Research Article

Collaboration Model in the Development of Halal Tourism in Indonesia: Case Study in Batam City, Riau Islands Province

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Abstract.
Halal tourism as a new phenomenon in the tourism industry continues to grow along with the increasing number of Muslim tourists throughout the world, in developing halal tourism in Indonesia (case study in Batam City). The research method was carried out using a qualitative descriptive approach, with the technique of determining informants purposively, with the Head of the Department of Tourism and Culture as the Key Informant. The findings show that the collaborative model for developing halal tourism in the city of Batam is PENTAHELIX, where there are five helixes/elements involved, namely government, private sector, community, academics, and mass media. With the collaboration between actors/helix still not being optimal, it creates obstacles in efforts to promote halal tourism. Apart from that it was also found that there is still low human resource competency, there are no regulations governing it, and the lack of business actors managing halal logos. Therefore, the recommendations given are to increase cooperation between actors, increase socialization about halal logos, and increase HR competency. The government's role in this matter is an important key to promoting and developing halal tourism in the city of Batam, considering that Batam city is one of the cities in the Riau Islands province which is one of the provinces that has become a leading halal tourism destination in Indonesia.

Keywords: model, collaboration, development, halal tourism

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1. Introduction

Sustainable Development Goals (SDGs) replace the Millennium Development Goals (MDGs), which have been in effect since 2015–2030. The SDGs consist of 17 goals and 169 development targets, and aim to overcome the development lags of countries around the world such as excessive consumption and production, inequality in developed countries, poverty, health, education and environmental protection. One of the SDG focus targets is the tourism sector. The development of this sector must be carried out seriously, directed and professionally so that the growth and utilization of tourism assets can make a major contribution to the national economy.

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Tourism is a very strategic sector in implementing sustainable development goals, because tourism has an important role in cultural preservation, environmental protection, peace and security, job creation, economic growth, development, contributing 1.6 trillion to the export sector, 10% of world GDP, 7% of world exports, 30% of service exports (World Tourism Organization (WTO), 2018) . The increasing number of tourists around the world has attracted investors to invest in the tourism sector, making it a major driver of socio-economic progress through exports, job and business creation, and infrastructure development.

Based on report data [1], halal tourism has promising potential and it is predicted that there will be 230 million Muslim tourists globally by 2026. In 2019, the Global Muslim Index Travel projects that halal tourism will grow 6% per year in Asian countries. Pacific from 2016 to 2021. China is projected to be the country with the largest tourist arrivals in 2021, with 103.4 million, or 40% of total Asia Pacific tourist arrivals. Mastercard recently released a report entitled Future of Outbound Travel in Asia Pacific 2016–2021. With the development of profitable halal tourism, many countries are starting to seriously develop this sector. Even countries that are not members of the Islamic Labor Organization (OIC), such as Japan, Taiwan and South Korea, see opportunities to develop this sector. Indonesia is starting to make halal tourism a national program.

Halal tourism, a new phenomenon in the tourism industry, continues to grow as the number of Muslim tourists increases worldwide. According to Battour & Ismail [2] , Muslim tourists often consider things that are considered halal (something that is justified or permitted according to Islamic teachings) when choosing their travel destination and accommodation. According to the Ministry of Tourism and Creative Economy's Halal Tourism Implementation Guide, the term "halal tourism" refers to additional services such as amenities, attractions and accessibility which are intended to fulfill the experiences, needs and desires of Muslim tourists. According to the Global Muslim Travel Index, halal tourism is a type of tourism that is carried out in accordance with Islamic principles with the aim of providing friendly facilities and services for Muslim tourists [3] Several things that need to be considered when visiting halal tourism are as follows: local government can provide worship facilities such as prayer places; then, the availability of food and guarantees with halal labels; adequate public facilities, such as toilets with clean water; the absence of alcoholic beverage activities and personal services that differentiate between men and women; and the absence of personal services that differentiate between men and women. In an effort to increase halal tourism, the Ministry of Tourism has designated 15 provinces to concentrate on developing the most prominent Muslim tourist destinations. All fifteen provinces

