

Darfiq's Cross-Marketing Strategy in Facing Competition

Miftahal Anjarsabda Wira Buana¹

Universitas Islam Lamongan, Lamongan, Indonesia
miftahulanjar@unisla.ac.id

Moh. Ah. Subhan ZA²

Universitas Islam Lamongan, Lamongan, Indonesia
ma.subhan.za@unisla.ac.id

ABSTRACT

Every business must be able to make itself a winner in a market that is always changing rapidly. One of them is by implementing a marketing strategy. However, in reality, several problems occur in the market, including excess capacity resulting in hyper-competition; Too many chasing customers whose numbers continue to decrease, and most products lack differentiation as a result of which many companies experience a decline in market share, stagnation and even go bankrupt because they cannot compete. Lintas Darfiq, which is an Umrah travel service provider located at Karah Agung Number 1 Surabaya and Ruko Planet Number 5 Jalan Lamongan, has only been running for 4 years, with an increase in the number of pilgrims which is sometimes no more than 25% which is less significant for the management which can be said to be stagnant because management has not yet dared to fight the price, lack of management in finding informants and new markets. For Lintas Darfiq, who is new to the Umrah travel business, the majority of which is oriented towards the Lamongan market because in its marketing it is more oriented towards a well-known mentor in Lamongan, sometimes the value of excellence in worship that it has is crossed out due to a lack of commitment in quality. The Surabaya market is very critical compared to the Lamongan market to be accepted by the Surabaya market. Their products must have good and high quality to eliminate the impression that Lintas Darfiq Lamongan is of lower quality than other Umrah travelers in Surabaya. This research method uses a descriptive qualitative approach. Data collection techniques were carried out through a preliminary survey and field studies consisting of interviews, observation and documentation. The results of the study found that Lintas Darfiq is in the second column in the second row, using the IFAS and EFAS Matrix, respectively, the IFAS score = 2.90 and EFAS = 2.46. IFAS and EFAS scores are then entered into the IE Matrix and then vertical and horizontal lines are drawn, then a meeting point occurs in quadrant V, which is a concentration diversification strategy, and also explained in the SWOT diagram, Lintas Darfiq is in quadrant 3 which means the company faces an opportunity a very large market but on the other hand it faces some external constraints or threats. The focus of this corporate strategy is to minimize internal problems in the company so that it can overcome threats and seize better market opportunities.

Keywords: Marketing, Existence, Competition

INTRODUCTION

The increasing number of Muslims performing the Umrah pilgrimage has led to the emergence of many Umrah and Hajj service industries. The emergence of competition between similar industries is inevitable so that each industry competes to provide the best service to consumers to be able to share a good impression in the minds of consumers. Umrah worship can be tried at any time, unlike the Hajj pilgrimage which requires a long wait and is only tried once in a lifetime. This is a fairly interesting study because after using the services of the industry, there is a possibility that at another time the service users can use the same service (Masitah, 2015).

Every year the number of hajj pilgrims continues to increase, throughout the history of the implementation of the hajj pilgrimage has always received special attention. Along with the increase in hajj registrants, the quota for performing the hajj pilgrimage has become limited and if prospective hajj pilgrims want to immediately depart for the holy land, another alternative to perform worship in the holy land is the Umrah pilgrimage. Umrah is a visit to the Baitullah to perform *tawaf*, *sa'i*, and shaving to hope for the pleasure of Allah SWT. The Umrah pilgrimage from year to year also increases the number of Umrah pilgrims. There are many components in organizing the hajj pilgrimage, these components start from registration, transportation, accommodation, security, catering, and health (Nizam and Alatif, 2000).

Based on the facts above, it increasingly influences entrepreneurs to open an Umrah business, this can be seen from the increasing proliferation of Umrah travel companies in various regions, both in Even in big cities and remote areas, this makes companies compete with each other to get congregations, of course with carry out increasingly modified marketing, where each company has certain targets for the progress of their business (Fahluroji, 2015).

The business competition in the field of hajj and Umrah travel is increasingly in demand by entrepreneurs. This requires competent marketing to attract pilgrims, with the many people interested in performing the hajj and umrah, this business becomes a prospective business field. The organization of the hajj pilgrimage aims to provide guidance, services, and protection to hajj pilgrims, services are carried out by prioritizing the principles of justice, professionalism, and accountability.

Currently, there are many Umrah travel agencies in Indonesia, and almost all of them market their products by recruiting marketing staff. Because no matter what, a travel agency will not run well without a reliable marketing team.

Marketing is a scientific concept in strategy business that aims to achieve continuous satisfaction for stakeholders (customers, employees, and shareholders). As a science, marketing is a science objective obtained with the use of instruments specific to measure the performance of business activities in forming, developing, direct mutually beneficial exchanges in the long term between producers and consumers or users. As a business strategy, marketing is an organization's adjustment actions market-oriented in facing the reality of business in a microenvironment and environment ever-changing macro (Hasan, 2013).

