



SWOT ANALYSIS IN DETERMINING UMRAH WORSHIP SERVICE STRATEGY AT PT. DARUL ARQAM

Erin Nur Putriani^{1*}, Wicha dewi Rahayu², Inayah Rahma Kamila³

^{1,3}Sekolah Tinggi Ekonomi dan Bisnis Islam Badri Mashduqi, Indonesia

²PGRI Argopuro Jember University, Indonesia

*email: putriani.erin@gmail.com

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Abstract: This study employs a SWOT analysis to evaluate the strategic positioning of PT. Darul Arqam, an Umrah travel agency operating since June 2023 in Kraksaan, Probolinggo. Utilizing a qualitative descriptive approach, primary data were gathered through in-depth interviews, field observations, and internal documentation. Key findings highlight strengths in quality manasik guidance, adequate facilities, and responsive management, while weaknesses include limited operational scale and product diversification. Opportunities arise from growing demand for Umrah plus halal tourism and airline partnerships, countered by threats from industry competition, regulatory changes, and price fluctuations. The SWOT matrix and Cartesian diagram inform four strategies: SO (expanding Umrah plus tour packages), WO (enhancing human resources and digital promotion), ST (improving operational procedures for regulatory compliance), and WT (strengthening internal efficiency and service diversification). These findings offer actionable recommendations to enhance PT. Darul Arqam's competitiveness and service quality.

Keywords: SWOT Analysis; Service Strategy; Quality of Service

Abstrak: Penelitian ini menggunakan analisis SWOT untuk mengevaluasi posisi strategis PT. Darul Arqam, sebuah biro perjalanan umrah yang beroperasi sejak Juni 2023 di Kraksaan, Probolinggo. Dengan menggunakan pendekatan deskriptif kualitatif, data primer dikumpulkan melalui wawancara mendalam, observasi lapangan, dan dokumentasi internal. Temuan utama menyoroti kekuatan dalam panduan manasik yang berkualitas, fasilitas yang memadai, dan manajemen yang responsif, sementara kelemahannya meliputi skala operasional yang terbatas dan diversifikasi produk. Peluang muncul dari meningkatnya permintaan untuk umrah plus pariwisata halal dan kemitraan maskapai penerbangan, yang diimbangi oleh ancaman dari persaingan industri, perubahan peraturan, dan fluktuasi harga. Matriks SWOT dan diagram Cartesian menginformasikan empat strategi: SO (memperluas paket umrah plus wisata), WO (meningkatkan sumber daya manusia dan promosi digital), ST (meningkatkan prosedur operasional untuk kepatuhan peraturan), dan WT (memperkuat efisiensi internal dan diversifikasi layanan). Temuan ini menawarkan rekomendasi yang dapat ditindaklanjuti untuk meningkatkan daya saing dan kualitas layanan PT. Darul Arqam.

Kata Kunci: Analisis SWOT, Strategi Pelayanan Umrah, Kualitas Pelayanan

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Introduction

In providing products and services, including the Umrah pilgrimage, an effective strategy is essential. Services in the Umrah business include document processing, health checks, guidance on rituals (manasik), as well as the provision of equipment and religious consultations. Government regulations also govern service standards, rights, and protection for pilgrims, ensuring a comfortable and safe pilgrimage. However, in practice, problems still arise, such as delays in service or breaches of contract by some travel agencies, often resulting in pilgrims' rights not being optimally fulfilled.¹

Minimum Umrah service standards include accommodation, transportation, meals, legal and health protection, which must be commensurate with the costs paid by pilgrims. Good service will support customer satisfaction and loyalty, and prevent potential future problems. A SWOT analysis is a systematic method for assessing a company's strengths, weaknesses, opportunities, and threats. The primary goal is to formulate a strategy that maximizes internal strengths and external opportunities, while minimizing weaknesses and avoiding threats. Through this analysis, a company can more clearly define its strategic position and direction.²

While extensive literature exists on SWOT applications in general tourism and Hajj services³, there remains a notable gap in studies focusing on Umrah-specific travel agencies in emerging regional markets like Probolinggo, Indonesia. Prior research often overlooks the integration of halal tourism elements, such as Sharia-compliant packages, in small-scale operators, limiting insights into how these agencies can leverage strategic management for sustainable growth amid digital competition and regulatory.⁴ This study addresses this gap by examining PT. Darul Arqam as a case study, providing localized yet generalizable strategies.

