizing hospitality in line with Islamic ethics, community involvement, testimonials, and referral incentives.
5. Revenue Streams: Ticket sales for rafting, camping, and outbound programs; halal culinary packages; merchandise sales (e.g., Islamic travel kits); and educational Islamic tourism programs.
6. Key Resources: Natural environment, trained staff in Islamic service values, prayer facilities, camping equipment, and trusted partnerships with halal food vendors.
7. Key Activities: Operating halal-compliant outdoor activities (rafting, outbound, paintball), managing educational and religious excursions, social media engagement, and customer service delivery.
8. Key Partnerships: Local halal-certified food producers, Islamic educational institutions, local government tourism boards, and religious leaders or ustadz for spiritual content.

Cost Structure: Operational costs for activity facilitation, facility maintenance, staff training

in Islamic tourism principles, digital marketing, and halal certification (if pursued).

Integrated Strategy Recommendations SWOT and BMC

The recommendations for integrated SWOT and BMC Gravity Adventure strategies include:

- Strengthening Strategy *Value Proposition* (SO Strategy + BMC VP)
Develop package educational halal tourism with draft unique nature such as "Sharia camping " family " or reflection morals tour by rafting
- Sharia Human Resources Development Strategy (WO Strategy + BMC Key Resources & Key Activities)
Carry out training repetitive for staff and partners in service tourist based on Sharia, including ethics service Islamic and basic Halal jurisprudence.
- Market Penetration Strategy through Digitalization (SO-WO + BMC *Channels*)
Grow and optimize channel focused halal digital promotion with instagram preaching travel, tiktok Islamic *adventure* and reviews on the HalalTrip platform.
- Certification and Collaboration Strategy Institutional (WO-ST + BMC *Partnership*)
Submission halal tourism certification through collaboration with Indonesian Ulema Council (MUI) or Ministry of Tourism and Creative Economy and also create partnership with Islamic community (Islamic boarding schools, schools) and mass organizations
- Differentiation Strategy Community Halal Tourism (ST Strategy + BMC Customer Segment and Revenue Streams)
Give offer package exclusive For Muslim communities such as outdoor halaqoh, camping santri and Qur'an education program in nature open.

While the strengths and weaknesses identified in this study align with much of the existing literature on halal tourism development, several unexpected or contradictory findings emerged. One notable tension lies in the coexistence of informal halal practices and formal halal certification. In many community-based operations, halal compliance is maintained through informal, trust-based mechanisms such as sourcing from known Muslim vendors or following inherited family recipes rather than through official certification processes. Participants often viewed these informal practices as equally valid, yet the lack of formal certification could undermine market credibility, particularly for international tourists who rely on standardized halal assurance ([Battour & Ismail, 2022](#)).

Another complexity concerns the sustainability of the informal model. While informal halal practices offer flexibility and lower operational costs, they may not be scalable in the long term, particularly if the destination aims to attract a broader market segment. Formalized procedures, though resource-intensive, could provide stronger legal and market positioning ([Henderson, 2020](#)). This tension mirrors findings in prior studies that highlight the trade-off between cultural authenticity and standardized compliance in Muslim-friendly tourism destinations.

Additionally, some contradictions emerged between visitor expectations and provider perspectives. For instance, while management emphasized the integration of Islamic values in service delivery, a few tourists expressed that certain facilities, such as prayer spaces or gender-segregated areas, were still insufficient during peak seasons. This suggests a gap between service intent and visitor experience, warranting further operational adjustments.

By openly acknowledging these contradictions and unexpected findings, this study emphasizes the nuanced reality of halal tourism development, where cultural, operational, and market considerations intersect in complex ways. Recognizing these complexities not only strengthens the trustworthiness of the research but also offers practical insights for policymakers and practitioners seeking to balance authenticity, compliance, and sustainability.

CONCLUSION

The findings reveal that Islamic values are embedded throughout operational and strategic planning processes, encompassing infrastructure readiness, service delivery, and community collaboration. The integration of these values within the SWOT and BMC frameworks demonstrates that conventional strategic tools can be adapted to align with Islamic management principles, such as *maqaṣid al-shari‘ah* (objectives of Islamic law) and Islamic business ethics.

This not only advances the theoretical discourse in Islamic management by providing an applied, context-specific model but also contributes to the growing body of literature on halal tourism by illustrating a hybrid analytical approach grounded in both Western and Islamic paradigms.

However, the research also highlights tensions between informal halal practices and formal certification, as well as discrepancies between managerial intentions and visitor experiences. These complexities underscore the need for more nuanced frameworks that can strike a balance between authenticity, compliance, and market competitiveness.

LIMITATIONS & FURTHER RESEARCH

This study is limited by its qualitative design and the purposive selection of participants within a single case study site, which may constrain the generalizability of findings. Furthermore, while thematic analysis provided rich insights, it did not capture potential longitudinal changes in strategy or visitor perceptions over time.

Future research could address these limitations by:

- Conducting multisite comparative studies to explore variations in halal tourism strategies across regions.
- Applying mixed-methods approaches to triangulate qualitative insights with quantitative market data.
- Investigating the long-term sustainability of informal halal practices in the face of increasing demands for formal certification.
- Expanding theoretical integration by testing the adapted SWOT–BMC–Islamic management model in other sectors of Islamic tourism and hospitality.

By closing the research loop linking the findings back to the initial questions, articulating theoretical contributions, and identifying areas for further inquiry, this study provides both scholarly and practical pathways for advancing halal tourism development that is authentic, competitive, and sustainable.

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