

The Polowijen Cultural Village Sector of Halal Destinations as A Medium for Regional Economic Resilience Post Covid-19 Pandemic

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Abstrak - Penelitian ini bertujuan untuk mengetahui potensi dan peluang kawasan serta kesiapan sektor Desa Budaya Polowijen menjadi kawasan wisata halal dan memberikan evaluasi strategis. Penelitian ini menggunakan pendekatan deskriptif kualitatif. Sumber data primer dan beberapa data sekunder sebagai sumber data penelitian mendominasi penelitian ini. Teknik analisis data yang digunakan peneliti dalam merumuskan strategi adalah analisis lingkungan strategis dan analisis SWOT. Hasil penelitian menunjukkan bahwa kesiapan sektor Pariwisata Desa Budaya Polowijen saat ini belum memadai untuk wisata syariah. Minimnya fasilitas umum dan fasilitas pendukung bagi wisatawan menjadi faktor terpenting dalam penerapan wisata syariah. Hasil penelitian lebih lanjut menunjukkan bahwa wisata Kampung Budaya Polowijen berada pada kuadran III (Turn Around). Saran yang relevan dengan hasil tersebut adalah agar pemerintah desa dan kabupaten Malang perlu bekerja sama dengan mempublikasikan melalui media sosial, mengeluarkan peraturan khusus dari tingkat desa, kecamatan hingga pusat mengenai investasi, dan mengembangkan aspek edukasi dan literasi tentang wisata halal.

Abstract - This research aims to determine the potential and opportunities of the area as well as the readiness of the Polowijen Cultural Village sector to become a halal tourism area and provide a strategic evaluation. This research uses a descriptive qualitative approach. Primary data sources and some secondary data as research data sources dominate this research. The data analysis techniques used by researchers in formulating strategies is the strategic environmental analysis and SWOT analysis. The results of the research show that the current readiness of the Polowijen Cultural Village Tourism sector is inadequate for Islamic tourism. The lack of public facilities and supporting facilities for tourists is the most important factor in implementing Sharia tourism. Further research results show that Polowijen Cultural Village tourism is in quadrant III (Turn Around). Suggestions that are relevant to these results are that the Malang village and district governments need to work together by publishing via social media, issuing special regulations from the village, sub-district to central levels regarding investment, and developing educational and literacy aspects about halal tourism.

Keywords: Halal Tourism; SWOT Analysis; Strategy; Economic; Covid-19 Pandemic

INTRODUCTION

As a new type of industry, tourism can increase the level of economic growth in a short time, the curve of job availability, increase regional levels as standards and encourage more productive sectors of life. Tourism is often defined as the activity of visiting other places and leaving the house (Sayekti, 2021), with differences in time and motivation for visiting. So tourism activities with various goals and motivations can generate demand for goods and services at tourist locations in general (Nusa & Khoirudin, 2020). The

presence of tourism in an area can support other areas in rotating regional economic income (Sadari & Hakim, 2019). Apart from regional income, tourism can increase its contribution to exports of goods and services so that it can become the largest foreign exchange contributor in a region or throughout Indonesia.

In economic growth, tourism is a very competitive sector for a country. Muslim-friendly tourism is now becoming a trend in several countries (Sari et al., 2019). Halal tourism is an innovation and concept that is currently being implemented in several countries. The growth of global tourism has proven its massive development starting from exclusive services and products to cover various global markets over the last few decades (Yudha et al., 2020). Many tourists ask about places to eat that are guaranteed to be halal. Including halal souvenir products. This means that there is a market segment that wants certainty that it is not only hygienic but also halal. What is no less important, the Malang City Government will immediately create a road map for sports tourism, health tourism, and halal tourism. This road map will later become a guide for tourism development towards the SDGs.

In aggregate, Indonesia before Covid-19 was ranked number one as a World Halal Tourism destination along with Malaysia according to the 2019 Global Muslim Traveler Index, but this did not last long due to the Covid-19 pandemic. Tourist visits to Indonesia in December 2021 experienced a significant decrease of -0.28% compared to December 2020 with 164,074 visits. So many tourist attraction managers are forced to close their businesses temporarily. Apart from that, tourism subsectors such as airlines, hotels, travel agencies, restaurants, as well as small and medium businesses also felt the impact. This condition causes a decrease in the number of tourist visits, both domestic and foreign.

A tourism development strategy during the pandemic and post-pandemic is needed considering that the contribution of the tourism sector in 2019 was around Rp. 280 trillion of Indonesia's foreign exchange reserves. In addition, the tourism industry contributes around 5.5% to the national GDP, and employment in the tourism sector reaches 13 million people. This is not surprising for us, because Indonesia is considered the mecca of halal tourism in the world. Indonesia has won 12 prize categories at the 2016 World Halal Tourism Award, making it the country with the most awards in the world. So we see that the contribution of the tourism sector to the national economy is very large, it would be a shame if it was not maintained properly. In fact, previous research has tried to formulate halal tourism development strategies, such as Darajat & Abdurahim (2022); Peristiwa (2021); and Rizqi Rahmawati (2020), but the strategy offered only focuses on one area, not generally or nationally. For this reason, this article is here to contribute in-depth thinking in formulating a strategy for developing halal tourism in Indonesia so that it can restore its existence on the world stage.

