

Promotion Strategy Of Islamic Studies In Mosque: A Case Study

Moch. Herma Musyanto¹ and Gozi Mul Ahkam²

^{1,2}*Prodi Manajemen Dakwah, Sekolah Tinggi Ilmu Dakwah dan Komunikasi Islam (STIDKI) Ar Rahmah, Surabaya, Indonesia*

**Corresponding author: hermamusyanto@gmail.com*

ABSTRACT

To enhance congregational awareness, cultivate enthusiasm, and motivate worshippers to participate in a variety of mosque programs, it is essential for non-profit organizations, particularly mosque management, to implement effective promotional strategies. Since 2018, the Nurul Iman Sidoarjo Mosque has successfully implemented the *Kajian Islam Menjelang Isya* (KISMIS) program, consistently attracting a minimum of 200 worshippers. However, despite the growing importance of mosque programs, little research has been conducted on the specific promotional strategies used by mosques to increase community engagement and ensure program success. This study aims to address this gap by examining the promotional strategies employed by Nurul Iman Mosque for the KISMIS program. This investigation adopts a qualitative methodology, using a case study approach to explore how the mosque's promotional efforts contribute to the success of KISMIS. Data were collected through field observations, in-depth interviews with mosque administrators and participants, and document analysis. The findings reveal that Nurul Iman Mosque employs a promotional mix strategy that includes direct marketing, sales promotion, public relations, and personal selling. Interestingly, the mosque does not engage in traditional advertising, focusing instead on more direct and relational approaches to promotion. The innovative strategies implemented by the Nurul Iman Sidoarjo Mosque offer valuable insights that can be beneficial for other mosques looking to enhance community engagement and ensure the success of their programs.

Keywords: *Promotion Strategy, Islamic studies, Mosque*

1. INTRODUCTION

Mosques serve not only as places of worship but also as centers for education and da'wah for Muslims. According to Omar et al. (2018), mosques are not merely venues for religious rituals but also hubs for the advancement of civilization. Therefore, mosque programs must be designed to be engaging and effective, offering relevant solutions to community issues, thereby encouraging congregants to participate actively. It is crucial to present these programs in ways that can attract visitors, making them interested in visiting the mosque. In line with this, promoting mosque programs becomes essential for reaching a broader audience (Musyanto & Syauqi, 2023).

From a marketing perspective, mosques function as non-profit service organizations responsible for managing places of worship, religious activities, Islamic education, economic affairs, and other educational initiatives. The effective implementation of promotional strategies within non-profit organizations, particularly mosque management, is vital to increasing congregational awareness, fostering interest, and encouraging active participation in various mosque programs (Musyanto & Nur, 2023).

The marketing mix, commonly known as the 4Ps (Product, Place, Promotion, Price), is a framework used to create products or services that meet customer needs (McCarty & Perreault, 2002). One of the key elements, promotion, is an effort by organizations to communicate with customers, influence them, and provide information about the products or services offered to shape their decision-making (Kotler & Keller, 2016).

Nurul Iman Mosque in Sidoarjo, East Java, Indonesia, established in 2018, not only provides worship services but also organizes an Islamic study program called Kajian Islam Menjelang Isya (KISMIS) that has been running since the beginning. Initially held monthly, due to increasing interest from attendees, the program now runs every Saturday evening with around 200 participants. Given the significance of this Islamic study program for Muslims and its six-year duration, it is

worth exploring how mosque administrators apply marketing perspectives, particularly the promotion mix, to ensure the program's success.

Although mosques play an important role in community development through religious programs, there is still little research addressing how mosque administrators utilize marketing perspectives to manage and promote their programs. Existing studies mainly focus on the religious and educational aspects of mosques, but there is a lack of exploration into the marketing communication strategies used by mosques to attract and retain congregants. A search on Scopus using the keywords "marketing communication" and "mosque" only yielded one irrelevant article.

Furthermore, studies on mosque management from a marketing perspective are still scarce. Despite the growing interest of congregants in Islamic study programs, there is a need for further exploration of how promotion can be optimized to reach a wider audience and increase participation.

This research brings novelty by integrating the concept of non-profit marketing communication into mosque management, particularly in promoting Islamic study programs. It will be among the first to explore the application of the promotion mix within mosque programs in Indonesia, providing a new perspective on how mosques can implement effective marketing strategies to increase congregant engagement.

Additionally, this study will identify best practices for promoting Islamic study programs at Nurul Iman Mosque, which can be replicated by other mosques. By highlighting the application of marketing communication strategies in religious organizations, this research aims to enrich the literature on mosque management and non-profit marketing. The findings are expected to offer practical recommendations for mosque administrators to improve the effectiveness of religious programs through more strategic and measured promotional approaches.