have tourism ministries that are empowered to manage their own tourism potential. By providing this autonomy, it is hoped that each designated province can develop its own halal tourism so that it becomes better and becomes a favorite halal tourist destination [4]
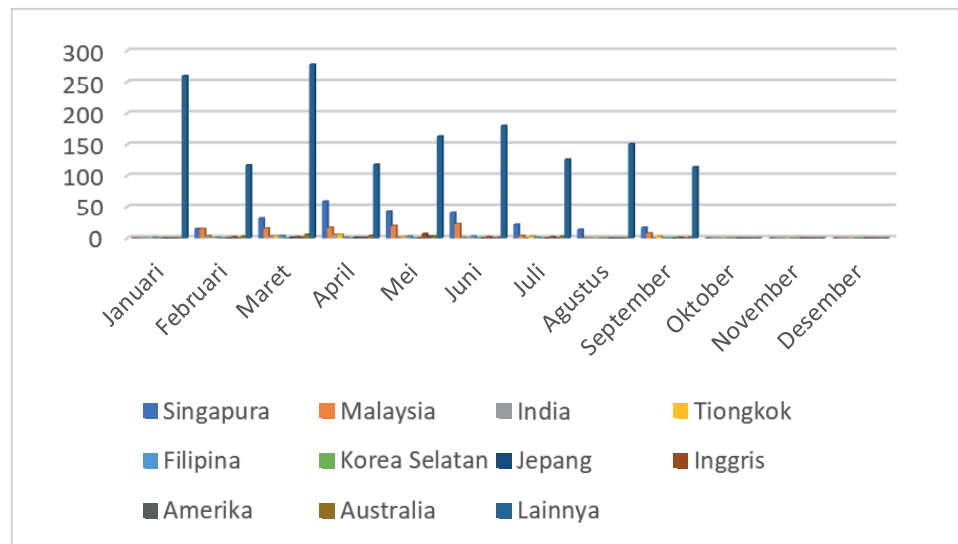
Source: BPS Batam city (2023)

Figure 1: Foreign Tourist Visits to Batam City 2021.

The picture above shows that tourist visits to Batam City experienced a decline at the end of 2021. However, the number of foreign tourist visits to Batam City in 2022 continues to increase every month. The Batam Central Statistics Agency (BPS) said that there were 39,671 visits. This figure has increased significantly by 136.69 percent compared to May 2022 of 16,761 visits. Batam City is one of the strategic cities located on the Malacca Strait shipping route which borders Malaysia, and has the potential for halal tourist destinations. However, the readiness of accessibility, amenities and human resource competency in the development of halal in Batam City is an obstacle. Apart from that, there is minimal knowledge of the public and tourism industry players in Batam City about halal tourism. This is due to a lack of outreach regarding the understanding of halal tourism in Batam City. Therefore, there is a need for collaborative cooperation between stakeholders involved in developing halal tourism in Batam City. This collaboration is used as a government governance strategy that makes various stakeholders involved in implementing a public policy [5]. In order to optimize tourism development, various elements are needed to collaborate with stakeholders. This strategy is known as the pentahelix [6] . Penta Helix collaboration is a form of cooperation between government, private institutions, communities, media

and academics. These institutions have their own roles and responsibilities, but work well with each other.

Tourism development requires interaction between government, the private sector, and society, as demonstrated by good governance. The government approach encourages collaboration between government stakeholders and the community to solve public problems and needs, according to Dwiyanto [7]. While the private sector seeks to create jobs, the community also participates in tourism management. To improve each other's performance, government, industry and universities work together [8] Considering the complexity of the problems in tourism development, stakeholder collaboration with research background is needed. Therefore, researchers are interested in researching the development of halal tourism in Batam City. The research question to be answered is "What is the collaborative model for halal tourism development in Batam City?"

2. Literature Review

2.1. Halal Tourism

In line with the development of the global halal market [9], the terms used in tourism in the Islamic context are also experiencing developments. At least, there are three terms used, namely religious tourism, sharia tourism, and halal tourism. Religious tourism (religious tourism/pilgrimage tourism) emphasizes uniqueness, beauty and religious value. Religious tourism objects in the form of visiting mosques, historical heritage buildings that have religious value, pilgrimages and others, therefore religious tourism is often closely related to historical tourism, which is part of cultural tourism. Sharia tourism is a tourism activity that is appropriate and does not violate the rules of Islamic law. Sharia tourism objects cover all existing tourist objects, except those that are not in accordance with the rules of Islamic law. Sharia tourism objects can be in the form of conventional objects such as beaches, recreational parks, cultural arts performances and so on which are still within the corridors of Islamic law. Meanwhile, the term halal tourism is a relatively new tourism concept. Several references refer to this tourism concept as Islamic tourism, shari'ah tourism, halal travel, halal friendly tourism destinations, Muslim-friendly travel destinations, halal lifestyle, and others. Halal tourism is a tourism concept that considers the basic values of Muslims in its presentation, starting from accommodation, restaurants, to tourism activities that always refer to Islamic norms [10]. It can also be interpreted as a tourism activity that is based on worship when

Muslim tourists can travel and honor the 18 creations of Allah SWT (tadabbur 'alam) while still carrying out the obligatory prayers five times a day and all of this is well facilitated and away from anything that is prohibited by Him [11]. From an industrial point of view, the concept of halal tourism is a complementary product and does not eliminate conventional types of tourism.

