

READINESS OF PANGANDARAN AS A MUSLIM-FRIENDLY TOURISM DESTINATION: A PUBLIC SERVICE PERSPECTIVE

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ABSTRACT

This study examines Pangandaran's readiness as a Muslim-friendly tourism destination from a public service perspective. The issue is important because Pangandaran shows high tourist growth and strong policy support, yet service readiness for Muslim travelers remains uneven at the destination level. Drawing on Muslim-friendly tourism and public service readiness perspectives, the study analyzes destination preparedness through access, information and communication, service environment, core Muslim-friendly facilities, and institutional support. The research employs a qualitative case study design based on document analysis of regional regulations, official tourism statistics, government publications, and relevant scholarly works. The findings show that Pangandaran has a strong structural foundation, including tourism policy direction, destination attractiveness, and provincial support. However, operational readiness remains partial due to weak service standardization, limited integration of Muslim-friendly information, uneven prayer and halal service facilities, and insufficient institutional coordination. These results indicate that Pangandaran is promising, but not yet prepared as a Muslim-friendly destination.

Keywords: *Muslim-Friendly Tourism; Public Service Readiness; Pangandaran*

INTRODUCTION

Muslim-friendly tourism places the availability of services and products aligned with halal values as a key dimension in Muslim travelers' destination choice (Papastathopoulos et al., 2020). IMTI 2025 assesses the readiness of Muslim-friendly destinations in Indonesia through four main dimensions, namely access, communication, environment, and services (Bank Indonesia et al., 2025). The 2025 IMTI ranked West Java first nationally with a score of 69.6, making the province an important reference point for the development of Muslim-friendly destinations in Indonesia services (Bank Indonesia et al., 2025). West Java also performed strongly in the environment dimension, scoring 82.8 and ranking first, and in the services dimension, scoring 75.7 and ranking third (Bank Indonesia et al., 2025). This position calls for empirical verification of readiness at specific destinations that receive high visitor flows, including Pangandaran services (Bank Indonesia et al., 2025).

Pangandaran recorded 3,894,645 tourist visits to its attractions in 2023, underscoring its important role in West Java's tourism structure (BPS Provinsi Jawa Barat, 2021-2023, 2024). The local government has enacted Regional Regulation Number 7 of 2018 concerning the Regional Tourism Development Master Plan 2018-2025 as the legal basis for destination development in Pangandaran (Pemerintah Kab. Pangandaran, 2018). Previous studies have shown that the implementation of tourism destination development policy in Pangandaran has not yet been effective and remains affected by problems in policy content (Gartiwi et al., 2022). Research on tourism implementation strategies in Pangandaran has also identified



unmeasurable targets, limited resources, weak cross-stakeholder coordination, and suboptimal working structures (Putra et al., 2020). A study on the potential for halal tourism in Pangandaran further emphasized the need to improve transportation, strengthen tangible government contribution, and foster stakeholder synergy so that destination development does not remain merely at the level of potential (Akbar, 2023).

Pangandaran is now facing challenges that no longer rest primarily on natural attractions or market opportunities, but rather on the readiness of public services that support the experience of Muslim tourists. The destination must ensure easy access to tourism areas, clear service information, adequate prayer facilities, guaranteed halal food options, and the capacity of destination managers to respond promptly to visitors' needs. A lack of synchronization among government agencies, business actors, and on-site destination managers risks reducing the Muslim-friendly status to a promotional narrative without consistent service standards. This condition places Pangandaran in a paradoxical situation, as high visitor numbers do not automatically reflect the readiness of destination services that are inclusive, safe, and comfortable for Muslim travelers. These issues direct the discussion toward the need to assess Pangandaran's readiness as a Muslim-friendly tourism destination from a public service perspective.