In the context of research at PT Darul Arqam, a SWOT analysis was used to identify strengths, weaknesses, opportunities, and threats within the Umrah pilgrimage service strategy. This approach is expected to provide a comprehensive overview and innovative solutions for service improvement. The focus of this research, in addition to service improvement, also highlights the important role of PT Darul Arqam and Islamic boarding schools (pesantren) in social change and improving the religious quality of the community.

¹ Lilis Renfiana, "Analisis SWOT Terhadap Pelayanan Pendaftaran Jemaah Haji," *Multazam : Jurnal Manajemen Haji Dan Umrah* 2, no. 1 (2022): 1, <https://doi.org/10.32332/multazam.v2i1.5256>; Alamsyah Alamsyah and Susilawati Muharram, "Concept Of Consumer Loyalty Of Umrah Pilgrimage Organizers: An Empirical Study Of Factors Supporting Pilgrim Loyalty," *Multazam : Jurnal Manajemen Haji Dan Umrah* 4, no. 2 (2024): 140–54, <https://doi.org/10.32332/multazam.v4i2.9295>.

² Freddy Rangkuti, *ANALISIS SWOT: Teknik Membedah Kasus Bisnis* (Gramedia Pustaka Utama, 2015).

³ Eki Agustin et al., "Analisis SWOT Terhadap Pelayanan Haji dan Umrah Pada Kbihi Al Ihsan Kecamatan Caringin Kabupaten Sukabumi," *Jurnal Multidisiplin West Science* 2, no. 12 (2023): 1163–68, <https://doi.org/10.58812/jmws.v2i12.1089>; Mohamed Battour and Mohd Nazari Ismail, "Halal Tourism: Concepts, Practises, Challenges and Future," *Tourism Management Perspectives* 19 (July 2016): 150–54, <https://doi.org/10.1016/J.TMP.2015.12.008>.

⁴ Nohman Khan et al., "Integrating Halal Tourism with Sustainable Development Goals through Islamic Values Environmental Responsibility and Technological Innovation," *Discover Sustainability* 6, no. 1 (2025): 648, <https://doi.org/10.1007/s43621-025-01503-3>.

Theoretical Approach

A SWOT analysis involves identifying the strengths, weaknesses, opportunities, and threats that determine a company's performance. External information regarding opportunities and threats can be obtained from many sources, including customers, government documents, suppliers, banks, and colleagues at other companies. Many companies use scanning services to obtain newspaper clippings, conduct internet research, and analyze relevant domestic and global trends.

The definition of service is any action or activity offered by one party to another that is essentially intangible and does not result in the ownership of anything. Service is the behavior of a producer in meeting consumer needs and desires to achieve customer satisfaction⁵. Therefore, service quality is all forms of activities undertaken by a company to meet consumer expectations. Service, in this case, is defined as the service provided by the service provider, including convenience, speed, relationships, ability, and hospitality, demonstrated through attitudes and characteristics in providing service to achieve customer satisfaction. Service quality can be determined by comparing consumers' perceptions of the service they actually receive or obtain with the service they actually expect regarding a company's service attributes. The relationship between producers and consumers extends far beyond the time of purchase to after-sales service, lasting beyond the lifetime of product ownership. Companies consider consumers as kings who must be served well, considering that these consumers will provide benefits to the company so that it can continue to survive.

Strategic management refers to the ongoing planning, monitoring, analysis, and assessment of all necessities an organization needs to meet its goals and objectives, particularly in competitive sectors like tourism. It involves setting objectives, analyzing the competitive environment, evaluating internal organization, and ensuring management rolls out strategies across the organization.⁶ In the context of Umrah services, strategic management enables agencies to adapt to market changes, such as digital disruptions and regulatory evolutions.⁷

Halal tourism encompasses travel and leisure activities that comply with Islamic principles, including Sharia-compliant accommodations, food, and experiences that avoid prohibited elements (e.g., alcohol, gambling). It integrates religious obligations with tourism, such as combining Umrah with halal-certified tours, to cater to Muslim travelers' needs while promoting ethical and sustainable practices.⁸ For Umrah agencies, halal tourism represents an opportunity to diversify offerings and enhance competitiveness in the global Muslim travel market.

⁵ Philip Kotler and Kevin Lane Keller, *Manajemen Pemasaran*, 12th ed., 1 (PT. Indeks, 2009).

⁶ Fred R. David, *Strategic Management: Concepts and Cases* (Pearson Education, 2011), 12.

