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Marketing Strategy Analysis to Increase Potential Umrah Pilgrims at PT. Faroq Sulaiman Al Fatah Bondowoso

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Umrah is an obligatory worship as one of the pillars of the requirements for carrying out the Hajj pilgrimage. Meanwhile, it becomes sunnah if it is carried out separately outside the Hajj pilgrimage. In carrying out the Umrah and Hajj, it is necessary to have a travel agency that provides these services, one of which is PT. Faroq Sulaiman Al Fatah Bondowoso, which operates in the field of organizing Umrah and Hajj, and has quality services to prospective Umrah pilgrims, so that the congregation has developed quite rapidly. This research uses descriptive qualitative research methods, using data collection techniques in the form of observation, interviews and documentation. The results of this research are 1). Umrah travel marketing PT. Faroq Sulaiman AL Fatah implemented a strategy that integrated the eight elements of the marketing mix into the marketing program, with the aim of increasing the number of Umrah pilgrims and maximizing the worship experience. 2). Barriers to implementing marketing strategies in increasing the number of pilgrims on PT Umrah travel. Faroq Sulaiman Al Fatah is that network expansion has not been maximized, price competition and there is a shortage of labor.

Keywords: Marketing Strategy, Marketing Mix, Umrah Travel Agency, Prospective Pilgrims.

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1. Introduction

Umrah is a form of Islamic worship whose legal status has been interpreted differently by Islamic scholars. The Shafi'i and Hanbali schools generally regard Umrah as obligatory once in a lifetime for Muslims who are physically and financially capable, whereas other scholars consider it obligatory when performed as part of Hajj and recommendatory (sunnah) when performed independently. Beyond its legal dimension, Umrah represents a multidimensional religious experience involving spiritual, psychological, physical, and material preparation. The implementation of Umrah therefore requires a balance between spiritual values and material considerations, as well as between individual religious devotion and social dimensions of worship (Sucipto, 2013). In the context of contemporary religious travel, this multidimensional character makes the quality and credibility of Umrah services important considerations for prospective pilgrims.

In Indonesia, the growing interest in Hajj and Umrah has contributed to increasing demand for professional, reliable, and accountable pilgrimage travel services. Prospective pilgrims generally require assistance not only in performing the religious rituals but also in handling administrative procedures, transportation, accommodation, guidance, and other travel arrangements. Consequently, Hajj and Umrah travel agencies play an

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important role in facilitating the pilgrimage process and providing services that meet regulatory and religious requirements. The development of competition among Umrah travel providers also requires agencies to improve service quality and build trust among prospective pilgrims. Recent studies indicate that service quality, trust, customer experience, and communication are important elements in shaping pilgrims' satisfaction, confidence, and relationships with Umrah travel providers (Maharani et al., 2025; Suryawan et al., 2025). Therefore, the selection of a credible and accountable travel agency is important for reducing uncertainty and ensuring that pilgrims receive appropriate services throughout their pilgrimage journey.

The emergence of problems and conflicts involving Hajj and Umrah travel agencies has further encouraged prospective pilgrims to be more careful in selecting service providers. The high expectations associated with pilgrimage to the Holy Land can lead to disappointment when the services received do not correspond with the promises made by the travel agency. Accordingly, travel agencies need to establish credibility through transparent communication, reliable services, professional customer relationships, and compliance with applicable regulations. Recent research shows that trust, service quality, brand image, pilgrim testimonials, and effective communication contribute to the formation of pilgrims' confidence and service choices (Hanif & Rasyid, 2025; Suryawan et al., 2025). Marketing strategy therefore plays an important role in enabling an organization to achieve its objectives. A marketing strategy can be understood as a set of broad plans that guide organizational activities toward the achievement of predetermined goals (Stanton, 1991). In the context of Umrah services, marketing strategy is not merely concerned with promoting pilgrimage packages but also with communicating service credibility, building trust, and demonstrating the organization's commitment to pilgrims. Recent studies likewise show that digital communication, transparency, customer engagement, and testimonials have become increasingly important in strengthening trust in Umrah travel services (Ahmadi & Sudahri, 2025). Thus, an effective marketing strategy needs to be integrated with service quality and trust-building efforts.

