

## VALUE-CHAIN IN BEACH TOURISM: THE CONSIDERATION OF MASLAHAH IN STRATEGIC FORMULATION

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**ABSTRACT:** This study aims to analyze the activities on tourism beaches using the value chain and *maslahah* analysis. This research is a phenomenological qualitative study with a purposively-selected sampling of stakeholders in Dato Beach, Majene, Indonesia. This study found that the immediate strategy highlights in the form of beautiful natural panoramas must be prioritized and marketed. This study reports that the chains must present the flow of operations, exit logistics visitors, promotions, adequate facilities and infrastructures, and affordable tickets. Halal tourism destination brings benefit image to customer perceptions.

**Keywords:** Value Chains; *Maslahah*; Halal Tourism; Strategy

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## INTRODUCTION

Indonesia is famous for the largest Muslim population with Muslim tourist visits, evidenced by Indonesia winning an international award as the best halal tourist destination according to the 2019 Global Muslim Travel Index (GMTI) (Ferdiansyah, 2020). As a country with a Muslim majority, the Indonesian government actively promotes halal tourism. However, it creates a quarrel among some non-Muslim tourism areas like Bali, Toba Lake, or Tana Toraja, which rejected the application of this tenet in their region. Even though in 2020-2021, Indonesia had experienced a decline due to the restrictions or even tourist visit closures in COVID-19 pandemic. The revival of tourism sector was initiated in 2022 due to the relaxation and the opening of international borders, resulting in the 2<sup>nd</sup> ranks of Muslim tourists increases, dominated by the millennial generation, female tourists and generation Z (GMTI, 2021, 2022).

As a loose concept, halal tourism/Islamic tourism is undoubtedly a very recent concept. Resurfacing in 2010 (Battour et al., 2010), the definition is still in constant debate as to the term is still not in agreement (Samori et al., 2016). The titles of Islamic-friendly, halal, Islamic tourism are used interchangeably (El-Gohary, 2016), and could be defined as the offer of tourist service designed to meet the needs of Muslim tourists conforming to their religious behavior (Vargas-Sánchez & Moral-Moral, 2019).

As a recent topic, many papers in the last five years still try to clarify the definition of halal tourism (Battour et al., 2010; Boğan & Saruşıık, 2019; Samori et al., 2016). Some studies observed how countries adapt to this current trend (M. Battour et al., 2018; Chanin et al., 2015; Samori et al., 2016). The marketing issues of halal tourism dominated the discussions as to how to attract Muslim customers (M. Battour et al., 2011). Some recent studies has started to investigate several marketing behavioral characteristics related to halal tourism such as brand perception and customers' attitude (Rahman et al., 2019), or satisfaction and word-of-mouth (Wardi et al., 2018; Zailani et al., 2016). This study contributes to the neglected discussion in the value-chain creation of a halal-tourism in under-developed regions, Majene.

A chain of competitiveness is required to make Dato Beach a halal tourist destination. Value chain and Islamic perspective of *maslahah* are expected to potentially provide some solutions to the problems. Raden et al. (2018) found that the obstacle to the local tourist destination is the lack of facilities and Infrastructure to support the halal tourism agenda, as evident in Dato Beach, Majene. It is necessary to consider *maqashid Sharia* (a series of Islamic Jurisprudence) to achieve *maslahah*. There are five *maslahah* notions that must be secured, i.e., religion, reason, soul, property, and descendants (Al-Ghazali, 1997).

Sharia economic development plan initiated by KNKS (Komite Nasional Keuangan Syariah, 2018) pushes some areas into halal tourist destinations. Dato beach, Majene is part of the expected one to become a halal tourist destination; however, it still does not show a progressive move regarding this strategic potentialities. Analysis of the value chain and *maslahah* is employed to make a swift transition for Dato beach in Majene toward a halal tourist destination. This research is expected to contribute to the strategically regulatory policy.

