



MARKETING STRATEGY IN EFFORTS TO IMPROVE THE QUALITY OF COMPETITIVENESS IN THE TRAVEL BUREAU OF PT. BABUL UMROH MANDIRI WISATA BRANCH BUKITTINGGI

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Abstract: The background of this research is the number of Umrah Travel Organizers (PPIU) in various regions areas, especially umrah travel agents in the city of Bukittinggi and its surroundings. So, in this case, PT. Babul Umroh Mandiri Wisata Bukittinggi Branch can try to optimize and implement several marketing strategies through SWOT analysis to improve the quality of competitiveness. The research method used by the author is a qualitative descriptive method, starting from observation, interviews and documentation. The SWOT diagram shows that this travel is in quadrant 1 (positive, positive) supports the Aggressive Strategy. This position signifies that PT. Babul Umroh Mandiri Wisata Bukittinggi Branch is a condition that can use that power owned to take advantage of existing opportunities, so it is possible to continue to expand by implementing a maximum marketing strategy in an effort to improve the quality of competitiveness.

Keywords: Marketing strategy, SWOT, Quality of competitiveness

Abstrak: Penelitian dilatarbelakangi dengan banyaknya biro Penyelenggara Perjalanan Ibadah Umroh (PPIU) di berbagai daerah khususnya biro perjalanan umroh yang berada di Kota Bukittinggi dan sekitarnya. Maka dalam hal ini, PT. Babul Umroh Mandiri Wisata Cabang Bukittinggi dapat berupaya mengoptimalkan dan menerapkan beberapa strategi pemasaran melalui analisis SWOT dalam peningkatan kualitas daya saing. Metode penelitian yang digunakan oleh penulis adalah metode deskriptif kualitatif, dimulai dari observasi, wawancara dan dokumentasi. Adapun diagram SWOT menunjukkan bahwa travel ini berada pada kuadran 1 (positif, positif) mendukung Strategi Agresif. Posisi ini menandakan bahwa PT. Babul Umroh Mandiri Wisata Cabang Bukittinggi dalam kondisi yang dapat menggunakan kekuatan yang dimiliki dalam memanfaatkan peluang yang ada, sehingga sangat dimungkinkan untuk terus melakukan ekspansi dengan menerapkan strategi pemasaran yang maksimal dalam upaya peningkatan kualitas daya saing.

Kata Kunci: Strategi pemasaran, SWOT, Kualitas Daya Saing

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Introduction

The population of Indonesia is the largest majority of Muslims in the world based on the population, with the number of Muslims in Indonesia 236.53 million people or 86.88% of Indonesia's total population of 273.87 million people. This information is seen from data sources through the Directorate General of Civil Registry. Hajj is one of the worships that is highly coveted by Muslims to carry it out because all the prayers made by Muslims are always answered by Allah SWT. The services that Muslims in Indonesia really want to perform are the Hajj and Umrah pilgrimages because there are religious laws that order them. There are many motives for the Indonesian Muslim community to carry out the Hajj and Umrah pilgrimages, one of which is seen as being successful and having high religiosity. The Hajj and Umrah pilgrimages are obligatory on *istita'ah* (capable) Muslims, each male or female.

Every year the number of pilgrims increases, so the quota given by the Ministry of Hajj of Saudi Arabia to pilgrims from Indonesia is limited. This will be the full attention of the Indonesian Ministry of Religion. When prospective pilgrims want to perform the pilgrimage in a shorter time without a long waiting list, the alternative is to perform the Umrah pilgrimage, even though they do not cancel their Hajj obligations in the months that have been determined. Because there are several thoughts from residents that before leaving to perform the pilgrimage, it would be nice if you perform the Umrah pilgrimage first. Umrah pilgrims from year to year are also increasing. This can be a business opportunity for Hajj and Umrah travel agents in Indonesia to do business and also worship.

In the Umrah pilgrimage, pilgrims can travel very far from their place of origin. When carrying out the Umrah pilgrimage, pilgrims need professional guides to expedite their pilgrimage because it is their obligation to provide services to the organizers of the Umrah pilgrimage (umrah travel bureau). In accordance with Law no. 8 of 2019 concerning the Implementation of Hajj and Umrah in Chapter VII Articles 86 to 106 related to regulations regarding the Organization of Umrah Pilgrimage Travels (PPIU), namely regulating the entire series of Umrah pilgrimage activities outside the Hajj season which includes general sections, rights of Umrah pilgrims, rights and obligations of PPIU, protection of pilgrims, supervision and evaluation. Organizing Hajj and Umrah Pilgrimage Travels aims to provide guidance, service, and protection for pilgrims and Umrah pilgrims so that they comply with the provisions of the Shari'a.¹