Muslim market segmentation shows that halal tourism also strengthens the possibilities and access to Southeast Asia, the Middle East, and other tourist destinations (Fitriani, 2018). Since 2011 Crescent Rating has analyzed the halal tourism market and the destinations it targets. The report, which was originally called "Crescent Annual Ranking", was changed to the Global Muslim Travel Index, in collaboration with Mastercard. The first Global Muslim Travel Index report was launched in March 2015. The 2019 Global Muslim Travel Index is the 5th edition of the report (Thomson Reuters and Dinar Standard, 2018). For the first time since the launch of the Index, Malaysia now shares the top position with another country, namely Indonesia. Indonesia's improvement in ranking reflects its efforts to educate the industry about the opportunities that exist in Muslim-friendly markets. Likewise with Türkiye which has now also risen to third place. Singapore continues to occupy the top position among non-OIC destination countries. Japan, Taiwan, South Africa, and South Korea continue to move up. All of these destinations are becoming increasingly friendly for Muslim tourists (Dewi et al., 2021). In the same year, in the 2019 Global Islamic Economic Indicator records, it was included in the top 10 Muslim-friendly Indonesian tourism, namely in the 4th position (Ardyanfitri et al., 2019).

Tourism has a big contribution to an area so that local communities have the opportunity to manage and develop tourism. The party can receive social and economic impacts. What is meant by halal tourism is not just religious tourism, historical stories of the prophets, graves of saints, and places of worship. The current definition of halal tourism actually covers a wider scope and involves many business fields, halal-

certified food businesses, sharia-based lodging businesses, Muslim-friendly travel agencies (Usman et al., 2019), and guaranteed cleanliness as mentioned;

النَّظَافَةُ مِنَ الْإِيمَانِ

"Hygiene is part of faith"

The halal concept has been developed in halal tourism (Yudha et al., 2021). Derived from Arabic which means permitted or legal. The application of the halal concept in Islamic teachings does not only focus on food and drink but also covers all aspects of Muslim life (Djakfar et al., 2021), both men and women. Muslims must always pay attention to the legality of the products they will consume, such as food and drinks, cosmetic equipment, banking and finance, health, work, and the environment (Suryana, 2014).

This proves that the development of the Islamic economic system is increasingly widespread. Even though it is ranked first in the Global Muslim Travel Index-2019 calculations, many tourist locations in Indonesia have not implemented a halal tourism system. Halal tourism in Indonesia is temporarily being implemented in several cities, one of which is Malang Raya in East Java (Sukoco et al., 2020). Considering that the population of Malang Raya is Muslim, the local city government has made almost the entire Malang Raya area a Muslim-friendly tourist destination. In this way, Malang Raya is in the spotlight of other regions that want to make tourism in the area halal tourism.

In general, the difference between halal tourism and regular tourism is not much different. This concept, among other things, fulfills the needs of Muslim tourists to make their journey easier, namely halal tourism. Such as the availability of halal-certified restaurants, places of worship at tourist locations, safety and comfort of transportation, availability of sharia-based accommodation (prioritizing the availability of equipment and places of worship), as well as paying attention to environmental cleanliness and health (Yalina et al., 2020). One of the challenges in developing halal tourism is marketing because marketing halal tourism is not easy (Rijal, 2018). This is due to differences in desires between non-Muslim tourists and Muslim tourists. Of course, non-Muslim tourists often enjoy it without religious rules and certain attributes, so the challenge of halal tourism is how to serve non-Muslim tourists and meet their needs without controversy with the concept of halal tourism (Fitriani, 2018).

Efforts to develop halal tourism are deemed necessary by paying attention to the potential of tourist locations where the location must attract tourists and have ecological potential within it (Amalia, 2020). Many ecological potentials are found purely in nature which are used as tourist locations, especially the people who are responsible for managing these tourist attractions. This development potential is driven by several factors, including physical conditions, accessibility (Zaki et al., 2020), land ownership and use, obstacles, and support as well as several other factors such as labor wages and political stability (Haq, 2014).

Ten locations in Indonesia are pilot halal tourism projects, one of which is Malang Raya. This research aims to analyze the potential for halal tourism at one of the tourist locations in Malang City to develop a concept for integrating halal tourism locations and information. With a city area of 110.06 km², Malang City is listed as the largest city in East Java (Nurzaman, 2017). The city of Malang is often visited by tourists because it is located in the highlands so it has cool air and an atmosphere free from the hustle and bustle of noise. Apart from that, Malang City is also often referred to as a Historical City. Likewise, in the Polowijen Cultural Village, Blimbing District, Malang City, tourism has its own historical value.