PT Faroq Sulaiman Al Fatah Bondowoso is one of the companies engaged in the organization of Umrah and Hajj services, with a vision of becoming a large, reputable, high-quality, and trustworthy Umrah, Hajj, and travel service company that provides benefits to the community. Based on the preliminary information obtained by the researcher, PT Faroq Sulaiman Al Fatah has implemented marketing strategies and service improvements as part of its efforts to increase the number of prospective Umrah pilgrims. The company reports that the number of prospective pilgrims increased by approximately 25% during the period observed in this study. The development of PT Faroq Sulaiman Al Fatah has also been accompanied by increasingly intensive marketing activities and efforts to improve service quality. These developments provide an important empirical context for examining how marketing strategies are implemented by an Umrah travel agency in attracting prospective pilgrims. Therefore, this study focuses on the marketing strategies implemented by PT Faroq Sulaiman Al Fatah Bondowoso in increasing the number of prospective Umrah pilgrims, as formulated in the research entitled "Analysis of Marketing Strategy in Increasing Prospective Umrah Pilgrims at PT Faroq Sulaiman Al Fatah Bondowoso."

Literature review

1. Analysis

According to the Kamus Besar Bahasa Indonesia (KBBI), analysis refers to the process of breaking down a subject into its constituent parts and examining each part and the relationships among them in order to obtain a proper understanding of the whole (Ministry of National Education, 2008). Komaruddin explains that analysis is a thinking activity that involves breaking down a problem into its constituent components, understanding the relationships among those components, and examining the function of each component within an integrated whole (Komaruddin, 2004). Based on these explanations, analysis can be understood as a systematic problem solving process in which a subject or problem is broken down into structured components, examined individually and relationally, and subsequently interpreted to obtain a comprehensive understanding of the subject under investigation.

2. Strategy

According to the Kamus Besar Bahasa Indonesia (KBBI), strategy refers to a carefully formulated plan concerning activities undertaken to achieve particular objectives (Language Center of the Ministry of National Education, 2005). Strategy can also be understood as a series of critical choices involving the formulation and implementation of action plans and the allocation of resources required to achieve key objectives and targets. It considers the achievement of sustainable competitive, comparative, and synergistic advantages and serves as a guide to the overall long term direction, scope, and perspective of an individual or organization (Triton, 2008).

3. Marketing and Marketing Strategy

Digital The term "marketing" is conceptually derived from the word "market," which refers to a place or mechanism where buying and selling transactions occur and where sellers and buyers interact. In

the context of social and economic development, marketing refers to activities associated with the exchange of goods and services that arise from the needs and interests of buyers and sellers (Kotler, 2008).

Marketing is a human activity directed toward fulfilling human needs and wants through an exchange process (Kotler & Keller, 2013). Thus, marketing encompasses human activities involved in the exchange of goods and services through transactions that are carried out voluntarily and are intended to provide value and mutual satisfaction to the parties involved.

A marketing strategy is an approach or framework used by marketers to promote products or services in order to achieve a company's targets and objectives. Marketing strategy serves as a foundation for directing a company's marketing activities and efforts in responding to environmental changes and dynamic competition in order to achieve predetermined objectives (Kotler, 2000). Therefore, in formulating a marketing strategy, a company needs to consider market conditions and situations and evaluate its position within the market. Understanding these conditions and the company's market position enables management to determine appropriate marketing actions and strategies.

2. Method

This research employed a descriptive qualitative research approach. Qualitative research is a methodological tradition in the social sciences that seeks to understand social phenomena through direct engagement with people in their natural settings. It emphasizes the collection of descriptive data in the form of participants' spoken or written words and observable behaviors, while also paying attention to the social context in which those experiences and interactions occur (Taylor et al., 2015). In this study, the descriptive qualitative approach was used to obtain an in depth understanding of the marketing strategies implemented by the research subject based on observations, interactions, and information obtained directly from the research setting.