Gartiwi et al. (2022) demonstrated that the implementation of regional tourism destination development policy in Pangandaran Regency has not been effective and has been influenced predominantly by factors embedded in policy content. Their study also showed that destination development objectives had not been adequately achieved, as reflected in the limited management of tourist attractions, accessibility problems, weak area development standards, and limited implementation resources. Azizah et al. (2023) found that the strategy adopted by the Pangandaran Regency Office of Tourism and Culture in managing tourism during 2021–2022 was likewise ineffective. This ineffectiveness was evident in a strategy formulation process that was not well understood internally, in implementation that remained insufficiently directed, and in evaluation mechanisms that had not functioned optimally. Akbar (2023) argued that Pangandaran has considerable potential to be developed as a halal tourism destination through the ACES model and faith-based service needs framework. At the same time, the study highlighted the need for improvements in transportation, stronger government contribution, and more serious stakeholder synergy so that halal tourism development may generate tangible benefits for the region.

These three studies share similarities with the present research in that they all position Pangandaran as the locus of analysis and examine tourism destination development as dependent on governance capacity, service quality, and institutional support. The differences, however, lie in their analytical emphasis. The first study focuses on the implementation of destination development policy, the second centers on the organizational strategy of tourism management agencies, and the third emphasizes the potential of halal tourism along with its development needs. This study occupies a different analytical space because it does not merely examine policy, strategy, or potential, but rather assesses destination readiness from the perspective of public services experienced by Muslim tourists. Accordingly, the discussion is directed toward the readiness of service access, information provision, prayer facilities, halal-related services, responsiveness, and institutional support at the destination level.

The originality of this study is built upon three major gaps. First, there is a spatial or contextual gap, as research on Muslim-friendly tourism from a public service perspective has not been specifically concentrated on Pangandaran as a leading coastal destination in West Java. Second, there is a practical gap, because existing studies have addressed policy, strategy, and

potential, yet have not operationally examined the actual readiness of destination services encountered by Muslim tourists in the field. Third, there is a conceptual gap, since discussion of Muslim-friendly tourism in Pangandaran has not been fully integrated with a public administration perspective, particularly with regard to the concept of public service readiness at the destination level. On this basis, the present study offers a novel contribution by positioning Muslim-friendly tourism not merely as a destination promotion issue, but as an issue of public service readiness that can be assessed at the level of destination implementation.

This study is essential given that West Java ranks first in the IMTI 2025, thereby requiring its key destinations to be empirically examined in terms of their actual readiness to deliver Muslim-friendly services. Pangandaran represents a particularly urgent locus of analysis, as in 2023 it recorded 3,930 international tourist arrivals and 3,894,645 domestic tourist visits to its attractions. The regency is also supported by a formal policy framework through Regional Regulation Number 7 of 2018 on the Regional Tourism Development Master Plan (RIPPARDA) 2018–2025. Consequently, the central issue no longer lies in the absence of policy direction, but in the capacity of the destination to translate that direction into service delivery that is ready, consistent, and inclusive. This urgency is further reinforced by prior studies that continue to reveal challenges related to policy implementation, management strategies, and the need for stronger governmental support in Pangandaran's tourism development. These conditions call for research capable of explaining the extent to which Pangandaran is genuinely prepared to function as a Muslim-friendly tourism destination from a public service perspective.

Accordingly, this study aims to analyze the readiness of Pangandaran Regency as a Muslim-friendly tourism destination from a public service perspective, to identify which service dimensions are already well-developed and which still require strengthening, and to formulate relevant directions for improvement in destination development.

METHODS

This study employs a qualitative approach with a case study strategy to examine Pangandaran's readiness as a Muslim-friendly tourism destination from a public service perspective. This strategy was selected because the research is intended to develop an in-depth understanding of destination readiness within a specific context, namely a single region with distinctive institutional arrangements, policy settings, service characteristics, and tourism dynamics. Accordingly, the analysis is not directed toward statistical generalization, but toward a comprehensive interpretation of the case under investigation (Creswell & Poth, 2024; Stake, 1995). The case unit in this study is Pangandaran Regency, a leading tourism destination in West Java, which possesses a formal tourism development policy framework through the Regional Tourism Development Master Plan (RIPPARDA) 2018–2025, is located in the province that achieved the highest IMTI 2025 ranking, and demonstrates a high and continuously growing intensity of tourist visits. The research data are derived from relevant documents and secondary sources, including regional tourism regulations, official reports and publications of the Ministry of Tourism, the IMTI 2025 document, BPS statistical data, local government publications, and scholarly articles related to Muslim-friendly tourism, public services, and tourism development in Pangandaran. These sources were selected purposively by considering the authority of the issuing institution, their direct relevance to the research focus, the breadth of information provided, data currency, and the consistency of document content (Patton, 2015).