The inauguration of the Polowijen Cultural Village was recorded on April 2, 2017. This was initiated by a resident named Isa Wahyudi usually called Ki Demang. The Polowijen Cultural Village has developed the original Polowijen culture as a legacy of its main ancestors such as mask dance, batik, and mask making, as well as preserving the original culture and historical heritage of Polowijen such as the Tomb of the Windhu Well and Mbah Reni (the first person to make Malangan masks). The establishment of the Polowijen Cultural Village, apart from being used as a means of preserving and preserving local cultural heritage, this tourism also stimulates the creativity of the people around the tourist location through creative industry centers such as mask and pottery crafts, sculptures, and performing arts. Then, to preserve

this culture, tourism managers want to develop tourism towards the halal tourism criteria that have been implemented by DSN MUI Number: 108/DSN-MUI/X/2016 concerning Guidelines for Organizing Tourism in Accordance with Sharia Principles (Effendi et al., 2017).

LITERATURE STUDY

The literature review compiled in this article is divided into two types, namely theoretical review and practical review. The theoretical review includes the definition of halal tourism, along with relevant theoretical reviews. Researchers from strategic management agree that SWOT analysis – analysis of strengths, weaknesses, opportunities, and threats – provides a basis for realizing index or issue alignment in an organization in the Polowijen Cultural Village sector. They reveal that by identifying internal and external issues, both favorable and unfavorable within the four pillars of a SWOT Analysis, planners will better understand how strengths can lead to the realization of opportunities as well as understand how weaknesses can slow progress or magnify threats to progress. organization.

First, the implementation of DSN-MUI Fatwa no. 108/DSN-MUI/X/2016 in the Polowijen Cultural Village sector has implemented 4 of the 7 provisions in the DSN-MUI fatwa, namely points 1, 2, 4, and 5. *Second*, there are several obstacles that cause the DSN-MUI Fatwa to not be implemented, 1) Food and drink services are not yet available in sharia accommodation. 2) Sharia accommodation managers have collaborated with conventional financial institutions in terms of services, and many guests use conventional banks for payments. 3) Sharia accommodation managers do not yet know about DSN-MUI Fatwa No.108/DSN-MUI/X/2016. 4) There are no guidelines for implementing the fatwa regarding DSN-MUI Fatwa No.108/DSN-MUI/X/2016. Meanwhile, the practical review includes relevant previous research.

Halal Tourism

Halal tourism is all marketing and product development efforts aimed at Muslims, even without full religious motivation. Efforts that emphasize the importance of Muslim and non-Muslim tourists as new markets and tourist destinations. In other words, these efforts seek to promote tourism among Muslims, develop new tourist destinations, and strengthen cooperation between organizations and between governments in the world.

Tourism is a complex concept and encompasses a wide range of social, behavioral, economic, political, cultural, and environmental considerations. The concept of tourism consists of a series of activities, services, and benefits provided to tourists with certain experiences (Febriyanti & Ihsani, 2020). Muslims are considered a major tourism market worldwide (Sari et al., 2019). However, the special values of Muslims who have special needs in their belief system have not been well defined in the tourism market (Wingett & Turnbull, 2020).

A conservative religious concept for Islamic tourism has not been articulated theoretically. However, various opinions and comments in discussions about the future of tourism in the Arab and Islamic world as well as some hotel management practices show that the application of this concept is only a matter of time (Ghosh, 2017). All of these ideas are based on conservative interpretations and understandings of Islam. The combination of elements of a very conservative Islamic lifestyle with a modern tourism industry can create new tourism options, spaces, and patterns (Nursafitri & Yudha, 2020). Apart from the view of fundamental remoteness that rejects tourism activities outside the Hajj, a conservative concept of religion can be called community tourism. Islamic recreation areas and hotels as well as Islamic destinations and programs of several tourist activities; Islamic recreation areas are funded by Islamic financial institutions, Muslim fashion, alcohol-free accommodation, no hotel disco/night hotel, gender-based fitness, and sports facilities, places of worship available on site, and Islamic entertainment programs. Several countries in the Islamic world are taking advantage of rising prices for Muslim-friendly tourism services.

Scope of Halal Tourism

Halal tourism was introduced in 2013, this report defines the Islamic economy as "a sector whose core products/services are structurally influenced by Islamic ethics and law", driving ethics inspired by the convicted consumption needs of 1.8 billion Muslim consumers worldwide. This Islamic economy, also known as the halal economy, has a direct impact on the following seven sectors: food (halal), finance

(Islamic), clothing (simple), tourism (Muslim-friendly), media and recreation (Islamic themed), Pharmacy (halal) and cosmetics (halal). Other sectors are education (Islamic themes) and philanthropy (zakat, waqf, alms, etc.) which will be discussed in future editions of this report. The core sectors of the Islamic economy represent an aggregate consumer spending opportunity of \$ 2.2 trillion in 2018, which is projected to increase to \$ 3.2 trillion by 2024, with Islamic Finance assets estimated at \$ 2.5 trillion in 2018, and is projected to grow to \$ 3.5 trillion by 2024.

The expenditure figures reflect the broader expenditure of Muslim consumers in the lifestyle sector, including Food & Beverage, Pharmacy, Cosmetics, Clothing, Travel, and Media and Recreation, in particular spending on Halal-certified products, Moderate Clothing, Muslim-friendly travel, and Islamic-themed media. sub-devices, and are not counted in this report. The consumers of the Islamic economy are predominantly Muslim but also include others outside the Islamic faith who share the same values. Certain consumer practices are influenced by Islamic values including consumption of halal food, Islamic financing, modest clothing, family-friendly tourism, and other services with special consideration of gender interactions and religious practices.