⁷ Abdillah Reyhan S et al., "SWOT Analysis and Marketing Strategy in Hajj and Umrah Travel Business PT Prima Unggul Global Representative Maros," *Jurnal Ekonomi Balance* 21, no. 1 (2025): 149–64, <https://doi.org/10.26618/jeb.v21i1.18629>.

⁸ Battour and Ismail, "Halal Tourism: Concepts, Practises, Challenges and Future."

Research Methods

This research employs a descriptive qualitative approach, which provides in-depth information about the research object as a whole, in its natural setting. Qualitative research methods have a flexible design, allowing researchers to adapt to the circumstances and conditions at the time of the research. Based on these circumstances, this prompted researchers to conduct an environmental analysis. This environmental analysis is used to identify strengths and weaknesses and maximize opportunities and anticipate threats. The environmental analysis used in this research is a SWOT (Strength-Weakness-Opportunity-Threat) analysis. A SWOT analysis is a matching tool that can help managers develop four types of strategies: SO (strengths-opportunities) strategies, WO (weaknesses-opportunities) strategies, ST (strengths-threats) strategies, and WT (weaknesses-threats) strategies.⁹ The most difficult part in developing a SWOT matrix is the activity of matching the main internal and external factors aimed at finding out how the SWOT analysis determines the Umrah pilgrimage service strategy at PT Darul Arqam Kraksaan Probolinggo.¹⁰

To enhance the validity and reliability of findings, data triangulation was applied, involving the use of multiple data sources (in-depth interviews, field observations, and internal documents) to cross-verify information and reduce bias. Specifically, in-depth interviews were conducted with two experts who work at PT. Darul Arqam to identify the key SWOT factors. Following these interviews, a questionnaire was developed and administered to the same two experts to assess and rate each criterion within the SWOT categories, including assigning weights and ratings to internal (IFAS) and external (EFAS) factors. This methodological triangulation ensures a comprehensive understanding of the phenomenon by combining diverse perspectives.¹¹

Result and Discussion

The continued existence of PT. Darul Arqam's business to date is undoubtedly influenced by its strategies to remain competitive in an era of economic development. The SWOT analysis is linked to strategic management by aligning internal resources with external environments to achieve long-term objectives, such as expanding halal tourism packages¹². For instance, SO strategies capitalize on opportunities like rising halal tourism demand, integrating Umrah with Sharia-compliant tours to enhance market share. This approach mitigates threats through proactive diversification, ensuring sustainability in the halal tourism sector.¹³ The strategies employed by PT. Darul Arqam's ability to maintain its

⁹ David, *Strategic Management*.

¹⁰ Miftakhurrizal Kurniawan and Novi Haryati, "Analisis Strategi Pengembangan Usaha Minuman Sari Buah Sirsak," *Industria: Jurnal Teknologi dan Manajemen Agroindustri* 6, no. 2 (2017): 97–102, <https://doi.org/10.21776/ub.industria.2017.006.02.6>.

¹¹ Norman K. Denzin, *The Research Act: A Theoretical Introduction to Sociological Methods* (Routledge, 2017), 27, <https://doi.org/10.4324/9781315134543>.

¹² Khan et al., "Integrating Halal Tourism with Sustainable Development Goals through Islamic Values Environmental Responsibility and Technological Innovation."

¹³ Lina Marlina et al., "Indonesia's Strategy Creating Halal Tourism for Sustainable Development Goals: Analytical Network Process Approach," *Journal of Lifestyle and SDGs Review* 5, no. 1 (2025): e03403–e03403, <https://doi.org/10.47172/2965-730X.SDGsReview.v5.n01.pe03403>.

business can be illustrated based on its business conditions, including its strengths, weaknesses, opportunities, and threats (SWOT), as follows:

Strengths: Strengths are the general strengths possessed by PT. Darul Arqam's business owners in running their businesses. These strengths influence PT. Darul Arqam's business development amidst competition and advancements in the business world.

Weaknesses: Weaknesses are obstacles faced by entrepreneurs in developing and implementing their activities, which affect the achievement of PT Darul Arqam's desired profit.

Opportunities: These conditions are conditions that support or provide opportunities for Umrah tour and travel companies to grow and develop.

Threats: In addition to the obstacles and challenges mentioned above, along with the development of the economy, technology, social, and cultural aspects in society, Umrah and Hajj tour and travel companies have also identified several of these developments as threats to the sustainability of PT. Darul Arqam.