The concept of halal tourism is a form of culture-based tourism that prioritizes the values and norms of Islamic law as its basic foundation. As a new concept in the tourism industry, of course, halal tourism requires further development and a more comprehensive understanding regarding the collaboration of Islamic values embedded in tourism activities. Because the growth of the Muslim travel market is a new phenomenon, many different terminologies and definitions have been used. to refer to this market segment by academia, media, and other organizations. Some of the definitions below the authors quote from the COMCEC research report, a committee on economic and commercial cooperation of member countries of the Organization of the Islamic Conference (OIC). In a report entitled "Muslim Friendly Tourism: Understanding the Demand and Supply Sides in the OIC Member Countries" (2016), the terms "Muslim Friendly Tourism" (MFT) and "Halal Tourism" are used to refer to the same definition. Many academics begin to define MFT by first exploring the elements that make up tourism and their impacts. Below is a breakdown on the understanding of MFT by various academic professionals. Islamic Motivation According to Duman Islamic tourism can be defined as "the activities of Muslims traveling to and staying in places outside their usual environment for no more than one consecutive year for the participation of those activities that originate from Islamic motivations which are not related to the exercise of an activity remunerated from within the place visited". Faith-based needs and services As a niche market "halal friendly" tourism includes; halal hotels, halal transport (halal airlines), halal food restaurants, halal tour packages and halal finance. Therefore, halal tourism consists of different sectors which are related to each other. (Akyol and Kilinc 2014). Sureerat defines Halal tourism as offering tour packages and destinations that are particularly designed to cater to Muslim considerations and address Muslim needs. Islamic teachings Fatin Norain Osman (2015) defines Muslim tourism to be based on Islamic teaching that encourages individuals, especially women and children to travel with their muhrim which means that someone who has blood relations with them to provide them with security. (COMCEC Coordination Office, 2016: 24). Meanwhile, COMCEC also adopted the definitions used by leading media. MFT's recognition by leading media, such as the Wall Street Journal's (2014) reference to Muslim tourism, is based on the term "Halal Travel" or "Halal Travel". They tend to indicate that if

Halal food is available then the place is a Muslim-friendly destination. The views of this publication were formed in discussions with selected organizations within the travel and hospitality industry. In addition, there is no uniformity of the terminology used across publications. Reuters in their article "Thailand launches Muslim-friendly tourist app", defines MFT as providing prayer rooms and halal restaurants in hotels and shopping centers. Meanwhile, The Guardian in his article "Indonesia's Lombok promotes itself as a 'Muslim-friendly' tourism destination", defines Muslim tourism as "sharia" tourism. It is further said that a Muslim friendly destination is a place with many mosques, in this case it is stated that Indonesia has 600,000 mosques (COMCEC Coordination Office, 2016: 24-25) In Regulation of the Minister of Tourism and Creative Economy of Indonesia No. 2 of 2014 concerning Guidelines for the Implementation of Sharia Hotel Business, it is stated that, what is meant by sharia are the principles of Islamic law as specified in fatwas and/or approved by the Indonesian Ulema Council (MUI). The term sharia has been used in Indonesia in the banking industry since 1992. From the banking industry it has expanded to other sectors, such as sharia insurance, sharia procurement, sharia hotels and sharia tourism.

2.2. Collaboration Helix Model

1. One of the strategies launched by the government in tourism development is through the use of the pentahelix collaboration model. The pentahelix model was first launched by the Minister of Tourism Arief Yahya and stated in the Regulation of the Minister of Tourism (Permen) of the Republic of Indonesia Number 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations that is to create orchestration and guarantee the quality of activities, facilities, services, and to create experience and value. the benefits of tourism so that it can provide benefits and benefits to society and the environment, it is necessary to drive the tourism system through optimizing the roles of business, government, society, academia, and the media (BGCAM). Research conducted by Yuningsih et al., [12] concluded that Semarang City tourism development uses the pentahelix model, which involves 5 (five) elements, namely: academia, government, community, business, and mass media. From the results of the study it is known that elements of society (tourists) have a very strategic role, namely groups that are able to coordinate all elements in the development of Semarang City tourism.

2. Innovation is the basis for creating competitiveness and economic growth in a country. The creator of this innovation began to be known as the helix concept.

Some of the helix concepts that have been developed are the tiplehelix, quadru-plehelix, pentahelix to the hexa helix Lindmark et al., [13]. In addition, the Helix concept is also based on the idea that innovation is the result of a relationship between several actors. Where each actor plays a role and acts according to his institutional function in society.

Following are some of the Helix Models:

2.2.1. Triplehelix model

The Triplehelix model was popularized by Etzkowitz and Leydesdorff (1995). The Triple-helix model starts from the industrial sector which is responsible for innovation, then the university sector is responsible for creating knowledge which then interacts with the government as the third sector. Industry, Universities and Government then interact with each other in a top-down manner to create innovations that are expected to be able to develop a country's economic situation. The Triplehelix model was developed based on the idea of interaction between innovation development actors known as the institutional sector (Government, Universities, Industry). In its development, the Triplehelix model has been able to contribute to the development of innovation in running a creative industry. Lucy Yang Lu (2008) and Etzkowitz (2008) explained that there were three stages in the emergence of the Triplehelix innovation model, namely: 1) Internal modification of each helix; 2) Helices that influence each other; 3) Creation of new things in the network of 3 fields; 4) Organization of the links between the three helices.