Demand also extends to business practices seeking Islamic business financing, investment, and insurance services. Islamic economics as a collective creates value for consumers and the economies involved. It also has great potential to contribute to global well-being by underpinning a socially conscious ethos. Like the sharia tourism income figure below:

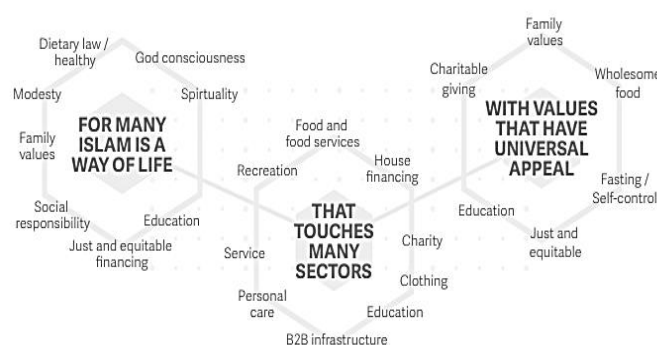


Figure 1.

Scheme of the scope of the Global Islamic Economic Indicator 2019 sharia tourism

As for what is meant in the figure, namely:

Halal food

Halal food has undergone a major evolution in the last year, driven by technology and the development of a halal activity center (MUI). The application of halal products has been linked between consumers and halal restaurants and brands, while the new halal search platform is connected throughout the supply chain from producers to auditors and certification bodies.

Islamic finance

Islamic finance has kept pace with changing markets, adopting fintech, cryptocurrency, and digital banking, while companies and governments are increasingly issuing sukuk (Islamic financial bonds), including green sukuk. But as fintech takes Islamic finance to the next level, its recent growth is still solidly based on traditional banking services and products.

Sharia Tourism

Muslim-friendly tourism, which addresses the needs of faith-based Muslim tourists, is more widespread than ever, with offerings that range from beach resorts to family-oriented hotels, and from travel agents to apps that book and rank holidays.

Fashion

Modest fashion has had an extraordinary year, with special fashion shows being held around the world, new brands appearing and increasing investment in online portals.

Health

Halal pharmaceuticals are poised to be the mainstay of growth as a forward-looking company investing in the segment and obtaining halal certification, especially in Malaysia, Indonesia and South Korea.

Halal Cosmetics

Halal cosmetics is a further area of growth. New brands are launched as e-commerce retailers expand offerings and attract investment. And currently Halal cosmetic products have grown rapidly.

Halal Media and Recreation

Halal media and recreation are expanding its portfolio of offerings, from films, miniseries, and online content, to applications aimed at the needs of the Muslim lifestyle. Mainstream studios and streaming platforms, such as Netflix, are already adapting and creating new content to attract Muslim viewers while Islamic cultural values are being developed for children on many platforms (Nusa & Khoirudin, 2020). Sharia tourism or commonly called Muslim-friendly is tourism developed from conventional tourism and developed into sharia tourism.

SWOT Analysis (Strenght, Weakness, Oppurtunities and Threat)

Analysis and strategy selection tries to determine the best alternative action in helping the company achieve its mission and goals. The company's strategy, goals, and mission, coupled with external and internal audit information, provide the basis for creating and evaluating the most effective alternative strategies (Sukoco et al., 2020). Researchers from strategic management agree that SWOT analysis – analysis of strengths, weaknesses, opportunities and threats – provides the foundation for realizing the alignment of indices or issues in an organization of the Polowijen Cultural Village sector. They reveal that through identifying internal and external issues, both favorable and unfavorable within the four pillars of a SWOT Analysis, planners will better understand how strengths can lead to the realization of opportunities as well as understand how weaknesses can slow progress or magnify threats to an organization.

The meaning of SWOT is defined as an analytical tool used to systematically identify various factors to formulate a company strategy (Prestama et al., 2019). This analysis is based on a logic that maximizes strength and opportunity, but at the same time minimizes weaknesses and threats. The strategic decision-making process is always related to the development of the company's mission, goals, strategies, and policies. Several studies have shown that the performance of companies, institutions, or regional performance can be determined by a combination of the company's external and internal factors. These two factors must be considered in the formulation of this analysis. SWOT analysis compares the external factors of opportunity and threats with internal factors of strength and weakness. After the results of the analysis have been carried out, the next stage is the formulation of an appropriate and precise strategy by determining which quadrant the company under research is in.

RESEARCH METHOD

This research uses a qualitative methodology which is expected to produce descriptive data or a broad picture (A. T. R. C. Yudha & Muizz, 2020). With research that does not only describe objects but also includes elements of illusion, imagination, and dreams, the author uses a phenomenological approach (Hiyanti et al., 2020). This approach focuses more on the individual's situation holistically, aka in short, this approach makes it easier for the author to carry out his research because it has concepts such as personal understanding of society. The purpose of choosing this approach is to get a picture of the situation in the field based on the experience of the surrounding community in fighting for tourism in the Polowijen Cultural Village, Malang City.