The number of special Umrah and Hajj travel agencies in Indonesia has resulted in quite tight competition, so the prices and packages offered also vary. This service company in the field of special Umrah and Hajj travel continues to be in demand by entrepreneurs. In this matter, competent marketing techniques are needed to attract the hearts of pilgrims, with so much attention from people doing the Hajj and Umrah pilgrimages that this business becomes a prospective business field. Companies must be able to master the needs of existing market segments. Implementation of the marketing strategy is the key to the success of a company in increasing the quality of competitiveness. Kotler stated that

¹ Kementerian Agama RI, "Peraturan Menteri Agama Republik Indonesia Nomor 8 Tahun 2018 Tentang Penyelenggaraan Perjalanan Ibadah Umrah," t.t.

marketing strategy is solving solutions to handle activities related to products and services. The creation of new market innovation speeds and changes in consumer patterns requires core competencies in the business being tried.²

Market conditions are now changing faster. Customers are more selective in looking at prices, new competitors are emerging, technology is increasingly sophisticated and information systems can support the creation of modern marketing, namely marketing through digital technology. So that digital marketing strategies can help marketers to analyze consumers and be able to make decisions based on information obtained from consumers directly. The types of digital marketing are websites, social media, search engines, email marketing, online advertising, blogspot, and many more.³

In this study, there was a review of previous research literature, namely H.M Nasrun Nazarudin's research entitled *Analysis of Marketing and Service Strategies in an Effort to improve the quality of the competitiveness of Hajj and Umrah travel agents from a Sharia Economic perspective (Case study of PT. Makkah Multazam and Al Madinah)*. The results of this previous study indicate that the marketing strategy implemented by PT. Makkah Multazam Safir and Al-Madinah tour & travel are in accordance with the sharia perspective by implementing a marketing strategy as a solution to overcome problems to achieve competitiveness in Umrah package marketing. The conclusion of this research is that every company, especially the haj and umroh expeditionary bureaus, must pay attention to the standard provisions set by government agencies, after which a policy and product offering is made that is balanced and competes by not vilifying each other and justifying other competitors on the pretext of wanting to get a good image.⁴

The names of PPIU and PIHK in Bukittinggi City who have obtained operational permits are Bonita Umroh, AET International, Rizkia Tour & Travel, Grand Darussalam, Babul Umroh Mandiri Wisata, Ventour Travel Bukittinggi, Dream Tour & Travel, Raka Tour and Travel, Aza Tour & Travel, and many other travel agency agents. So, of the many names of travel agents in the city of Bukittinggi, each travel agency can show its best quality so that it can be recognized and trusted by the public. Based on these facts, there will be a great opportunity for Muslim entrepreneurs to run the Umrah travel business, because the fact can be seen that there is an increasing proliferation of Hajj and Umrah travel agents in various areas, both in cities and in remote areas across Indonesia. One of them is the travel agency PT. Babul Umroh Independent Tourism Bukittinggi Branch. PT. Babul Umroh Mandiri Wisata obtained SK PPIU permit No. 953 of 2019 and PIHK permit in 2021. The name of Director Saifullah AS is located at Jl. East Kalibata, Kec. Pancoran, South Jakarta. This travel agency has 13 branch offices in various regions in Indonesia, one of which is 2 branches in West Sumatra located in Bukittinggi City and Dhamasraya Regency. For the

² Philip Kotler dan Kevin Lane Keller, *Manajemen Pemasaran*, 12 ed., 1 (Jakarta: PT. Indeks, 2009), 34.

³ Andy Prasetyowati, Jefry Aulia Martha, dan Aniek Indrawati, *Digital Marketing*, ed. oleh Nadya Artha Fransiska (Edulitera (Anggota IKAPI – No. 211/JTI/2019), 2020), 40, <http://repository.um.ac.id/1150/>.

⁴ Nasrun Nazaruddin, Rahmat Hidayat, dan Ricco Andreas, "ANALISIS STRATEGI PEMASARAN DAN PELAYANAN DALAM UPAYA PENINGKATAN KUALITAS DAYA SAING BIRO PERJALANAN HAJI DAN UMROH PROSPEKTIF EKONOMI SYAR'AH (Studi Pada PT. Makkah Multazam Safir Dan Al Madinah)," *Nizham: Jurnal Studi Keislaman* 8, no. 01 (18 Mei 2020): 95–112, <https://doi.org/10.32332/nizham.v8i01.2090>.