2. LITERATURE REVIEW

2.1 Definition and Role of Mosques

The term "mosque" (masjid) originates from the Arabic word "مَسْجِدٌ" derived from "سَجَدَ," referring to a place of prostration before Allah SWT. In Islam, mosques play a fundamental role in the spiritual and social lives of Muslims. This role is emphasized in the Qur'an, Surah At-Taubah:18, which highlights the importance of prospering and maintaining mosques:

إِنَّمَا يَعْزَمُ مَسَاجِدَ اللَّهِ مَنْ آمَنَ بِاللَّهِ وَالْيَوْمِ الْآخِرِ وَأَقَامَ الصَّلَاةَ وَآتَى الزَّكَاةَ وَلَمْ يَخْشَ إِلَّا اللَّهَ فَعَسَىٰ أُولَٰئِكَ أَن يَكُونُوا مِنَ الْمُهْتَدِينَ

"Indeed, those who prosper the Mosque of Allah are only those who believe in Allah and the next day, and perform prayers, pay zakat, and are not afraid of anything except Allah, so hopefully they will be among those who receive guidance" (At-Taubah:18).

Beyond their religious function, mosques act as key community centers that foster social cohesion, provide educational programs, and support economic empowerment (Al-Krenawi, 2016; Ali et al., 2022). They serve as non-profit organizations offering essential services like religious activities, education, social welfare programs, and community development projects (Thoha, 2020; Wibowo et al., 2023). In this broader context, mosques are more than places of worship; they are hubs of civilization-building activities that address both spiritual and material needs. The management of mosques must therefore adapt to modern organizational frameworks, including marketing strategies to ensure their sustainability and effectiveness in serving communities (Musyanto & Nur, 2023).

Analysis: This redefinition of mosques as dynamic non-profit entities necessitates a shift in how their programs are promoted and managed. The traditional view of mosques as solely religious institutions is evolving, and effective community engagement now requires strategic marketing to attract and retain congregants while delivering meaningful services.

2.2 The Concept of Marketing

Marketing is traditionally understood as a social and managerial process through which organizations create, offer, and exchange products or services that deliver value to customers (Kotler et al., 2005). In its essence, marketing serves as a bridge between organizations and their consumers, focusing not merely on the act of selling but on building an understanding of consumer behavior and needs (Grönroos, 2011). The primary objective of marketing is not limited to generating revenue,

but it also involves understanding and addressing the evolving needs and desires of the target audience. By aligning products or services with these needs, organizations ensure that what they offer remains relevant, competitive, and sustainable in a constantly changing environment (Kotler & Keller, 2016).

This customer-centric approach to marketing also emphasizes relationship building. Kotler & Keller (2016) assert that marketing goes beyond transactional exchanges to foster long-term relationships with customers, aiming for loyalty and mutual benefit. In the context of non-profit organizations like mosques, marketing is a strategic tool that can help align organizational goals with community needs. Non-profit marketing is unique in that the focus shifts from profit generation to creating value for both the organization and its beneficiaries, ensuring that services are inclusive, accessible, and impactful (Andreasen & Kotler, 2008).

Analysis: For mosques, applying modern marketing principles entails more than simply promoting religious activities. It requires a deep understanding of the community's needs—spiritual, social, and educational—and using these insights to design and offer programs that resonate with the target audience. This can include a broad range of services, such as educational workshops, community service projects, and mental health support, in addition to traditional religious functions. Marketing in this context must be holistic, addressing the diverse aspects of congregants' lives and fostering meaningful relationships with them.

Mosques must adopt a long-term engagement strategy that builds trust and loyalty within the community. This goes beyond transactional exchanges—such as attending prayer services or making donations—and moves towards cultivating a sense of belonging and active participation in mosque life. Recent studies suggest that trust, transparency, and consistent communication are key elements in building sustained engagement within religious communities (Musyanto & Nur, 2023; Wibowo et al., 2023). Additionally, modern marketing tools, including digital platforms, can play a vital role in reaching younger audiences and expanding the mosque's influence beyond the physical location (Sargeant & Jay, 2014).

Moreover, the application of relationship marketing principles is critical in ensuring that mosque programs meet congregants' expectations and foster long-term loyalty. Relationship marketing, which focuses on customer retention and satisfaction, is essential for non-profits like mosques, where success is measured by the depth of community engagement rather than monetary profits (Palmatier et al., 2006). By creating a continuous dialogue with congregants and providing value-added services, mosques can ensure that they are responsive to changing community needs and preferences, which is crucial for sustaining relevance and impact in modern society (Islam & Rahman, 2016).

2.3 Marketing Mix

The marketing mix, commonly referred to as the 4Ps—Product, Price, Place, and Promotion—serves as a comprehensive framework that businesses and organizations, including non-profits like mosques, can utilize to optimize their marketing efforts (Kotler et al., 2005; McCarty & Perreault, 2002). Each element of the 4Ps plays a crucial role in shaping how an organization presents itself, delivers value, and engages its target audience.