The phenomenological approach has characteristics that differentiate it from other approach methods, namely by thoroughly examining the spoken and unspoken aspects of conducting research (carried out without being based on a theoretical framework as a preparatory step), and uniting research subjects with their supporters. the subject matter of the research object, and four empirical truths, including sensual empirical truth, logical empirical truth, ethical empirical truth, and transcendental empirical truth.

The source and primary data for this research are the results of in-depth interviews with informants in the Polowijen Cultural Village. Then three informants were selected as data sources, namely: Ki Demang

(initiator of the Polowijen Cultural Village Center, the reasons for his suitability and selection as research informants, firstly were local figures; and secondly, understanding the culture and socio-economics of the local community, and other informants were parties, business managers who have survived in the area for approximately five-six years until this research was conducted. Furthermore, secondary data sources in this research were obtained from library data research originating from several journals, reference books, and news sites that are relevant to the objectives of this research (Abdi & Febriyanti, 2020).

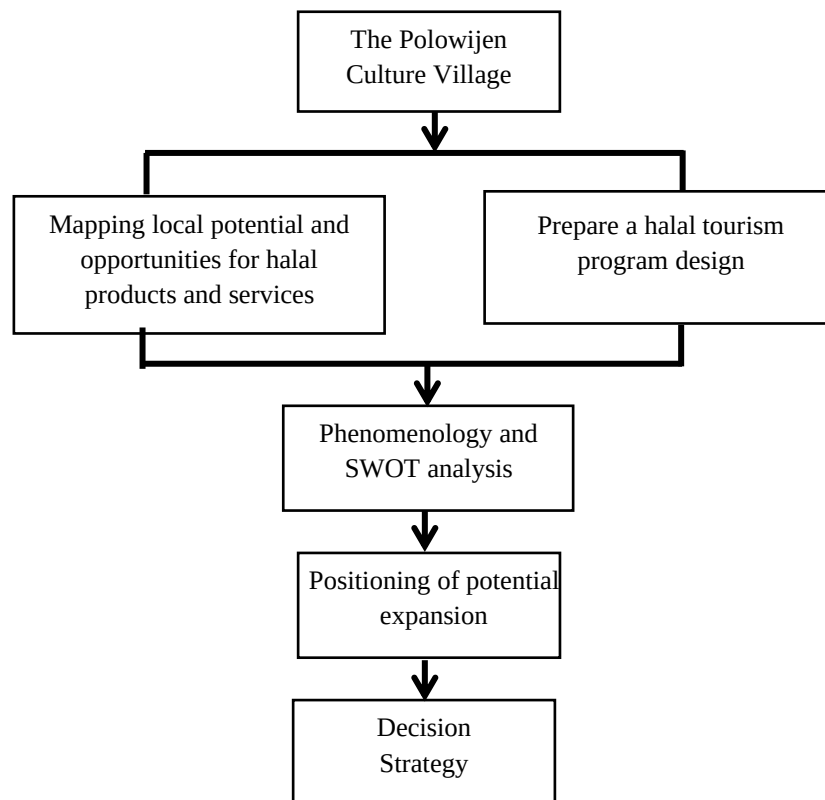


Figure 2.
Research Framework

Based on the conceptual framework, data collection in this research was carried out using observation, documentation, and of course in-depth interviews with several informants mentioned in the previous section. Next, after obtaining the data and information, the data analysis process is carried out. Data analysis is an important stage in the research process. The main goal is to provide information to solve problems. Therefore, each stage of data analysis must begin with pre-analysis which includes classification, editing, and coding of data (A. T. R. C. Yudha, 2020). Apart from these stages, a SWOT analysis was also carried out by adopting a matrix model and the results were in the form of quadrants which were divided into an internal matrix and an external matrix (Sukoco et al., 2020). The studies presented in the research methods chapter depart from the concepts and research framework that have been created.

The use of SWOT analysis is applied to various scopes, from individuals, and companies, to regions or even countries. Within the individual scope, everyone can use a SWOT analysis to determine internal and external weaknesses and strengths in achieving their goals. At the company level, the Polowijen Cultural Village stated that it had carried out an analysis regarding the need for a strategic approach in the learning process of the company it manages. Meanwhile, for a wider scope, for example, regionally, the Malang City Region applies SWOT analysis as part of its action plan to realize e-GCG. Based on information regarding the flexibility and usefulness of SWOT analysis, this research also tries to use SWOT

analysis in the province, especially East Java, which is currently developing its Tourism Sector through Halal Tourism.

RESULT AND DISCUSSION

The results are presented in two ways, namely first, local potential and tourism opportunities, and second, strategy design using SWOT analysis. Halal tourism is built based on expanding existing markets to embrace types of tourists in maximizing potential factors. Duman (2021) explains in general that there is not much difference between halal tourism and other tourism models. In terms of implementation, for example, halal tourism can reach more varied objects than traditional tourism in general. Apart from visiting to see local, natural, and cultural attractions, tourist visits can also fulfill the desire to visit tourist attractions that have spiritual closeness. Meanwhile, in terms of objects, Meirezaldi (2020) explains that the existence of adequate worship facilities is an important factor considering the certainty that tourists will continue to apply sharia throughout their trip. For example, the existence of places of worship and culinary delights that meet sharia requirements. For example, the production process must be free of pork, alcohol, and carrion. This concern could be a reason for Muslim tourists to choose halal tourist destinations.

