International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Application of the 7P Marketing Mix in Attracting Prospective Umrah Pilgrims: A Case Study of PT Abdurrahman Setong Telo Sanga (STS Tour & Travel), East Jakarta

Fairuz Khairunnisa[1]

[1]Business Administration Study Program, Faculty of Law, Social and Political Sciences (FHISIP), Universitas Terbuka, Indonesia

Email: 052066521@ecampus.ut.ac.id

Abstract

This study aims to analyze the 7P marketing mix implemented by PT Abdurrahman Setong Telo Sanga as a marketing strategy to attract prospective Umrah pilgrims. Numerous Umrah travel agencies in Jakarta compete to gain the trust of prospective pilgrims, which constitutes a major challenge for PT Abdurrahman Setong Telo Sanga. In business, a well-designed strategy is required to market the products or services offered. This study employed a descriptive qualitative approach, with data collected through observation and interviews. The informants comprised internal sales staff, prospective pilgrims, and alumni pilgrims. The findings demonstrate that PT Abdurrahman Setong Telo Sanga has implemented the 7P marketing mix strategy, enabling it to attract prospective pilgrims and remain competitive in the Umrah and Hajj travel business in East Jakarta.

Keywords: 7P Marketing Mix, Umrah Travel, East Jakarta, Marketing Strategy.

INTRODUCTION

The religious tourism industry, particularly the Umrah travel sector, has developed considerably in recent years. Fauzi et al. (2023) argue that globalization has created fierce competition among Hajj and Umrah travel agencies, a rivalry further intensified by the very large number of Umrah and special Hajj travel providers (Firdaus & Najib, 2023). Growing interest in pilgrimage, together with shifting consumer expectations, has driven travel agencies to improve the quality and accessibility of their services. At the same time, competition among service providers has become increasingly intense. Customers now

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

consider several factors when choosing an agency, including package affordability, accommodation standards, travel arrangements, religious guidance, and organizational reliability.

For travel agencies, attracting customers is no longer sufficient to ensure long-term business sustainability. Maintaining trust, delivering consistent service, and building strong relationships with pilgrims are equally important. These considerations are particularly relevant to the Umrah industry, as customers place considerable financial and personal trust in the agencies responsible for organizing their religious journeys. This trust is particularly sensitive in Indonesia, where the growing number of pilgrims has not been matched by adequate literacy regarding agency credibility, resulting in numerous fraud cases involving illegal or fake Umrah bureaus (Ardani et al., 2022; Setiawan & Soewarno, 2024).

The 7P marketing mix, comprising *product, price, place, promotion, people, process,* and *physical evidence*, is used to analyze the company's marketing strategy. As Widodo (2022, p. 1.2) asserts, a well-designed marketing program largely determines a company's success. This study aims to analyze the implementation of the 7P marketing mix at PT Abdurrahman Setong Telo Sanga, as well as the company's efforts to adjust its marketing strategy in response to the dynamics of the business environment in order to enhance its marketing effectiveness and competitiveness.

PT Abdurrahman Setong Telo Sanga, operating under the brand name STS Tour & Travel, provides an appropriate organizational context for applying this framework in the religious travel sector. Accordingly, this article outlines the relevance of the 7P marketing mix to STS Tour & Travel, with particular emphasis on the challenges faced by religious travel agencies in responding to market competition, technological developments, and changing customer expectations.

METHOD

This study employed a descriptive qualitative approach to analyze the implementation of the 7P marketing mix at PT Abdurrahman Setong Telo Sanga in facing changes in the business environment. Primary data were obtained through observation and interviews with company personnel involved in marketing and operational activities. The researcher also interviewed prospective pilgrims and alumni pilgrims. The collected data were then analyzed based on the seven elements of the 7P marketing mix to identify how the marketing strategy was implemented and which aspects required improvement. Data analysis involved collecting the data obtained from the research, interpreting the verified data, and drawing conclusions (Maharani et al., 2022).

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

RESULTS AND DISCUSSION

1. General Overview of PT Abdurrahman Setong Telo Sanga

PT Abdurrahman Setong Telo Sanga is a travel service company that operates under, and is better known by, the brand name STS Tour & Travel. It is located at Jalan Raya Bekasi, Kampung Pertukangan, RT 001/RW 005, Rawa Terate Sub-district, Cakung District, East Jakarta, DKI Jakarta 13920. The company offers a range of pilgrimage packages for prospective pilgrims, with convenient payment options via bank transfer (*virtual account*), credit card, and Sharia-compliant instalment programs through partner financial institutions. Prospective pilgrims may also plan their departure costs through a savings program prior to departure. In organizing its trips, STS Tour & Travel partners with leading airlines such as Saudia Airlines, Garuda Indonesia, and Emirates, offering direct or transit flights depending on the selected package.