Data were collected through document analysis, as documents enable the systematic tracing of policy directions, development priorities, readiness indicators, and empirical facts representing the condition of destination services (Bowen, 2009). The temporal scope of the data was set through 2025 in order to ensure that the assessment of Pangandaran's readiness remains aligned with recent policy developments and current tourism dynamics. The data were then analyzed using descriptive thematic analysis through several stages: reading and reviewing all documents, coding important information, grouping the data into substantive themes, and interpreting patterns of destination readiness based on the dimensions of access, communication, service environment, core Muslim-friendly services, and institutional support (Braun & Clarke, 2006). Data trustworthiness was maintained through source triangulation, consistency checks across documents, and the application of the principles of credibility, dependability, confirmability, and transferability so that the findings retain strong academic rigor and validity (Lincoln & Guba, 1985). Pangandaran is positioned as an important case because RIPPARDA 2018–2025 serves as the regional policy framework, IMTI 2025 places West Java as the top-ranked province, and BPS data indicate both the high number of tourist visits to Pangandaran's attractions in 2023 and the growth of domestic tourist travel to Pangandaran in November 2025.

RESULT AND DISCUSSION

Pangandaran's Readiness as a Muslim-Friendly Tourist Destination from a Public Service Perspective

Table 1. Baseline empirical indicators of Pangandaran's readiness as a Muslim-friendly tourism destination

Indicator	Evidence	Analytical implication
Provincial enabling context	West Java ranked 1st in the Indonesia Muslim Travel Index (IMTI) 2025 with a score of 69.6.	Pangandaran operates within a provincial policy environment that is already supportive of Muslim-friendly tourism development.
Local regulatory foundation	Pangandaran has enacted Regional Regulation No. 7 of 2018 on the 2018–2025 Regional Tourism Development Master Plan (RIPPARDA).	The destination already has a formal regulatory basis for tourism development.
Tourism intensity	Pangandaran recorded 3,898,575 tourist visits to tourism objects in 2023.	High visitor volume increases the urgency of assessing service readiness at the destination level.
Tourism growth momentum	In November 2025, Pangandaran recorded the highest month-to-month growth in domestic tourist trips in West Java, at 18.98%.	Rising tourist flows intensify pressure on destination services and institutional capacity.
Initial analytical implication	Popularity, growth, and policy support do not automatically indicate full destination readiness.	Readiness must be assessed through service-related dimensions such as access, information, facilities, and institutional support.

Source: Author's compilation from secondary data, 2025

Statistical records show that Pangandaran received 3,898,575 visits to tourist attractions in 2023, consisting of 3,930 international tourists and 3,894,645 domestic tourists. Data on tourism developments in West Java for November 2025 also identified Pangandaran as the regency with the highest month-to-month growth in domestic tourist travel, at 18.98 percent. Pangandaran is supported by Regional Regulation Number 7 of 2018 on the Regional Tourism Development Master Plan (RIPPARDA) 2018–2025, which sets out the objectives, strategies, spatial development direction, programs, monitoring, and control of regional tourism development. At the provincial level, West Java ranked first in IMTI 2025 with a score of 69.6, indicating that destinations within the province operate within a policy environment that is relatively supportive of Muslim-friendly tourism development. The ACES mapping in IMTI 2025 further shows that West Java performs strongly in the dimensions of communication, environment, and services, but remains weaker in access, suggesting that Pangandaran's readiness must be examined more closely at the level of destination public services.

