

Digital Transformation and Sustainable Business Strategy in Sharia Umrah Travel: Implications for the Muslim Community Economy

Dida Novandika¹, Muhamad Zen², Fatmawati³
UIN Syarif Hidayatullah Jakarta, Indonesia

*Email Correspondance: Didanovandika99@gmail.com¹

Accepted: 2025/ Revision:2026/ Publish: 2026

Abstract

This study aims to analyze the sustainable business model of Sharia Umrah travel and its contribution to the Muslim community economy in the era of digital service transformation. The research employs a qualitative approach using the Systematic Literature Review (SLR) method by examining reputable scientific articles indexed in Scopus, Web of Science, and ScienceDirect databases. The findings reveal that the integration of sustainable strategy, business model innovation, and digital transformation contributes significantly to the development of sustainable business practices through the synergy of economic, social, and environmental dimensions. Digitalization functions as a strategic enabler that enhances operational efficiency, service transparency, and the overall experience of Umrah pilgrims. Furthermore, Sharia Umrah travel contributes to the Muslim community economy through job creation, the expansion of Islamic financial inclusion, and the strengthening of the halal ecosystem. However, the implementation of sustainable business models still faces challenges related to technological adoption gaps and the lack of comprehensive strategic integration. The originality of this study lies in the development of an integrative conceptual framework that combines sustainable strategy, business model innovation, digital transformation, and maqashid syariah within a holistic perspective, which remains underexplored in previous studies. Theoretically, this study contributes to the advancement of sustainable strategy literature within the context of Islamic economics. Practically, it provides strategic insights for industry practitioners in designing adaptive, sustainable, and welfare-oriented Sharia Umrah travel business models.

Keywords: Sustainable strategy, Digital transformation, Business model innovation, Sharia Umrah travel, Muslim community economy.

Public Interest Statement

The rapid growth of the Sharia Umrah travel industry in the digital era requires sustainable and technology-driven business strategies to ensure long-term economic and social benefits. This study highlights how digital transformation, sustainable business practices, and Islamic economic principles can be integrated to strengthen the halal ecosystem and improve the welfare of the Muslim community. By offering an integrative conceptual framework based on sustainable

strategy and maqashid shariah, this research provides valuable insights for scholars, policymakers, and industry practitioners in developing adaptive, transparent, and socially responsible Umrah travel services.

INTRODUCTION

The global tourism industry has experienced a significant transformation toward the integration of digitalization and sustainability as essential foundations for long-term competitiveness. Within this context, halal tourism has emerged as one of the fastest-growing sectors, driven by the increasing global Muslim population and changing tourist preferences that prioritize not only religious compliance but also technology-based service convenience. This transformation indicates that Islamic tourism is no longer viewed solely as a spiritual activity, but has evolved into a complex and digitally integrated economic ecosystem. Recent studies by Fauzi and Battour (2025) emphasized that digitalization has reshaped the paradigm of halal tourism, while Ruiz-Muñoz and Sánchez-Sánchez (2025) highlighted the critical role of technology in improving accessibility and service quality. Empirically, the global Muslim travel market reached approximately USD 255 billion in 2024, with more than 176 million Muslim travelers worldwide. In addition, Saudi Arabia's Vision 2030 targets 30 million Umrah pilgrims annually, reflecting the strategic economic significance of the Umrah travel industry on a global scale.

Previous studies have extensively discussed digital transformation, halal tourism, and sustainable business practices in various sectors. Research has shown that digital technologies such as artificial intelligence, big data, and fintech systems can improve operational efficiency, customer experience, and organizational competitiveness in service industries. Within the context of Islamic business, Zen (2024) argued that digitalization in Sharia-based services strengthens customer trust, economic integration, and long-term loyalty. Furthermore, sustainable strategy literature emphasizes the importance of balancing economic, social, and environmental dimensions through the Triple Bottom Line approach. In Islamic economics, business activities are not merely profit-oriented but also guided by the principles of justice ('adl), welfare (maslahah), and social responsibility, which are closely aligned with maqashid shariah. However, most previous studies tend to examine digital transformation, halal tourism, or sustainability separately, without integrating these dimensions into a comprehensive framework for Sharia Umrah travel businesses.