## THEORETICAL REVIEW

### *Value Chain*

According to Porter, Value Chain Theory is an interrelated activity to get a value to create the desired product. Where this activity is divided into two, the main activity is an activity that must exist in a business that consists of five: incoming logistics, operations, outgoing logistics, and promotions. And services, while supporting activities, support the main activities in the form of facilities and Infrastructure, HR management, Technology, and Sales (Porter, 2017). As for the application of value chain theory, for example, to increase competitive advantage against youth lodging, it is necessary to have accommodation from the East Java provincial government in the form of determining cost leadership or determining the cost of the strategy needed so that prices are low (Dewi & Basuki, 2017) by reducing costs to prevent risks and losses that occur (Eling et al., 2022; Strakova et al., 2021). The application of value chain theory is also used with the Halal Value Chain (HVC) approach to provide education to the public about the importance of consuming halal food through halal product standardization and halal certification (Subianto, 2019) to create a world halal industry (Saputri, 2020). Value chain analysis needs quality factors by using the 5 W + H method to determine the root cause of problems in production and services (Sitompul et al., 2019).

### *Halal Tourism*

According to Indonesian Regulation Number 10 of 2009 concerning Tourism, it is defined as person or group who travels from one place to another to see tourist objects (Undang-Undang No.10 Tentang Kepariwisata, 2009). According to Battour et al. (2018), halal tourism is an activity towards tourism objects that are by Islamic teachings in terms of behaviour, how to dress, halal food, and Islamic lodging. At the same time, halal tourism travels from one place to another, which still puts forward Islamic values in which there are Muslim-friendly facilities (Suryani & Bustaman, 2021). The application of halal tourism can increase the rate of economic growth following the movement of individuals by carrying their potential wealth, either Muslim or non-Muslim (Noviarita et al., 2021). Halal tourism has the opportunity to become a halal industry because there is an increase in the Muslim population, especially in Muslim-majority countries (Satriani & Faridah, 2018).

### *Maslahah*

*Maslahah*, according to language, is taken from the word *al-maslahah*, which means goodness (Al-Jauhari, 1956). According to al-Ghazali, it is to necessary to the benefits of every activity carried out to maintain five realms, i.e., religion, reason, soul, lineage and property (Al-Ghazali, 1997). In the context of Islamic economics, it pays attention to the existence of halal and suitable elements to maintain the godly-holistic rules surround it (Ibrahim et al., 2021). Figure 1 compiles the research agenda of this study.

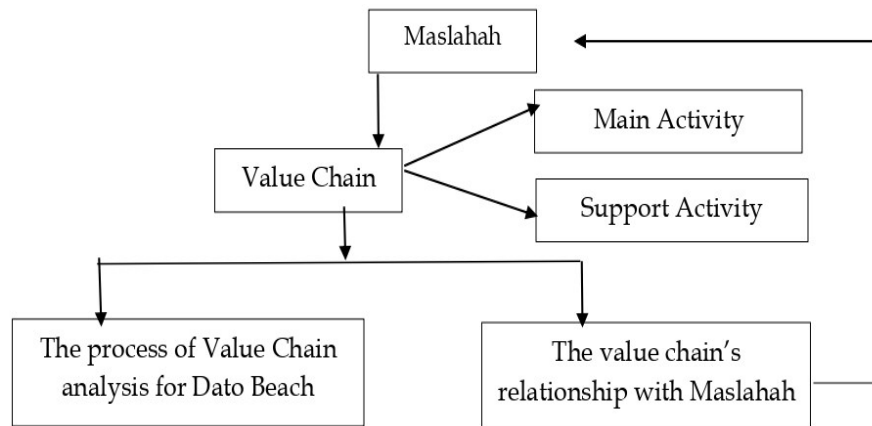


Figure 1. Analysis Framework  
Source: Proposed by the Author (2022)

## METHODOLOGY

This type of research is qualitative research with a phenomenological approach carried out in April-May 2022 at the Dato beach, Majene Regency. The primary data source used is purposive sampling which focuses on informants who know about activities on the Dato beach. The sample of this research is the handling upper-echelon in the governmental institution, like the Head of the Majene Tourism Office, the Head of the Tourism Destination Development Headquarters, the Head of the Tourism UPTD, related civil servants and retribution officers. Seven regular visitors are also interviewed, that in total, amounted to 12 subjects of interests. This study also support the data by the secondary sources, e.g., books, journals and the official website of the Majene Regency Tourism Office to complement the primary data.

The research procedure carried out was direct observation of Dato beach on its condition, infrastructure and activities, interviews with regulators and visitors. The responses will describe the current planning, implementation and supervision process carried out by the manager, and the linkage of the main activities and supporting activities to the object. The research instrument was used in the form of interview guidelines, with a loosely-open lists of questions related to the value chain analysis process in the context of *maslahah*. The abstraction would create an observation sheets to present the value chain analysis with *maslahah* application.