2. The 7P Marketing Mix in Service-Based Organizations

According to Sastika et al. (2024) and Alwinie et al. (2024), the marketing mix for goods uses the 4P concept (product, price, place, and promotion), whereas for services it is extended to 7P with the addition of people, process, and physical evidence. This distinction is important in the religious tourism industry. Unlike conventional purchases of physical products, choosing an Umrah package involves expectations of continuous assistance before, during, and sometimes after the pilgrimage. Customers rely on service providers for accurate information, administrative support, transportation arrangements, and guidance throughout the journey.

Therefore, the seven dimensions should not be regarded as independent marketing activities. Their effectiveness depends largely on how well they are coordinated to deliver the best possible customer experience.

3. Analysis of the 7P Marketing Mix at PT Abdurrahman Setong Telo Sanga

The marketing mix is a central concept in modern marketing. Its implementation at PT Abdurrahman Setong Telo Sanga is described as follows.

a. Product

For PT Abdurrahman Setong Telo Sanga, the product dimension can be examined through the scope and quality of the services associated with its Umrah packages. These include flight arrangements, accommodation, visa processing, local transportation, travel documents, and religious guidance. The quality of an Umrah package is determined not by the number of services included, but by how effectively those services meet customer expectations. For example, strategically located accommodation near important religious sites can offer greater value to elderly pilgrims or individuals who have difficulty walking for long periods. The product options available for the end of 2026 are presented in Table 1.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Table 1: Umrah Package Options for the End of 2026

Product Option	Description
Free Thoif Umrah Package	Departure: 7 December 2026 Program: 9 days Airline: Saudia Airlines Hotel in Makkah: Azka Safa (or equivalent) Hotel in Madinah: Rua International (or equivalent)
Al Hasyim Umrah Package	Departure: 25 December 2026 Program: 9 days Airline: Saudia Airlines Hotel in Makkah: Pullman Zamzam (or equivalent) Hotel in Madinah: Anshor Golden Tulip (or equivalent)

b. Price

Price is a crucial factor in prospective pilgrims' decision-making, as customers often compare the packages offered by different agencies; consequently, price can influence both the attractiveness of an offer and the credibility of the service provider. Empirical evidence from Umrah travel agencies shows that price has a positive and significant effect on pilgrim satisfaction (Ruslan et al., 2024), while perceived price fairness, together with service quality and word of mouth, is among the most significant determinants of customer loyalty (Yaqub & Saleem, 2023). PT Abdurrahman Setong Telo Sanga applies an effective pricing approach that takes into account the relationship between package cost, service quality, and customer purchasing power. Offering the lowest price does not necessarily create a sustainable competitive advantage, particularly when cost reductions compromise accommodation standards, transportation arrangements, and customer support. One of the advantages offered is a savings program, a service in which a savings account is opened for prospective pilgrims so that they can make monthly payments before choosing an Umrah package. Most of these prospective pilgrims are traders who work in their local neighborhoods. This is one of the services offered by PT Abdurrahman Setong Telo Sanga for pilgrims who wish to perform Umrah but do not yet have sufficient funds. The package prices are presented in Table 2.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Table 2: Umrah Package Prices by Room Type

Product Option	Room Type	Price
Free Thoif Umrah Package	Double (2 persons)	IDR 38,500,000
	Triple (3 persons)	IDR 36,500,000
	Quad (4 persons)	IDR 34,500,000
Al Hasyim Umrah Package	Double (2 persons)	IDR 49,000,000
	Triple (3 persons)	IDR 47,000,000
	Quad (4 persons)	IDR 45,000,000

c. Place

Place refers to the physical or online location where goods or services are sold and can be reached by customers. For Umrah travel agencies, accessibility is crucial because customers may require information and assistance at various stages of the booking process. The physical office of PT Abdurrahman Setong Telo Sanga is located at Jalan Raya Bekasi, Kampung Pertukangan, RT 001/RW 005, Rawa Terate Sub-district, Cakung District, East Jakarta, DKI Jakarta 13920. The location is strategic, as it lies on one of the main and busiest roads in East Jakarta. It is also close to densely populated residential areas and markets such as Pasar Cakung, Pasar Modern Jakarta Garden City, and Pasar Pulogadung, making it easily accessible to prospective pilgrims from East Jakarta and Bekasi. At the same time, digital accessibility has become increasingly relevant. The company's website and social media accounts allow prospective pilgrims to obtain information without visiting the physical office. The official website of PT Abdurrahman Setong Telo Sanga is available at https://sts-tourtravel.com/.