- 1) Product: In the context of mosques, the "product" can be understood as the array of services, experiences, and programs offered to the community. These include religious services (such as daily prayers and Friday sermons), educational programs (Qur'an classes, Islamic studies, or workshops), and community events (charity drives, social gatherings, etc.). The success of these "products" hinges on the mosque's ability to understand and meet the specific spiritual, educational, and social needs of the community. Careful planning is essential to ensure that programs are not only meaningful but also adaptable to changing community dynamics (Wibowo et al., 2023). In today's context, mosques must innovate by offering services that are inclusive and cater to various segments of the congregation, such as youth-focused programs, mental health support, or digital literacy workshops.
- 2) Price: Even though mosques are non-profit entities, "price" remains a relevant concept in terms of contributions, donations, and zakat collection. Pricing strategies in this context can influence how congregants perceive the value of the services provided and can play a significant role in encouraging or discouraging participation. For instance, transparent and equitable donation systems can foster a sense of trust and ownership among congregants, thereby encouraging sustained support (Sargeant & Jay, 2014). Additionally, the way mosques manage fundraising

- campaigns, including the pricing of services like events, charity campaigns, and community projects, can directly affect their sustainability and long-term impact on the community.
- 3) **Place:** The "place" in mosque management extends beyond the physical building. With the rise of digital engagement, mosques must not only serve their local community but also adapt to a global audience by leveraging digital platforms. The ability to provide online services, such as live streaming sermons, offering virtual classes, and using social media for engagement, has become increasingly important, especially in the post-pandemic world (Ali et al., 2022). As mosques expand their digital presence, they can transcend geographical boundaries and cater to a wider demographic, including younger, tech-savvy audiences. This digital transformation in mosque management is crucial for sustaining relevance in an era where physical and virtual engagement must coexist (El-Haddad & Nor, 2021).
 - 4) **Promotion:** Promotion involves the communication strategies used to inform, persuade, and remind the community about the mosque's services, events, and programs. Traditional methods, such as announcements after prayers or distributing flyers, remain relevant but must now be supplemented by modern digital approaches. Social media platforms, email newsletters, websites, and even SMS campaigns are crucial tools for reaching a wider audience and engaging the community more effectively (Sargeant & Shang, 2020). Additionally, promotional strategies must be aligned with Islamic values, ensuring that the messaging is consistent with the ethical standards of modesty and sincerity, which are fundamental to religious communication. Effective promotion is key to increasing mosque visibility, enhancing participation, and fostering a sense of belonging within the congregation.

Analysis: Applying the 4Ps framework to mosque management requires a rethinking of traditional methods of service delivery, pricing, accessibility, and communication. Mosques must treat their services and programs as products that are tailored to the specific needs of their congregants, which can vary significantly based on factors such as age, cultural background, and technological literacy. The strategic use of pricing in the form of donations or fundraising can build trust and ensure sustainability, while digital "places" such as online platforms can extend the mosque's reach beyond its physical boundaries. Furthermore, promotion must strike a balance between traditional values and modern communication tools to effectively engage a diverse audience. In an increasingly competitive and digitally driven landscape, mosques that adopt a thoughtful marketing strategy can maximize their community impact and ensure they remain central to the spiritual and social lives of Muslims (Musyanto & Nur, 2023).

2.4 Promotion Mix

Kotler & Keller (2016) define the promotion mix as a set of tools used by organizations to communicate value and build relationships with customers. The promotion mix provides a framework for organizations, including non-profits like mosques, to reach their audience effectively. It typically consists of five key elements:

- 1) **Advertising:** Advertising involves indirect communication through media channels with the goal of creating awareness and shaping attitudes toward programs or services. For mosques, advertising can include utilizing social media platforms, distributing flyers, or engaging with local media to inform the community about upcoming events, religious services, or educational programs. This can be especially effective in reaching a broader audience, including those who may not be frequent attendees (Ali et al., 2022). The rise of digital media allows mosques to expand their reach and engage different demographic groups, such as youth or remote congregants, with minimal cost.
- 2) **Sales Promotion:** Sales promotions are short-term incentives designed to encourage immediate participation or engagement. In the mosque context, this could include promoting specific community initiatives, charity drives, or special programs during peak religious periods like Ramadan. These promotions often involve tangible rewards, such as distributing food packages, offering scholarships, or running fundraising challenges. By providing short-term value, these promotions can significantly increase participation and engagement with mosque programs (Wibowo et al., 2023).
- 3) **Personal Selling:** Personal selling refers to direct, face-to-face interactions where a message is delivered personally, often to a smaller, more focused audience. This method is highly effective in mosque settings, where interpersonal communication plays a vital role. For instance, mosque leaders or volunteers can engage congregants directly during events or after prayers to promote programs, invite participation, or solicit feedback. Personal selling allows for more personalized

communication, which is crucial in building strong, trust-based relationships with the community (Sargeant & Shang, 2020).