Babul Umroh office, the Bukittinggi branch obtained a decree with number 263 of 2020, and the Bukittinggi branch office was inaugurated by the Governor of West Sumatra, H. Mahyeldi on February 6, 2022.

The following is the empirical data found by the author in the form of a table containing the number of pilgrims from PT. Babul Umroh Mandiri Wisata Bukittinggi Branch from the year of obtaining the Branch Decree until January 2023 which the author got when conducting an interview with the leadership of the Bukittinggi branch.

Table 1. The number of Umrah pilgrims from PT. Babul Umroh Independent Tourism Bukittinggi Branch

Month & Year	Number of Umrah pilgrims	Information
2020	-	During the Pandemic
2021	-	During the Pandemic
September 2022	215	New Normal phase
October 2022	45	New Normal phase
November 2022	-	Post Pandemic
December 2022	-	Post Pandemic
January 2023	40	Post Pandemic

Source : Processed data

Table 1 shows that the congregation in September is the highest, namely 215 among other months. However, in November and December, the Bukittinggi branch of Babul Umrah travel did not depart pilgrims. When conducting an interview with the head of the travel branch of PT. Babul Umroh Mandiri Wisata Bukittinggi said that this travel agency dispatched 215 Umrah pilgrims for the Umrah Akbar program with Ustadz Bactiar Nasir which was organized by Travel Babul Umroh Center with a target of 1,000 Umrah pilgrims departing, so the Babul Umroh Bukittinggi travel managed to get and send 215 Umrah pilgrims.

In accordance with the facts found by the author, that the author can identify problems with this travel agency. The first problem in this study lies in the marketing mix section, namely People (People) is still lacking in marketing management in finding pilgrims and attracting prospective pilgrims to Umrah with the travel or more precisely there is no or lack of a competent Marketing Manager in their field and employees who are creative, innovative and professional in the field of Hajj and Umrah, this travel only has 1 employee in the administration section. The second problem is the promotion that PT. Babul Umroh Mandiri Wisata Bukittinggi branch has not been maximized in good and unique company

social media management in improving the quality of competitiveness in online promotions, and has not applied digital marketing such as websites, social media, and so on.

In the research literature review made by the author is to examine theoretical and empirical studies on marketing strategy and the quality of competitiveness in previous studies. There are previous studies that form the basis of the current study. The previous research in the form of journals, theses, and articles that are relevant to the current research is the first, research from H.M Nasrun Nazaruddin, from Raden Intan Lampung State Islamic University in 2020 concerning Analysis of Marketing and Service Strategies in an effort to improve the quality of the competitiveness of Hajj and Umrah travel agents in a prospective Sharia Economics (Study at PT. Makkah Multazam Safir and Al Madinah). In this study, Kotler stated that marketing strategy is a solution to address activities related to products and services (Kotler, 2008). The results of this research indicate that the marketing strategy tried by PT. Makkah Multazam Safir and Al-Madinah tour & travel are in accordance with the sharia perspective by implementing a marketing strategy as a solution to overcoming problems in achieving competitiveness in the marketing of Umrah packages, and the conclusion from this research is that every business entity, especially the Umrah travel agency, must pay close attention to standardization of the provisions of various institutions in a country, then a new policy is carried out in offering products that are balanced and also able to compete so as not to discredit and justify other competitors. The difference with this research is to examine marketing and service strategies according to the perspective of Islamic economics and compare the two Umrah travel agencies in terms of the marketing strategy they implement, seen from the amount of data on the pilgrims of the two travellers, while the research that has been made by the authors focuses on marketing strategies in an effort to improve the quality of the competitiveness of the companies.

The next previous research, Meno Praja Tama, from UIN Raden Fatah Palembang in 2020 concerning the Marketing Strategy for Hajj and Umrah Travel PT. Palembang Mandiri Quba Award in increasing the attractiveness of the Community. In this research, PT. Quba Mandiri Wisata Anugerah in marketing its products uses a marketing team, the team not only does marketing in the Palembang city area but also markets products aimed at people in other areas, this activity takes a lot of time, sacrifice, and effort, but this is indeed a challenge from the marketing team of PT. Palembang Quba Mandiri Award. This research shows that the strategy for marketing Hajj travel at PT. Anugerah Quba Mandiri Palembang is good and appropriate in marketing by engaging in the community environment by visiting individuals directly, visiting government and private agencies, and also through Islamic study groups with good marketing communication strategies and also through social media in marketing their products. The difference in this research lies in the research object and the second difference is that the previous research attempted to increase the attractiveness of the community while the current research examines how the marketing strategy is in an effort to create superior quality competitiveness in Umrah & Hajj religious travel.