d. Promotion

Promotion refers to the activities undertaken by a company to inform customers about, and persuade them to purchase, the products or services offered. Promotion plays an important role in communicating the services offered by travel agencies and in shaping customer perceptions. However, promotional activities in the Umrah industry require particular attention to credibility, since customers make decisions involving both financial commitment and religious responsibility. Steeply discounted prices accompanied by aggressive promotions have even been identified as a characteristic of fake Umrah bureaus (Ardani et al., 2022). Moreover, the conventional and social media promotional channels used by Hajj and Umrah bureaus differ significantly in their effectiveness (Susdarwono, 2023).

The findings indicate that PT Abdurrahman Setong Telo Sanga uses several promotional channels, namely word of mouth, its official website, and social media platforms such as *Instagram*, *TikTok*, and *WhatsApp*, as summarized in Table 3.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Table 3: Promotional Media of PT Abdurrahman Setong Telo Sanga

Promotional Medium	Official Account	Advertising/Promotional Content
Website	https://sts-tourtravel.com/	Company profile, package variants, frequently asked questions (FAQ), and business contacts.
Instagram	@STS_travel_official	Digital brochures, activity photos, photos of facilities (hotels, aircraft, and buses), and confirmed departure schedules.
TikTok	@STStravel_official	Short promotional videos, videos of Umrah activities, and pilgrim testimonials.
WhatsApp	+62 878-8853-8113	Digital brochures, *broadcast messages*, discount or *cashback* information, and real-time Q&A.
Word of mouth	Through family, relatives, or religious figures	Direct recommendations from family, relatives, or religious figures (*ustaz*).

At PT Abdurrahman Setong Telo Sanga, promotional communication focuses on providing accurate information about package arrangements, travel procedures, accommodation, and religious guidance. Rather than focusing solely on attracting bookings, promotional strategies should aim to build realistic customer expectations and develop long-term relationships based on trust. The interview results concerning customer satisfaction among prospective and alumni pilgrims are presented in Table 4.

Table 4: Interview Excerpts from Prospective and Alumni Pilgrims

Code	Promotional Channel	Characteristics	Interview Excerpt
J-01	Family	Female, 38 years old, housewife	"I learned about this travel agency from my aunt. She used STS Travel last June and said the facilities were good and the price was affordable. I trusted her and immediately wanted to book a year-end departure with my husband."

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

J-02	*Instagram*	Female, 25 years old, private-sector employee	"At first, it appeared as an *Instagram* advertisement, and then I contacted customer service via *WhatsApp*. After seeing that the departure schedule matched mine and comparing the prices and facilities offered by other travel agencies, I found STS Travel more *worth it*, so I immediately decided to perform Umrah with them."
J-03	Official website	Male, 37 years old, entrepreneur	"I searched the internet for an Umrah travel agency close to where I live and found the STS Travel *website*. I performed Umrah last June and was satisfied. I want to take my mother and father for Umrah at the end of the year, because last time the hotel was within walking distance of Masjid al-Haram and the airline was Saudia with no transit, so the journey was not tiring."
J-04	Religious teacher (*ustaz*)	Male, 40 years old, trader	"I learned from the *ustaz* that STS Travel offers a savings program to prepare funds for Umrah departure. I really want to perform Umrah, but I do not have enough money yet. There is no fixed amount, but every month I try to set aside part of my income to save for Umrah."

e. People

People in the marketing mix refer to the human resources who deliver services to consumers. In the Umrah travel sector, employees, tour coordinators, religious guides, and customer service representatives all contribute to the overall experience perceived by customers. Among Indonesian Umrah and special Hajj pilgrims, Islamic service quality and trust significantly influence customer satisfaction, which in turn affects their intention to reuse the travel company's services (Firdaus & Najib, 2023).

Their responsibilities extend beyond administrative tasks. They need to explain travel procedures, respond to customer concerns, assist with document processing, and

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

provide guidance when unexpected problems arise. The details of the *people* element of the 7P marketing mix at PT Abdurrahman Setong Telo Sanga are presented in Table 5.