2.2.2. Quadruplehelix model

The policies and roles of government, society, universities and industry form a good, effective and efficient interaction. Carayannis, E.G., & Campbell, D.F. 2009. This interac-tion is in accordance with the Quadruplehelix model which is carried out by balancing between the University, Industry and Government with the role of society. Graduates from Universities and Industry provide the need for innovations, while the government makes a regulation and supports both financial and other forms of support for innovation policies and the implementation of the strategies drawn up. The people here as actors who need innovation and who use and apply knowledge, the community must also play a role in the innovation system. The Quadruplehelix model incorporates the helix of the

Triplehelix and adds the role of society to it. The Quadruplehelix is not only focused on government, industry and universities but also more broadly adds social elements to it.

2.2.3. The Pentahelix Model

The pentahelix actor analysis model defines *stakeholders* into five groups, namely: 1. Government, 2. Businesses, 3. Academics, 4. NGOs and Mass Media (Mohr and Spekman, 1994). The network of 5 actors is expected to be able to interact synergistically with each other so as to create a quality policy that is oriented to the public interest. The Pentahelix model is a development of the triplehelix and quadruplehelix models which are refined into 5 actors by adding mass media. [14]
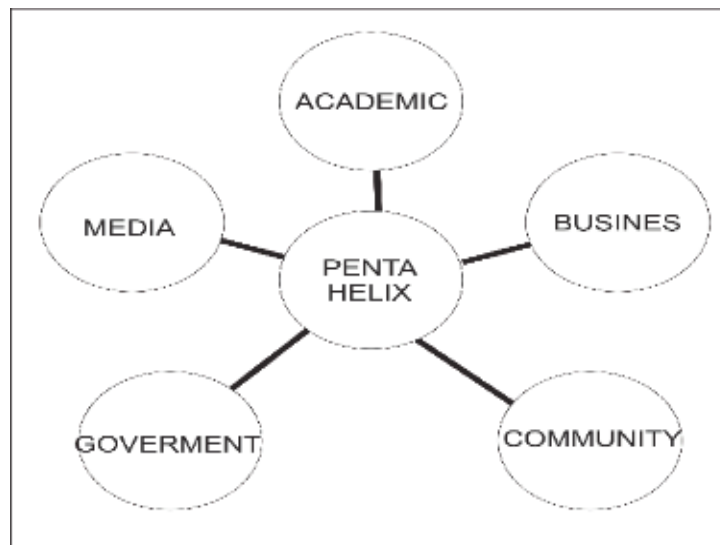
Source: Rachim, A., Warella, Y., Astuti, RS, & Suharyanto, S (2020)

Figure 2: Pentahelix model.

3. Methods

This research uses a qualitative paradigm and descriptive approach; The research results are described through descriptive statements. A descriptive approach is used to describe social phenomena systematically, factually and actually. This research uses primary and secondary data. Secondary data comes from literary studies, documentation, journals, scientific reports, government documents and other documents. Observations, in-depth surveys, and focus group discussions are the methods used to obtain primary data. The Batam City Tourism Office is the main informant for this research. Collecting and checking primary and secondary information is the first step of systematizing

research methods. Next, the examination is carried out by reducing the data, combining it into several units, identifying it, and checking its validity.

4. Results and Discussion

Innovation is the basis for creating competitiveness and economic growth in a country. The creator of this innovation became known as the helix concept. Several helix concepts that have been developed are tiplehelix, quadruplehelix, pentahelix to hexa helix [13]. In addition, the Helix concept is also based on the idea that innovation is the result of relationships between several actors. Where each actor plays a role and acts in accordance with its institutional function in society. The following is a pentahelix collaboration model for halal tourism development in Batam City, namely:

4.1. Governement

The government is responsible for increasing tourism by creating structured policies and plans. As responsible parties, local governments have the ability to accelerate development by improving the behavioral environment in their areas so that goals and targets can be achieved. They can improve the planning process, establish rules, and increase the effectiveness of the development process. The government can help set policies or create development plans. Regional tourism or regional economic development planning that has been designed in certain areas shows an approach that can be achieved jointly by the government, entrepreneurs and other community groups [15] In the development of tourism in the city of Batam, there are various government organizations that take part, namely the Central Government (President), the Ministry of Tourism and Creative Economy, the Department of Tourism and Culture of the City of Batam, the Health Service of the City of Batam, the MUI Institution, Representatives of the Ministry of Religion of the Batam City Region, the City Enterprise Agency Batam, Batam city Diskominfo, Batam city Public Works Department, Batam Mayor, Batam city Bapedda, Batam city DPRD, Batam city Kop/UMKM Service, Batam city Transportation Service, and Batam city Ciptakarya and Spatial Planning Service.

