

# Digital Marketing Strategies of Umrah and Hajj Travel Companies in Depok City: A Descriptive Analysis Based on Literature Review and Online Observation

<sup>1</sup> Mufid Suryani, <sup>2</sup> Risa Septiani, <sup>3</sup> Nida Nusaibatul Adawiyah

<sup>1,2,3</sup> Fakultas Ekonomi Universitas Gunadarma

Jl. Margonda Raya No. 100, Depok 16424, West Java

[Mufid\\_suryani@staff.gunadarma.ac.id](mailto:Mufid_suryani@staff.gunadarma.ac.id), [risa\\_septiani@staff.gunadarma.ac.id](mailto:risa_septiani@staff.gunadarma.ac.id),  
[nida\\_n\\_adawiyah@staff.gunadarma.ac.id](mailto:nida_n_adawiyah@staff.gunadarma.ac.id)

## Abstract

This study analyzes the digital marketing strategies applied by Umrah and Hajj travel companies in Depok City, Indonesia, using a descriptive qualitative approach through literature review and online observation. The findings indicate that the effectiveness of digital marketing is influenced by the integration of legality, the use of digital channels, innovation, content quality, and customer relationship management. PT Alhijaz Indowisata stands out for its integration of technology and modern customer management, while PT Arminareka Perdana and PT Patuna Mekar Jaya remain focused on basic services and conventional promotional activities. The results highlight that legal transparency, the provision of educational content, active social media engagement, and accurate market segmentation are key determinants of success. Nevertheless, this study has several limitations, including a limited sample size, reliance on qualitative and secondary data that may involve subjectivity, and the lack of comprehensive analysis of external factors such as regulations, post-pandemic consumer behavior, and global digital marketing trends. Future research should expand sampling, apply mixed methods, and conduct longitudinal analysis for deeper and more generalizable insights.

**Keywords** : *digital marketing, umrah and hajj travel.*

JEL Codes : M31, M15, Z32

## INTRODUCTION

Advances in information and communication technology have brought about significant changes in consumer behavior and global business strategies. Digital marketing has now become a key pillar in building interactions between service providers and consumers, including in the religious travel sector, such as the Umrah and Hajj pilgrimages. This transformation has not only impacted the way information is delivered but also altered consumer decision-making patterns, which are increasingly reliant on online channels.

Digital marketing has fundamentally changed the way industries, particularly service-oriented ones like religious travel, interact with their consumers. In Indonesia, this digital transformation is increasingly evident, particularly in the provinces. By early 2025, internet penetration in West Java reached 35.1 million users, the highest compared to other provinces, according to the Indonesian Internet Service Providers Association (APJII). Furthermore, approximately 80% of villages in West Java have internet access, marking a significant increase in digital inclusivity.

This change presents both challenges and opportunities. Customers no longer rely solely on information from conventional travel agents, but instead seek references, compare prices, and assess service quality through various digital platforms. According to Chaffey & Ellis-Chadwick (2019), digital marketing strategies enable businesses to reach a wider audience, faster, and more cost-effectively than traditional marketing. This is particularly relevant for the seasonal, high-risk, and trust-driven religious travel industry, where online reputation and testimonials play a crucial role in attracting potential pilgrims.

Specifically in Depok City, as one of the satellite cities of DKI Jakarta with high levels of mobility and religious activity, the market potential for Umrah and Hajj travel services continues to grow. Data from the Ministry of Religious Affairs (2024) shows that West Java, including Depok City, consistently ranks among the regions with the highest number of Umrah applicants nationally. Digital marketing in this city

is relevant due to the increasingly tech-savvy population accustomed to using social media in service consumption decisions. West Java Governor Ridwan Kamil even stated that the Digital Village program is designed not only to expand internet access but also to improve the community's digital literacy so they can utilize platforms like Instagram and WhatsApp to promote local potential, including the service sector (Kominfo, 2023).

Nationally, Indonesia has also seen a surge in social media usage, reaching 191 million active users, equivalent to nearly 69% of the population, demonstrating digital consumer behavior with significant potential for targeted marketing strategies. In West Java, nearly 89.8% of the population uses social media, indicating a highly engaged digital audience.

These facts demonstrate that: Depok's high internet penetration rate presents significant opportunities for digital marketing strategies, particularly for faith-sensitive services like religious travel. West Java's relatively young and digitally savvy user base magnifies the impact of engaging and interactive visual content. This situation makes Depok a strategic mirror of Indonesia's digital consumer trends, particularly in the context of religious services like Umrah and Hajj.