3. Results & Discussion

Marketing Strategy Analysis at PT Faroq Sulaiman Al Fatah Bondowoso Travel

Marketing strategy plays an important role in enabling companies to achieve predetermined objectives by providing direction for identifying target markets, creating customer value, and responding to changes in the competitive environment. In service businesses, marketing strategy is particularly important because customers evaluate not only the service offered but also the interaction, delivery process, and physical environment in which the service is provided. Kotler and Keller (2013) explain that marketing is a process of creating, communicating, delivering, and exchanging offerings that have value for customers. Therefore, marketing strategy serves as a framework for directing organizational marketing activities in responding to competition and changing market conditions (Kotler, 2004). Recent research also indicates that service marketing mix elements constitute an integrated mechanism through which service organizations can stimulate customer engagement and strengthen relationships with customers (Rohit et al., 2025).

Every institution, whether operating in the product or service sector, requires an appropriate marketing strategy to achieve its organizational objectives. In service organizations, however, the conventional marketing mix consisting of product, price, place, and promotion may not fully represent the characteristics of service delivery. The service marketing mix therefore extends the traditional 4Ps through three additional elements: people, process, and physical evidence. These seven elements constitute the 7Ps service marketing mix framework (Kushwaha & Agrawal, 2015). Empirical research demonstrates that people, process, and physical evidence can play an important role in influencing customer responses in service contexts, particularly because services are intangible and are produced and consumed through interactions between service providers and customers.

The expansion of the traditional 4Ps into the 7Ps framework is particularly relevant to the Umrah travel industry because Umrah is a service experience involving direct interaction between the provider and pilgrims. Research on Umrah travel services in Malaysia demonstrates that the service marketing mix consisting of product, price, place, promotion, people, process, and physical evidence can influence customer satisfaction and loyalty. The study further argues that the conventional 7Ps framework can be strengthened through marketing communication and after sales service because these elements are particularly relevant to pilgrimage services (Jusoh et al., 2021). In the case of PT Faroq Sulaiman Al Fatah, the application of this service marketing perspective can be observed through the development of Umrah products, installment facilities, promotional activities, employee involvement, and supporting service facilities.

PT Faroq Sulaiman Al Fatah, in its effort to attract prospective pilgrims, offers an Umrah savings program. Considering the relatively high cost of Hajj and Umrah travel, particularly for prospective pilgrims with limited financial resources, paying the entire cost in cash may constitute a significant financial burden. Through the Umrah savings program, the company provides an alternative mechanism that enables prospective pilgrims to prepare the

required funds through installments. This program therefore represents an adaptation of the product and price dimensions of the service marketing mix to the financial circumstances of prospective pilgrims.

The Umrah savings program offered by PT Faroq Sulaiman Al Fatah has a maximum term of three years. Each prospective pilgrim can select a package according to their financial capacity, with a predetermined installment amount. Based on the research findings, the product development strategy adopted by PT Faroq Sulaiman Al Fatah is consistent with the product dimension of the service marketing mix. The company offers several package alternatives, including economy, promotional, exclusive, and VIP packages. Each package provides accommodation options in four or five star hotels and is equipped with various facilities and services. This differentiation enables the company to provide alternative service packages according to the preferences and financial capabilities of prospective pilgrims. Such product differentiation is consistent with research showing that product and people dimensions can have substantial roles in stimulating customer engagement in service businesses (Rohit et al., 2025).

To increase the number of prospective pilgrims, PT Faroq Sulaiman Al Fatah develops relationships with religious leaders in rural and remote communities. Collaboration with religious leaders enables the company to introduce its travel services directly to congregations and community networks. In the initial stage, the company provides a profit sharing arrangement to kyai, ustadz, or modin who act as marketing representatives. When these community leaders succeed in attracting a significant number of prospective pilgrims over a certain period, the company considers the possibility of establishing a representative office or branch in the relevant area. This strategy demonstrates the importance of the people dimension in service marketing because the individuals involved in communicating and delivering services can become an important part of the customer's service experience. Research on service marketing likewise emphasizes that people constitute an important interactive dimension of the 7Ps framework because service delivery depends substantially on the interaction between employees, representatives, and customers (Kushwaha & Agrawal, 2015).