In 2023, the 42nd ASEAN Summit (Summit) will be held in Labuan Bajo, Manggarai, East Nusa Tenggara (NTT), this is being done as an effort to increase tourism. At the conference, the central Indonesian government (President Joko Widodo) together with two ASEAN countries, namely Malaysia and Thailand, discussed sub-regional cooperation (IMT-GT) in the form of the 2023-2025 IMT-GT Visit Year program which

Source: MediaIndonesia.com, 2023

Figure 3: 42nd ASEAN Summit in 2023.

will involve ten provinces in Sumatra (Indonesia). , Southern Thailand, and Malaysia. In the future, IMT-GT cooperation is expected to encourage inclusive and sustainable economic growth in the three countries. One of them is Batam City which is registered in the IMT-GT program. The program plan is a process of optimizing connectivity between Batam-Bintan and Malaysia-Johor which is still ongoing (Hanum, 2023). This program began with the opening of an international shipping route from Batam City to Johor, Malaysia which is equipped with comfortable facilities and makes it easier for tourists from Batam City to Johor, Malaysia and vice versa to travel (JAJ Hidayat, 2023 [16].

The Ministry of Tourism and Creative Economy also encourages local governments to create more halal tourist destinations to attract more Muslim tourists. The Batam City Government has also made various efforts to develop halal tourism, especially the Tourism and Culture Department, contributing to the development of halal tourism in Batam City. The Batam City Tourism and Culture Office also acts as a policy director as well as carrying out a supervisory function over each tourist destination management.

In addition, the Batam City Tourism Office collaborates with the Batam City Health Service, the MUI Institute, and Representatives of the Batam City Regional Ministry of Religion to assist in halal certification, and the Batam City Business Agency promotes halal tourism. The Batam City Government, Riau Islands, wants to use halal tourism, which has long been an attraction for Malaysia, to attract tourists to Indonesia. Head of

the Batam City Tourism Office, Yusfa Hendri, said that Batam has enormous potential, promotion of halal tourism has been increased in the last few years. To achieve this goal, the Batam city government and the Indonesian Ulema Council (MUI) asked all culinary businesses to certify their business products as halal. In addition, the government is encouraging the growth of the Muslim clothing business due to the efforts of the Minister of Tourism and Creative Economy, Mari Elka Pangestu, to make Batam a showcase for Indonesian Muslim clothing Travel Kompas, 2015.

However , until now an official policy regarding halal tourism has not been issued by the Batam City Government. However, halal tourism material has been introduced to academics, associations and community leaders. The Batam Government, Riau Islands Province, is targeting the number of foreign tourist visits with the theme Halal Tourism because Batam City has a majority Muslim population. This is proven by the collaboration between the Batam City Health Service, the Indonesian Ulema Council (MUI) and the Batam government to encourage culinary tourism business actors to register halal certification for their business products. The Batam city government also encourages Muslim clothing businesses to continue to develop their businesses. You can vacation comfortably, calmly and easily to worship at several mainstay tourist attractions such as Nongsa Beach, Batam City Square Shopping Tour, Melur Beach, Ocarina Park, Vietnam Village Tourist Attraction, Sekilak Beach, Nagoya Shopping Tour, Melayu Beach, Tanjung Bemban Beach , Barelang Bridge, Marina Beach or Golden Prawn Culinary Tourism which is halal certified [17]

In 2023, the Ministry of Religion of Batam City will hold a Mandatory Halal Campaign at Madrasah Aliyah Negeri (MAN) Batam City. The aim of the Mandatory Halal Campaign is to inform the Indonesian people that from October 17 2024, all food and beverage products, as well as slaughtering services and products slaughter, raw materials, food additives and supporting materials must be certified halal. In the Mandatory Halal Campaign activities, as many as 70 halal certificates were given to MSMEs who had registered in 2022 [18]

While visiting the Batam City Disbudpar Office, the Indonesian Consulate General in Johor also assisted the Batam City Disbudpar, conveying the Indonesian Consulate's desire to promote cultural tourism in Batam City. According to Kadisbudpar Batam Ardi, the increase in the number of COVID-19 cases in Batam in recent times shows that there is an opportunity for Batam tourism to revive. The Mayor of Batam himself has promoted the return of the city's tourism growth. For example, the Asita Bike Fest 2022 event on Sunday, May 22 2022, was attended by hundreds of Asita DPD Kepri members. Apart from the Batam City Tourism and Culture Office, there is the Batam City