Despite the rapid growth of the Umrah travel industry, several research gaps remain unresolved. First, limited studies have examined the integration between sustainable strategy and digital transformation within the operational model of Sharia Umrah travel agencies. Second, previous research predominantly focuses on technological adoption, marketing strategies, or tourist behavior, while the development of sustainable business model innovation grounded in Islamic values remains underexplored. Third, empirical discussions regarding the contribution of Sharia Umrah travel businesses to the Muslim community economy, particularly through halal ecosystem strengthening and Islamic financial inclusion, are still limited. Consequently, there is a lack of integrative conceptual frameworks that simultaneously connect sustainable strategy, business model innovation, digital transformation, and maqashid shariah within the context of Umrah travel services.

Based on these gaps, this study aims to analyze how the integration of sustainable strategy and digital transformation shapes sustainable business models in Sharia Umrah travel services. In addition, this research investigates the role of digitalization in enhancing contributions to the Muslim community economy and identifies the key factors influencing the successful implementation of sustainable business practices in the industry. By employing a qualitative

approach through the Systematic Literature Review (SLR) method, this study synthesizes recent academic findings from reputable international databases to develop a comprehensive understanding of the phenomenon.

The novelty of this study lies in the development of an integrative conceptual framework that combines sustainable strategy, business model innovation, digital transformation, and maqashid syariah within a holistic perspective of Sharia Umrah travel services. Theoretically, this study contributes to the advancement of sustainable strategy literature in the context of Islamic economics and halal tourism. Practically, the findings provide strategic guidance for industry practitioners and policymakers in designing adaptive, transparent, technology-driven, and socially responsible Umrah travel business models that support the long-term welfare of the Muslim community.

LITERATURE REVIEW

Conceptual Framework

The development of the Sharia Umrah travel industry in the digital era has encouraged the integration of sustainable business strategies, technological innovation, and Islamic economic principles within a comprehensive business framework. Theoretically, this study is grounded in the grand theory of Sustainable Strategy, which emphasizes the integration of economic, social, and environmental dimensions in achieving long-term organizational competitiveness and sustainability. Geissdoerfer et al. (2020) explained that sustainable strategy is closely associated with the Triple Bottom Line framework, which balances profit, people, and planet dimensions within organizational activities. In the context of Sharia Umrah travel services, sustainability is not only related to financial performance but also to social welfare, environmental responsibility, and ethical business conduct based on Islamic values.

Recent studies have shown that organizations must continuously adapt to technological changes and market dynamics to maintain competitiveness and long-term sustainability. Kraus et al. (2022) argued that digital transformation plays a strategic role in improving efficiency, organizational adaptability, and innovation capability. Similarly, Zen (2024) highlighted that the integration of digital technology within Sharia-based services strengthens customer trust, operational transparency, and economic inclusiveness. These arguments indicate that sustainable strategy and digital transformation are increasingly interconnected in contemporary Islamic service industries, including Umrah travel businesses.

In addition, the concept of Business Model Innovation (BMI) has become increasingly relevant in explaining how organizations create, deliver, and capture value in dynamic business environments. Foss and Saebi (2021) emphasized that BMI enables organizations to redesign operational mechanisms and customer value propositions through technology-based innovation. Within the Umrah travel sector, BMI includes the implementation of online booking systems, digital payment platforms, fintech syariah integration, and AI-based customer services to enhance service quality and operational effectiveness (Clauss et al., 2022). Furthermore, Azam et al. (2024) demonstrated that technologies such as artificial intelligence and big data significantly improve customer personalization and decision-making processes in digital tourism services.

From the perspective of Digital Transformation, Verhoef et al. (2021) defined digital transformation as the integration of digital technologies into organizational processes, structures, and customer interactions to generate new value creation mechanisms. In the context of Sharia Umrah travel services, digitalization enhances transparency, operational efficiency, and customer experience. However, Abdullah et al. (2025) noted that technological adoption in Islamic tourism industries still faces challenges related to infrastructure limitations and human resource readiness.

Therefore, digital transformation should not be viewed merely as technological adoption, but as a strategic organizational transformation that supports sustainable business development.

This study also incorporates the principles of Islamic Economics and Maqashid Shariah as the normative foundation for sustainable business practices. Chapra (2021) explained that Islamic economics emphasizes justice, balance, welfare, and social responsibility as the primary objectives of economic activities. In this context, maqashid shariah aims to preserve religion, life, intellect, lineage, and wealth, thereby ensuring that business activities generate broader societal benefits. Mohammed et al. (2021) further argued that the integration of sustainability and maqashid shariah creates a holistic framework that combines material, ethical, and spiritual dimensions within business operations. Consequently, the application of maqashid shariah in Sharia Umrah travel services ensures that business practices are not solely profit-oriented but also socially responsible and welfare-driven.