Table 5: Human Resources of PT Abdurrahman Setong Telo Sanga

Position	Number	Main Duties
Director/Owner	1	Leads and manages the travel company; determines business policies and strategies; establishes business partnerships with hotels, airlines, and service providers in Saudi Arabia.
Marketing/Sales	2	Seeks prospective pilgrims and offers Umrah packages; explains Umrah facilities and services; conducts promotion through social media; maintains good relationships with prospective pilgrims and partners.
Administration	2	Manages pilgrims' data and documents; handles registration and visa applications; checks the completeness of administrative requirements such as passports and other documents; ensures that pilgrims' documents are ready before departure; prepares administrative reports.
Customer Service	1	Answers inquiries from prospective pilgrims via social media; provides information on available departure schedules; refers pilgrims to the sales/marketing team for package details and promotions; handles pilgrims' complaints.
Finance	2	Manages company income and expenditure; records pilgrims' payments; issues receipts and proof of payment; manages travel budgets; prepares financial reports.
Operations	2	Arranges departure and return schedules; handles flight tickets and hotel bookings; arranges pilgrims' transportation; coordinates with ground *handling* agents.
Tour Leader	2	Accompanies pilgrims from departure to return; coordinates all activities; ensures that pilgrims follow the itinerary; helps resolve problems during the journey; serves as the liaison between pilgrims and the travel agency.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Muthawif	2	Provides *manasik* (ritual training) guidance; accompanies pilgrims during the Umrah rituals; guides the performance of Umrah; helps pilgrims understand the procedures of worship and ensures that they complete the entire series of Umrah rituals in the Holy Land.

f. Process

Process refers to the methods and mechanisms through which a service flows to and is delivered to the customer; in other words, it is the system by which a company operates and serves each consumer's request, from the moment the consumer places an order until they finally obtain what they want (Mathew, 2022). The process at PT Abdurrahman Setong Telo Sanga is described as follows.

1) Pilgrim Registration Flow

The registration process begins when prospective pilgrims obtain information from the promotional channels. After seeing an advertisement, prospective pilgrims usually consult through the contact listed on the promotional channel. If they are interested in the Umrah package offered, they proceed to fill in the registration form and make a payment. Payment can be made in instalments, but must be settled in full 30 days (one month) before the departure date.

2) Pre-Departure Process

Before departure, in addition to settling the payment in full, prospective pilgrims must complete administrative documents such as passports (visas are arranged by the travel team), attend *manasik* (ritual training) sessions, and receive Umrah equipment such as *ihram* garments, a suitcase, uniform fabric, a shoulder bag, and a scarf. Prospective pilgrims must also obtain the meningitis vaccine independently, as its cost is not included in the Umrah package.

3) Process during the Umrah Journey

Throughout the spiritual journey, the *tour leader* and *muthawif* accompany and guide the pilgrims. For PT Abdurrahman Setong Telo Sanga, organized service prioritizes accuracy, transparency, and timely communication. This involves partners such as the airline, hotels, buses for transportation, and baggage *handling*. Pilgrims understand each stage of the Umrah rituals because they have attended the *manasik* sessions. If schedule changes occur due to weather or other circumstances, the *tour leader* and *muthawif*

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

communicate with the travel agency regarding alternatives, ensuring that every pilgrim receives up-to-date information and completes the entire series of Umrah rituals.

4) Post-Umrah Process

After the Umrah rituals are completed, the travel agency ensures that the entire series of activities, up to the return home, runs smoothly. These activities include checking the pilgrims' belongings and condition, arranging the return schedule, managing transportation and baggage, and continuing to accompany the pilgrims until they arrive in Indonesia. The agency ensures that all pilgrims arrive home safely. It then completes the administrative work, prepares a trip report, evaluates the activities, and prepares a financial report. PT Abdurrahman Setong Telo Sanga also provides *after-sales service* by contacting pilgrims to obtain feedback and suggestions and to maintain good relationships with them, as part of its efforts to improve service quality and retain pilgrims' trust in the company.

g. Physical Evidence

PT Abdurrahman Setong Telo Sanga has a physical office that can be visited, which serves as tangible evidence of the business's existence. Staff members wear uniforms bearing the company's identity, such as its logo. In its marketing, in addition to digital brochures promoted through social media and the official website, the company also uses printed brochures and banners when promoting its packages.

