

## Strategy Preparation at PT. Permata Salsabila Mulia Special Umrah and Hajj Travel Organizer Bureau

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### ABSTRACT

*PT. Permata Salsabila Mulia is a company specializing in the organization of Umrah and special Hajj pilgrimage travel. Increasing competition in this industry necessitates the development of effective business strategies to enhance competitiveness and ensure sustainability. This study aims to formulate strategic recommendations for PT. Permata Salsabila Mulia in addressing market challenges, optimizing organizational potential, and meeting customer expectations. The research employs SWOT analysis and external business environment analysis to identify key strengths, weaknesses, opportunities, and threats. Based on the analysis results, strategic recommendations were developed, including strong branding development, improved marketing strategies, service diversification, service quality enhancement, strategic partnerships, and continuous innovation. These strategies are expected to increase the company's competitive advantage and strengthen its position in the Umrah and Hajj pilgrimage travel industry.*

## 1. INTRODUCTION

Indonesia is the country with the largest Muslim population in the world, making it a significant contributor to the annual Hajj pilgrimage. Based on data from Databoks (2023), the Research and Information System for Developing Countries (RISDC) noted that the Muslim population in Indonesia reached 240.62 million people, or around 86.7% of the total national population, which was 277.53 million people in 2023. This fact highlights the significant potential in organizing the Hajj and Umrah pilgrimages, both in terms of spiritual benefits and business opportunities derived from religious services.

The high interest of the Indonesian people to perform the Hajj pilgrimage is not comparable to the quota set by the government each year, resulting in long queues of prospective pilgrims. ((Kheimi et al., 2024) This condition presents a significant market gap for business actors to provide alternative services, such as specialized Umrah and Hajj pilgrimage services. This tour and travel business is here to provide maximum guidance, service, and protection for prospective pilgrims, enabling them to carry out their worship according to Islamic law with greater comfort.

In its development, tour & travel services are no longer limited to conventional packages. Increasingly tight competition encourages business actors to offer a variety of packages, such as regular and premium Hajj services, as well as regular and premium Umrah packages. The Plus Hajj package, for example, offers several advantages, including exclusive services, shorter waiting periods, and additional facilities. Although the costs charged are higher, many prospective pilgrims choose this package because of the time efficiency and convenience of the services offered. (Alsulaiman & Rentner, 2024) The more attractive the variety of the packages provided, the greater the opportunity for travel agencies to increase sales and strengthen their business position. The Special Region of Yogyakarta Province is one of the areas with rapid growth in the business sector of organizing special Umrah and Hajj pilgrimages. Based on data from the Computerized Integrated Management System for Umrah and Hajj Siskopatuh (2018), the number of Special Hajj Pilgrimage Organizers (PIHK) nationwide reached 570, and the number of Umrah Pilgrimage Travel Organizers (PPIU) reached 2,604 active agencies. In Yogyakarta itself, the number of central PIHKs is recorded at 13 bureaus and 12 branches, while the number of central PPIUs reaches 44 bureaus and 66 branches. The high number of organizers indicates the tight competition in getting pilgrims and maintaining business sustainability.

One of the service bureaus that actively operates in the area is PT Permata Salsabila Mulia (PSM), an official tour & travel company engaged in organizing special Umrah and Hajj pilgrimages. PT PSM, located on Jalan Wonosari-Yogyakarta at KM 7.2, Gading Playen, Gunungkidul, has been operating since 2016. As a business actor competing in a dynamic market, PT PSM faces various challenges to survive and grow, including creating product innovation, building customer trust, and managing the organization strategically.

To address these challenges, implementing effective strategic management is necessary. Robbins and Judge (2013) define strategic management as a series of managerial actions aimed at

formulating and implementing organizational strategies through basic management functions such as planning, organizing, directing, and controlling. In this context, strategic planning becomes a crucial aspect in determining the direction of the organization to remain competitive. Bryson in Permatasari (2017) emphasizes that strategic planning is a systematic effort to make informed decisions and take actions that determine the direction, activities, and purpose of the organization. Thus, this study focuses on analyzing how PT Permata Salsabila Mulia formulates and implements strategies in facing the increasingly complex dynamics of competition in the Hajj and Umrah service sectors in Yogyakarta. Understanding the strategic management process in this company is expected to provide both theoretical and practical contributions to the development of an adaptive and highly competitive management model within the context of a religious business.