PT Faroq Sulaiman Al Fatah Travel implements a direct marketing strategy to promote its Umrah packages. This strategy is intended to establish direct interaction with prospective pilgrims and encourage responses or registration transactions. The company's management mobilizes employees to participate in marketing activities, including activities beyond their primary responsibilities. Employees function as marketers by distributing brochures, placing advertisements through websites and social media platforms such as WhatsApp Status, Facebook, and Instagram, and directly approaching local communities that have an interest in performing Umrah. The involvement of employees in these activities indicates that the company's promotional strategy is closely connected with the people dimension of service marketing.

Advertisements enable PT Faroq Sulaiman Al Fatah Umrah Travel to introduce, provide information about, and promote its services to the public without requiring direct face to face interaction. Through advertising, prospective pilgrims can obtain information regarding the availability of Umrah services and the facilities offered by the company. The company also plans to expand promotional activities through radio as an additional communication channel. This strategy is relevant to the role of marketing communication in pilgrimage services. Research on Umrah travel services indicates that marketing communication can complement the traditional service marketing mix and contribute to customer satisfaction and loyalty (Jusoh et al., 2021).

PT Faroq Sulaiman Al Fatah Umrah Travel also collaborates with several local daily newspapers in Bondowoso to promote its products. This collaboration is intended to increase public awareness and encourage prospective pilgrims to consider PT Faroq Sulaiman Al Fatah as a provider of Umrah services. The use of newspapers alongside digital media, brochures, direct marketing, and planned radio promotion demonstrates that the company employs multiple communication channels to reach different groups of prospective pilgrims.

Based on the findings, the promotional strategy implemented by PT Faroq Sulaiman Al Fatah is broadly consistent with the service marketing concepts discussed in the literature. However, the company places greater emphasis on personal selling than on other promotional approaches. Personal selling enables direct interaction between company representatives and prospective pilgrims, allowing representatives to obtain immediate responses and clarify information that may influence registration decisions. This approach is particularly relevant to Umrah services because prospective pilgrims may require detailed explanations concerning packages, costs, facilities, schedules, and religious guidance before making a decision. The importance of interactive service dimensions is also supported by research indicating that people, physical evidence, and process are important components of service marketing because they shape customers' interactions and experiences with service providers (Kushwaha & Agrawal, 2015).

Analysis of Barriers to Implementing Marketing Strategies to Increase the Number of Pilgrims at PT Faroq Sulaiman Al Fatah Umrah Travel

a. Network Expansion Has Not Yet Been Maximized

One of the challenges faced by PT Faroq Sulaiman Al Fatah Umrah Travel in increasing the number of prospective pilgrims is its limited network, particularly when expanding operations into new target areas. Although the company has attempted to extend its market coverage to several areas, it does not yet have reliable connections or established contacts in some locations. Consequently, plans to expand the company's operations have encountered difficulties.

This finding indicates that network development is an important component of the company's marketing strategy. In service businesses, the expansion of relationships with representatives and community networks can facilitate access to prospective customers and strengthen the company's market presence. The people dimension of the service marketing mix is particularly relevant in this context because representatives and marketing personnel become part of the process through which service information is communicated to prospective customers. Research on service marketing confirms that the people dimension is closely related to customer engagement and service experience (Rohit et al., 2025).

b. Price Competition

PT Faroq Sulaiman Al Fatah continues to face price competition from other Umrah travel agencies. Several competitors offer Umrah packages at lower prices than those offered by PT Faroq Sulaiman Al Fatah. Price affordability can therefore become an important consideration for prospective pilgrims when selecting an Umrah travel provider. Nevertheless, the company continues to seek competitive pricing while maintaining service quality, particularly in relation to the religious aspects of the pilgrimage.