From the marketing strategy theory that has been explained in this study as a reference for the author in making this journal, it is sourced from Kotler's quotations. According to Kotler, "Marketing strategy is a marketing mindset that will be used to achieve its marketing goals. The marketing strategy contains specific strategies for the target

market, positioning, marketing mix and the size of marketing expenditures. Furthermore, Kotler also explained about the marketing mix. The marketing mix is a set of marketing tools that the company uses to continuously achieve its marketing objectives. In the service marketing mix there are 7P which will play a role in increasing product sales and quality competitiveness. Particularly those marketed by service companies, namely the umroh travel bureau and also PIHK, therefore the marketing mix is through 7P, namely promotion, people, process, price, physical evidence, product, and place.⁵ Furthermore, the theory of maximum promotional mix indicators uses Kotler and Armstrong's theory, namely, personal selling (direct sales, advertising, public relations), sales promotion, and direct marketing. In this study, in order to maximize marketing through promotion, all indicators of the promotion mix can be applied to companies.⁶

The theory of social media marketing, this research uses Santoso's theory which explains that marketing techniques to a brand, product, business, person or group either directly or indirectly in order to create awareness, memory, and even action so that you can use website tools such as blogging, microblogging, and social media networks. Marketing through social media such as interacting with customers online is a way that can make it easier for businesses. As for indicators of social media marketing according to research from As'ad and Alhadid, namely, online communication, interaction, content sharing, ease of access, as fun entertainment, the latest or current information, and providing information retrieval services. Competitiveness theory, this study uses theory from Tambunan which explains that the competitiveness of an industry or company has supporting factors, including the availability of main capital, entrepreneur skills, level of education of workers, good management, business organizational systems, available technology, fulfilled information, and availability of other inputs such as energy, raw materials, and others. (Ahmad, 2020) Analysis is the activity of investigating an event through data or observation to find out the actual situation. In this study, the authors examine a problem related to marketing strategy cited from several previous studies in order to answer the problem formulation so that it becomes relevant to this research.

The author uses the method in this study, namely the qualitative descriptive method, which is related to marketing strategies in an effort to improve the quality of competitiveness at PT. Babul Umroh Independent Tourism Bukittinggi Branch. This research starts from observation, interview, and documentation. So that this qualitative method emphasizes deeper understanding and meaning in an object, a particular situation, reasoning, and definition (Moelong, 2003). The process is more important than the end result, that's the way of a qualitative approach. In this research the writer used the SWOT analysis technique. This analysis evaluates the strengths, weaknesses, opportunities and threats. The purpose of this study is to describe and describe the marketing strategy to be implemented by PT. Babul Umroh Mandiri Wisata Bukittinggi Branch in an effort to improve the quality of competitiveness. The place is in the form of the location where the research is

⁵ Devi Noviyanti, "Pentingnya Implementasi Strategi Pemasaran Bagi Travel Haji dan Umroh di Banjarmasin," *Alhadharah: Jurnal Ilmu Dakwah* 14, no. 28 (2015): 1–19, <https://doi.org/10.18592/alhadharah.v14i28.1231>.

⁶ Muhammad Firmansyah, *PEMASARAN (dasar dan konsep)*, 2019.

carried out. This research was conducted at the travel agency PT. Babul Umroh Mandiri Wisata, Bukittinggi Branch, which is located at Jl. Aur Kuning Market, near the Aur Kuning Fly Over, Bukittinggi City. The reason for the researchers conducting research in that place was because the researchers wanted to find out how the marketing strategy was in an effort to improve the quality of competitiveness at the travel agency PT. Babul Umroh Independent Tourism Bukittinggi Branch. The results of this research or research can be used as input in improving marketing strategies in an effort to improve the quality of competitiveness at the Travel agency PT. Babul Umroh Mandiri Tourism Branch of Bukittinggi, West Sumatra in the future. Research time used by the author. According to Sugiyono, this research does not depend on time because in fact the research will be completed if the data sources and research objectives have been fulfilled.⁷ The research period is from the start of the research to the end of the research. November to January 2023 is the time allocation used by researchers.

Primary data and secondary data is a source of information used for research. Main information that contains information obtained directly in the field is included in primary data, for example sources, while secondary data is data obtained through intermediary media obtained or recorded by other parties such as fact records or historical reports that have been compiled in archives or documentary information, or photographic documentation. If the research consists of observations, interviews, and documentation, then this is the method of data collection that was tried by the author. The author uses data analysis in this study to work with data, organize data, search and find patterns and then sort them into manageable units so they can find what is important and what is learned and can decide to inform others.⁸ In this study using data analysis method in the form of SWOT analysis. SWOT analysis is a model planning, strategic and business development method used to evaluate strengths, weaknesses, opportunities and threats in a project or a business venture. In making a SWOT analysis it would be better to use a table on these four factors which is made in large paper, so that the SWOT acronym can be formed.