The study in this research is Lintas Darfiq which is a provider of Umrah travel services located at Karah Agung No. 1 Surabaya and Ruko Planet No. 5 Jalan Sumargo Lamongan, with an increase in the number of pilgrims of no more than 25% in 2015.

Table 1.
The Achievement of the Cross-Darfiq Congregation from Year to Year

2013	2014	2015	2016
205	271	313	515

Table 2.
Number of Pilgrims Travel Surabaya

No	Travel Name	Amount
1	The Great Nur Karah	145,342
2	Three Partners	158,566
3	The Light of Ramadan	256,899
4	Al Magfiroh Umrah Hajj Plus	98.142
5	Intanaya Tour Travel Umrah Haji Surabaya	5,543
6	Mina Tourism	8.236
7	Cross Darfiq	1,304

From table 2, it can be seen that Lintas Darfiq has a smaller number of pilgrims compared to other travel agencies, this is because the management has not dared to wage a price war, and the fee is long so that informants feel burdened bringing their pilgrims to Lintas Darfiq, lack of management in finding informants and new markets. For Lintas Darfiq which is involved in the Umrah travel business, the majority is oriented towards the Lamongan market

because in its marketing it is more oriented towards the figure of a guide who is already well-known in Lamongan, sometimes the value of the excellence of worship it has is crossed out due to the lack of commitment in terms of quality, while the Surabaya market is very critical compared to the Lamongan market, therefore to be accepted by the Surabaya market their products must have good and high quality to eliminate the impression that Lintas Darfiq Lamongan is of lower quality than other Umrah travel agencies in Surabaya.

Meanwhile, An-Nur Karah Agung has a large number of congregants due to committed management, competitive prices, extensive marketing, and direct cash fees for informants (Jamal, 2017).

To identify problems properly, researchers need to conduct preliminary studies on the objects being researched and conduct interviews with various sources, so that all problems can be identified.

Based on the problems raised, the problems that are of concern to researchers and require solutions are related, then identify the problems to be studied as follows:

1. The increase in the number of pilgrims, which is sometimes no more than 25%, is not significant for the management, which can be said to be stagnant.
2. Lack of commitment in terms of service can reduce the loyalty of the congregation.
3. In marketing, it is more oriented towards the figure of a mentor who is already well-known in Lamongan, not because of the quality of service.
4. The value of the excellence of worship that he possessed was crossed out due to the lack of commitment in terms of quality.
5. The Surabaya market is very critical compared to the Lamongan market which makes it difficult for management to enter the Surabaya market.

METHODS

In general, there are two research methods commonly used in a study, namely qualitative methods and quantitative methods. The method used in this study is a qualitative research method. According to Kasiran, qualitative research is a particular tradition in social science, which fundamentally depends on observations of humans in their area and relates to the person in their language and events. Meanwhile, according to Sudarto, qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people or actors that can be observed (Kasiran, 2010). Meanwhile, according to Lexy J.

Moleong, qualitative research is research that aims to understand phenomena about what is understood by research subjects, for example, behavior, perception, motivation, actions, and so on holistically, utilizing description in the form of words and language, in a specific natural context by utilizing various natural methods (Moleong, 2005).

RESULTS AND DISCUSSION

Cross Darfiq Strategy to increase the number of pilgrims in 2016:

1. Deployment of All Cross Darfiq Employees as Marketing

All employees are mobilized to become marketers, meaning all employees offer Lintas Darfiq products by distributing brochures, and broadcast messages on Blackberry Messenger, Facebook status, and WhatsApp, and every year Lintas Darfiq employees are sent in turns for training and education for employees so that they can explain the details so that prospective pilgrims feel confident (Azhari, 2017).

2. Alumni congregation which has the potential to be used as marketing as a long-term investment

A large number of Umrah travel and Umrah travel fraud cases make it difficult for Lintas Darfiq to market and convince prospective pilgrims so that prospective pilgrims do not move to other travel, Lintas Darfiq invites alumni of Lintas Darfiq pilgrims/people who already understand Lintas Darfiq well in its services to market its products because sometimes prospective pilgrims trust more in people who are considered closest or people who are considered community figures ((Azhari, 2017).

3. Mentor who is reliable in guiding worship

The main strategy used by Lintas Darfiq is the value of worship excellence according to its motto, namely being at the forefront of worship services. The value of worship excellence that is touted during marketing, reliable mentors with a background that is thick with Islamic boarding schools, because Lintas Darfiq's first target is the Lamongan market which prioritizes worship satisfaction.

4. Competitive price

With competitive prices, Lintas Darfiq was able to increase the congregation in 2016. One of Lintas Darfiq's strategies is to eliminate the influence of Lintas Darfiq's reliable mentor figure so that the company can remain competitive.