Taken together, these findings position Pangandaran as a strong tourism destination, but they do not automatically confirm its service readiness for Muslim travelers. The dimensions of service environment and institutional support appear relatively more prepared, given that a regional policy framework is already in place and the provincial ecosystem has provided clear signals of support. The information and communication dimension reflects a moderate level of readiness, as destination visibility may increase without any guarantee that Muslim-friendly information is available consistently across all service points. Access and core Muslim-friendly facilities remain the most vulnerable areas, since connectivity, mobility convenience, prayer facilities, and the assurance of halal services directly shape the visitor experience. This mapping confirms that Pangandaran's readiness is layered in nature and therefore needs to be assessed through a classification of aspects that are already ready, moderately ready, and not yet ready.

Research on the implementation of destination development policy in Pangandaran confirms that its implementation has not been effective and continues to be influenced by factors embedded in policy content. A study of the implementation of destination development programs in the Pangandaran Beach area found that four out of six implementation dimensions had not been carried out properly, particularly those related to policy standards and targets, resources, organizational communication, and the economic environment. Research on the use of information and communication technology in Pangandaran shows that digital infrastructure and promotional media are already available, yet the development of smart tourism services still depends on limited collaboration and incomplete system integration. A study on halal tourism communication in West Java emphasizes that Muslim travelers' needs are centered on halal food, prayer facilities, toilets and ablution facilities, Ramadan-related services, destination management that avoids non-halal activities, and appropriate recreational facilities. More recent research on the regulation of Islamic-oriented services in Pangandaran indicates that the development of halal tourism in the region still relies on a relatively general framework, meaning that stronger regulations and destination-specific operational standards are still required.

The aspects that can be considered relatively well-prepared lie in the existence of a clear regional policy direction and Pangandaran's position within a province that has demonstrated a strong commitment to the development of Muslim-friendly tourism. Moderately prepared aspects are reflected in destination communication and general services, as Pangandaran already possesses tourism appeal, visibility, and a basic amenity base that can support the



further development of Muslim-friendly services. In contrast, the least prepared aspects are concentrated in accessibility, the standardization of service information, the consistency of prayer facilities, the assurance of halal services, and the synchronization among destination stakeholders. This configuration indicates that Pangandaran cannot yet be categorized as fully ready; rather, it remains at a stage of partial readiness characterized by noticeable disparities across service dimensions. Such a position of partial readiness points to the need for a deeper examination of the sources of gaps that prevent policy direction and service delivery from progressing at a comparable level of quality.

This partial readiness carries direct implications for the quality of Muslim tourists' experiences, from the initial stage of travel planning to the actual use of services within the destination. Tourists may encounter a destination that is popular and policy-supported, yet still face uncertainty when requiring precise information, seamless access, and services consistent with their religious needs. The core issue, therefore, lies in the gap between the strategic orientation of destination development and the realities of day-to-day service provision. This gap illustrates that destination competitiveness does not automatically translate into consistent Muslim-friendly service standards at the operational level. It is precisely at this point that the readiness gap, along with its underlying determinants, becomes central to understanding Pangandaran as a Muslim-friendly tourism destination.

Gaps in Readiness and the Factors Shaping Them

Table 2. Readiness gaps and shaping factors in Pangandaran's Muslim-friendly tourism development

Dimension	Documentary evidence	Nature of the gap	Shaping factor
Policy implementation	Tourism destination development in Pangandaran has been reported as not yet effective at the implementation level. (Jurnal Universitas Padjadjaran)	Policy–implementation gap	Weak translation of policy content into operational delivery
Program delivery	Four of six implementation dimensions were found to be inadequately executed, particularly policy standards and targets, resources, organizational communication, and the economic environment. (Jurnal Universitas Padjadjaran)	Operational gap	Limited resources, weak coordination, and uneven execution
Information and communication	Pangandaran still faces a lack of integrated tourist information on attractions, facilities, accessibility, and tourism services. (Garuda)	Information gap	Fragmented information architecture and limited service integration
Digital service support	The destination already has websites, social media, recommendation systems, and a	Digital capability gap	Partial digital readiness without full system integration