The Local Potential For Halal Tourism

Currently, the Polowijen cultural village of Malang Tourism has been established for 2 years. In a short time, the Polowijen Cultural Village was able to make the Polowijen cultural village of Malang the center of attention of the Malang City Government with a strategy that continues to be managed in its development. Considering that Malang is one of the cities designated as a Halal Archipelago Tourism location located in East Java Province, the Polowijen Cultural Village has the potential to become a Muslim-friendly tourism destination in the long term.

There are limitations in infrastructure development in the form of providing toilets, health facilities, and sharia accommodation. However, efforts to provide public facilities for the obligations of Muslims are prayer rooms that can accommodate 100 people, serve traditional specialties such as tubers and corn, and manage food through processes that meet halal food requirements. With the majority of the population being Muslim and a large number of Muslim visitors, this further emphasizes how much potential this tourism has to become Muslim-friendly tourism. The strategy implemented by the Polowijen Cultural Village has certain characteristics so that this tourism can be in the spotlight of the community, both local and foreign. It was recorded that visitor data in 2018 experienced very rapid growth since the inauguration of the Polowijen Cultural Village tourism, namely a total of 4,917 people, 163 of whom were foreigners and 4,754 people were native residents.

Strategy design using SWOT analysis on the tourism of Polowijen Malang Cultural Village towards halal tourism.

After collecting all the information that affects the continuity of the Polowijen cultural village tourism object. The next stage is to utilize all of this information in the strategy formulation models in the SWOT analysis. Furthermore, to obtain a more complete analysis, several models are used as follows:

Table 1.
The SWOT Matrix of Malang Polowijen Cultural Village

IFE/EFE	Strength	Weakness
	1. Availability of homestay 2. Restaurant and warung 3. Available market of mask in Malang 4. Provides traditional games. 5. There is a souvenir gallery.	1. Lack of toilets in public 2. Lack of information center 3. Lack of halal tourism information in society; 4. Lack promotion to foreigners 5. Lack of health literacy and awareness

Opportunities	SO (Aggressive)	WO (turn around)
1. There is support from partners and the tourism office 2. The opening of domestic and foreign tourists; 3. The development of tourism agencies and tourism promotion activities; and 4. Advances in technological development.	1. Increase and maintain tourist attractiveness 2. Improve the quality of service to tourists; 3. Reactivate traditional games; and 4. Increasing the variety of tourism support products.	1. Improve the quality of existing human resources; 2. Increase the promotion of tourism villages; 3. Improve and develop tourism village support facilities; and 4. Adding tourism supporting infrastructure
Threats	ST (Difersification)	WT (Defensive)
1. The high competition in tourism between regions; 2. The influx of residents from other areas can influence local culture. 3. The number of new tourist village offers in Malang city and district; 4. Internal management policies that do not follow the principles of developing halal cultural tourism; 5. Tourist visits are influenced by the season.	1. Offering quality local tourism products; 2. Offering quality local tourism products; 3. The role of Key Person becomes important to be increased to defend local culture against outside culture; and 4. The development of a tourist village does not interfere with the existing ecosystem.	1. Environmental structuring strategy and area management; and 2. Held to add to the paradigm of the local community so that the area becomes a tourism community.

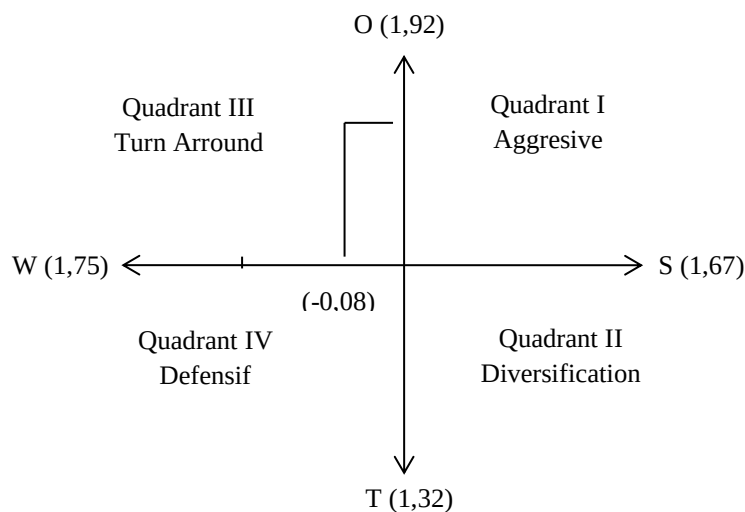


Figure 3.
Cartesius Diagram

Based on the Cartesian diagram, it can be concluded that the position of the Malang Polowijen cultural village is in quadrant 3, namely the Turn around quadrant. In this quadrant, the number of shortcomings in the Polowijen cultural village is greater than the advantages. The turnaround strategy focuses more on improving internal weaknesses by exploiting opportunities. This strategy represents quadrant III which encourages a turnaround strategy, with strategic decisions in the form of downsizing, alliances, and joint ventures.