Variable of Price is a marketing component that directly influences consumer perception, demand, and supply reactions and leads to the achievement of company profile targets. This decision includes cost, competition, and demand factors.

5. SWOT Cross of Darfiq

To know the factors that support and inhibit a company, can use the SWOT method in analyzing it. SWOT is an abbreviation taken from the first letters of the words strength, weakness, opportunity, and threat. In Indonesian it is interpreted as strength, weakness, opportunity, and threat

Compiled based on internal (strengths and weaknesses) and external (opportunities and threats) analysis Cross Darfiq. Internal analysis is done by creating an IFAS matrix (Internal Factors Analysis Summary) and the EFAS matrix (External Factors Analysis Summary). Analysis using the IFAS and IFAS matrices is used to determine the condition of the company in terms of internal and external aspects which are then given a value according to their existence. After knowing the value of the IFAS matrix and the EFAS matrix, the company's position can be seen based on the value of the IFAS matrix and the EFAS matrix in the IE matrix (Internal External) which is used to determine the marketing strategies that can be used by the company.

a. Analysis of Internal Cross Darfiq

Analysis of Internal is designed to formulate strategic internal factors company within the framework of strengths and weaknesses company. In the weight column, each factor is given a scale between 1.0 which means the most important to 0.0 which means not important, this is done based on the influence of factors on the company's strategic position. So, when the factors in the company do not have much influence on the company, the weighting can be given a low value, while vice versa when these factors are very influential, the weighting value can be high. The total weight does not exceed a score of 1.0. The calculation in the third column, namely the rating for each factor, is given a scale starting from 4 which means outstanding up to 1 poor, this scale is given based on the influence of existing factors on the company (Azhari, 2017). Identified in the IFAS table, as in table below:

Table 3
Internal Factors Analysis Summary Cross Darfiq

Key factors		Weight	Ranking	Total
a. Strength				
1	The superiority of the value of worship	0.10	4	0.40
2	Experienced mentor	0.9	4	0.32
3	There are branches in several places	0.04	2	0.08
4	Prices are starting to get competitive	0.09	4	0.32
5	Starting to have our own office in Lamongan	0.05	2	0.10
6	Giving rewards or commissions to marketing	0.04	3	0.12
7	There are various packages available on offer	0.05	2	0.10
8	Have a website	0.02	3	0.06
9	Distributing brochures and stickers	0.04	3	0.12
10	Always participate in events in Lamongan as a promotional media	0.03	3	0.09
Amount				1.63
b. Weakness				
1	Lintas Darfiq is not yet widely known among the people of Surabaya	0.06	3	0.18
2	The value of the excellence of worship is crossed out	0.08	3	0.24
3	Management lacking commitment	0.07	2	0.14
4	Employees still lack discipline	0.06	2	0.12
5	Financial management is not optimal	0.05	3	0.15
6	The management structure is not yet well-formed	0.05	3	0.15
7	Don't have marketing that knows the Surabaya market yet	0.04	3	0.12
8	There is no standard system in management	0.06	3	0.18
Amount				1.27

Total	1		2.90
-------	---	--	------

Weight Description:

0 – 0.03 : not important

>0.03 – 0.06 : less important

>0.06 – 0.09 : quite important

>0.09 – 0.12 : Important

>0.12 – 0.15 : very important

Rating Description (Influence):

Very Weak = 1

Weak = 2

Strong = 3

Very Strong = 4

Based on Table 3, IFAS Lintas Darfiq 2.90 shows that Lintas Darfiq is in the high medium quadrant of its overall strategic position to utilize strengths that have a score of 1.63 and hide weaknesses that have a score of lower by 1.27. However, there is still enough room for strength improvement.

One of the highest strength factors weighting and rating scores owned by Lintas Darfiq is having the Excellence of worship value with a score = 0.40 which is located at a weight of 0.10 which means the highest factor and is ranked 4 (very strong). This means that the excellence of worship value is an important and very strong factor, therefore Lintas Darfiq continues to apply it consistently and makes improvements and refinements.

One of the lowest weight and strength rating scores is having a website, this factor has the lowest score with a score = 0.02 with a weight of 0.02, which means, it is not important but is ranked 3 (strong). This means that the website that has been less operated and less attention from management, must continue to be given more attention so that Lintas Darfiq is better known to many people. With a website, the business will be easily found by potential customers increasing credibility and positive image, the image of an agency or company in the eyes of the public can be built with information represented on the website.