## RESEARCH METHODS

**Research Design.** This study uses a descriptive qualitative approach. This approach was chosen because it aims to describe in depth and systematically how strategies are designed and implemented by PT Permata Salsabila Mulia in responding to business competition in the Umrah and Special Hajj tour and travel sector. According to Moleong (2017), qualitative research aims to understand phenomena holistically in a natural context, prioritizing the meaning derived from the subjects being studied.

This descriptive research focuses on collecting information related to the company's strategic planning activities, including the stages of identifying external opportunities and threats, assessing internal strengths and weaknesses, and the process of formulating, implementing, and evaluating strategies. This research is not intended to test hypotheses but rather to explore comprehensive and in-depth information through an exploratory process of phenomena occurring in the field.

**Data Collection Methods.** To obtain relevant data related to the strategic planning process at PT Permata Salsabila Mulia, researchers used primary data obtained directly from primary sources of information through structured interviews and surveys.

Structured interviews were conducted with managers and staff involved in the company's strategy formulation process. This interview technique was designed based on indicators identified in the strategic planning variable framework. The indicators used include stages of strategic planning such as (1) internal and external environmental analysis, (2) strategy formulation, (3) strategy implementation, and (4) strategy evaluation and control.

Interview questions have been systematically arranged and directed to explore information according to these indicators. It aims to ensure that the information obtained remains focused on the research's scope and does not deviate from the main discussion. As explained by Sugiyono (2018), interviews are used when researchers aim to gain a deeper understanding of topics from

respondents, especially when the number of respondents is small and the data required is complex and cannot be obtained through questionnaires.

In addition to interviews, survey methods are also used to gather the necessary information, particularly regarding operational activities and the stages of implementing company strategy. The survey was conducted through direct observation of company activities, review of internal documentation, and notes on the implementation of ongoing strategy. By using these two methods in combination, it is expected that the data obtained will be more comprehensive and able to provide a complete picture of the strategic planning implemented by PT Permata Salsabila Mulia.

**Data Acquisition Method.** To find out about strategy design at PT. Permata Salsabila Mulia, the researcher requires appropriate data, namely primary data, which is data obtained directly from the object under study (respondent). Therefore, in this research, the researcher developed an interview method to gather information related to strategic planning directly from the relevant parties. This interview method is conducted in a structured manner, aligning with the indicators in the strategic planning variables, ensuring that the questions asked are consistent with the indicators and that the information obtained aligns with the discussion in this research. (Sugiyono, 2018)

**Data Analysis Methods.** Data analysis is the process of systematically searching and compiling data by organizing it into categories, identifying patterns, and selecting the most relevant information to conclude from. This research employs a descriptive qualitative approach, utilizing the SWOT analysis method (*Strengths, Weaknesses, Opportunities, Threats*). For more details, please refer to Table 1.

**Table 1. SWOT Matrix**

IFAS	STRENGTH (S)	WEAKNESSES (W)
EFAS	Identify the strengths and capabilities possessed by the organization that provide a competitive advantage.	Identify organizational weaknesses that may be obstacles or competitive disadvantages.
<b>OPPORTUNITY (O)</b> Identify external opportunities that the organization can exploit for growth or profit.	SO Strategy Combine organizational strengths with external opportunities. The goal is to utilize strengths to maximize existing opportunities.	WO Strategy Combine organizational weaknesses with external opportunities. The goal is to find ways to overcome weaknesses so that opportunities can be exploited.
<b>THREAT (T)</b> Identify external threats that could hinder the organization's progress.	ST Strategy Combine organizational strengths with external threats. The goal is to use force to overcome or minimize the impact of a threat.	WT Strategy Combine organizational weaknesses with external threats. The goal is to avoid risks caused by a combination of weaknesses and threats.