On the other hand, there is still a trust gap in the religious travel sector: although more than 2,500 agents have been officially registered, almost 400,000 independent (on-the-spot) pilgrims undertake Umrah trips outside of official providers, which indicates a still fragile level of trust in official travel services.

According to Zahra et al. (2025), This research concludes that the implementation of adaptive strategic planning and market-oriented product portfolio development is key to success in digital competition, by using CRM technology, online reservation systems, and integrated digital marketing strategies, research results show that Al Hijrah has implemented digital transformation through various platforms such as Instagram, TikTok, and WhatsApp Business, as well as developing an official website with a live chat feature and a digital payment system. The company has also diversified its products by offering thematic packages such as Umrah for Millennials, Umrah VIP, and Umrah plus Turkey.

According to Chen, H. M., & Vargo, S. L. (2013), many companies are trapped in using social media as just another communication channel, and naively apply traditional Electronic CRM (ECRM) practices to social platforms based on a goods-centric exchange model (e.g., goods-dominant logic or GD logic), with value created by the company and relationships implying some value-laden output transactions. This study uses the SERVQ (Strategy, Environment, Resources, Values, Organization) framework to show that although digital marketing increases engagement and conversion, there are still gaps in service responsiveness and transparency. SERVQ analysis is based on the principle that companies operating in the same industry do not need to compete in the same way or strategy. This means that to evaluate a company's strategy, it is not necessary to follow the methods or strategies used by other companies as a comparison. Instead, by using SERVQ analysis, the company only reviews the strategy that has been implemented by checking the consistency or suitability between strategy, environment, resources, values, and organization.

Against this backdrop, a study on the implementation of digital marketing strategies by Umrah and Hajj travel companies in Depok City is crucial. This research is expected to provide a comprehensive overview of the extent to which digital transformation has been adopted, the challenges faced, and the most effective strategies for reaching and maintaining consumer trust in the religious travel sector.

## LITERATURE REVIEW

Digital technologies (IoT, AI, big data, cloud computing) enable companies to understand customer behavior in real-time, improve service personalization, and create more intensive interactions. Digital servitization is the process of transforming manufacturing or service provider businesses from simply selling products to providing integrated product-service solutions based on digital technology (Coreynen et al., 2017). Meanwhile, according to Löfberg & Tronvoll (2025), it is emphasized that the success of digital servitization is not only measured by operational efficiency or technological innovation, but especially by how the customer experience is formed.

Digital marketing encompasses a set of activities involving the use of digital platforms and technologies to promote products and services (Kotler et al., 2021). In the tourism and travel sector, it serves as a bridge between companies and customers, enabling real-time communication, personalized offers, and greater

transparency. Customer experience encompasses emotional, cognitive, and relational dimensions. In a digital context, this experience is heavily influenced by the quality of interactions, data transparency, and the added value customers receive (Lemon & Verhoef, 2016).

Research on religious tourism marketing emphasizes the importance of content credibility, legal compliance, and emotional engagement (Rohman & Osman, 2022). For Umrah and Hajj services, customer trust is often linked to visible proof of government licensing, testimonials from satisfied pilgrims, and educational content that aligns with religious values.

Furthermore, descriptive analyzes in service marketing reveal that variations in digital channel adoption, content strategies, and audience targeting significantly affect consumer decision-making (Chen et al., 2023).

## RESEARCH METHOD

This research employed a descriptive qualitative approach, incorporating literature review and online observation. This approach was chosen to gain an in-depth understanding of the digital marketing strategies employed by Umrah and Hajj travel companies in Depok City.

The research steps include:

### 1. Literature Study

Collecting references from national and international journals, industry reports, official data from the Ministry of Religious Affairs, APJII, and trusted news sources related to the development of Umrah and Hajj travel and digital marketing trends in Indonesia, especially in West Java and Depok City.

### 2. Online Observation

This was done by analyzing three Umrah and Hajj travel companies in Depok City that have official permits, including:

- PT Arminareka Perdana Depok
- PT Patuna Mekar Jaya (Patuna Travel)
- PT Alhijaz Indowisata Depok Branch

Observations include: social media channels, websites, customer interactions, content formats, response speed, and service transparency aspects.

### 3. Data analysis

The collected data was analyzed descriptively, mapping digital marketing strategy patterns, identifying best practices, and challenges faced by companies in implementing digital marketing that is in accordance with religious values and regulations.

## RESULTS AND DISCUSSION

This study found that the majority of Umrah and Hajj travel companies in Depok utilize social media channels like Instagram, Facebook, and WhatsApp Business for promotion and communication. A small number integrate professional websites and CRM systems. Depok's advanced digital infrastructure creates high consumer expectations for the quality of digital interactions.