One of the highest weakness scores owned by Lintas Darfiq is the crossed-out value of worship excellence, this factor has the highest score with a score of = 0.24 with a

weight of 0.08 which means it is quite important and is ranked 3 (strong), this is due to one of the weakness factors, namely management that lacks commitment in terms of service with a score of = 0.14. This means that the service provided by Lintas Darfiq needs to be considered because it greatly influences the sympathy of the congregation. Service that is following commitment makes the congregation comfortable, and the trust and loyalty of the congregation arise so that the congregation is comfortable with Lintas Darfiq's service. Therefore, Lintas Darfiq continues to strive to improve the quality of service as a company that is involved in the field of products and services in the era of globalization that tends to change.

One of Lintas Darfiq's lowest weakness scores is that it does not yet have marketing that understands the Surabaya market. is at a score of 0.12, with a weight of 0.04 which means less important, and is at 3 (strong). The weakness factor can be explained in that the acquisition of Surabaya pilgrims is not significant, it is still dominated by Lamongan pilgrims and the people of Surabaya are not yet familiar with Lintas Darfiq. This does not affect the company's internal environment. However, with the presence of Lintas Darfiq in Surabaya, it is hoped that it will be known over time. The program presented is to provide more intensive promotion so that the company can be better known by the people of Surabaya.

b. Analysis External Cross Darfiq

Analysis external using the EFAS table is used to formulate threats and opportunities so that it can optimize existing opportunities and avoid existing threats. In the weight column, each factor is given a scale between 1.0 which means the most important to 0.0 which means not important, this is done based on the influence of factors on the company's strategic position. So, when the factors in the company do not have much influence on the company the weighting can be given a low value, while vice versa when these factors are very influential, the weighting value can be high. The calculation in the third column, namely the rating for each factor, is given a scale starting from 4 which means outstanding up to 1 poor, this scale is given based on the influence of factors that exist in the company to the company. Factors that have a great influence on the company can be given a high rating also adjusted to the existing circumstances and vice versa when it does not have a big influence on the company then the rating can be given

a small value according to the existing circumstances in the company. Identified in table 4. below:

Table 4.
External Factors Analysis Summary Cross Darfiq

Key Factors		Weight	Ranking	Total
c. Opportunity				
1	Cooperation between Lintas Darfiq and FIF to get priority for bridging funds	0.08	4	0.32
2	Some other travel pilgrims were less satisfied with their worship so they switched to Lintas Darfiq	0.04	2	0.08
3	Have many networks with Islamic boarding schools	0.05	3	0.15
4	The majority of Lamongan congregations prioritize worship over quality of service	0.05	3	0.15
5	There is no age limit for the Umrah pilgrimage	0.02	2	0.04
6	The majority of Indonesian people are Muslim	0.04	3	0.12
7	Customer demand for the Umrah pilgrimage is increasing.	0.07	4	0.28
8	Indonesia's political relations with Arabia are well established	0.04	3	0.12
9	Government regulations prohibit prospective Umrah and Hajj pilgrims from traveling alone without using travel services.	0.04	3	0.12
Amount				1.10
d. Threat				
1	Erratic dollar exchange rate	0.08	3	0.24
2	More and more competitors	0.08	3	0.24
3	Human error from the embassy when processing a visa	0.09	3	0.27
4	Pricing games from competitors	0.07	3	0.21
5	Increasingly complicated passport processing (by asking for a recommendation from the Ministry of Religion first)	0.05	2	0.10

6	The Surabaya market is more critical than the Lamongan market	0.04	2	0.08
7	Surabaya market is more about prestige (for example: the theme is joining Shafira, if he doesn't join Shafira it's embarrassing)	0.3	2	0.06
8	The Surabaya market prefers travel that has a brand that guarantees quality.	0.04	2	0.08
9	The rest of the results from the exhibition at Cito Surabaya are only for expansion and promotion.	0.04	2	0.08
Amount				1.36
Total		1		2.46

Based on Table 4., the total value of EFAS Lintas Darfiq is 2.46 shows that Lintas Darfiq is in the quadrant currently from the overall business strategy position to take advantage of external opportunities with a higher score of 1.10 and avoid threats that have a higher score of 1.36 that may arise.

One of the highest opportunity factor scores owned by the company is the collaboration between Lintas Darfiq and FIF so that it gets priority for bridging funds at a score of = 0.32 with a weight of 0.08 and is ranked 4th, this factor has an important influence on the company because it helps the congregation realize their dreams performing the Umrah pilgrimage, interest in performing the Umrah pilgrimage is increasing and Umrah travel is increasing, companies must be able to attract prospective pilgrims to facilitate and realize the desire to depart for the holy land.

One factor is the lowest chance there is no age limit for the Umrah pilgrimage with a score of 0.04 with a weight of 0.02, which means it is weak and is ranked 2nd. This is the lowest factor because sometimes during the holidays, prospective pilgrims prefer to invite their entire family to perform Umrah together.