- 4) **Public Relations (PR):** Public relations efforts aim to build and maintain a positive image while managing relationships with various stakeholders, including congregants, the broader public, media, and governmental bodies. For mosques, effective PR involves promoting transparency in financial matters, ensuring the mosque's activities are aligned with community needs, and addressing any potential crises swiftly. Trust is a central aspect of mosque operations, and a robust PR strategy helps ensure that trust is maintained over time (Musyanto & Nur, 2023). Additionally, PR can include organizing public service events, partnering with other community organizations, or engaging in interfaith dialogue to enhance the mosque's reputation and community integration.
- 5) **Direct Marketing:** Direct marketing involves personalized communication targeted to specific individuals or groups, typically through emails, newsletters, or social media updates. In the mosque context, this could include sending personalized invitations for community events, reminders for prayer times, or updates on upcoming classes. By directly engaging with congregants, mosques can foster stronger connections and encourage greater participation. Modern tools such as email campaigns or WhatsApp groups have proven effective in maintaining continuous communication with the community (Sargeant & Jay, 2014).

Analysis: The promotion mix, when applied to mosques, requires a sensitive and tailored approach that acknowledges the spiritual and community-driven nature of the institution. Unlike profit-oriented organizations, mosques must balance modern marketing techniques with Islamic values such as modesty, sincerity, and the welfare of the community. The key challenge lies in adopting effective promotional strategies while adhering to religious and ethical standards. Personal selling and public relations play particularly crucial roles in building long-term trust and engagement. Given that mosques rely heavily on community support, establishing credibility and transparency through PR efforts is fundamental to their success (Ali et al., 2022).

Moreover, in an increasingly digital landscape, mosques must strategically integrate traditional methods of communication with modern digital tools to maximize outreach. Direct marketing through social media, for example, offers mosques the opportunity to engage a younger, more digitally inclined audience, while personal selling allows for deeper, more meaningful connections with long-time congregants. By carefully applying these promotional tools, mosques can ensure sustained engagement, trust, and community welfare while staying true to their religious mission (El-Haddad & Nor, 2021).

2.5 Research Framework

Exploring Kajian Islam Menjelang Isya (Islamic Studies Ahead of Isha) (KISMIS) at the Nurul Iman Sidoarjo Mosque which has been going on for 6 years with many participants being interesting research subjects using the marketing perspective of a promotion mix approach (Kotler et al., 2005) It is simply illustrated in the following research framework:

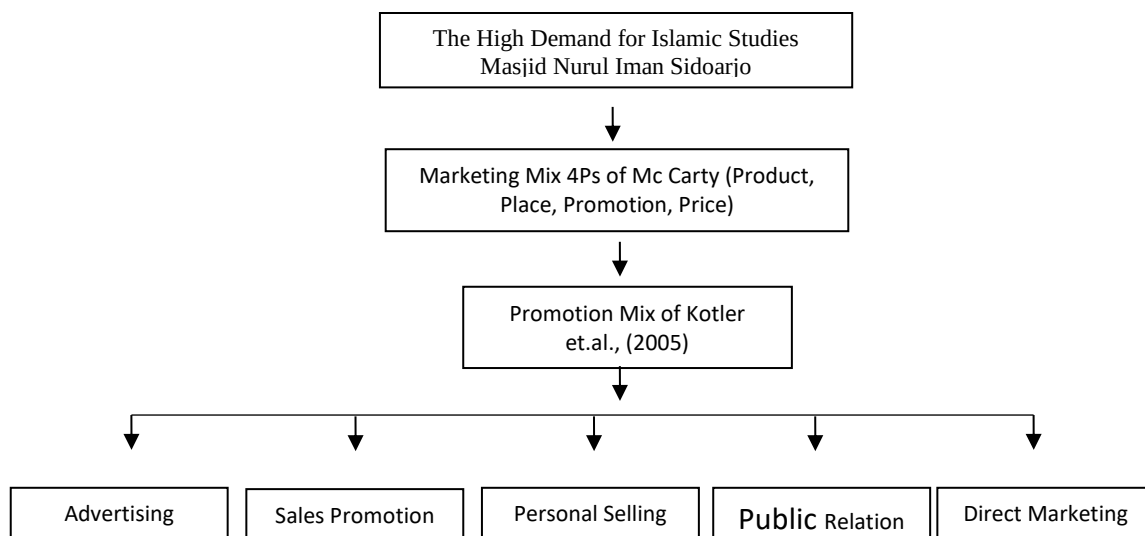


Figure 1. Research Framework (adopted from Kotler et.al., (2005))

3. METHODS

This research employs a qualitative case study approach to deeply explore and understand how the implementation of the promotional mix supports the success of the Kajian Islam Menjelang Isya (KISMIS) program at Masjid Nurul Iman, Sidoarjo. The qualitative method is considered appropriate because it allows for an in-depth examination of the specific promotional strategies used and how these influence the congregation's participation. By applying a case study design, we aim to investigate real-world phenomena within their natural setting, focusing on the unique promotional strategies of a non-profit religious institution like a mosque.