The following is a comparison of three Umrah and Hajj travel companies with a strong presence in Depok: PT Arminareka Perdana, PT Patuna Mekar Jaya (Patuna Travel), and PT Alhijaz Indowisata, Depok Branch. The analysis focused on legality, digital channel integration, technological innovation, content quality, and customer management.

**Table 1. Comparison of Digital Marketing Strategies of Umrah and Hajj Travel Companies in Depok City**

Aspect	PT Arminareka Perdana	PT Patuna Mekar Jaya (Patuna Travel)	PT Alhijaz Indowisata Depok Branch
Legality & Permits	Umrah Permit (2018), Hajj Plus (2018), AMPHURI member.	Established in 1972, official PPIH permit, national tour & travel.	PPIU (2020), PIHK (2022), A accreditation, SNI-ISO, visa provider.

<b>Digital Channel</b>	GNC portal website, WhatsApp Business responsive.	Website funnel to WhatsApp, active social media.	Professional website, official Instagram, 24-hour consultation service.
<b>Technological Innovation</b>	Digital savings starting from IDR 10 thousand, internal IT base.	Simple digital funnel with personal service.	Digital marketing training for agents, AIWA Mobile Apps application.
<b>Content Quality</b>	Internal portal based promotion, limited testimonials.	Informative brochures, customer testimonials, light education.	Structured educational content, transparent viewing permission, travel videos.
<b>Customer Management (CRM)</b>	Not fully integrated, manual follow-up.	Have not implemented formal CRM.	Support agents through AIWA Apps with CRM functionality.

### Legality as the Foundation of Trust

The success of digital marketing strategies in this sector is heavily influenced by several key factors. First, clear legality and proof of official permits have proven to be fundamental elements influencing the level of trust among prospective pilgrims. Companies that transparently display their Ministry of Religious Affairs permit numbers, official association registration numbers (such as HIMPUGH or AMPHURI), and clear office addresses garner greater trust than those that simply promote prices without supporting legal documentation.

Trust has proven to be a key factor in religious travel services. PT Alhijaz Indowisata excels by combining PPIU, PIHK, an accreditation, and SNI-ISO certification, while Arminareka and Patuna possess legitimate legal standing but do not publicly display quality certifications. This aligns with research by Prayogo & Sugiharto (2023), which confirms that the level of legal transparency is directly proportional to the conversion of prospective pilgrims on digital platforms.

### Digital Channel Integration and Conversion Efficiency

Arminareka already has an internal portal, Patuna relies more on a traditional funnel (website → WhatsApp), while Alhijaz utilizes a multi-level digital ecosystem that spans both B2B (agents) and B2C (congregants). A multi-channel integration model with CRM support has been shown to increase conversion efficiency (Chaffey & Smith, 2022).

### Innovation and Market Differentiation

Arminareka emphasizes digital savings—an inclusive innovation for segments of society with limited financial resources. Patuna maintains a personalized service approach relevant to loyal pilgrims. Alhijaz modernizes business processes through digital marketing training and the AIWA application, which supports the sustainability of data-driven strategies. Hendrik, H., Kusumawardani, S. S., & Permanasari, A. E. (2024) demonstrates that the success of digitalizing religious travel depends on innovations relevant to market needs and operational efficiency.

### Content Quality and Spiritual Storytelling

Educational content that touches on the spiritual and logistical aspects of travel plays a crucial role in building engagement. Only Alhijaz consistently presents digital education and permit transparency in an engaging format. Research by Setiawan & Rachmawati (2024) supports that spiritual storytelling increases audience engagement by up to 40% compared to promotional pricing content.

### Customer Management and Long-Term Loyalty

Some companies have integrated professional websites as official information hubs, while others still rely entirely on social media. Integration with Customer Relationship Management (CRM) systems and a systematic and planned content strategy are still not evenly distributed across the companies studied.

Modern CRM functionality is only found at Alhijaz through its AIWA Apps, which supports agents in managing prospective pilgrims and expediting the closing process. The other two companies still rely on manual communication via WhatsApp. This demonstrates a digital maturity gap in this sector, as also found in a global study of the religious tourism sector by Al-Zyoud (2023).

## CONCLUSION AND SUGGESTION

This study found that the effectiveness of digital marketing in the Umrah and Hajj travel sector in Depok City is significantly influenced by the strategic integration of legality, digital channels, innovation, content quality, and customer management. PT Alhijaz Indowisata excels in its integration of technology and modern customer management, while PT Arminareka Perdana and PT Patuna Mekar Jaya focus more on basic services and conventional promotions.