Source: Research Data (Processed), 2024

**Strategy Formulation Method.** Developing a corporate strategy is a necessary process that involves various approaches and techniques. After analyzing the company's position using a SWOT analysis, the next step is to develop an effective strategy for the company. The strategy formulation method used in this research refers to the theory of strategy development steps

submitted by Fred R (2015), namely:

**Strategy Formulation.** This stage involves developing a clear strategic plan and encompasses key aspects of long-term planning. The following are the key elements in strategy formulation: (a) Vision and Mission Development, (b) External Environmental Assessment, (c) Internal Environmental Assessment, (d) Long Term Goal Determination, and (e) Strategy Selection.

**Strategy Implementation.** Once the strategy is formulated, the next step is to implement it. Strategy implementation is a critical stage because even a well-conceived strategy can fail if it is not executed effectively. Essential elements in strategy implementation include (a) Policy Development, (b) Resource Allocation, (c) Formation of Organizational Structure, and (d) Leadership Development and Organizational Culture.

**Strategy Evaluation.** Strategy evaluation is the final stage in the strategic management model, ensuring that the implemented strategy aligns with expectations. Strategy evaluation consists of several main elements: (a) Performance Monitoring, (b) Deviation analysis, and (c) Strategy Adjustment.

## 2. RESULTS & DISCUSSION

The company has a strong reputation and significant experience in organizing Hajj and Umrah, which has established trust and credibility in the industry. Additionally, PT. The Gem of Salsabila Mulia maintains robust partnerships with hotels and airlines, ensuring a smooth travel experience for its customers. The company also excels in providing satisfactory customer service and spiritual guidance, creating a positive and memorable journey for its clients.

However, the company faces several weaknesses. First, its operations are highly dependent on specific seasons, particularly during the Hajj month, which affects the consistency of its business throughout the year. Second, the company incurs relatively high operational costs, which may limit its profitability. Lastly, there is a noticeable lack of innovation in the service packages offered, which could hinder the company's ability to stay competitive and attract new customers.

Next, to find out the internal factors (IFAS) of PT. We can see the Salsabila Mulia Gems in Yogyakarta in the following Table 2:

**Table 2. IFAS (Internal Factor Analysis Summary)  
PT. Permata Salsabila Mulia**

<b>Strength</b>	<b>Weight</b>	<b>Rating</b>	<b>Mark</b>
Have a good reputation & good experience	0,17	4	0,68
Have strong partnerships	0,13	2	0,26
Providing satisfactory service & spiritual guidance	0,14	3	0,42
Total	0,44	9	1,36
<b>Disadvantages</b>			
Depends on the season	0,14	3	0,42
Operational costs are quite high	0,16	4	0,64
Lack of innovation in service offerings	0,16	4	0,64
Total	0,46	11	1,7

*Source: Research Data (Processed), 2024*

Based on the table above, the evaluation of internal factors indicates that PT. Permata Salsabila Mulia has a total value for strength (*strength*) of 1.36, while the total value for weakness (*weakness*) is 1.7. These results indicate that the company's weaknesses are more dominant than its strengths. Therefore, it can be concluded that PT. Gem Salsabila Mulia has a weak internal position.

The following is an evaluation of the external factors influencing PT. Permata Salsabila Mulia in Yogyakarta, highlighting both the opportunities and threats the company faces:

The demand for Hajj and Umrah services continues to grow, presenting significant opportunities for the company to expand its customer base and increase revenue. Additionally, technological advancements offer the company opportunities to enhance the registration process and improve communication with prospective pilgrims, thereby making the experience more efficient and user-friendly. The company can also capitalize on collaborations with hotels, airlines, and local service providers to enhance the overall pilgrim experience, ensuring a seamless and comfortable journey.

However, PT. Permata Salsabila Mulia faces several external threats. Increased competition from other companies in the Hajj and Umrah service industries may put pressure on pricing and market share. Changes in government regulations, particularly those related to travel, could impact the company's operations and compliance requirements. Furthermore, potential health or security crises could pose significant risks to the safety of pilgrims, disrupting journeys and tarnishing the company's reputation.