Given the exploratory nature of the study, a qualitative case study method is suitable, as it allows the researchers to gather detailed, nuanced data regarding promotional practices in the mosque's context (Creswell, 2013). This approach helps us understand the specific characteristics and behaviors that contribute to the success of KISMIS. The research seeks to explain how different elements of the promotional mix (advertising, personal selling, sales promotions, public relations, and direct marketing) are applied in a religious setting, focusing on their contribution to program success and community engagement.

The study was conducted at Masjid Nurul Iman, located in Sidoarjo, East Java, Indonesia. The research period spanned approximately three months, from November 2023 to January 2024. This location was selected due to the mosque's well-established KISMIS program, which has evolved into a weekly event attracting a significant number of worshippers. This program serves as an ideal case for studying how promotional activities can support community-based religious programs.

To capture comprehensive insights into the promotional strategies for KISMIS, we utilized multiple data collection techniques to ensure triangulation and strengthen the validity of our findings. First, field observations were conducted during KISMIS sessions and other mosque activities, allowing us to observe promotional tools in action, such as announcements before or after prayers, flyer distribution, and the use of digital platforms like social media. We also observed the audience's interaction with these promotional materials and their overall response to the program. Second, in-depth interviews were conducted with key stakeholders involved in KISMIS promotion, including mosque administrators, program coordinators, volunteers, and worshippers. These semi-structured interviews provided valuable insights into the planning, execution, and community perception of the promotional efforts. Additionally, interviews with participants helped us understand how effectively the promotional tools fostered engagement. Third, we conducted a document analysis to complement the primary data. We reviewed various written sources, such as mosque records related to KISMIS, promotional materials (flyers, social media posts), and reports on community engagement. We also examined historical documentation of the mosque to provide context for the promotional strategies.

The research utilized both primary and secondary data. Primary data were collected through direct field observations and in-depth interviews, offering real-time insights into how promotional strategies were implemented and capturing subjective experiences regarding their success. Secondary data were gathered from relevant documents, such as historical mosque records, promotional materials, KISMIS attendance records, and previous publications on mosque activities. These sources were crucial for understanding the evolution of promotional efforts over time.

4. RESULTS AND DISCUSSION

The results and discussion of the research were prepared using a research framework adopted from the theory of Promotion Mix (Kotler et al., 2005) as follows:

1. Advertising

The first discussion is about advertising, which is a form of indirect communication that aims to promote ideas, goods, or services sponsored by a certain party. The primary objective of advertising is to disseminate information to the public regarding product specifications, influence their purchasing decisions, reiterate previously received information, and establish a pleasurable environment when the public comprehends and accepts the message (Kotler & Keller, 2016).

In the activities of the study program at the Nurul Iman Mosque, especially in weekly studies, such as raisins and kiswah do not use advertising practices, but in major events such as road show

studies, muharram pestival studies, the Nurul Iman Mosque uses this advertising media, as conveyed by Mr. Rifky as the chairman of the Foundation:

"If it is specific to raisins, we do not use the media (advertising), but for big events at the Nurul Iman Mosque, there is a name called the Muharram festival, we usually work with radio, print media and so on."

This was also conveyed by Mr. Ady as the head of the worship & da'wah division, he said:

"We use the media (advertising) for special studies and special events, so it is not a routine study, for example we have a roadshow or da'wah safari by ustadz who or sheikhs from Palestine who can then collaborate with the Nurul Iman Mosque".

Similarly, from the results of observations in the field and studying the documents obtained, there is no evidence of an effort to advertise for the KISMIS program. The information disseminated through social media is not included in the advertising category, but rather a socialization effort using the social media platform which relies on the activeness of the manager to get a large number of visitors and followers. The use of advertising in the promotion mix is beginning to be replaced by social media platforms such as Instagram (Wisataone, 2018) In the field of tourism services, Public Relations is more influential in building the intensity of tourists coming to Morotai island (Wisnujati et al., 2024) This is certainly understandable considering that mosques that are non-profit organizations will try to make savings in various areas of the organization by optimizing other media that are more cost-friendly but effective in presenting their study congregations, considering that advertising is a costly media promotion mix (Wymer Jr et al., 2006)

2. Sales Promotion

Sales Promotion is an important element in a marketing strategy, consisting of a variety of methods, mostly temporary, aimed at driving the purchase of a particular product or service quickly and effectively (Kotler & Keller, 2016). A sales pitch is also defined as any short-term incentive intended to get the target population to buy more, buy now, buy a nonprofit offerings over other organizations' offerings, or buy nothing at all (Wymer Jr et al., 2006) It was further explained by Wymer Jr et al.,(2006) that a successful sales promotion should encourage the building of relationships with the target community, not by giving or degrading the core offering, but by providing something that will increase the core offering of the non-profit organization. Among the different types of sales promotions are samples, coupons, discounts, premiums, gifts, tied promotions, demonstrations, and special objects, such as pens, cup holders, calendars, and the like. In the context of Islamic studies activities at the Nurul Iman Mosque, gifts in the form of dinner, snacks and drinks are things that can build relationships with the congregation and also increase their enthusiasm for participating in the study program. As the results of our interview with Mr. Hanafi, one of the takmir of the Nurul Iman mosque:

"So for this study, the takmir prepare free food and drinks to increase the morale of the congregation, such as cakes and drinks, and it is also possible that when there are certain moments the mosque also prepares dinner for the congregation."