## RESULTS

Based on the interviews with several regulators, the value chain process at Dato Beach consists of two main activities and supporting activities i.e., (1) the inbound logistics process, that the destination is still natural with essential physical capital or raw materials in the form of white sand, coral cliffs and underwater potential, (2) the operational process that it already has the primary capital to become a tourist destination with excellent and efficient management, adequate Infrastructure and supervision from the manager, (3) the outbound logistics process that the average visitor at Dato beach was satisfied, evidenced by the high level of visits that continued to increase despite the COVID-19

pandemic with minimum decline. It is reported the average visit/day between 100-200 people both local and outside the region as evidenced in table 1.

Table 1 Dato Beach Tourism Visits 2020-2021

Tourist	Visitors			
	2020		2021	
	Prediction	Realization	Prediction	Realization
International	76	3	88	1
Domestic	63,100	46,000	67,000	56,001
Total	63.176	46.003	67.088	56,002

Source: Department of Tourism and Culture, Majene Regency (2022)

It was found that banners, social media, and the Tourism office website were used to attract visitors. The interviews, and direct observations reveal that the entrance ticket is cheap, with natural scenery for taking pictures. Value chain supporting activities consist of three suggestions as follows. First is Infrastructure, as the Tourism Office carried out the development of tourist destinations in the form of landscape arrangement, parking, diving facilities, arrangement of traders and construction of glass bridges for children's play facilities. As excerpted from an interview with the Head of the Service on how to develop Dato beach destinations in the future, it was explained that: *"The plan to build a landscape arrangement and parking arrangement is still in the negotiation stage with the owner"* (Interview, ABB, 8 April 2022). Another excerpt from an interview with the head of the Tourism Destination Development Division explained that: *"The plan will be to build a master tourist attraction development and make Dato beach a national tourist attraction destination"* (Interview, MTS, 12 April 2022). Another excerpt from an interview with the head of the UPTD explained that: *"In the future, diving facilities, boat facilities and children's play facilities will be built"* (Interview, R, 12 April 2022). Another excerpt from an interview with an ASN team member explained that: *"In the future, glass bridge facilities will be built"* (Interview, FN, 12 April 2022).

Second, HR managers based on the results of interviews with several Dato beach managers, it was found that there was a clear division of tasks according to their fields in the form of the UPTD head supervising and being responsible to the Head of Tourism Destination Development Headquarters, security officers, cleaning officers, retribution officers and tourism awareness groups as excerpted from an interview with the head of the Tourism Destination Development Division about how the division of tasks and functions of the manager explained that: *"There is a division of tasks, namely, the person in charge of the Dato beach UPTD, supervisor, head of collection or levies, cleaning officers, security officers where the division of tasks is responsible for heading of the Tourism Destination Development Division"* (Interview, MTS, 12 April 2022). Third, the financial management process based on the results of interviews with several Dato beach managers, it was found that financial management is managed directly by the Tourism Office and then reported to BAPENDA (Local Revenue Receiver Agency) as regional income.

## DISCUSSION

Based on the value chain analysis results on the primary activity side, such as the logistics process for entering Dato Beach, the condition is still natural or raw, but the beautiful phenomena has a lot of potential. The results of previous research found that one of the keys to the success of the tourism industry lies in efficient inbound logistics (Shukrullaevich, 2021). The results of the *value chain* analysis of the operational process show that one of the keys to the success of Dato Beach as a tourist destination lies in good and professional management. It can be seen that previous research found that good governance lies in the sustainable operation of the tourism supply chain in anticipating the tourist attraction crisis (Zhang et al., 2021).

The logistics process at the Dato's coast shows that the average visitor feels quite satisfied; evidenced by the rate of visits. The results of previous studies found that the core of the exit logistics of tourist destinations lies in the goal of visitors where generally the purpose of visiting tourist attractions is to see the situation or cultural sites, supported by low entry fees to increase the level of visits (Gao et al., 2022). Other studies also found that outgoing logistics for tourist destinations received a positive response because of the motivation to visit these tourist destinations (Barnwal & Khan, 2021). In order to attract visitors, other media tools were needed, such as Instagram might be maximized in promoting cultural heritage, although on the other hand, it is not neutral due to cultural differences for viewers (Mele et al., 2021). The analysis shows the guardians of unwanted events to visitors, infrastructure, the state of tourist destinations, and the performance of managers in providing services to visitors are critical to create good service quality (Kerdpitak, 2022; Sánchez et al., 2022).