Enterprise Agency which also supports the development of halal tourism. The Batam City Entrepreneurship Agency is a central government institution formed by Government Regulation of the Republic of Indonesia Number 46 of 2007 and is responsible for managing, developing and building areas in Batam City, Riau Islands in accordance with the functions of the region. Prior to this, BP Batam was the Batam Island Industrial Area Development Authority. Under the leadership of Muhammad Rudi, the Batam City Enterprise Agency developed various initiatives to support the city's tourism potential. One of them is road infrastructure. This is very important because the construction and road arrangement carried out by BP Batam aims to make Batam a modern city that drives the economy from upstream to downstream and connects trade and the tourism sector. The development of the Sekupang Deer Park shows BP Batam's commitment to the tourism sector. To support current developments, several new facilities have been opened as part of the "Smart and Green Garden" idea. There will be a koi pond, fountain, jogging area, and food and drink service. Sekupang Pond Park has a lotus lake and a jogging track with a length of 1,644 meters and a width of 3.5 meters around it. Sekupang Pond Park will also become a busy tourist attraction and destination for domestic and foreign tourists, which will have a direct impact on the economic growth of the surrounding community.

4.2. Private

Corporate social obligations to help disaster victims , fund support as a representation of corporate social responsibility (CSR) and the virtues of CSR entrepreneurs are given to communities affected by disasters in the form of logistics. The business world provides aid to the government, but sometimes also provides directly to the public. The results of identifying the business world as stakeholders show that national scale businesses to local entrepreneurs are involved in charity events in flood-affected areas. National scale companies see CSR as their way of being socially responsible for the environment by providing assistance. Local entrepreneurs individually or collectively provide assistance through charity [14] In fact, the private sector is part of the government in increasing access to existing tourist destinations in Batam.

Private parties are given the authority by the Batam City Tourism and Culture Office to manage their own halal tourist destinations. This is because local governments are aware of the importance of active participation from the private sector. Tourism is not only the responsibility of the government but also the role of the private sector in supporting this sector that must be considered. Private organizations that play a

role in developing halal tourism are the Indonesian Hotel and Restaurant Association (PHRI) and *the Association of the Indonesian Tours and Travel Agencies* (ASITA) which oversees several travel agents. One example is the existence of travel agents, which are the first entry point for tourists to the Riau Islands. Hundreds, if not thousands, of travel agents are spread thanks to networks and information technology that are easily accessible to tourists. This travel agency often collaborates with tourist guides around the world. According to the owner of Jembatan Dunia Tour and Travel, he has collaborated with various professions to help his travel agent business run smoothly.

In developing halal tourism in Batam City, Hadiyya Travel also took part in its development. Hadiyya Travel is a halal tour and travel company based in Batam, Indonesia, dedicated to providing high quality tourism services for Muslim travelers throughout Indonesia and the world. Located at Ruko Graha Legenda Malaka, Blok C2 no 05, Batam City, Batam, Riau Islands , Hadiyya Travel was founded by a group of dedicated and experienced tourism professionals. We are a local company that knows the beauty of Indonesia and various destinations around the world, and understands the importance of adhering to Islamic principles when traveling. However, tourism business partnerships are not yet optimal : Large-scale tourism businesses and micro, small and medium businesses do not work well together .

4.3. Academics

To support research-based tourism development, academics play a role in conducting various research and community service related to tourism development. Often, research results are not used properly in tourism development. There is a lot of community service that can be done by academics in tourism development, so communication and collaboration with academics who work in this matter is needed. In the development of tourism in Batam City, there are several academics who play a role, namely Batam State Polytechnic, Putera Batam University, Batam International University, Riau Islands University, Batam University, Batam Open University, Batam Ibnu Sina College of Health Sciences, Bentara College of Economics (STIE). Persada Batam, Batam Institute of Technology, Batam Tourism Polytechnic, and Panca Budi Development University (UPPB). Batam State Polytechnic plays a role in developing tourism in Btam City, namely by updating the Halal Restaurant Database in the form of an Internet-Based Map to Support the Development of Halal Tourism in Batam City (Polibatam, 2023). Batam State Polytechnic plays a role in developing tourism in Btam City, namely by updating

the Halal Restaurant Database in the form of an Internet-Based Map to Support the Development of Halal Tourism in Batam City (Polibatam, 2023).

Source: Polibatam (2023)

Figure 4: Batam Tourism Polytechnic Restaurant Data Base Plan.

Community service between Putera Batam University and the people of Jaloh Island through fostering English communication skills at the Jaloh Island Batam Youth Organization has been carried out in accordance with the activity implementation time in the period December 2021 to June 2022. Achievement of objectives can be realized with the involvement of the youth organization management to provide knowledge sharing and conduct interactive dialogue using English. In this case, the service team delivered material about English communication as one of the human resource skills needed by the Jaloh Island Youth Organization . ([19].