Next, to assess the internal factors (IFAS) of PT. Permata Salsabila Mulia in Yogyakarta, we can examine the Table 3 provided below:

**Table 3. EFAS (External Factor Analysis Summary)**  
**PT. Permata Salsabila Mulia**

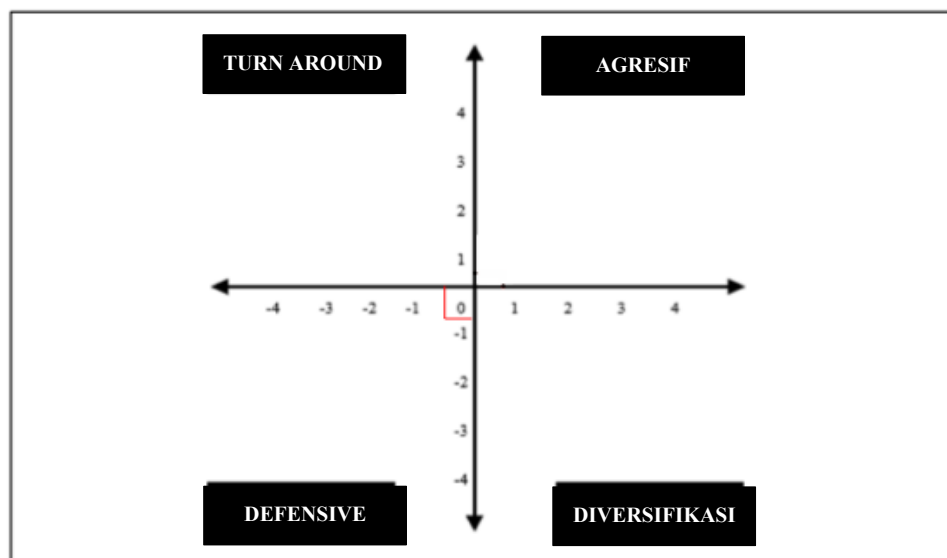
Opportunity	Weight	Rating	Mark
Demand for Umrah continues to increase	0,17	3	0,51
Technological innovation makes registration easier	0,14	2	0,28
Expand collaboration with vendors	0,13	2	0,26
Total	0,44	7	1,05
Threat			
Increasing business competition	0,19	4	0,76
Changes in government regulations	0,18	2	0,36
Health and/or security crisis	0,17	3	0,51
Total	0,54	9	1,63

Source: Research Data (Processed), 2024

Based on the table above, the external factors of PT. Permata Salsabila Mulia has a total opportunity value of 1.05, while the total threat value is 1.63. These results indicate that the company's threats are more dominant than its potential opportunities.

Before formulating a strategy and using the IFAS and EFAS matrices, the difference in weight scores between strengths, weaknesses, opportunities, and threats will be calculated; namely, the difference between strengths and weaknesses (SW) is  $1.36 - 1.7 = -0.34$ . The difference between opportunities and threats (OT) is  $1.05 - 1.63 = -0.58$

Based on the results of these calculations, a strategy formulation will be carried out using the matrix below in Figure 1:



**Figure 1. PT Permata Salsabila Mulia**

Source: Research Data (Processed), 2024

Based on the image above, it can be seen that the SW value has a negative difference of -0.44, while OT has a positive difference of -0.58. It puts PT. Permata Salsabila Mulia, situated in

quadrant three, employs a *defensive* strategy, focusing on minimizing the organization's internal weaknesses while capitalizing on opportunities in the external environment. According to Kotler and Keller (2007), this strategy is crucial for companies seeking to enhance their market position. Companies should actively work to address internal weaknesses, such as a lack of innovation or operational inefficiency, and focus on exploiting external opportunities, including market trends or regulatory changes.

Here is a summary analysis of the SWOT, which includes both the internal and external conditions of PT. Permata Salsabila Mulia. For more details, please refer to Table 4.