The stages in conducting data analysis in this study are as follows: First, the data collection stage (indicator of internal factors and indicators of external factors). Factors originating from within the company's environment in the form of strengths and weaknesses are called internal factors from PT. Babul Umroh Mandiri Wisata Bukittinggi Branch, while external factors are factors that come from outside the company environment. Second, make a SWOT analysis. This is the stage of the internal and external analysis process of the company after finding the strengths, weaknesses, opportunities and threats. This analysis is arranged in a table based on internal (strengths and weaknesses) and external (opportunities and threats) analysis of PT. Babul Umroh Independent Tourism Bukittinggi Branch. Third, make an analysis of the IFAS matrix and EFAS matrix. Then an internal analysis is carried out by creating an IFAS (Internal Factors Analysis Summary) matrix and an external analysis by creating an EFAS (External Factors Analysis Summary) matrix. Analysis using the IFAS and EFAS matrices is used to find out how the company is

⁷ Sugiyono, *Memahami Penelitian Kualitatif* (Bandung: Alfabeta, 2014).

⁸ Sugiyono.

doing internally and externally which is then given a value according to its existence.⁹ The result of the interview in question is to find the value in the weight between the author and the company's leadership. While determining the rating based on the level of influence of these factors on the company. Fourth, make a SWOT diagram, in making this SWOT diagram it is made based on the results of the coordinate points obtained from the difference in the total values internally (strengths-weaknesses) and the difference in the total values externally (opportunities-threats). Fifth, make a SWOT matrix table, in this SWOT matrix table a combination of internal and external factors is made in the company which already has a final score for each. Then the two factors are combined through crossing so that a new strategy is created, namely the SO, ST, WO, and WT strategies. So in this strategy each has a final score and the highest strategy score to the lowest score will be implemented and utilized by companies such as PT. Babul Umroh Mandiri Wisata Bukittinggi Branch in an effort to improve the quality of competitiveness.

Result and Discussion

Internal factors are factors that come from the environment within the company in the form of strengths and weaknesses of PT. Babul Umroh Mandiri Wisata Bukittinggi Branch, while external factors are factors that come from the environment outside the company in the form of opportunities and threats from PT. Babul Umroh Independent Tourism Bukittinggi Branch. Table 2 below shows the internal factors of PT. Babul Umroh Mandiri Wisata Bukittinggi Branch and Table 3 shows the external factors of PT. Babul Umroh Independent Tourism Bukittinggi Branch.

IFAS and EFAS Matrix Analysis

After identifying each factor, the next step is to calculate the rating and weight as a function of determining the company's position in the business. For this weight column, a value scale is given between 1.0 indicating the most important and 0.0 indicating not important, this is made based on factors that influence the company's strategic position. If these factors do not affect the company then it can be given a low value and vice versa when these factors are very influential then the weighting value can be high. The total weight does not exceed a score of 1.0. Calculations in the fourth column, namely the rating for each factor is given a scale ranging from 1 to 4, this scale is assessed based on the presence of factors that influence the company. Giving value to the weight is determined from the results of interviews between the author and company leaders. While determining the rating based on the level of influence of these factors on the company.¹⁰ The strength score is added to the weakness score, while the opportunity score is added to the threat score.¹¹ Calculation of weights and ratings can be seen in Tables 3 and 4.

⁹ Freddy Rangkuti, *ANALISIS SWOT: Teknik Membedah Kasus Bisnis* (Jakarta: Gramedia Pustaka Utama, 2015).

¹⁰ Rangkuti.

¹¹ Jomaren Tuah Saragih dan Eko Suryadi, "Strategi Bersaing PT. Perusahaan Gas Negara (Persero) Tbk SBU Distribusi Wilayah I," *Matrik: Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*, 30 Juli 2015, <https://ojs.unud.ac.id/index.php/jmbk/article/view/14285>.

Based on table 3 on the IFAS matrix, it shows that the strength of the overall total score is 2.36 and the total score of weaknesses is 0.88, and the total overall score (strengths + weaknesses) is 3.24. It can be concluded that the strength based on the score is greater than the weakness from the score. So, the main steps that can be taken by travel PT. Babul Umroh Mandiri Wisata Bukittinggi Branch in formulating a maximum marketing strategy is to identify internal factor strengths to be optimized even better in order to improve the quality of competitiveness of the travel agency PT. Babul Umroh Mandiri Wisata Bukittinggi Branch and improve the weaknesses that occur in the company.