4.4. Community

Most of the halal tourism destinations in Batam City are managed by the private sector and local communities. The Batam City Tourism and Culture Service gives authority to the private sector and local communities to manage and create their own management. Tourism institutions in Batam City are divided into two, namely tourism organizations and tourism awareness groups from the community. Tourism organizations in Batam City include the Indonesian Tourism Industry Association (GIPI) but they are not optimal in collaborating with the government and this has resulted in hampering the development of public-private collaboration. Apart from that, there are tourism activists and pokdarwis. Pokdarwis was formed in accordance with the direction of the Ministry of Tourism, a community empowerment program through Pokdarwis which aims to campaign for Batam City as a halal tourist destination [16]. However, not all tourism conscious groups manage tourist destinations well. As a result, tourist destinations are poorly maintained, managed less professionally, or exploited too much. Local communities indirectly get a positive impact from tourism activities. The native people of Batam City take advantage of existing opportunities such as selling food and drinks, selling souvenirs, becoming local tour guides, renting out accommodation and local transportation. The people of Batam City also adhere to Malay cultural customs. Malay culture is very strong with Islamic values.

4.5. Mass Media

Mass media plays an important role in increasing halal tourism in Batam City by diverting attention, encouraging action, weakening opposition, and showing commitment [20]. Mass media is also a catalyst in the development of halal tourism. Mass media accelerates the delivery of information and markets tourist destinations and connects all main actors with national and global industrial markets. The mass media also implements a check and balance mechanism between actors/ *stakeholders* in tourism activities [21]. Many mass media have introduced halal tourism in Batam City, such as Batamnews.co.id, Tribunbatam.id, Cheriatravel.com, Kepri Antaranews.com, Detiktravel.com, and so on. Batam City tourism branding (Batam Tourism) is not yet well known in the main market countries and tourism potential. This was caused by the inconsistent use of tourism branding at first. As a result, potential tourists know that Batam City's tourism products and destinations are still weak compared to other areas.

Destination branding is very important for promoting tourism, according to Buhalis, referring to certain geographical areas that are considered by tourists as distinct entities and is accompanied by a political and legal framework in tourism marketing and planning (Awafi Ridho Subarkah et al., [22]. However, according to Cai, destination branding is the process of building a positive image by combining unique things about a place [22]This shows that destination branding is an effort to improve the country's reputation and encourage tourism.

Apart from that, tourists who visit Batam City still do not receive complete information from several regional or destination information centers. This is because the use of ICT (Information and Communication Technology) is not yet optimal. ICT can reach target markets who need information about tourism in the city of Batam, Riau Islands, both *online* and *offline*.

The following are the results of the analysis in the form of a table regarding the actors/helix involved in developing halal tourism in the city of Batam.

From the results of the discussion above, it was found that the Collaboration Model in the Development of Halal Tourism in Indonesia : Case Study in Batam City, Riau Islands Province is a pentahelix, which consists of government, private sector, academics, society and mass media. The following is a picture of the findings of the discussion above, namely as follows:

5. Conclusion

Previous research shows that the collaboration that has existed between actors/ stakeholders is still in the triple helix, however, from the field findings, the presence of elements of academics and mass media has increased the number of helixes involved in collaborative development of halal tourism in the city of Batam. Therefore, the answer to this research question is The collaboration model in developing halal tourism in the city of Batam, Riau Islands province, can be categorized as a pentahelix collaboration model. Where there are five elements/helix involved, namely government, private sector, community, academics and mass media. From the analysis it was found that collaboration between actors can be said to have not been optimal, this is because each actor is still running independently, there is a lack of communication/coordination. Even though in carrying out their respective roles they are in accordance with their main duties and responsibilities. From the government element, the findings show that digital transformation has the potential to make a significant contribution in promoting halal tourism, so that so far the Department of Tourism and Communication and Information

TABLE 1: Identify the actors/ helix involved in Halal Tourism Development in Batam City.

Actor/ Helix	Department/Organization	Information
Government	Central Government (President) Ministry of Tourism and Creative Economy Department of Tourism and Culture of Batam City Batam City Health Department MUI Institution Representative of the Ministry of Religion for the Batam City Region Batam City Concession Agency Diskominfo Batam city Batam City Public Works Department Mayor of Batam Bapedda of Batam city Batam City DPRD Batam City Kop/UMKM Department Batam City Transportation Department Batam City Creation and Spatial Planning Department	Improving the planning process, establishing rules, and increasing the effectiveness of the halal tourism development process.
Private	ASITA PHRI T ravel agent (Hadiyya Travel)	Private parties are given authority by the Batam City Tourism and Culture Office to manage their own halal tourist destinations.
Academics	Batam State Polytechnic, Putera Batam University Batam International University, Riau Islands University, Batam University, Batam Open University, Ibnu Sina Batam College of Health Sciences, Bentara Persada Batam College of Economics (STIE), Batam Institute of Technology, Batam Tourism Polytechnic, Panca Budi Development University (UPPB).	Academics play a role in carrying out various PT Tridarma activities, namely research and community service related to tourism development.
Community	Pokdarwis Halal Tourism Activist GIPI (Indonesian Tourism Industry Association)	The community has the authority to manage and benefit from the development of halal tourism.
Mass media	Batamnews.co.id, Tribunbatam.id, Cheriatravel.com, Riau Islands Antaranews.com, Detiktravel.com	Mass media plays a role as a catalyst in the development of halal tourism which accelerates the delivery of information and markets tourist destinations.