Dimension	Documentary evidence	Nature of the gap	Shaping factor
	millennial user base, yet smart tourism development still depends on further collaboration and technological integration. (Garuda)		
Halal-specific governance	Pangandaran still relies on broader provincial frameworks and lacks destination-specific halal tourism regulation. (Jurnal Ilmu Ekonomi dan Bisnis Islam)	Regulatory gap	Weak institutionalization of Muslim-friendly service standards

Source: Author's compilation from secondary data, 2025

Research documents indicate that the primary readiness gap in Pangandaran lies in the disconnect between destination development directives and their implementation on the ground. Studies on the implementation of tourism development policies conclude that execution at the local level remains ineffective. Empirical evidence from the Pangandaran Beach area further shows that four out of six implementation dimensions have not functioned properly, particularly those related to policy standards, resource capacity, organizational communication, and the economic environment. In addition, research on electronic tourism guides highlights persistent limitations in integrated information regarding attractions, facilities, accessibility, and tourism services. Taken together, these conditions suggest that the destination's popularity has not been matched by an equally distributed level of service readiness for Muslim tourists.

These findings underline that the core issue in Pangandaran does not lie in the absence of tourism potential, but rather in the uneven capacity of public service delivery at the destination level. Policy support, increasing visitor flows, and growing destination exposure indeed provide a strong foundation for the development of Muslim-friendly tourism. However, this foundation remains insufficient to produce consistent service quality when operational standards, institutional coordination, and information provision continue to operate in a fragmented manner. Destination readiness becomes fragile when tourists encounter uncertainty in aspects that are most critical to their travel experience. This situation reveals that the most significant gap exists within the operational chain that connects policy frameworks, institutional arrangements, and actual service delivery.

This condition is consistent with the broader literature on Muslim-friendly tourism, which identifies halal food, prayer facilities, ablution amenities, services sensitive to religious needs, and morally safe destination environments as core components of Muslim tourist experiences. Empirical studies further demonstrate that service quality responsive to Muslim tourists' needs is positively associated with perceived value, satisfaction, trust, and loyalty. Research in the Indonesian context also confirms that halal destination attributes and the integration of smart tourism technologies contribute significantly to tourist satisfaction, particularly through accessible digital information, halal food availability, and prayer facilities. From a regulatory and governance perspective, existing studies highlight that weak regulatory frameworks and the absence of clear operational standards often result in inadequate Muslim-friendly facilities and services. Pangandaran reflects a similar pattern, where substantial destination potential has yet to be fully supported by strong service standardization.

This overall picture indicates that the most critical gap in Pangandaran does not lie in

destination promotion, but in the standardization of services along the entire tourist journey. General tourism functions appear more developed than services specifically required by Muslim travelers. The provision of reliable information, ease of access, clear halal service indicators, consistent prayer facilities, and effective coordination among service providers remain uneven. Such inconsistencies hinder the transformation of Pangandaran from an attractive destination into a truly reliable one for Muslim tourists. In this context, Pangandaran remains at a stage of partial readiness, with several fundamental weaknesses that still need to be addressed.

Partial readiness cannot be reduced to a single conclusion that the destination is either fully ready or entirely unready. Some dimensions already provide a sufficiently strong foundation to support the development of Muslim-friendly tourism in Pangandaran. Other dimensions remain at an intermediate level and require more systematic strengthening. Certain dimensions, however, continue to function as constraints because they concern the certainty of services most directly experienced by tourists. This differentiation is therefore essential for identifying which aspects can be considered ready, moderately ready, and not yet ready within the configuration of destination public services.

Identification of Ready, Moderately Ready, and Not Yet Ready Aspects

Policy documents and destination data indicate that Pangandaran already possesses several aspects that may be categorized as ready for the development of Muslim-friendly tourism, particularly in terms of the availability of regional tourism policy direction, its strategic position within the West Java tourism ecosystem, and its established destination attractiveness (Bank Indonesia et al., 2025; Pemerintah Kab. Pangandaran, 2018). Aspects that fall into the moderately ready category are reflected in the availability of information media, support for digital promotion, and the development of general destination services, although these have not yet been specifically integrated to meet the needs of Muslim tourists (Akbar, 2023). The aspects that remain not yet ready are concentrated in the certainty of service access, the standardization of prayer facilities, halal service labeling, the integration of Muslim-friendly information, and the strength of operational regulations specifically applied at the destination level (Ahyani et al., 2024; Gartiwi et al., 2022). This classification shows that Pangandaran's readiness is not evenly distributed, but rather divided into different layers of readiness across the various elements of destination public services. Such differentiation is important because the readiness status of a destination can only be understood accurately when each dimension is examined according to its level of maturity.