Table 2. Indicators of internal factors and external factors

Internal Factor	
Strength	Weakness
Strategic office location close to the crowd	Lack of quality and creative marketing management, as well as a shortage of human resources
Prices can compete in the market	Utilization and management of promotions through the company's social media that have not been maximized
Providing a variety of products and various service packages	There are no applicable Umrah promos
Using a family work system	Physical office buildings that are still under contract
Have special Umrah and Hajj operational permits from the Ministry of Religion of the Republic of Indonesia and have obtained a branch operational permit decree	The material for Umrah rituals is not curricula and there is no charity target.
External Factor	
Oppurtunity	Threats
Huge Umrah market share	The emergence of a new Umrah travel agency and a competitor
Has a stronger network with the Governor of West Sumatra	Program innovation carried out by PT. Babul Umroh Mandiri Tourism at the Bukittinggi branch has been carried out by many other travellers
Utilizing technological advances to create maximum product marketing	Lack of understanding of the community with offers from other umroh travel that do not match the price and facilities obtained
The government of Saudi Arabia is increasingly opening up to accept Umrah and Hajj pilgrims from Indonesia	Office buildings that are still under contract and are not privately owned
Maximizing ritual materials for Umrah pilgrims	Unforeseen conditions or things

Source : Processed data

Based on table 4 above, the IFAS matrix shows that the total opportunity score is 2.13 and the total threat score is 0.80, and the overall total score (opportunity + threat) is

2.93. So it can be seen that the opportunity score is greater than the threat score. So, the main steps that can be taken by travel PT. Babul Umroh Mandiri Wisata Bukittinggi Branch in formulating a maximum marketing strategy is to take advantage of opportunities for external factors to be optimized even better in order to improve the quality of competitiveness of the travel agency PT. Babul Umroh Mandiri Wisata Bukittinggi Branch and reduce the risk of threats that occur to the company.

SWOT Diagrams

In making this SWOT diagram, the coordinate points are obtained from the difference in the total value internally (strengths-weaknesses) and the difference in the total value in externally (opportunities-threats). At PT. Babul Umroh Mandiri Wisata Bukittinggi Branch obtained coordinates (strengths - weaknesses = $2.36 - 0.80$) = 1.48 and (opportunities - threats = $2.13 - 0.80$) = 1.33. Then a SWOT diagram is compiled as shown in Figure 1. Based on the diagram in Figure 1, the position of PT. Babul Umroh Mandiri Wisata Bukittinggi Branch is in quadrant 1 (positive, positive) between the lines of Strength and Opportunity, meaning it supports Aggressive Strategy. This position indicates that PT. Babul Umroh Mandiri Wisata Bukittinggi Branch is in a condition that can take advantage of its strengths and take advantage of existing opportunities to continue to achieve success, so it is very possible to continue to expand by implementing optimal marketing strategies in an effort to increase the quality of competitiveness, such as increasing selling prices, increasing promotions, reducing existing threats. Therefore, the focus that must be undertaken by the company is to minimize existing internal problems and overcome threats so that they can compete better.

SWOT Matrix

In the SWOT Matrix the author makes a SWOT matrix table, in this SWOT matrix table a combination of internal factors and external factors of companies that already have their respective scores is made. Then the two factors are combined through crossing so as to create a new strategy. Table 5 presents the SWOT matrix data. Based on Table 5 regarding the SWOT Matrix on Travel PT. Babul Umroh Mandiri Wisata Bukittinggi Branch, it can be concluded that the score of Strength + Opportunity (SO) = 4.49. Weakness + Opportunity Score (WO) = 3.01. Strengths+Threats (ST) score = 3.16, and Weaknesses+Threats (WT) score = 1.68. So that in planning a marketing strategy in an effort to improve the quality of competitiveness that PT. Babul Umroh Mandiri Wisata Bukittinggi Branch is to utilize the SO strategy which scores 4.49 then ST, WO, and WT. From the SWOT matrix above, it can be seen that the strengths and opportunities are greater than the weaknesses and threats. Therefore the travel company PT. Babul Umroh Mandiri Wisata Bukittinggi Branch can take advantage of existing opportunities and maximize its strengths, and minimize weaknesses and avoid threats that arise so that this travel can improve the quality of its competitiveness.

From the SWOT matrix, the main strategies can be developed, namely, SO, WO, ST, and WT. This strategy has its own characteristics and can be directly implemented, then implemented together and the creation of mutual support for one another.