The Design Of A Strategy Using A SWOT Analysis

Strategy planning using SWOT analysis is a stage that describes basic information to formulate a strategy. This stage is not just a data collection activity, but also a classifying and pre-analysis activity. At this stage,

the data is divided into two, namely internal and external data. Then the data will be further analyzed using the IFE matrix and the EFE matrix.

Internal Environmental Analysis and IFE Matrix

The internal environmental analysis aims to identify the key factors that are the strengths and weaknesses in a company environment. The factors were identified through observations and interviews of researchers involving sources who are at the research site. Based on the results of the interview, there are many factors related to strengths and weaknesses regarding tourist objects. Furthermore, the researchers developed these factors to facilitate the preparation of an internal matrix analysis (IFE). The strengths and weaknesses obtained are as follows.

Strengths

Home Stay

The availability of Homestay in Polowijen Cultural Village can be a separate means of attracting tourists to visit. Some residents in the Polowijen cultural village use their houses as lodging places which are shown for both local and foreign tourists. So that tourists who are comfortable with the village do not need to be confused in finding a place to stay.

Restaurant and micro shop

Polowijen Cultural Village is located in the city of Malang, East Java, which is also famous for some of its special foods such as various kinds of food such as Malang meatballs, various vegetables, and egg tofu food. Tourists don't need to worry if only to fill their hungry stomachs. Because there are already several food stalls that provide Malang specialties and foods related to the East Java region with halal raw materials and management.

Malang mask market

The mask market was inaugurated by Plt. Mayor of Malang, Sutiaji on June 31, 2017 as a forum for mask artists from various regions such as Pakisaji, Lowok Permanu, Tumpang, Jabung including Polowijen. All works are produced and marketed at KBP. so that the KBP is feasible as a market for masks to meet market demands for souvenirs and souvenirs. There are various kinds of mask products made of wood as well as Viber, earthenware, and metal molds. The poor masks come in various sizes ranging from small tenagging dancing masks to key chain masks.

Provide traditional games

Traditional games that are full of meaning are reconstructed and re-taught by the Polowijen cultural village as an activity to reminisce, character education and personality development. KBP collaborates with the Faculty of Psychology, Univ. Muhammadiyah Malang established a traditional game laboratory which is more flexible, contemporary and fun. There are various kinds of traditional games, among others, bamboo stilts, bathok stilts, cranks, jumping rope, giant klompen, giant holahop ladder caterpillars, gangsing and many more.

There is a souvenir gallery

Malang Polowijen Cultural Village has also provided souvenir shops. Having 1 souvenir gallery in the cultural village of Polowijen Malang, allows tourists to buy various kinds of souvenirs and products that have been made by the surrounding community. It aims to improve the economic level of local residents.

Weakness

Lack of public toilet

The Polowijen cultural village of Malang has a disadvantage, namely the lack of public toilets. If tourists want to use the toilet, they have to use the existing toilet in the residents' house. Because the Polowijen cultural village of Malang does not have many public toilets.

Lack of information center

Lack of an information center is the next indicator on a weak point. This must be addressed immediately because the lack of an information center will make visitors feel uncomfortable when visiting there. The difficulty in finding information about what they need during their tour there and tours in Malang city will be resolved if the Polowijen cultural village has an information center.

Lack of public insight regarding halal tourism

Lack of public insight regarding halal tourism is also a determinant in the development of a tourist village. If the public's insight regarding halal tourism is less, it will make it difficult for a tourist village to develop a more advanced and better tourism village.

Lack of promotion for foreign tourism

Tourism promotion is one very important indicator to increase the number of tourists, both domestic and foreign. Tourism promotion can be carried out in various ways through electronic media and print media as well as promotions in agencies. Based on the results of research in the field, the number of foreign tourists is still small.

Lack of healthy

Lack of facilities and infrastructure in the health sector must be added to support tourist attractions, adding to the comfort of visiting tourists. Because we cannot know if there is a problem when tourists visit. It aims to support comfort in the health aspect.

External Environmental Analysis

External environmental analysis is used to identify opportunities and threats as well as future trends which are used as input in strategy formulation. The opportunities and threats that exist in the development of cultural tourism objects consist of several factors. A more detailed explanation of these factors will be explained as follows.

Opportunity

There is support from partners and the tourism office

With the support of partners and the tourism office, the Polowijen cultural village of Malang has the opportunity to develop into a better one. This also provides a separate opportunity for the polowijen cultural village to market its potential

The opening of domestic and foreign tourists.

The various kinds of potential that the Polowijen cultural village has can be used to provide a special attraction for both domestic and foreign tourists visiting. Based on the results of research in the field, it has also shown an increase in the number of visitors each year, an increase in the Polowijen cultural village of Malang.

The development of tourism agencies and tourism promotion activities

Another development opportunity is the development of a travel agent, because for the convenience of tourists who want to visit, especially if they come from outside the region, which incidentally do not know with certainty about the areas and tourist objects visited. Long distances and limitations of public transportation, travel agents are the choice of many tourists, especially foreign tourists. The promotion of tourism objects in the Polowijen cultural village of Malang which are used as educational tours will attract many enthusiasts. Promotional activities must continue to be developed through events or brochures and others.