The value chain analysis results on supporting activities such as Dato beach infrastructure found that the development of tourist destinations required the arrangement of infrastructure and additional facilities, like the paved roads to support the development of the beach as a tourist destination. At the same time, previous research requires supporting infrastructure such as transportation that connects border areas because the visitors are more-motivated to make a visit (Wendt et al., 2021). The value chain analysis of the Dato beach HR manager found that the division of tasks supports the course of tourist destination activities. The results of previous studies found that the strategy carried out in the development of tourist destinations was determined by good human resource management and the division of tasks according to the field (Ramadhani et al., 2021). The results of the *value chain* analysis of the Dato beach financial management found that the Tourism Office managed the Dato beach financial management and then reported to BAMENDA. The financial supervisor was included as regional income. The results of previous studies found that to support the development of the tourism sector, sound financial management was needed to obtain funds for the development of tourist destinations (Suidarma et al., 2021).

Based on the results of the research above, it was found that the *value chain* of Dato beach in the aspect of *masalah* from the inbound logistics side of beautiful natural panoramas signifies the greatness of God's creation to be

preserved (Fateh, 2022). As the word of Allah in QS. Al-Ankabut, 20 that "Say, (O Muhammad), Travel through the land and observe how He began creation. Then Allah will produce the final creation (i.e., development). Indeed Allah, over all things, is competent" (Sahih International, 2004). The word "walk" exemplifies the concept of travelling as doing tourism activities is directed toward admiring God's creation to refresh the mind, and wealth production. *Maslahah* is part of the consideration by protecting assets in the operational of destination (Yasuda, 2021), and maintaining the property (Ichsan et al., 2020). Maintaining the cleanliness and comfortability of the will lead the visitors to be physically and mentally healthy, thus enhancing one aspect of *maslahah* (Saffinee et al., 2022).

There is a time limit for visiting from 07.00 am to 6.00 pm means that *maslahah* notions are uphold to maintain the reason and maintain offspring safety. This policy is for the sake of avoiding things that are prohibited by religion, such as incidents of indecent acts, mixing of men and women who are not married, to preserve the faith to the religious teaching. QS. Al-Isra, 32, says, "And do not approach unlawful sexual intercourse. Indeed, it is ever an immorality and is evil as a way" (Sahih International, 2004). On the infrastructure side, the development of tourist destinations requires adequate infrastructure such as landscape arrangement, parking, road access facilities, diving facilities, collection of traders and construction of glass bridges for children's play facilities. This is part of the *maslahah* to protect the property and the soul, that the visitors will feel safe and comfortable (Huda et al., 2022). Good management is necessary by providing a division of tasks according to their expertise and responsibilities to avoid the risk of failure by providing skilled workers according to their field of expertise (Havierniková, 2021; Muksin et al., 2021). These whole value-chain creation is divided in the conceptualization as in figure 2, and expanded to reconsider the *maslahah* principle in figure 3. The moves will provide a secure agenda in the halal tourism transitional move.