The existence of price competition demonstrates the importance of the price dimension within the service marketing mix. However, competition based solely on price may not be sufficient for service organizations because customers also evaluate other dimensions of the service experience. Research on service marketing mix indicates that the effects of individual 7Ps elements differ according to the service context, suggesting that companies need to manage the marketing mix as an integrated system rather than relying on a single element (Rohit et al., 2025). In the context of PT Faroq Sulaiman Al Fatah, maintaining service quality while offering competitive packages represents an attempt to balance price considerations with the broader value perceived by prospective pilgrims.

c. Limited Human Resources in the Marketing Sector

PT Faroq Sulaiman Al Fatah Umrah Travel currently has only two marketing staff members. In its efforts to identify representatives or marketing partners in Bondowoso Regency and the broader Tapal Kuda area, the company recognizes the need to recruit additional marketing personnel. Additional human resources are required to supervise, evaluate, and maintain communication with representatives and marketing partners in different areas.

The limitation of marketing personnel is important because employees constitute one of the central elements of service marketing. Unlike physical products, services are delivered through interactions involving employees and customers. Therefore, insufficient human resources can limit the company's ability to expand its marketing network and maintain consistent communication with prospective pilgrims. The literature on service marketing mix identifies people as an important dimension that can influence customer engagement, while recent meta analytical evidence indicates that the people dimension is among the stronger elements of service marketing mix across customer engagement outcomes (Rohit et al., 2025).

The company also faces financial limitations in conducting large scale advertising activities, such as installing large billboards in city centers or purchasing radio advertising slots in Bondowoso. The company considers the relatively high cost of such advertising and is concerned that the resulting increase in prospective pilgrims may not be sufficient to justify the promotional expenditure.

d. Absence of an Umrah Plus and Tour Package Program

PT Faroq Sulaiman Al Fatah Umrah Travel, which currently prioritizes Umrah pilgrimage services, has not yet developed an integrated package combining Umrah with tourism activities, commonly referred to as an Umrah Plus program. Such a program is considered relevant to changing consumer preferences because some prospective pilgrims may be interested in combining religious pilgrimage with visits to tourist destinations in the Middle East, including Türkiye, Dubai, Istanbul, Egypt, and other destinations.

From a service marketing perspective, the development of an Umrah Plus program could be understood as an effort to diversify the company's product offering. The Umrah travel literature also demonstrates that service providers can develop their marketing mix beyond the conventional 7Ps by incorporating marketing communication and after sales service according to the specific characteristics of pilgrimage services (Jusoh et al., 2021).

Analysis of Efforts to Overcome Marketing Barriers in Increasing the Number of Pilgrims at PT Faroq Sulaiman Al Fatah Umrah Travel

a. Strengthening Cooperation and Expanding Networks

PT Faroq Sulaiman Al Fatah Umrah Travel has strengthened its partnerships with alumni by encouraging former pilgrims to share their experiences of participating in the Umrah program with family members and friends, particularly regarding worship guidance and service experiences. The company also empowers alumni outside Bondowoso Regency to establish representative offices. Although the company's Umrah packages are not positioned as low cost packages, the company relies on the experiences of previous pilgrims as a means of building confidence among prospective pilgrims.

This strategy demonstrates the use of relationship based marketing and customer experience as part of the company's efforts to expand its network. Previous pilgrims can function as sources of information and informal advocates because their experiences provide prospective pilgrims with information that may not be obtained through conventional advertising. This is consistent with research on Umrah travel services showing that marketing communication and service experiences are important components in developing satisfaction and loyalty toward travel agencies (Jusoh et al., 2021).

b. Improving Marketing Activities and Price Variation

PT Faroq Sulaiman Al Fatah Umrah Travel continues to promote its Umrah services through various channels, including brochures, exhibitions, and visits to religious study groups. The company also collaborates with Sharia cooperatives to provide additional facilities related to Umrah departures. Furthermore, the company is committed to providing appropriate services to prospective pilgrims and responding to challenges that may arise during the service process. These efforts are directed toward attracting more prospective pilgrims to use PT Faroq Sulaiman Al Fatah's Umrah services.