4. Responding to Dynamics in the Business Environment

The business environment of the Umrah travel industry is influenced by various external factors, including price competition, technological developments, changing customer needs, and regulations in the Umrah industry. The marketing mix of PT Abdurrahman Setong Telo Sanga in responding to these dynamics is described below.

a. Price Competition

The growing number of Umrah travel agencies makes it easier for customers to compare the prices and facilities of the Umrah packages offered. PT Abdurrahman Setong Telo Sanga demonstrates its advantages and added value in order to remain competitive, as evidenced by the availability of two Umrah package variants for December 2026. Prospective pilgrims who prefer an economical price can choose the 7 December 2026 departure. PT Abdurrahman Setong Telo Sanga also states on its official website that it uses Saudia Airlines, which is known to operate *direct flights*.

b. Changing Customer Needs

Customers have broader access to information and are therefore increasingly selective in choosing an Umrah travel agency. This selectivity is also reflected in the emergence of do-it-yourself (DIY) Umrah travellers who prefer to make their own arrangements rather

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

than use travel agencies, a trend facilitated by the Saudi Arabian government's introduction of the tourist e-visa in 2019 (Rusli et al., 2022). PT Abdurrahman Setong Telo Sanga needs to understand customer needs and preferences and to improve its service quality. The interviews revealed that prospective pilgrims trusted and chose PT Abdurrahman Setong Telo Sanga for their Umrah because of recommendations from family members and religious figures, as well as their own direct experience. This is a positive indication that the travel team has succeeded in marketing its packages and delivering services that meet customer expectations and satisfaction.

c. Technological Developments

Digital platforms have changed how customers search for information and communicate with service providers. PT Abdurrahman Setong Telo Sanga has leveraged digital technology and provides accessible and responsive communication channels, including its *website*, *Instagram*, *TikTok*, and *WhatsApp*.

d. Regulatory Developments

The organization of Umrah trips must comply with the documentation, licensing, and regulatory requirements of the countries concerned. Regulatory compliance is necessary to maintain smooth operations and increase customer trust, as excessive trust in travel agencies without verifying their licenses and track records has been identified as the primary cause of fraud against pilgrims (Setiawan & Soewarno, 2024). PT Abdurrahman Setong Telo Sanga holds an official license as an Umrah Pilgrimage Organizer (*Penyelenggara Perjalanan Ibadah Umrah*/PPIU) from the Ministry of Religious Affairs of the Republic of Indonesia, No. 14072301220430004, and works with global airline networks such as Saudia Airlines. This demonstrates that PT Abdurrahman Setong Telo Sanga is a trustworthy (*amanah*) travel service provider.

CONCLUSION

Based on the findings, it can be concluded that PT Abdurrahman Setong Telo Sanga has implemented its marketing strategy through the 7P marketing mix approach (*product, price, place, promotion, people, process,* and *physical evidence*) to increase its appeal to prospective Umrah pilgrims. Based on the interview results, the products offered are diverse, aligned with the needs of Umrah worship and customer preferences, and competitively priced. A strategic physical location, active promotion through various social media platforms, good service by professional human resources, systematic service processes, and physical evidence in the form of an office and a visual identity (logo) strengthen consumer trust and interest. The implementation of this strategy has had a positive impact on building the company's image, increasing purchasing power, and maintaining pilgrim loyalty amid the dynamics of the Umrah travel business.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

REFERENCES

Alwinie, A. A., Nurhayati, P., & Sartono, B. (2024). The role of 7P marketing mix toward consumer satisfaction and loyalty of XYZ beauty clinic. *Journal of Consumer Sciences, 9*(1), 40–62. https://doi.org/10.29244/jcs.9.1.40-62

Ardani, M., Setiawan, D. S. A., Munir, M. M., & Fitria, S. (2022). A tale of Umrah pilgrims fraud in Indonesia: A narrative review indicating and anticipating "fake bureau." Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE), 5(1), 94–107. https://doi.org/10.31538/iijse.v5i1.1702

Dinawati, I., & Anisah, A. (2026). Analisis penanganan kendala perjalanan ibadah umrah di PT. Al-Azhar Mitra Utama Cabang Bukittinggi [Analysis of the handling of obstacles in Umrah pilgrimage trips at PT. Al-Azhar Mitra Utama, Bukittinggi Branch]. MUSAFIR: Journal of Islamic Tourism and Pilgrimage, 2(1), 27–36. https://doi.org/10.30983/musafir.v2i1.11172