Strengthened by the statement of Mr. Rifky as the chairman of the Foundation: "yes... usually we give a kind of snack food as a stimulus/attraction."

The provision of dinner, snacks and drinks was included in the content of the poster distributed through social media, as conveyed by Mr. Ady as the head of worship & da'wah: "yes... Initially, we packaged it as one of the attractions, so on the poster of the study info there was a text (provided free snacks and drinks)"

Observations in the field also strengthened the various interview results above, that the congregation received free dinner, snacks and drinks provided by the mosque.



Figure 2. Dinner and Snacks for the KISMIS Congregation

3. Personal selling

Personal selling involves a face-to-face meeting between one or several potential buyers, where the goal is to give a presentation, answer questions, and generate an order. Although personal selling has been around for a long time as an art, today, effective salespeople do not only rely on instinct, but are also trained in customer analysis and management. They interact directly with one or more potential buyers to provide information and answer their questions (Kotler & Keller, 2016). While Wymer Jr et al., (2006) use the term personal persuasion, it is defined as a "seller" of a nonprofit agency who conducts a conversation with one or more potential target members to encourage them to use the nonprofit's offer, donate, volunteer, or act on an idea.

The results of observations in the field, prove that the mosque management announced a raisin study to the congregation on the eve of Friday prayers. This form of communication includes personal selling carried out by mosque takmir in inviting pilgrims to attend the KISMIS program and can be said to be effective considering that it is carried out in front of potential pilgrims directly. This method is actually in demand for some institutional cases, considering the decreasing effectiveness and increasing costs of using personal selling in marketing communication (Paesbrugghe et al., 2018) but among the reasons for the lack of effectiveness of this method is due to the lack of research on this method from the perspective of customers. However, for the case of the Nurul Ilmi Sidoarjo mosque, this method can be said to be effective as evidenced by the number of participants who attended the KISMIS activity.



Figure 3. Announcement of KISMIS at the Friday prayer congregation

4. Public Relation

Public relations refer to the Company's endeavors to cultivate and sustain positive relationships with a variety of stakeholders, including the media, the general public, the government, and other stakeholder groups. This objective is to enhance the organization's favorable reputation, instill confidence in the public, and effectively address crises that may arise. A public relations strategy encompasses a diverse array of initiatives that are intended to enhance or safeguard the reputation of a company or its products (Kotler & Keller, 2016; Wymer Jr et al., 2006)

In terms of maintaining the image of the mosque and its programs, the Nurul Iman Mosque relies on efforts to take care of its worshippers in a Whatsapp group that is active with its worshippers. Among the congregation there are also other mosque administrators, so that not only does the mosque maintain the image, but at the same time the group also becomes a media of information for mosque programs, as revealed by the Nurul Iman Mosque administrator:

"If it is with other mosques, it is not, but if it is with the community, yes, yes, like the Sidoarjo-Surabaya community, then there are several taklim councils where they indeed inform the study at the Surabaya-Sidoarjo Mosques."

This statement can also be strengthened based on the researcher's interview with Mr. Ady as the head of the worship and da'wah division. That there are other mosques we share with each other. And there is also a study community in which there can be many mosque takmir in that community group. So when Mosque A shares there, the others help spread it to other mosques.

In addition to the whatsapp group, apparently the Nurul Iman Mosque does not have an official website as one of the effective Public Relations media as generally used by both profit and non-profit institutions, especially in religious institutions (Tilson & Venkateswaran, 2004) but the Nurul Iman Mosque uses the Instagram social media platform which also functions to maintain good relations with the congregation, as well as information media.