The combination of promotional activities and price variation indicates that the company does not rely exclusively on one element of the marketing mix. Instead, promotion and price are implemented alongside product and service improvements. This integrated approach is consistent with contemporary service marketing research, which views the 7Ps as interconnected elements rather than independent marketing instruments (Rohit et al., 2025).

c. Human Resources Recruitment in the Marketing Sector

PT Faroq Sulaiman Al Fatah Umrah Travel recognizes the need to strengthen its marketing human resources as part of its efforts to increase the number of prospective pilgrims. Therefore, the company is recruiting additional employees to fill marketing positions. These employees will be assigned to different districts in East Java, particularly within the Tapal Kuda area, to expand the company's network and identify representatives or individuals who can broaden its market reach. They will also be responsible for monitoring, evaluating, and maintaining communication with these representatives.

The recruitment of additional marketing personnel represents an effort to strengthen the people dimension of the company's service marketing mix. In service businesses, employees are not merely organizational resources but also participants in service delivery and customer interaction. Therefore, strengthening marketing personnel can support the company's ability to communicate its service offerings, maintain relationships with representatives, and respond to prospective pilgrims. Research on the 7Ps confirms the strategic relevance of the people dimension in service marketing and customer engagement (Kushwaha & Agrawal, 2015; Rohit et al., 2025).

d. Planning an Umrah Plus and Tour Package Program

PT Faroq Sulaiman Al Fatah Umrah Travel has so far prioritized Umrah pilgrimage services. However, in response to changing market conditions, the company plans to expand its service offerings by introducing an Umrah Plus Tour package. This program is designed not only to facilitate the Umrah pilgrimage but also to include visits to several tourist destinations in the Middle East following the completion of the pilgrimage.

The planned Umrah Plus Tour program represents an effort to develop the company's product portfolio in response to potential changes in customer preferences. In the context of Umrah services, product development

can be integrated with other service marketing elements, including people, process, physical evidence, marketing communication, and after sales service. Research on Umrah travel services demonstrates that an expanded service marketing mix can contribute to customer satisfaction and loyalty, indicating the importance of designing pilgrimage services as an integrated customer experience rather than merely as a travel package (Jusoh et al., 2021).

4. Conclusion

From what has been discussed in the previous chapter, the author can conclude that:

a. The Umrah travel marketing company PT. Faroq Sulaiman AL Fatah implements a strategy that integrates the eight elements of the marketing mix into its marketing program, with the aim of increasing the number of Umrah pilgrims and maximizing the pilgrimage experience. This strategy aims to increase awareness and interest of prospective pilgrims in their services. The eight elements of the marketing mix include: product, price, place, promotion, people, process, physical evidence, and customer service.
b. The obstacles to implementing marketing strategies in increasing the number of pilgrims at PT. Faroq Sulaiman Al Fatah Umrah travel are the Network Expansion is not yet optimal, PT. Faroq Sulaiman Al Fatah Umrah travel has not been fully successful in expanding their network to every district in East Java because they do not yet have reliable relationships or contacts in these areas, Price Competition Price offers from PT. Faroq Sulaiman AL Fatah Umrah travel agents are still unable to compete with their competitors both in Bondowoso Regency and outside Bondowoso, There is a shortage of manpower in the marketing department of PT. Faroq Sulaiman AL Fatah Umrah travel, which only consists of two people. Additional human resources are needed to monitor, evaluate, and maintain communication with representatives or individuals in every district in East Java, especially in the horseshoe area, Currently, PT. Faroq Sulaiman AL Fatah Umrah travel which prioritizes Umrah pilgrimage trips has not yet compiled a package program that includes Umrah and additional tours or Umrah plus & tour.
c. Efforts to Overcome Marketing Barriers in Increasing the Number of Potential Pilgrims (Consumers) at PT. Faroq Sulaiman AL Fatah Umrah Travel areStrengthening Cooperation and Expanding Networks, Improving Marketing and Price Variations, Recruiting Human Resources (HR) in the Marketing Sector, Planning Umrah Plus & Tour Package Programs.

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