Source: Data processed by researchers (2023)

and other related agencies have collaborated to support each other. In particular, the halal logo continues to be socialized, but public interest is still low. It is felt that the community, which is represented by POKDARWIS, is still not optimal in promoting halal tourism, considering that they are still struggling with how to attract visitors to their area. The mass media in this case has been very active. and aggressively participate in promoting halal tourism in the city of Batam, and for academic elements, the government has involved but is still limited to making general tourism studies and has not focused on halal tourism. So far, the private sector has only been active in tour and travel agents, but is still not involved full to help promote halal tourism. Apart from that, the
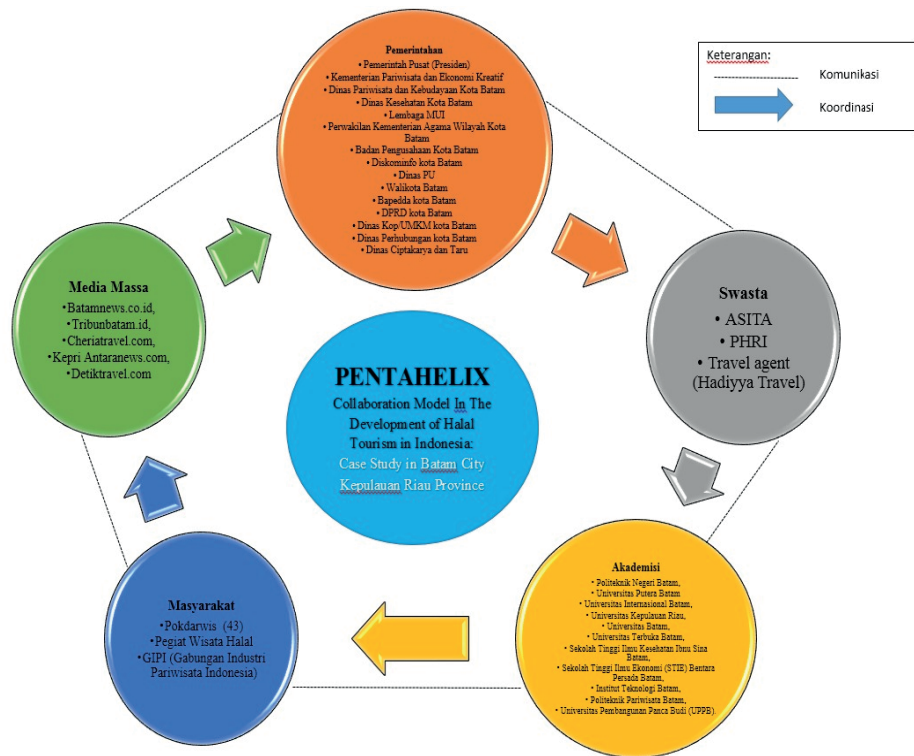
Source: Data processed by researchers (2023)

Figure 5: Collaboration Model in the Development of Halal Tourism in Indonesia: Case Study in Batam City, Riau Islands Province.

findings/field results show that the role and interaction of pentahelix is the government from the Batam City Tourism and Culture Office, the Health Service, the MUI Institution representing Batam City and the Batam City Enterprise Agency. Furthermore, the private sector helps with investment support, academics as parties who provide knowledge and understanding regarding halal tourism, the community as stakeholders who have a direct impact, and the mass media as stakeholders who help promote halal tourism. The interaction of all stakeholders is useful for supporting the development of halal tourism in the city of Batam so that it continues to be sustainable. However, there are obstacles in developing halal tourism, namely the absence of regional regulations regarding halal tourism, tourism human resources which are still limited in both quality and quantity, the readiness of the community around tourism destinations which is still not optimal and not using social media optimally.

6. Recomendation

1. Collaboration between actors, which so far has not been optimal, needs to be pursued to increase cooperation between actors in developing halal tourism. The

actors or parties collaborating can be among the actors involved or other parties or other regions. The way to do this is by jointly promoting through mass media, influencers or YouTubers to organize an annual event on halal tourism.

2. The halal logo, which is still not familiar to the public/business actors, needs to increase its socialization and, if necessary, provide free fees.

3. The low competency of human resources in the city of Batam regarding halal tourism can be overcome by increasing community competency through training and outreach regarding halal tourism, as well as empowering indigenous peoples and Malay cultural communities, and developing character and identity from an early age through formal and non-formal education.

4. The absence of regulations regarding halal tourism in the city of Batam creates a few obstacles for promotion, therefore it is necessary to propose a regional regulation regarding halal tourism specifically for the city of Batam.

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