One of the highest threat factors is Human error from the embassy during visa processing which has a score of 0.27 with a weight of 0.09 which means important and is ranked 3 (strong), this factor is one of the highest threats because when the high season is full of queues, the embassy suddenly goes offline and regulations change, coupled with the approaching departure of the congregation which can cause the congregation to fail

to depart, the company to suffer huge losses, and the company's positive image to decrease.

One of the lowest threat factors is the Surabaya market which is more directed at prestige (for example the theme follows Shafira, if he does not follow Shafira it is prestigious) is at a score of 0.06 which has a weight of 0.03 and is ranked (2 weak), this factor is caused by the majority of Surabaya people's economic level being middle to upper which ultimately gives rise to an image and mindset of prestige which is identical to vacations and shopping because they have to adjust to their lifestyle which sometimes makes it difficult for Lintas Darfiq to enter the Surabaya market. But this does not affect Lintas Darfiq because Lintas Darfiq's main goal is to prioritize worship.

c. Stage Adjustment

Adjusting internal resources to external conditions and developing appropriate strategic alternatives. Strategy development is done using the IE Matrix.

Table 5
IE Matrix

EFAS	IFAS			
		Strong 3.00-4.00	Currently 2.00-2.99	Low 1.00-1.99
	Tall 3.00-4.00	I	II	III
	Currently 2.00-2.99	IV	V	VI
	Low 1.00-1.99	VII	VIII	IX

Based on Table 5, the results of the Lintas Darfiq analysis are in the second column in the second row, using the IFAS and EFAS matrices, the IFAS score = 2.90 and EFAS = 2.46 respectively. The IFAS and EFAS scores are then entered into the IE Matrix and then vertical and horizontal lines are drawn, a meeting point occurs in quadrant V, and a concentration strategy is obtained through horizontal integration or stability. The application of this strategy means that:

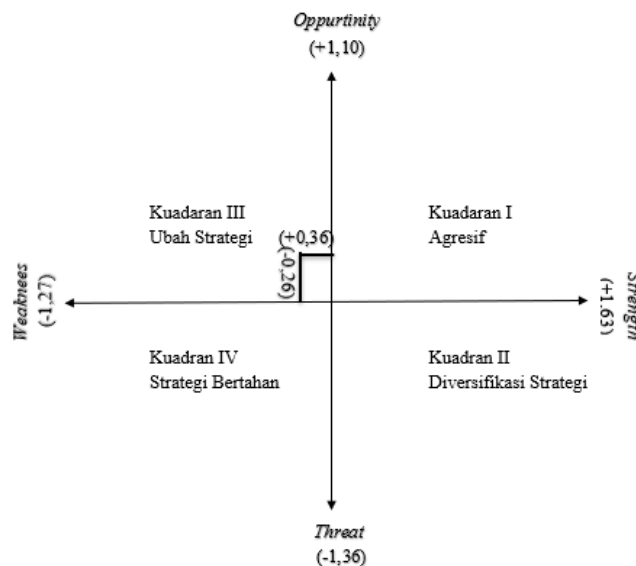
- 1) Its main strategic decisions are focused on improving the implementation of its functions. Lintas Darfiq in implementing its strategy is focused on adding or improving the implementation of the functions of each activity in its business.

- 2) Implementing a consolidation strategy, the goal is relatively more defensive, namely avoiding lost sales and lost profits.

Concentration diversification is a growth strategy through diversification generally implemented by companies that have a very strong competitive position and a very high industry attractiveness value. The company tries to utilize its strengths to make new products efficiently because the company already has quite good manufacturing and marketing capabilities. The principle is to create synergy with the hope that the two businesses together can create more profit than if they did it alone.

d. Diagram SWOT Darfiq

In this SWOT diagram, the coordinate points are obtained from the difference in the total value of the internal elements and the difference in the total value of the external elements, which means strengths and weaknesses in the internal elements and for external elements, opportunities, and threats. The coordinate points obtained by Lintas Darfiq are strengths and weaknesses. $-\text{weakness} = 1.63 - 1.27 = 0.36$ and the probability-threat = $1.10 - 1.36 = -0.26$ then the coordinate points are 0.36 and -0.26. Then a SWOT diagram is drawn up as below:



1) Quadrant 1

Favorable situation. The company has opportunities and strengths so that it can take advantage of existing opportunities. The strategy implemented in this condition is to support an aggressive growth policy.

2) Quadrant II

Facing various threats, this company still has internal strength. The strategy that must be implemented is to use strength to take advantage of long-term opportunities through diversification strategies (products/markets).

3) Quadrant III

The company faces huge market opportunities, but on the other hand, it faces several internal constraints/weaknesses. The focus of this strategy is to minimize the company's internal problems so that it can capture a better market (turnaround).

4) Quadrant IV

It is a situation that is very unprofitable, the company faces various threats and internal weaknesses. The focus of the strategy is to take rescue actions to avoid greater losses (defensive).