1. SO (Strength - Oppurtunity) Strategy

This category contains various alternative strategies that take advantage of opportunities by leveraging the strengths they have.

2. WO (Weaknes – Oppurtunity) Strategy

This category is taking advantage of opportunities to overcome weaknesses.

3. ST (Strenght – Threats) Strategy

This category is utilizing strength to overcome threats.

4. WT (Weakness – Threats) Strategy

This type of strategy is a problem solving from an assessment of the weaknesses and threats encountered, or an attempt to avoid threats to overcome weaknesses.¹²

Based on the results of the discussion, it can be explained that the research results obtained have something to do with the basic concepts created, such as the study framework and the interview concept. The results of this study when compared with previous studies are in accordance with the theoretical literature obtained.

Table 3. Calculation of IFAS matrix weights and ratings

No.	Internal Factor	Weight	Rating	Score
Variable Strength				
1.	Strategic office location close to the crowd	0.13	4	0.52
2.	Prices can compete in the market	0.13	4	0.52
3.	Providing a variety of products and various service packages	0.16	3	0.48
4.	Using a family work system	0.12	2	0.24
5.	Have special Umrah and Hajj operational permits from the Ministry of Religion of the Republic of Indonesia and have obtained a branch operational permit decree	0.20	3	0.60
Total Score		0.74		2.36
Variable Weakness				
1.	The physical office building that is still under contract	0.10	4	0.40
2.	Lack of quality and creative marketing management, as well as a shortage of human resources	0.05	3	0.15
3.	There are no Umrah promos in effect	0.04	2	0.08
4.	Utilization and management of promotions through social media companies that have not been maximized	0.03	3	0.09
5.	The material for Umrah rituals is not curricula and there is no charity target	0.04	4	0.16
Total Score		0.26		0.88
Total Internal factor		1.00		3.24

Source : Processed data

¹² Iqbal Kamaluddin, "ANALISIS SWOT UNTUK MERUMUSKAN STRATEGI BERSAING PADA PT. MENARA ANGKASA SEMESTA CABANG SENTANI," *Jurnal Ilmu Manajemen Terapan* 1, no. 4 (26 April 2020): 342–54, <https://doi.org/10.31933/jimt.v1i4.183>.

Table 4. Calculation of weights and ratings on the EFAS matrix

No.	External Factor	Weight	Rating	Score
Variable Opportunity				
1.	Huge Umrah market share	0.13	2	0.26
2.	Has a stronger network with the Governor of West Sumatra	0.18	3	0.54
3.	Utilizing technological advances to create maximum product marketing	0.16	4	0.64
4.	The government of Saudi Arabia is increasingly opening up to accept Umrah and Hajj pilgrims from Indonesia	0.10	3	0.30
5.	Maximizing ritual materials for Umrah pilgrims	0.13	3	0.39
Total Score		0.70		2.13
Variable Threat				
1.	The emergence of a new Umrah travel agency and a competitor	0.06	2	0.12
2.	Program innovation carried out by PT. Babul Umroh Mandiri Tourism at the Bukittinggi branch has been carried out by many other travellers	0.04	2	0.08
3.	Lack of public understanding with the existence of offers from other umroh travel that do not match the price and facilities obtained	0.05	3	0.15
4.	Office building that is still rented and not privately owned	0.10	3	0.30
5.	Unforeseen conditions or things	0.05	3	0.15
Total Score		0.30		0.80
Total External Factor		1.00		2.93

Source : Processed data

Table 5. SWOT Matrix PT. Babul Umroh Independent Tourism Bukittinggi Branch

IFAS	Strength	Weakness
Oppurtunity	SO Strategy (Aggressive) = 2.36 + 2.13 = 4.49	WO Strategy (Turn Around) = 0.88 + 2.13 = 3.01
Threats	ST Strategy (Differentiation) = 2.36 + 0.80 = 3.16	WT Strategy (Defensive) = 0.88 + 0.80 = 1.68