Table 1. SWOT Indicator Table

Strength (S)	Weaknesses (W)	Opportunity (O)	Threats (T)
1. Strategic Business Location	1. Flexibility of service	1. Wide Range of Services	1. Misuse of technology in counterfeit marketing activities
2. Competitive Prices	2. Very large capital requirements for business establishment	2. Competitor is package prices are more expensive than ours	2. Many new competitors
3. Product Quality	3. Minimalist workspace	3. A variety of Umrah package options	3. They don't yet have a network of mobile phone, internet, Instagram, WhatsApp, Facebook, and email facilities
4. Flexible Service	4. Limited transportation options	4. Increasing public demand for Umrah	4. Competitors sell quality products at affordable prices.
5. Savings			
6. Conducting good marketing			
7. Good corporate image			

Source: Processed data, 2024

The SWOT analysis is shown as table and matrix in Table 1 and Table 2. Table 1 presents the SWOT indicators used to analyze the internal and external conditions of PT. Darul Arqam in the Umrah and halal tourism industry. The strengths reflect the company's internal advantages, including a strategic business location, competitive pricing, high product quality, flexible services, sufficient savings, effective marketing activities, and a strong corporate image. These strengths indicate that PT. Darul Arqam possesses solid internal resources and capabilities that support business sustainability and competitiveness.

The weaknesses identified in the table highlight internal limitations that may hinder operational performance and expansion, such as high capital requirements for business establishment, minimalist workspace conditions, limited transportation facilities, and service flexibility constraints. Meanwhile, the opportunities describe favorable external conditions, including a wide range of services, higher competitor package prices, diverse Umrah package offerings, and increasing public demand for Umrah services. These

opportunities indicate strong market potential for growth. Conversely, the threats represent external challenges faced by the company, such as the misuse of technology for counterfeit marketing, the emergence of new competitors, limited digital networking facilities, and competitors offering similar quality products at affordable prices. Overall, this SWOT indicator table provides a comprehensive basis for formulating appropriate strategic alternatives and determining PT. Darul Arqam's competitive position.

The SWOT strategy matrix in Table 2 illustrates how PT. Darul Arqam aligns its internal conditions with the external business environment to formulate appropriate strategic responses. The analysis shows that the company possesses strong internal advantages, such as a strategic business location, competitive pricing, high product quality, flexible services, effective marketing, and a positive corporate image. These strengths enable PT. Darul Arqam to capitalize on external opportunities, including increasing public demand for Umrah, diverse package offerings, and relatively higher competitor prices. Consequently, the dominant Strength-Opportunity (SO) strategy emphasizes market expansion through continuous product development, quality assurance, and effective promotion to strengthen competitiveness in the Umrah and halal tourism sector.

Furthermore, the matrix indicates that while PT. Darul Arqam faces internal weaknesses, such as large capital requirements, limited workspace, and transportation constraints, these challenges can be mitigated through strategic investment and operational improvements aligned with market opportunities. Strength-Threat (ST) strategies highlight the firm's ability to counter competitive pressures and technological misuse by leveraging product quality, affordable pricing, and service flexibility supported by digital platforms. Meanwhile, Weakness-Threat (WT) strategies focus on defensive measures, including upgrading facilities, strengthening digital infrastructure, and enhancing transportation capacity. Overall, the predominance of SO strategies confirms that PT. Darul Arqam is well-positioned for aggressive growth while maintaining resilience against competitive and technological threats.

Determination of Coordinate Points

Based on the IFAS and EFAS summary results on Table 3, the way to determine the (X,Y) axis is to find the Y value by subtracting the total strength score from the total weakness score. Use the IFAS score as the X-axis (horizontal) and the EFAS score as the Y-axis (vertical). If the IFAS score is positive, the dot is to the right of the Y-axis (value 0). If it is negative, the dot is to the left. If the EFAS score is positive, the dot is above the X-axis (value 0). If it is negative, the dot is below. Connect the two dots to determine the SWOT quadrant in which the organization falls.

$$\begin{aligned}
 X \text{ score} &= \text{Strength Score} - \text{Weaknesses Score} \\
 &= 4,20 - 4,02 \\
 &= 0,18 \\
 Y \text{ score} &= \text{Opportunity Score} - \text{Threats Score} \\
 &= 3,93 - 3,46 \\
 &= 0,47
 \end{aligned}$$

After obtaining the coordinate values, the next step is to determine the location of the squares according to the SWOT analysis diagram, which will help determine the

company's strategic position, regardless of whether they are located in squares I, II, III, or IV. Determining the location of these squares helps determine the company's strategy. The following is an image of the coordinate value calculation results in Figure 1.