Based on the diagram above shows Cross Darfiq's position in quadrant 3, which means that the company faces quite large market opportunities but on the other hand faces several external obstacles or threats. The focus of this company's strategy is to minimize the company's internal problems so that it can overcome threats and seize better market opportunities. From the explanation above, the magnitude of the power of the threat causes the company to be unable to reach a large market which results in the company losing out to other competitors. Therefore, the focus that the company must undergo is to increase strength and minimize existing internal problems so that it can continue to exist and compete better.

e. Darfiq Cross SWOT Matrix

Table 6
SWOT Matrix

	Strengths:	Weakness:
	<ol style="list-style-type: none"> 1. The superiority of the value of worship 2. Experienced mentor 3. There are branches in several places 4. Prices are starting to get competitive 5. Starting to have our own office in Lamongan 	<ol style="list-style-type: none"> 1. Lintas Darfiq is not yet widely known among the people of Surabaya 2. The value of the excellence of worship is crossed out 3. Management lacking commitment 4. Employees still lack discipline

	6. Giving rewards or commissions to marketing 7. There are various packages available on offer 8. Have a website 9. Distributing brochures and stickers 10. Always participate in events in Lamongan as a promotional media	5. Financial management is not optimal 6. Management structure is not yet well-formed 7. Don't have marketing that knows the Surabaya market yet 8. There is no standard system in management
--	---	--

Opportunity:	Strategy: SO	Strategy: WO
<ol style="list-style-type: none"> 1. Cooperation between Lintas Darfiq and FIF to get priority for bridging funds 2. Some other travel pilgrims were less satisfied with their worship so they switched to Lintas Darfiq 3. Have many networks with Islamic boarding schools 4. The majority of Lamongan congregations prioritize worship over the quality of service 5. There is no age limit for the Umrah pilgrimage 6. The majority of Indonesian people are Muslim 7. Customer demand for the Umrah pilgrimage is increasing. 8. Indonesia's political relations with Arabia are well-established 9. Government regulations prohibit prospective Umrah and Hajj pilgrims from traveling alone without using travel services. 	<ol style="list-style-type: none"> 1. Maintaining cooperation with external parties to attract consumers 2. Maintaining product excellence values 3. Utilizing the Internet as an effective and relatively cheap promotional medium 4. Expanding the market by adding products sold 5. Providing discounts or gifts at certain times and product purchases 6. Increase promotional activities, especially in potential local markets 	<ol style="list-style-type: none"> a) Increase promotion b) Creating quality to maintain the excellence of worship and the positive image of the company c) Improve a good management system to create employee loyalty and discipline d) Improve financial management

Threat:	ST Strategy	WT Strategy
<ol style="list-style-type: none"> 1. Erratic dollar exchange rate 2. More and more competitors 3. Human error from the embassy when processing a visa 4. Pricing games from competitors 5. Increasingly complicated passport processing (by asking for a recommendation from the Ministry of Religion first) 6. The Surabaya market is more critical than the Lamongan market 7. The Surabaya market is more about prestige (for example the theme is joining Shafira, if he doesn't join Shafira it's embarrassing) 8. The Surabaya market prefers travel that has a brand that guarantees quality. 9. The rest of the results from the exhibition at Cito Surabaya are only for expansion and promotion. 	<ol style="list-style-type: none"> 1. Adjusting product prices when the dollar is high 2. Maintaining cooperation with the Ministry of Religion and Immigration 3. Avoiding things that allow human error from the embassy 4. Implementing collaboration strategies with other parties/other companies. 5. Improve work quality and commitment to be accepted by the Surabaya market 	<ol style="list-style-type: none"> 1. Improved promotion performance 2. Conducting innovations in service products as an advantage and differentiator with other companies 3. Make better use of the quality of human resources available to compete with competitors 4. Maximizing employee performance

Based on the results of the SWOT matrix formulation, then obtained alternative marketing strategies can be applied by Cross Darfiq in utilizing strengths and opportunities, as well as overcoming weaknesses and threats. The alternative strategy choices are:

1) SO Strategy

- a) Maintaining cooperation with external parties to attract consumers
 - b) Maintaining product excellence values
 - c) Utilizing the Internet as an effective and relatively cheap promotional medium
 - d) Expanding the market by adding products sold
 - e) Providing discounts or gifts at certain times and product purchases
 - f) Increase promotional activities, especially in potential local markets
- 2) WO Strategy
- a) Increase promotion
 - b) Creating quality to maintain the excellence of worship and the positive image of the company
 - c) Improve a good management system to create employee loyalty and discipline
 - d) Improve financial management
- 3) ST Strategy
- a) Adjusting product prices when the dollar is high
 - b) Maintaining cooperation with the Ministry of Religion and Immigration
 - c) Avoiding things that allow human error from the embassy
 - d) Implementing collaboration strategies with other parties/other companies.
 - e) Improve work quality and commitment to be accepted by the Surabaya market
- 4) WT Strategy
- a) Improved promotion performance
 - b) Conducting innovations in service products as an advantage and differentiator with other companies
 - c) Make better use of the quality of human resources available to compete with competitors
 - d) Maximizing employee performance