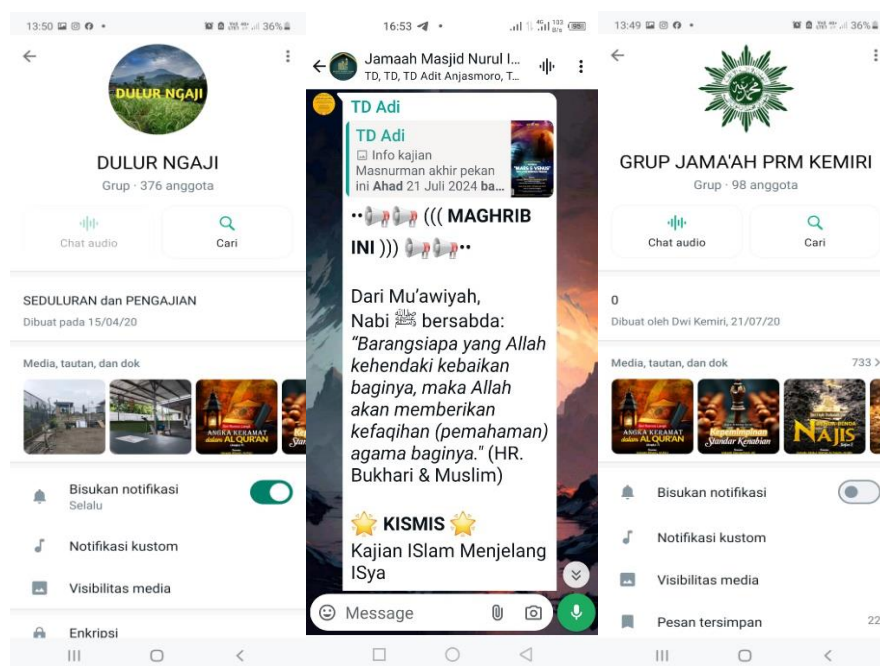


Figure 4. Nurul Iman Mosque Whatsapp Group

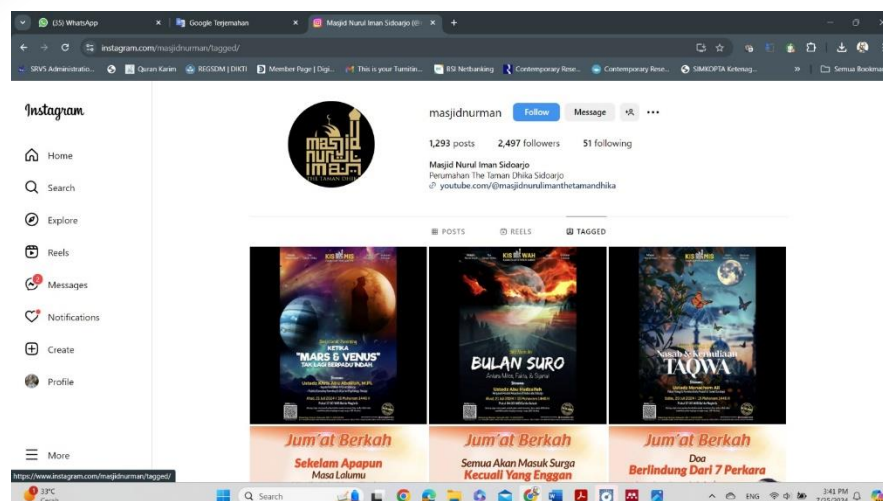


Figure 5. Nurul Iman Mosque Instagram

5. Direct Marketing

To solicit responses or dialogue, direct marketing employs a variety of communication channels, including mail, text messages, telephone, fax, email, or the internet, to engage directly with specific customers and potential customers (Kotler & Keller, 2016). Direct marketing is an interactive marketing approach that is currently undergoing major development, particularly in the realm of media, especially in light of the COVID-19 pandemic in 2020-2021. The utilization of online sales is progressively emerging as a prevalent trend in transactions, therefore encompassing marketing communication via direct marketing can also manifest in the guise of social media platforms such as Facebook, Instagram, WhatsApp, and e-commerce platforms. These media platforms enable retailers and customers to engage in direct communication or exchange products and services (Pesci et al., 2023)

In the context of the Nurul Iman Mosque, Direct Marketing to get a response from the congregation attending the KISMIS program, the mosque management uses the media of the whatsapp group which is an effective medium in getting a response to their ability to attend the program. So from the whatsapp group, the mosque management also got information on the presence of the congregation. Through the WhatsApp Group, mosque administrators share information about the KISMIS program in the form of posters as well as invitations to attend and ask for a response to their attendance. The advantages of this media include that the members of the group have had a relationship for so long, have trusted the mosque management, so that the strength of attraction from known people makes them more encouraged to attend. So, the management divides the tasks starting from the chairman of the takmir to the other administrators, so that each of them shares invitation information to the whatsapp groups that each administrator participates.

The Head of the Nurul Iman Mosque Foundation, he said,

"Yes, there is... exist... Usually in the da'wah team, they prepare posters, broadcast, and inform the entire congregation, the design part is Mr. Yulim, sometimes the team is Mr. Ady and is immediately informed by Mr. Ady."

Head of worship & da'wah, he said,

"Yes, for example, from myself, as the chairman, I have to share it in several groups and later my friends will forward it to be shared with other study groups. The point is that these friends help each other to inform this study program. And indeed the officers, especially those from the worship & da'wah section.