Table 2. SWOT Matrix

Internal Factor External Factor	Strength	Weaknesses
	<ol style="list-style-type: none"> 1. Strategic Business Location 2. Competitive Prices 3. Product Quality 4. Flexible Service 5. Savings 6. Conducting good marketing 7. Good corporate image 	<ol style="list-style-type: none"> 1. Flexibility of service 2. Very large capital requirements for business establishment 3. Minimalist workspace 4. Limited transportation options
Opportunity	Strength-Opportunity (SO) Strategy	Weaknesses-Opportunity (WO) Strategy
<ol style="list-style-type: none"> 1. Wide Range of Services 2. Competitor is package prices are more expensive than ours 3. A variety of Umrah package options 4. Increasing public demand for Umrah 	<ol style="list-style-type: none"> 1. PT Darul Arqam's strategic location allows for easy access 2. Obtaining official permits has earned it trust 3. Effective marketing in an era of expansive marketing 4. Guaranteed quality 5. Continuously developing products 	<ol style="list-style-type: none"> 1. Large capital to establish a company, thereby enhancing the development of community behavior and needs 2. A comfortable workplace, thus minimizing competition. 3. Convenient transportation, thus meeting community needs
Threats	Strategy-Threats (ST) Strategy	Weaknesses-Threats (WT) Strategy
<ol style="list-style-type: none"> 1. Misuse of technology in counterfeit marketing activities 2. Many new competitors 3. They don't yet have a network of mobile phone, internet, Instagram, WhatsApp, Facebook, and email facilities 4. Competitors sell quality products at affordable prices. 	<ol style="list-style-type: none"> 1. The strategic location also allows the congregation to assess product quality 2. PT. Darul Arqam guarantees product quality at affordable prices 3. Offers several packages using various media facilities such as mobile phones, internet, WhatsApp, etc 4. Enjoy flexible service facilities with quality products at affordable prices 	<ol style="list-style-type: none"> 1. A large capital investment in establishing a business can guarantee product quality at an affordable price 2. A comfortable workplace with adequate mobile phone, Instagram, and WhatsApp facilities. Owning private transportation, keeping up with current technological developments

Table 3. Factor Weighting

IFAS				
	Strategy Factor	Weight	Rating	Score
Strength	Strategy Bussiness Location	0,18	5	0,88
	Competitive Prices	0,11	3	0,32
	Product Quality	0,12	3,5	0,43
	Flexible Service	0,14	4	0,56
	Savings	0,16	4,5	0,71
	Conducting Good Marketing	0,12	3,5	0,43
	Good Corporate Image	0,18	5	0,88
Sub Total		1	28,5	4,20
Weaknesses	Flexibility of service	0,32	5	1,61
	Very large capital requirements for business establishment	0,19	3	0,58
	Minimalist workspace	0,23	3,5	0,79
	Limited transportation	0,26	4	1,03
Sub Total		1	15,5	4,02
EFAS				
	Strategy Factor	Weight	Rating	Score
Opportunity	Wide Range of Services	0,33	5	1,67
	Competitor is package prices are more expensive than ours	0,27	4	1,07
	A variety of Umrah package options	0,20	3	0,60
	Increasing public demand for Umrah	0,20	3	0,60
Sub Total		1	15	3,93
Treaths	Misuse of technology in counterfeit marketing activities	0,31	4	1,23
	Many new competitors	0,23	3	0,69
	They don't yet have a network of mobile phone, internet, Instagram, WhatsApp, Facebook, and email facilities	0,31	4	1,23
	Competitors sell quality products at affordable prices	0,15	2	0,31
Sub Total		1	13	3,46