However, this study has certain scientific limitations. First, the analysis was conducted on a limited number of companies, which may not fully represent the entire Umrah and Hajj travel industry in Depok or in Indonesia more broadly. Second, the findings are based primarily on qualitative observations and secondary data, which may introduce subjectivity and limit the generalizability of the results. Third, external factors such as government regulations, consumer behavior changes after the COVID-19 pandemic, and global digital marketing trends were not comprehensively examined, even though they may significantly affect the outcomes. Future research could benefit from broader sampling, mixed-method approaches, and longitudinal analysis to provide deeper and more generalizable insights.

### Suggestion

Companies need to enhance legal transparency across their digital channels to build trust and ensure compliance with regulatory standards. Prioritizing the development of technology based customer relationship management (CRM) systems is also essential to improve service quality, streamline interactions, and strengthen customer loyalty in an increasingly digital marketplace. By integrating advanced CRM tools, businesses can efficiently manage customer data, personalize engagement, and respond more effectively to evolving consumer needs.

In addition, reinforcing consistent educational content is crucial for shaping a credible and professional brand image. Internal digital marketing training for employees and agents should be implemented to sharpen their skills, foster innovation, and enhance overall competitiveness. Well-trained personnel equipped with up-to-date digital marketing strategies can better execute campaigns, adapt to market changes, and maintain a strong presence in the highly competitive digital landscape.

## REFERENCES

- APJII. (2025). Indonesian Internet User Penetration and Behavior Report 2025.
- Basya, D., & Basya, MM (2025). Evaluating Islamic Marketing Strategy of Hajj-Umrah Travel in the Digital Era. *Academia Open* , 10 (2), 10-21070.
- Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing* . Pearson UK.
- Chen, H. M., & Vargo, S. L. (2013). Rethinking social CRM design: A service-dominant logic perspective. In *Handbook of strategic e-business management* (pp. 767-784). Berlin, Heidelberg: Springer Berlin Heidelberg.
- Da Silva, A. A., & Cardoso, A. J. M. (2025). Enhancing Customer Experience Through IIoT-Driven Coopetition: A Service-Dominant Logic Approach in Networks. *Logistics*, 9(2), 75.
- Hendrik, H., Kusumawardani, S. S., & Permanasari, A. E. (2024). The emerging landscape of halal tourism in the digital era: an IT perspective. *Journal of Islamic Marketing*, 15(8), 1995-2015.
- Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for Humanity*. Wiley.
- Kusumawardhani, D. (2022). Digitalization of religious travel and business sustainability in the era of digital transformation. *Journal of Tourism* , 9(2), 112–124.
- Löfberg, N., & Tronvoll, B. (2025). Enhancing customer experience in digital servitization: The impact of service-dominant logic. In *Handbook of Service Experience* (pp. 119-129). Edward Elgar Publishing.
- Nuroni, A. M. (2017). Evaluasi Strategi pada PT Elco Indonesia Sejahtera Menggunakan Analisis Servo. *Jurnal Wacana Ekonomi*, 16(3), 155-163.
- Prayogo, T., & Sugiharto, E. (2023). The effect of legal transparency on consumer trust in religious travel services. *Journal of Marketing Management* , 15(1), 45–58.

- Sakum, S., Ainulyaqin, MH, Achmad, LI, & Mamun, S. (2024). Marketing Strategy of Batara Haji and Umrah iB, Sharia State Savings Bank Reviewed Using SOAR Analysis. *Scientific Journal of Islamic Economics* , 10 (2), 2002-200.
- Setiawan, R., & Rachmawati, N. (2024). Spiritual storytelling in digital marketing: Strategies to increase audience engagement. *Journal of Digital Communication* , 5(1), 77–89.
- Vargo, S. L., & Lusch, R. F. (2016). Institutions and axioms: An extension and update of Service-Dominant Logic. *Journal of the Academy of Marketing Science* , 44(1), 5–23.
- Vargo, S. L., & Lusch, R. F. (Eds.). (2018). *The SAGE handbook of service-dominant logic*. Sage.
- Wianda, Z. (2024). Identifikasi digital marketing sebagai pemasaran produk umrah & haji di pt. Riska hary tour & travel (doctoral dissertation, universitas negeri jakarta).
- Zahra, N. A. I., Karmila, I., Ramadhan, G., Najah, R. H., Andriansyah, M. F., & Ikaningtyas, M. (2025). Strategic Planning and Product Portfolio Development at Umrah Al Hijrah Travel Agents in the Era Digital Competition in the Surabaya Area. *Journal of Business and Halal Industry*, 2(4), 10-10.