In an article written by Minguez & Javier Sese, (2022) that direct marketing is able to increase the effectiveness of fundraising for donors who have been treated for good relationships with non-profit organizations. The above findings reinforce the previous findings of Schweidel & Knox, (2013) revealing that Direct Marketing increases the frequency of donors and strengthens relationships with their donors.



Figure 6. The Nurul Iman Mosque Direct Marketing via WhatsApp Group

5. CONCLUSION

The results of the study show that the success of the Malam Isha Islamic Studies program at the Nurul Iman Sidoarjo Mosque is able to survive and remain with a large number of visitors, from the perspective of marketing communication, mosque takmir carries out activities 1) Sales Promotion in the form of providing free dinner, snacks and drinks for its worshippers to attract the interest of the congregation present in the study. 2) Personal Selling is carried out through direct announcements to the Friday Prayer Congregation which is always crowded. 3) Public Relations through the formation of Whatsapp groups that function including maintaining good relations with their congregations. 4) Direct Marketing is also carried out by mosque takmir by optimizing whatsapp and Instagram groups. The Nurul Iman Sidoarjo Mosque does not use 5) Advertising, which is a paid marketing communication media in the success of the KISMIS program.

The use of effective marketing communication media in the Nurul Ilmi Mosque is certainly quite unique, which cannot necessarily be done in other non-profit organizations, as examples in the discussion above, each field has its own uniqueness and there are very effective communication media for the programs or products offered but some are less effective or even ineffective.

REFERENCES

- Ali, M. A., Rahman, N., & Hassan, A. (2022). Digital Mosque Engagement: Enhancing Religious and Social Connection through Online Platforms. *Journal of Islamic Social Science*, 14(3), 76-94.
- Ali, M. A., Rahman, N., & Hassan, A. (2022). Digital Mosque Engagement: Enhancing Religious and Social Connection through Online Platforms. *Journal of Islamic Social Science*, 14(3), 76-94.
- Andreasen, A. R., & Kotler, P. (2008). *Strategic Marketing for Nonprofit Organizations* (7th ed.). Pearson Education.
- Creswell, J. W. (2013). *Qualitative Inquiry & Research Design: Choosing Among Five Approaches* (3rd ed.). SAGE Publications.
- El-Haddad, M., & Nor, A. (2021). The Role of Digital Media in Promoting Mosque Services: A Case Study of Malaysian Mosques. *International Journal of Islamic Marketing*, 9(2), 203-218.

- El-Haddad, M., & Nor, A. (2021). The Role of Digital Media in Promoting Mosque Services: A Case Study of Malaysian Mosques. *International Journal of Islamic Marketing*, 9(2), 203-218.
- Grönroos, C. (2011). Value-driven Relational Marketing: From Products to Resources and Competences. *Journal of Service Management*, 22(1), 5-22.
- Islam, T., & Rahman, Z. (2016). The Impact of Online Brand Community Characteristics on Customer Engagement: The Role of Trust. *Telematics and Informatics*, 33(1), 96-107.
- Kotler, P., & Keller, K. L. (2005). *Marketing Management* (13th ed.). Pearson Education.
- Kotler, P., & Keller, K. L. (2016). *Marketing Management* (15th ed.). Pearson.
- McCarty, J. A., & Perreault, W. D. (2002). *Basic Marketing: A Global-Managerial Approach*. McGraw-Hill.
- McCarty, J. A., & Perreault, W. D. (2002). *Basic Marketing: A Global-Managerial Approach*. McGraw-Hill.
- Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative Data Analysis: A Methods Sourcebook* (3rd ed.). SAGE Publications.
- Musyanto, A., & Nur, S. (2023). Marketing Communication Strategies for Mosques: A Case Study from East Java. *Journal of Nonprofit and Voluntary Sector Marketing*, 9(1), 87-99.
- Musyanto, A., & Syauqi, A. (2023). Effective Promotion in Mosque Management: A Case Study of Mosques in East Java. *Journal of Islamic Management*, 12(2), 145-160.
- Omar, M., Rosman, A. S., & Hasan, R. (2018). Mosque as a Catalyst for Civilization: A Study on Community Development Programs in Malaysia. *International Journal of Islamic and Middle Eastern Finance and Management*, 11(4), 527-542.
- Palmatier, R. W., Dant, R. P., Grewal, D., & Evans, K. R. (2006). Factors Influencing the Effectiveness of Relationship Marketing: A Meta-Analysis. *Journal of Marketing*, 70(4), 136-153.
- Sargeant, A., & Jay, E. (2014). *Fundraising Management: Analysis, Planning, and Practice* (3rd ed.). Routledge.
- Sargeant, A., & Shang, J. (2020). Building Donor Loyalty in Religious Nonprofits: Strategies and Insights. *Journal of Religious Marketing*, 12(1), 45-61.
- Wibowo, D., Sutanto, A. E., & Utami, R. (2023). Community Engagement and Marketing Strategy in Mosques: A Case Study in Indonesia. *Journal of Islamic Social Science*, 15(2), 102-120.