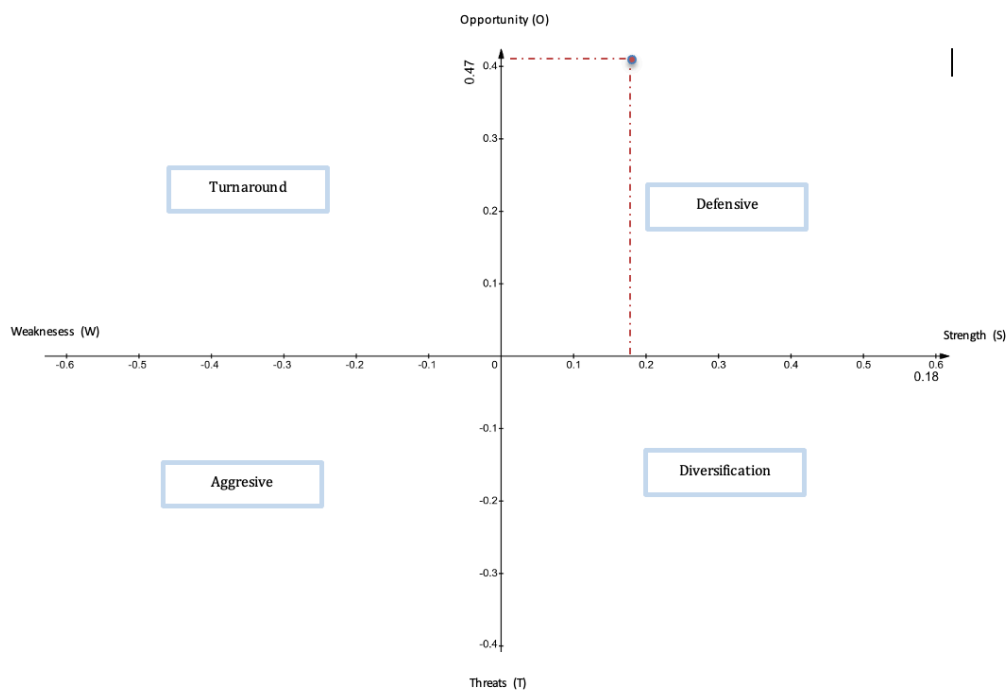


Figure 1. SWOT Quadrant

Discussion

The results of the SWOT analysis demonstrate that PT. Darul Arqam occupies a strategically favorable position, where internal strengths exceed weaknesses and external opportunities outweigh existing threats. This finding indicates that the company has a solid internal capacity to compete and adapt, supported by external market conditions that are conducive to growth. Key strengths such as a strategic business location, competitive pricing, product quality, service flexibility, and a positive corporate image provide a strong foundation for sustaining competitiveness in the Umrah and halal tourism sector. These strengths enable the company to respond effectively to increasing public demand for Umrah services and the growing diversification of halal tourism packages, which represent significant market opportunities.

The positive IFAS score (0.18) and EFAS score (0.47) place PT. Darul Arqam in Quadrant I of the SWOT matrix, which is commonly associated with an aggressive growth strategy. This positioning suggests that the company is well-equipped to implement S–O strategies by leveraging its internal strengths to capitalize on external opportunities. For instance, competitive pricing and flexible services can be integrated with the rising demand for diverse Umrah packages to expand market share and enhance customer satisfaction. Such strategies are particularly relevant in an increasingly competitive environment, where differentiation through service quality and value-added offerings becomes a key success factor.

Despite this advantageous position, the analysis also reveals several weaknesses and threats that require strategic attention. Limitations such as large capital requirements,

minimalist workspaces, limited transportation options, and underutilization of digital communication platforms may constrain operational efficiency and market reach. Externally, the proliferation of new competitors, the misuse of technology for counterfeit marketing, and competitors offering similar quality at affordable prices pose significant challenges to long-term sustainability. If not addressed, these factors could erode the company's competitive advantages, particularly in a market that is rapidly embracing digital transformation.

Conclusion

Based on the research and analysis conducted at PT. Darul Arqam, it can be concluded that PT. Darul Arqam's internal strengths outweigh its weaknesses. Meanwhile, PT. Darul Arqam's external opportunities outweigh its threats. This indicates that the company is in a highly advantageous position, possessing both strengths and opportunities that it can maximize.

PT. Darul Arqam's position in quadrant I requires the company to support an aggressive growth policy. Therefore, the appropriate strategy is the S-O strategy, which utilizes strengths to capitalize on existing opportunities. This study provides recommendations for companies to improve service delivery using the strategies outlined. Future researchers conducting similar research can add more comprehensive references and utilize relevant literature.

Practical Implications for the Future: Practically, these findings imply that PT. Darul Arqam should invest in digital platforms for halal tourism promotion, form partnerships with international airlines for bundled packages, and conduct regular staff training on strategic management principles to adapt to post-pandemic market shifts. This could enhance revenue by 20-30% through diversified offerings, while ensuring compliance with evolving regulations, ultimately fostering long-term sustainability in the Umrah sector.

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