Advances in technological development

Advances in technological development can provide opportunities in developing Polowijen cultural villages. Through technological advances, managers can easily promote the Polowijen cultural village through electronic media such as the internet, website, Facebook, Twitter. So that it can bring in visitors easily.

The increased workforce involves the surrounding community.

Educational tours about the Polowijen cultural village of Malang indirectly provide opportunities for local communities to improve their economic level. Management in the Polowijen cultural village of Malang will also require a lot of tourist assistants and additional labor in certain moments when the number of tourists increases.

Threat

The high competition in tourism between regions

The high competition in tourism between regions can be overcome by improving the good quality of tourism products, guide services, homestay services, and so on. This is a threat in itself because it can increase competition in the tourism sector, which is getting tighter.

The influx of residents from other areas can influence local culture.

The entry of residents from other areas who are not indigenous people can indirectly affect the development of local culture. Changes in local culture caused by the increasing number of people from outside the area are a threat in itself in maintaining the existing cultural culture. The local community must have high awareness to strive to maintain and preserve the existing culture so that it is not eroded by changes in time.

The number of new tourist village offers in Malang city and district

The Polowijen cultural village of Malang must be more creative and explore existing potential, and be packaged more attractively so that it is different from other tourism villages that are just growing. Because the city and district of Malang, which are also famous for their tourist attractions, require that tourist objects have their characteristics to attract tourists to visit.

Internal management policies that have not followed the principles of developing halal cultural tourism.

Internal management policies that have not followed the principles of developing halal cultural tourism are a threat in itself. The Polowijen cultural village of Malang should also implement several policies related to the management of halal tourism so that Muslim tourists do not need to be hesitant and afraid when traveling in that place.

Tourist visits are influenced by certain seasons.

Visits from tourists that exceed the capacity also disturb the tourism object itself, considering that excessive visitors can damage the surrounding tourism objects. Increasing the number of visitors indirectly can also pay attention to the cleanliness of the surroundings. In certain seasons such as the holiday season, it is the season with the highest increase in visitor numbers. Meanwhile, the seasons that do not include holiday time are also a threat in themselves for tourism managers because of the minimal amount of economic income associated with tourist visits.

Implication or suggestions that can be created based on the results of the SWOT Analysis include collaborating between the central government, regional governments, APII, business actors and the community to organize, implement and integrate halal tourism programs; fostering an atmosphere of Islamic education, local culture and love of the environment from an early age; provide trash cans and warning boards in many locations, employ more cleaning staff, and carry out routine cleaning activities to maintain the clean quality of places of worship and the environment; organize recitation activities (or other similar activities) regularly in Malang City mosques to maintain the strong Islamic character of the community; add flight routes; carry out outreach and training related to halal tourism which also includes cultural and natural tourism for business actors and the community; repair and prepare public facilities; provide convenience and incentives for halal certification; conducting comparative studies to other countries as a reference for implementing halal tourism, providing public facilities, tour guides, and erecting anti-disaster buildings, in various places which are then researched further; using three languages in conveying information to introduce and maintain local languages (for example on signs at tourist destinations); as well as carrying out more intensive promotions in the archipelago and the world. By developing and implementing strategies based on the results of the analysis, it is hoped that Malang City will be better at developing its Halal Tourism in order to advance the economic conditions of Indonesia, especially East Java Province, and can become a benchmark for other provinces in advancing this field.

CONCLUSION

In this section, a part from presenting research conclusions, also provides relevant and constructive suggestions in developing the potential and opportunities of halal tourism in Malang Regency, East Java Province. Based on the results of the research and discussion previously described. A more detailed explanation of the points of conclusion and suggestions is as follows. The readiness of the Polowijen

cultural village of Malang tourism sector is currently not sufficient to move towards sharia tourism due to the lack of public facilities available to differentiate male and female visitors. The readiness of supporting facilities for tourists such as sharia lodging to minimize unmarried tourist couples is also not yet available. However, in some aspects, the facilities are adequate for further development. Based on the results of the analysis using the SWOT strategy, the Polowijen cultural village of Malang Tourism is in quadrant III (Turn Around). In that position, the strategy that can be used by the Malang Polowijen Cultural Village is to implement the WO (Weakness - Opportunity) strategy. Based on the results of research that has been analyzed by researchers, in that position it has shown that the weaknesses in the Cultural Village of Polowijen Malang are greater than the strengths. But on the other hand, the Polowijen cultural village of Malang also has a bigger chance than the threat. So that the conclusion can be drawn, the Polowijen cultural village of Malang still has a great opportunity in developing sharia-based tourism.

SUGGESTION

For this halal tourism to be realized in the Polowijen cultural village of Malang, the author suggests that tourism managers develop infrastructure development that is friendly to Muslim tourists such as ensuring sanctity in houses of worship, easy availability of halal food so that it can meet the requirements of halal tourism objects. The implementation of the strategy in developing the Polowijen cultural village of Malang is also important to do. As a reference, the management of the Malang Polowijen cultural village tourism management can apply strategies (WO) such as improving the quality of existing human resources (human resources), increasing tourism village promotion, improving and developing tourism village support facilities, adding tourism supporting infrastructure. so that in the future the Polowijen cultural village of Malang can develop better than before.

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