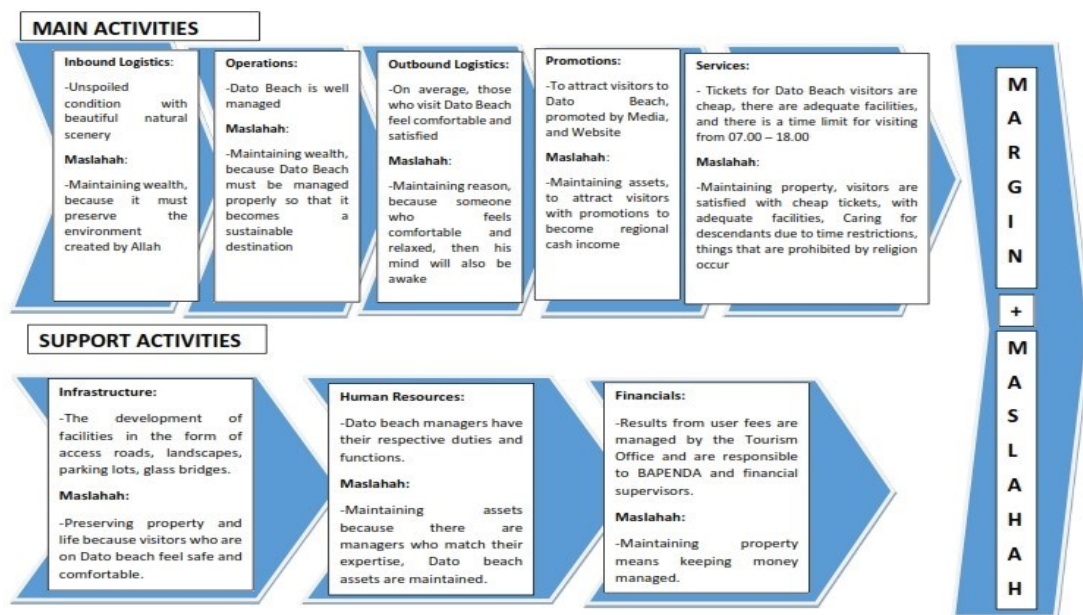


Figure 2. Concept Value Chain Dato beach  
 Source: Primary Data after Processing (Author, 2022)

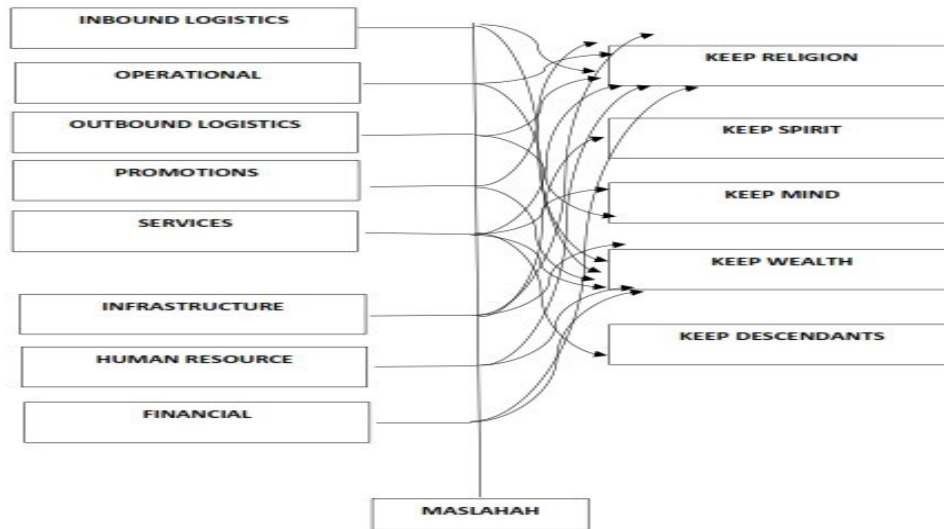


Figure 3 Value Chain Flow with *Maslahah*  
 Source: Primary Data after Processing (Author, 2022)

The conceptualizations reveals that to realize a *halal* tourist destination, one does not only look at the aspects of facilities and Infrastructure but must also look at several other aspects. This study focuses on the analysis of existing activities on Dato beach by looking at activities in terms of incoming logistics, operations, outgoing logistics, promotions, and services, and supported by supporting activities. Facilities development, HR management and financial management, as a whole, will increase the competitiveness of the tourist attraction. In addition, propelling the halal tourism agenda in Dato requires an extensive consideration of the *maqashid sharia* (legal aspects of Islam) to maintain religion, soul, mind, property and offspring for the maximum benefit of notions.

## FURTHER STUDY

The Dato beach destination deserves to be proposed as a *halal* tourist destination, as observed from *Sharia* guidelines. This qualitative study needs further improvement in the context of generalization of halal tourism management, as Islamic regulation supposedly works everywhere. The constant rejection of the notion also requires further consideration to secure better foothold of Islamic generalization law. The application of *maslahah* in halal tourism can be expanded to other Islamic terms, e.g., *tawazun* (moderate ways), or *urf* (local tradition) conversation. This future agenda reveals the many facets in the recently-developed movement of halal tourism.

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