Table 3. Readiness classification of Pangandaran as a Muslim-friendly tourism destination

Readiness category	Assessed aspect	Main indicator	Basis for classification (APA 6)	Substantive meaning
Ready	Destination policy direction	Availability of the 2018–2025 Regional Tourism Development Master Plan (RIPPARDA) as the formal basis for local tourism development	(Pemerintah Kabupaten Pangandaran, 2018)	Pangandaran already has a clear regulatory foundation for destination development
Ready	Strategic position within the	West Java ranked first in IMTI 2025 with a	(Bank Indonesia et al.,	Pangandaran operates within a

Readiness category	Assessed aspect	Main indicator	Basis for classification (APA 6)	Substantive meaning
	provincial context	score of 69.6	2025)	provincial policy ecosystem that supports Muslim-friendly tourism
Ready	Destination attractiveness and visitor intensity	High volume of tourist visits to Pangandaran	(BPS Provinsi Jawa Barat, 2024)	The destination has a strong tourism demand base
Moderately ready	Destination information and promotion	Digital media, promotional channels, and tourism information platforms are already available	(Putra, Khadijah, & Rakhman, 2020)	Pangandaran has a communication base, but it is not yet specifically oriented toward Muslim-friendly tourism
Moderately ready	General destination services	General facilities and services have developed, but they are not yet fully integrated	(Akbar, 2023)	Basic visitor needs are partly accommodated, but not consistently across service points
Moderately ready	Digital service support	Digital infrastructure is available, but technological integration and collaboration remain limited	(Putra et al., 2020)	Digital readiness remains partial and does not yet fully support Muslim-friendly destination services
Not yet ready	Operational policy implementation	Implementation of destination development policy remains ineffective	(Gartiwi, Irawati, & Karlina, 2022)	A gap persists between policy direction and service delivery in practice
Not yet ready	Standardization of prayer facilities and halal services	Prayer facilities, halal markers, and Muslim-friendly services have not been strongly standardized	(Ahyani et al., 2024; Akbar, 2023)	Muslim tourists still do not receive consistent service assurance
Not yet ready	Integration of Muslim-friendly information	Tourism information is not yet fully integrated across attractions, facilities, accessibility, and services	(Putra et al., 2020)	Visitor experience is still affected by information uncertainty
Not yet ready	Operational institutional support	Coordination, resources, and organizational	(Gartiwi et al., 2022; Budiyaniti,	Institutional capacity is not yet strong enough to ensure

Readiness category	Assessed aspect	Main indicator	Basis for classification (APA 6)	Substantive meaning
		communication are not yet optimal	2022)	service consistency

Source: Author's compilation from secondary data, 2025

The aspects categorized as ready indicate that Pangandaran does not begin from a zero baseline in developing Muslim-friendly tourism. The destination already possesses a policy foundation, development legitimacy, and a substantial flow of visitors that can support the expansion of services. The moderately ready aspects reflect the presence of a service foundation, yet one that lacks the precision and consistency required by Muslim tourists across all stages of their journey. The not yet ready aspects point to a more critical issue, as they relate to elements that most directly determine the sense of security, certainty, and comfort in service experiences. This layered configuration of readiness suggests that the central issue in Pangandaran lies not merely in the existence of services, but in the quality of interconnection among those services.