**Table 4. IFAS and EFAS Strategy Matrix PT. Permata Salsabila Mulia**

IFAS	Strength <ul style="list-style-type: none"> <li>• Have a good reputation</li> <li>• Strong partnership network</li> <li>• Satisfactory service</li> </ul>	Weaknesses <ul style="list-style-type: none"> <li>• Depends on the season</li> <li>• High operational costs</li> <li>• Lack of innovation</li> </ul>
EFAS		
Opportunity <ul style="list-style-type: none"> <li>• Increased demand</li> <li>• Technological innovation</li> <li>• Collaboration</li> </ul>	S.O. Strategy <ul style="list-style-type: none"> <li>• Maintaining the company's reputation in an effort to increase consumer confidence which continues to increase</li> <li>• Building and expanding partnerships by utilizing technological developments</li> <li>• Improve customer service by involving local service providers to improve consumer experience</li> </ul>	Strategy W.O <ul style="list-style-type: none"> <li>• Develop marketing strategies to attract potential customers during the Hajj and Umrah seasons</li> <li>• Leveraging technology to reduce costs operational</li> <li>• Develop strategy collaboration to improve service innovation</li> </ul>
Threat <ul style="list-style-type: none"> <li>• Competitor growth</li> <li>• Changes in government regulations</li> <li>• Health and security crisis</li> </ul>	Strategy S.T <ul style="list-style-type: none"> <li>• Improving the company's reputation in an effort win business competition</li> <li>• Building partnerships in accordance with government regulations in an effort to make things easier operational</li> <li>• Providing services by prioritizing customer health and safety</li> </ul>	Strategy W.T <ul style="list-style-type: none"> <li>• Strengthen strategy marketing in certain seasons to face competition</li> <li>• Develop strategies according to applicable regulations to reduce costs operational</li> <li>• Develop service innovation by paying attention to health and safety.</li> </ul>

Source: Research Data (Processed), 2024

Based on the analysis using the IFAS and EFAS strategy matrix above, several alternative strategies have been identified for PT. Permata Salsabila Mulia to pursue.

For the SO (Strength-Opportunity) Strategy, the company should focus on maintaining its strong reputation to increase consumer confidence, which is expected to continue growing. It can be achieved by promoting the services offered and engaging in outreach activities to ensure the company's name is widely recognized. Additionally, the company should build and expand partnerships by leveraging existing technological advancements to provide maximum service and increase consumer interest. Another essential strategy is to enhance customer service by collaborating with local service providers, improving the overall consumer experience, and offering more value-added services, which will differentiate the company in a competitive market.



The WO (Weakness-Opportunity) Strategy suggests that the company should develop marketing strategies specifically targeting potential customers during peak seasons, such as Hajj and Umrah. This approach is necessary due to the increasing demand during these times. Furthermore, the company can utilize technological developments to reduce operational costs, such as adopting tools like Zoom meetings for socialization with the congregation or potential clients. Another strategy is to collaborate with airlines, hotels, and other vendors to innovate services, enabling the company to offer unique offerings that differentiate it from competitors.

In the ST (Strength-Threat) Strategy, the company should focus on improving its corporate reputation to stay competitive in a rapidly growing market. Strengthening its reputation is critical to maintaining consumer trust and outpacing competitors. Additionally, when building partnerships, the company must adapt to government regulations to facilitate smoother operations. Prioritizing customer health and safety in service provision is also key, especially in light of growing concerns around public health.

Finally, the WT (Weakness-Threat) Strategy emphasizes the importance of strengthening marketing strategies to face increased competition, particularly during specific seasons like Hajj and Umrah. The company should also ensure that its strategy aligns with existing regulations to minimize additional costs and reduce operational expenses. Lastly, to foster service innovations, the company must prioritize the health and safety of its congregation, ensuring that consumers feel comfortable, safe, and satisfied with the services provided.

**Discussion.** Based on the SWOT analysis of PT. Permata Salsabila Mulia, the company, has strengths that can be utilized. The company's reputation and experience can be used to develop the market. (Hong et al., 2025; Li et al., 2025; Yilmaz et al., 2025) Furthermore, the company also has a partnership network that can be leveraged to provide additional services, thereby differentiating itself from competitors. The company is also committed to providing maximum service so that it can increase congregation or consumer satisfaction.