CONCLUSION

The lack of employees is due to the lack of recruitment of new quality human resources at Lintas Darfiq, especially in the marketing sector, who can break into the Surabaya market because of the recruitment strategy for quality and professional human resources, concerning the progress and success of a company. Because sometimes prospective pilgrims trust more in people who are considered closest to them or people who are considered community figures.

The main strategy used by Lintas Darfiq is the value of worship excellence according to its motto, namely being at the forefront of worship services. The value of worship excellence that is touted during marketing, reliable mentors with a background that is thick with Islamic boarding schools, because Lintas Darfiq's first target is the Lamongan market which prioritizes worship satisfaction

With competitive prices, Lintas Darfiq was able to increase its congregation in 2016. One of Lintas Darfiq's strategies is to eliminate the influence of Lintas Darfiq's reliable mentors so that the company can remain competitive.

This will make it easier for departure process and bureaucracy in organizing the Hajj and Umrah pilgrimages, for example when there is fraud or a case, the association assists by fighting for the rights of members who feel disadvantaged, not only that, by cooperating with the association, competition can be reduced, although competitors still exist, this kind of thing is not a threat but becomes an opportunity by exchanging ideas and supporting each other with travel agents who have the same member status.

The results of the Lintas Darfiq analysis are in the second column in the second row, using the IFAS and EFAS Matrices, the IFAS score = 2.90 and EFAS = 2.46 respectively. The IFAS and EFAS scores are then entered into the IE Matrix and then vertical and horizontal lines are drawn, and then a meeting point occurs in quadrant V.

Concentration diversification is a growth strategy through diversification generally implemented by companies that have a very strong competitive position and a very high industry attractiveness value. The company tries to utilize its strengths to make new products efficiently because the company already has quite good manufacturing and marketing capabilities. The principle is to create synergy in the hope that the two businesses together can create more profit than if they did it alone.

Explained Also in the SWOT diagram, Lintas Darfiq is in quadrant 3 which means the company faces a very large market opportunity but on the other hand, faces several external obstacles or threats. The focus of this company's strategy is to minimize the company's internal problems so that it can overcome threats and seize better market opportunities.

REFERENCES

- Abdul Adlim. (2017.) *Manajer Umum, Wawancara*, Surabaya 12 Agustus 2017.
- Ablah, Al-Kahlawi Muhammad. (2009). *Buku Induk Haji dan Umrah Untuk Wanita*. Jakarta: Zaman,
- Ahmad, Fahluroji Aceng. (2015). “Strategi Pemasaran Program Umroh Dalam Upaya Meningkatkan Jumlah Jamaah Pada ESQ Tours And Travels 165, Skripsi Manajemen haji dan umroh Universitas Islam Negeri Syarif Hidayatullah Jakarta.
- Andriyanto, Irsad. (2015). “Strategi Klaster Industri Menghadapi Pasar Global”, *Jurnal Bisnis dan Manajemen Islam STAIN Kudus*, Vol. 3, No. 1.
- Ayunit, Vidya. (2014). “Strategi Manajemen Suara Merdeka Untuk Mempertahankan Eksistensi Perusahaan Dalam Menghadap Media Kompetitor di Jawa Tengah”, *Jurnal Ilmu Komunikasi Universitas Diponegoro*.
- Bungin, Burhan. (2011). *Metodologi Penelitian Kualitatif*. Jakarta: PT. Raja Grafindo.
- David, Fred R. (2006). *Manajemen Strategi*. Jakarta: Salemba Empat.
- Fuad, M. (2006). *Pengantar Bisnis*. Jakarta: Gramedia Pustaka Utama.
- Glueck, William F., dan R, Jauch Lawrence. (1995). *Manajemen Strategi dan Kebijakan Perusahaan*. Jakarta: Erlangga.
- Hasan, Ali. (2013). *Marketing dan Kasus Kasus Pilihan*. Yogyakarta: CAPS.
- Husain, Umar. (2003). *Bisnis and Intrduction*. Jakarta: Gramedia Pustaka Utama.
- Husain, Umar. (2001). *Strategic management in action Konsep, Teori dan Praktik Menganalisis Manajemen Strategis Strategic Bisnis Unit Berdasarkan Konsep Michael R. Porter, Freed R. David, dan Wheelen-Hunger*. Jakarta: Gramedia Pustaka Utama.
- Hutomo, Rizki Prasetyo. (2011). “Penentuan Strategi Pemasaran Mebel Antik Sigit Antik Bondowoso Guna Mempertahankan Eksistensi Dan Menghadapi Persaingan”, *Skripsi Manajemen Fakultas Ekonomi Univertas Jember*.
- Kasiran, Moh. (2010). *Metodologi Penelitian Kualitatif-Kuantitatif*. Malang: UIN Maliki Press.
- Kasmir. (2005). *Pemasaran Bank*. Jakarta: Kencana.
- Kotler, Philip. (2002). *Manajemen Pemasaran*. Jakarta: PT. Prehalindo.
- Kotler, Philip and Keller, Kevin Lane. (2009). *Manajemen Pemasaran*. Jakarta: PT Indeks.
- Kuntjoroadi, Wibowo. (2009). “Analisis Strategi Bersaing dalam Persaingan Usaha Penerbangan Komersial”, *Jurnal Ilmu Administrasi dan Organisasi Fisip UI*, Vol. 16, No. 1.
- Madjid, Ahmad Abdul. (2003). *Seluk Beluk Ibadah Haji dan Umrah*. Surabaya: Mutiara Ilmu.
- Madjid, Nurcholish. (1997). *Perjalanan Religius Umrah dan Haji*. Jakarta: Paramadina.
- Masitah, Dewi. “Dinamika Bisnis Travel Umroh Se Kota Pasuruan di Era Globalisasi”, *Jurnal* Vol. 2, No. 2, Desember 2015, Sekolah Tinggi Agama Islam Al-Yasini Sidoarjo.
- Moleong, Lexy. J. (2005). *Metodologi Penelitian Kualitatif*. Bandung: PT. Rosda Karya.