The literature on Muslim-friendly tourism consistently shows that destination readiness cannot be measured solely by the popularity of a tourism site, but rather by its ability to provide halal food, prayer facilities, ablution amenities, and an environment that respects the religious needs of Muslim travelers (Papastathopoulos, 2022). Other studies demonstrate that responsive halal service quality directly influences perceived value, satisfaction, trust, and loyalty among Muslim tourists (Akbar, 2023). Empirical findings in Indonesia further confirm that Muslim tourist satisfaction increases when destinations are able to provide accessible digital information, adequate prayer facilities, and clearly identifiable halal attributes (Ahyani et al., 2024). From a governance perspective, weak regulatory foundations and the absence of clear operational standards often result in inconsistent Muslim-friendly services at the destination level (Gartiwi et al., 2022). This pattern is also evident in Pangandaran, where relatively strong general readiness still leaves critical gaps in the most specific and experience-defining service elements for Muslim tourists.

This condition reveals that the "ready" category in Pangandaran is largely situated at the structural level, while the "moderately ready" and "not yet ready" categories are more prominent at the operational level. Such a gap prevents the destination's strengths from being fully translated into service guarantees that are consistently recognizable and experienced by Muslim tourists. Pangandaran possesses a solid foundation to evolve into a Muslim-friendly destination, yet this foundation still functions as potential rather than as a fully consolidated service system. The primary need, therefore, lies in strengthening service standardization, integrating information systems, ensuring the availability of core facilities, and improving coordination among destination stakeholders. This direction clarifies that the assessment of readiness must move beyond the mere presence of service elements toward evaluating their consistency and reliability in practice.

In this context, Pangandaran can be positioned at a stage of partial readiness, characterized by a combination of structural strengths, moderate service support, and persistent operational weaknesses. These findings confirm that the readiness of a Muslim-friendly tourism destination from a public service perspective cannot be fully established solely on the basis of regulatory frameworks, high tourist arrivals, or a supportive provincial context. A more robust level of readiness will only emerge when service access, Muslim-friendly

information, prayer facilities, halal indicators, service responsiveness, and institutional support operate in an integrated manner within the tourist experience. This analysis clearly delineates which dimensions are already prepared, which require further strengthening, and which remain as primary constraints. It also directly addresses the research objective by demonstrating that Pangandaran has established a foundational basis for becoming a Muslim-friendly tourism destination, yet still requires substantial improvements in public service dimensions to achieve a comprehensive and operational level of readiness.

CONCLUSION

This study concludes that the implementation of SIHALAL at the Office of the Ministry of Religious Affairs of Bandung City has functioned as an innovation in religious public service delivery, as it has not merely been used as an administrative application, but has operated as a service infrastructure that connects initial access, verification, assistance, and halal certification output within a more integrated process. The findings indicate that the innovative value of SIHALAL lies in its ability to simplify procedures, clarify service requirements, and accelerate service delivery. Its effectiveness, however, remains highly dependent on the organizational capacity to translate the digital system into service practices that are responsive, well-coordinated, and easy for users to follow. The research objective of analyzing service implementation, service benefits, and implementation constraints has been achieved through the explanation that the benefits of SIHALAL emerge from a hybrid service model combining the digital system with the support of implementing actors, while its main obstacles are located in operational frictions related to accounts, documentation, assistance, and institutional coordination.

The primary contribution of this study lies in its analytical perspective, which positions the Office of the Ministry of Religious Affairs of Bandung City as the service-providing institution. In this way, SIHALAL is examined from the perspective of institutional implementation rather than merely from the standpoint of application users or program success. Based on these findings, the Office of the Ministry of Religious Affairs of Bandung City needs to strengthen the standardization of service workflows, the integration of front-office and back-office functions, the capacity for assistance, and technical support mechanisms at the initial stage of application submission so that operational frictions can be reduced more systematically. Future research should employ in-depth interviews, field observation, or a mixed-methods design in order to capture user experiences and organizational performance more comprehensively, while the limitations of this study, which relies on secondary data, should be addressed through deeper primary data collection and interregional comparison. The policy implication of this study lies in the importance of strengthening SIHALAL's operational policy framework through procedural simplification, stronger support for implementing resources, and a digital service design that is more adaptive to user capacity at the local level.

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