Source : Processed data

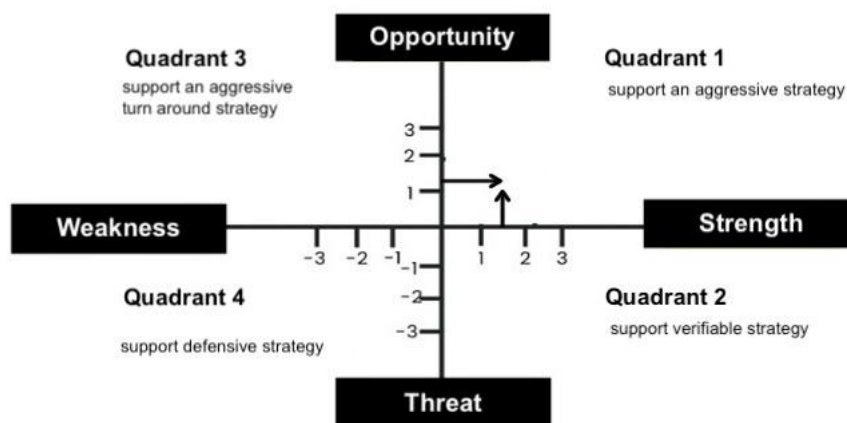


Figure 1. Travel SWOT Diagram PT. Babul Umroh Independent Tourism Bukittinggi Branch

Source : Processed data

Conclusion

Based on the discussion and research above related to the Marketing Strategy in an Effort to Increase the Quality of Competitiveness at the Travel Bureau PT. Babul Umroh Mandiri Wisata Bukittinggi Branch, the researchers draw the following conclusions. First, based on the SWOT analysis on internal IFAS factors, it shows that the strength score is greater than the weakness score, while the EFAS external factor analysis shows that the opportunity score is greater than the threat score. Second, the SWOT matrix that is made shows that the Strength + Opportunity (SO) score = 4.49. Weaknesses + Opportunities (WO) = 3.01. Strengths+Threats (ST) = 3.16, and Weaknesses+Threats (WT) = 1.79. The main strategy used is the SO strategy with a value of 4.49 then ST, WO, and then WT. Third, based on the SWOT diagram that this travel is in quadrant 1 (positive, positive) supports the Aggressive Strategy. This position indicates that PT. Babul Umroh Mandiri Wisata Bukittinggi Branch is in a condition that can take advantage of its strengths and take advantage of existing opportunities, so that it is very possible to continue to expand by implementing marketing strategies to be maximized in efforts to increase the quality of competitiveness.

As for the gap analysis of the research conducted by this writer, it is clear that the implementation of a company's marketing strategy has not worked according to the company's needs. So the suggestion in this study to be used as input from travel agencies, namely in the Babul Umroh Bukittinggi travel marketing strategy shows the need to maximize promotion through corporate social media and the application of digital marketing to show the image or professionalism of the company itself, and add human resources to the company. Based on the SWOT analysis made by the author, the draft strategy implemented is the S-O strategy, S-T strategy, W-O strategy, and then the W-T strategy. Furthermore, by taking advantage of opportunities to become strengths and utilizing strengths to overcome threats so that this travel agency can improve the quality of its competitiveness and can expand existing market share.

Table 6. SWOT Matrix PT. Babul Umroh Independent Tourism Bukittinggi Branch

Internal IFAS	Strength (S) 1. Strategic office location 2. Prices can compete in the market 3. Diverse products and service packages 4. family work system 5. The PPIU Operational Permit is complete	Weakness (W) 1. Lack of Marketing and HR Management 2. Utilization of the company's social media promotion has not been maximized 3. There is no valid Umrah promo 4. The office is still contracting 5. Umrah rituals that are not in the curriculum
External EFAS		
Opportunity (O) 1. A large share of the Umrah market 2. Have a strong network 3. Utilizing technological advances for maximum marketing 4. The government of Saudi Arabia is increasingly opening up Umrah pilgrims 5. Maximizing ritual materials for Umrah pilgrims	S-O Strategy 1. Improving various product and service packages due to the large Umrah market share 2. Utilizing strong networking on product quality because the operational permit is complete 3. Creating maximum marketing through technological advances 4. Prices can compete in the market while still maximizing ritual materials for Umrah pilgrims which are free, recurring and have a charity target.	W-O Strategy 1. Utilizing strong networking for the promotion of Umrah babul travel to the general public 2. Improving the Umrah ritual material which is curricula and has a charity target for pilgrims 3. Take advantage of the large Umrah market share by offering valid promos
Threat (T) 1. The emergence of a new travel agency and become a competitor 2. Program innovations have been carried out by many other Umrah travellers 3. Lack of understanding of the community with offers from other Umrah travel that do not match the price and facilities obtained 4. Office buildings that are still under contract and are not privately owned 5. Unforeseen conditions or matters	S-T Strategy 1. Utilizing a strategic office location and trying to buy the shophouse as a permanent office 2. Maximizing various products and service packages to increase the trust of pilgrims in babul travel	W-T Strategy 1. Organize and socialize counseling to prospective pilgrims regarding the suitability of prices with the facilities provided before leaving to perform the Umrah pilgrimage 2. Add employees to manage quality and creative marketing

Source : Processed data

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