On the other hand, several weaknesses of companies need to be taken into account. Firstly, Hajj and Umrah departures are only busy during certain seasons, resulting in companies needing to arrange the departure of pilgrims in a way that allows registered pilgrims to leave immediately. Furthermore, the company's operational costs are high, which can impact its income. Not only that, the lack of innovation in the services provided is a challenge for companies facing an increasing number of competitors, so the company must notice.

The company also has several opportunities available. Firstly, the demand for pilgrims and consumers who will undertake Umrah continues to increase, presenting a main opportunity that the company must utilize. Companies can use both technological developments and market expansion strategies, such as conducting promotions through social media. (Dewi, 2024; Sümer, 2019) Furthermore, collaboration with vendors, airlines, hotels, and local service providers can be an opportunity for companies, as it allows them to offer additional services to

pilgrims or consumers, such as arranging tourist visits after performing the Hajj or Umrah.

However, so do companies confronted with the necessary threats to face. Firstly, the growth of competitors of the same type is very high, so it needs to be anticipated. Apart from that, changes in regulations set by the government can pose a threat to the company, for example, the policy of limiting the departure of Hajj pilgrims and Umrah. Furthermore, health and safety crises can also pose a significant threat to companies, making it essential to be aware of them.

To overcome the findings above, PT. Permata Salsabila Mulia needs to develop the right strategy, which includes improving the company's reputation and selecting the most effective marketing approach. Apart from that, companies also need to provide innovations in the services they offer; this is done to meet consumer or congregation demand. Following several strategies that the company can develop:

**Strong Branding Development.** Through intensive and consistent promotions, PT. Permata Salsabila Mulia can build and enhance the company's reputation, becoming increasingly well-known. It can be done through targeted advertising campaigns and effective digital marketing strategies to increase consumer awareness of the company. (Putri, 2021)

**Improved Marketing Strategy.** Overcoming the limitations of the company's current marketing strategy can be done by developing a more effective promotional strategy. It can be achieved through targeted advertising campaigns in print and online media, as well as leveraging social media and influencer partnerships to enhance company exposure. In this digital era, digital marketing strategies are essential for companies to keep up with developments and meet market demand. (Nadeak et al., 2024; Singh, 2023)

**Diversification of Services.** PT. Permata Salsabila Mulia needs to provide developing services owned by the company to meet market demand. Diversification of services can be achieved by identifying emerging market trends and developing innovative new services that align with congregational demand.

**Improved Service Quality.** Improving the quality of existing services or introducing new, higher-quality services can increase consumer confidence in the company. Superior service quality can be a key differentiator in a competitive market.

**Strategic Partnership.** Building strategic partnerships with related companies to support each other in marketing and develop the market. This partnership can help expand the company's market reach and introduce its services to a broader segment of the market.

**Sustainable Innovation.** Continuously develop new service innovations to stay relevant in a rapidly changing market. In-depth market research and monitoring developing trends can help companies identify innovation opportunities that can be exploited.

By implementing the right strategy in light of the company's internal and external conditions, PT. Permata Salsabila Muli can increase sales of its services and strengthen its market position.

### 3. CONCLUSION & SUGGESTION

Based on the results of the SWOT analysis, several relevant conclusions can be drawn for PT. Permata Salsabila Mulia: (1) Companies can focus on developing services by utilizing technology to take advantage of the rapid growth of the technology industry and further increasing marketing and promotional efforts, primarily through strategic partnerships with other companies. Companies also need to leverage highly qualified development teams to exploit market opportunities. (2) In terms of identifying strengths, weaknesses, opportunities, and threats, PT. Permata Salsabila Mulia has strengths, including a good company reputation, an extensive partnership network, and a focus on providing satisfactory service. Companies also still face weaknesses related to the lack of innovation in delivering services and high operational costs. On the other hand, there is a significant opportunity for demand growth, which continues to increase year after year, and technological developments open up opportunities for companies to expand their market share. However, companies are also faced with the threat of intensive competition and increasing safety and health risks.

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