- Muhammad Hamdan. (2014). Kepala Sekolah Madrasah Diniyah, *Wawancara*, Lamongan, 12 Mei 2014
- Muhammad Romadhan. Marketing Lintas Darfiq, *Wawancara*, Surabaya, 09 Mei 2017.
- Muhammad Zainul Azhari. Manajer Marketing, *Wawancara*, Surabaya, 7 Agustus 2017.
- Munandar, Aldi Riyanto Aris. (2016). “Strategi Mempertahankan Eksistensi Perusahaan Keramik Burat Kriasta Di Kasihan Bantul Dalam Menyasati Persaingan Global”, *Skripsi Pendidikan Kriya Fakultas Bahasa Dan Seni Universitas Negeri Yogyakarta*.
- Nawawi, Hadari. (1987). *Metodologi Penelitian Bidang Sosial*. Yogyakarta: UGM Press.
- Nizam, Ahmad and Hasan, Alatif. (2000). *Manajemen Haji*. Jakarta: Zikru Hakim.
- Noviyanti, Devi. (2015). “Pentingnya Implementasi Strategi Pemasaran Bagi Travel Haji dan Umroh di Banjarmasin ”, *Jurnal* (Vol.14, No. 28, Juli-Desember 2015), Fakultas Dakwah dan Komunikasi IAIN Antasari.
- Pearce dan Robinson. (1997). *Manajemen Strategi*. Jakarta: Bina Rupa Aksara.
- Rangkuti, Freddy. (1997). *Analisis SWOT Teknik Membedah Kasus Bisnis Reorientasi, Konsep Perencanaan Strategis Untuk Menghadapai Abad 2*, Jakarta: PT Gramedia Pustaka Utama.
- Saladin. (1990). *Manajemen Strategi: Konsep dan Kasus*. Yogyakarta: UPPAMPYKPN.
- Sami bin Abdullah al-Maglouth. (2003). *Atlas Haji dan Umrah*. Surabaya: Mutiara Ilmu.
- Stanton, William J. (1991). *Prinsip Pemasaran*. Jakarta: Erlangga.
- Sugiyono. (2012). *Metode Penelitian Pendidikan*. Bandung: Alfabeta.
- Suharsimi Arikunto. (1998). *Prosedur Penelitian*, Jakarta: Rineka Cipta.
- Suparman Usman. (2008). *Manasik Haji dalam Pandangan Madzhab*. (Serang: MUI Provinsi Banten).
- Supratikno, Hendrawan. (2000). *Advanced Strategic Management Basic to Basic Approach*. Jakarta: PT Grafindo Utama.
- Suwarsono Muhammad. (2000). *Manajemen Strategik Kasus dan Konsep*. Yogyakarta: Akademi Manajemen Perusahaan YKPN.
- Tjiptono, Fandy dan Chandra Gregorius. (2012). *Pemasaran Strategik*. Jogjakarta: CV Andi Offset.
- Tjiptono, Fandy. (2006). *Manajemen Jasa*. Yogyakarta: Andi.
- Wiwin Winarsih. Keuangan Lintas Darfiq, *Wawancara*, 7 Juni 2017.