Eksitasari, A. D., & Andrea, G. A. (2025). Penerapan bauran pemasaran 7P sebagai strategi pemasaran Travel Ziarah Hati Indonesia [Application of the 7P marketing mix as the marketing strategy of Travel Ziarah Hati Indonesia]. Journal Publicuho, 8(3), 1554–1564. https://doi.org/10.35817/publicuho.v8i3.861

Fauzi, M., Isyanto, P., & Sumarni, N. (2023). Analisis strategi pemasaran PT. Azza Risalah Pratama berdasarkan bauran pemasaran 7P [Marketing strategy analysis of PT. Azza Risalah Pratama based on the 7P marketing mix]. Management Studies and Entrepreneurship Journal, 4(6), 7834–7843. https://doi.org/10.37385/msej.v4i6.2889

Firdaus, A., & Najib, M. (2023). The influence of Islamic service quality and trust on customer satisfaction and intention in reusing the services in the implementation of Umrah and special Hajj pilgrimage. Jurnal Ekonomi Syariah Teori dan Terapan, 10(3), 275–289. https://doi.org/10.20473/vol10iss20233pp275-289

Iswanto, Y., & Yusuf, A. (2025). Manajemen sumber daya manusia [Human resource management] (3rd ed.). Universitas Terbuka.

Maharani, M. U., Sadiah, D., Mujib, A., & Mulqiyah, H. (2022). Strategi Pemasaran Biro Perjalanan Haji dan Umroh dalam Meningkatkan Minat Calon Jemaah. Mabrur: Academic Journal of Hajj and Umra, 1(1). https://doi.org/10.15575/mjhu.v1i1.17528

Mathew, V. (2022). Does Islamic marketing mix affect consumer satisfaction? International Journal of Service Science, Management, Engineering, and Technology, 13(1), 1–13. https://doi.org/10.4018/ijssmet.297491

Nugraha, D. H., & Rochayati. (2025). Penerapan strategi pemasaran pada PT Tanur Muthmainnah Tour Magelang [Implementation of marketing strategy at PT Tanur Muthmainnah Tour Magelang]. QULUBANA: Jurnal Manajemen Dakwah, 6(1), 197–216. https://doi.org/10.54396/qlb.v6i1.1975

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Ruslan, A., Moelyati, T. A., & Choiriyah, C. (2024). The influence of service quality, prices, and promotions on the satisfaction of pilgrims on Hajj and Umrah destinations at the Hajj and Umrah travel agency PT. Pandi Kencana Murni. International Journal of Marketing & Human Resource Research, 5(2), 41–61. https://doi.org/10.47747/ijmhrr.v5i2.1705

Rusli, S. 'A., Tan, A. L., Trupp, A., Chong, K. L., Arni, A. G., & Arumugam, V. M. (2022). The emergence of a new religious travel segment: Umrah do it yourself travellers (DIY). GeoJournal of Tourism and Geosites, 40(1), 37–48. https://doi.org/10.30892/gtg.40104-800

Sastika, W., Kusumahadi, K., & Hanifa, F. H. (2024). Buku ajar service marketing [Service marketing textbook]. Widina Media Utama.

Setiawan, N., & Soewarno, N. (2024). Protection of Hajj and Umrah pilgrims from fraud: Evidence from Indonesia. Share: Jurnal Ekonomi dan Keuangan Islam, 13(1), 276–298. https://doi.org/10.22373/share.v13i1.22865

Solihin, I. (2023). Pengantar bisnis [Introduction to business] (4th ed.). Universitas Terbuka.

Susdarwono, E. T. (2023). Effectiveness of promotion (conventional and social media) and level of easy service of Hajj and Umrah management bureau or agent in the Pantura region. Multazam: Jurnal Manajemen Haji dan Umrah, 3(2), 67–82. https://doi.org/10.32332/multazam.v3i2.8154

Tunjungsari, H. K., & Ginting, G. (2025). Kewirausahaan di era digital [Entrepreneurship in the digital era] (2nd ed.). Universitas Terbuka.

Widodo, E. (2022). Kebijakan dan strategi pemasaran [Marketing policy and strategy] (2nd ed.). Universitas Terbuka.

Yaqub, R. M. S., & Saleem, H. M. N. (2023). Oliver's four stage loyalty model to access the impact of Umrah services: Evidence from Umrah travelling agencies operating in Pakistan. Journal of Business and Social Review in Emerging Economies, 9(1), 39–52. https://doi.org/10.26710/jbsee.v9i1.2537

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.