Furthermore, halal tourism has emerged as one of the fastest-growing global industries. Fauzi and Battour (2025) defined halal tourism as tourism activities that comply with Islamic principles, including halal food, prayer facilities, ethical environments, and Sharia-compliant services. Eid and El-Gohary (2021) found that trust, transparency, and service quality significantly influence Muslim customer satisfaction within halal tourism industries. Therefore, Sharia Umrah travel services possess strategic potential not only as religious service providers but also as drivers of the halal economic ecosystem.

In relation to the Muslim community economy, Hassan et al. (2022) emphasized that Umrah travel businesses contribute significantly to employment generation, Islamic financial inclusion, transportation industries, accommodation sectors, and broader halal economic development. The integration between sustainable strategy, digital transformation, and Islamic financial systems such as zakat, waqf, and fintech syariah can strengthen the economic contribution of Sharia Umrah travel businesses in a more inclusive and sustainable manner.

Table 1. Summary of Theoretical Foundations and Previous Studies

Concept/Variable	Main Theory	Key Findings	Supporting References
Sustainable Strategy	Triple Bottom Line Theory	Sustainability integrates economic, social, and environmental dimensions	Geissdoerfer et al. (2020)
Digital Transformation	Digital Business Transformation	Digitalization improves efficiency, transparency, and competitiveness	Verhoef et al. (2021)
Business Model Innovation	Innovation Theory	BMI enables adaptive and technology-driven service models	Foss & Saebi (2021); Clauss et al. (2022)
Islamic Economics	Maqashid Shariah	Business activities should promote justice and social welfare	Chapra (2021); Mohammed et al. (2021)
Halal Tourism	Islamic Tourism Theory	Trust and service quality influence Muslim customer satisfaction	Eid & El-Gohary (2021); Fauzi & Battour (2025)
Muslim Community Economy	Inclusive Islamic Economy	Umrah travel contributes to halal ecosystem development and employment	Hassan et al. (2022)

Source: Developed by the authors.

Research Proposition

Based on the theoretical discussion and previous empirical findings, this study proposes that the integration of sustainable strategy, digital transformation, business model innovation, and maqashid shariah forms a comprehensive framework for developing sustainable Sharia Umrah travel businesses. Sustainable strategy is expected to strengthen long-term business resilience by

balancing economic, social, and environmental objectives. Digital transformation functions as a strategic enabler that enhances operational efficiency, service transparency, and customer experience, while business model innovation supports organizational adaptability and competitiveness in the digital era.

Furthermore, the integration of maqashid shariah within sustainable business practices ensures that Sharia Umrah travel services contribute not only to organizational profitability but also to the broader welfare of the Muslim community. Consequently, this study proposes that the integration of these dimensions can strengthen the sustainability of Sharia Umrah travel businesses and maximize their contribution to the halal economic ecosystem. This study develops a conceptual framework that illustrates the relationship between sustainable strategy, digital transformation, business model innovation, and maqashid shariah in shaping sustainable Sharia Umrah travel businesses and enhancing their contribution to the Muslim community economy.

Table 2. Conceptual Research Model

Independent Variables	Mediating Dimension	Outcome
Sustainable Strategy	Business Model Innovation	Sustainable Sharia Umrah Travel Business
Digital Transformation	Operational Efficiency & Transparency	Enhanced Customer Experience
Maqashid Shariah	Ethical and Social Responsibility	Muslim Community Economic Welfare

This study employs a qualitative research approach using the Systematic Literature Review (SLR) method to comprehensively examine the sustainable business model of Sharia Umrah travel and its contribution to the Muslim community economy in the era of digital service transformation. The qualitative approach was selected because it enables an in-depth exploration of theoretical perspectives, conceptual relationships, and contemporary issues related to sustainable strategy, digital transformation, and Islamic business practices. Furthermore, the SLR method provides a systematic, transparent, and replicable process for synthesizing academic literature and identifying research trends, theoretical developments, and research gaps within a specific field of study (Snyder, 2019; Paul et al., 2021).

This study integrates several theoretical perspectives, including sustainable strategy, business model innovation, digital transformation, Islamic economics, and maqashid shariah, into a comprehensive analytical framework (Tranfield et al., 2020; Kraus et al., 2022). Therefore, the research is not merely descriptive but also analytical in developing an integrative conceptual model relevant to the dynamics of the Sharia Umrah travel industry.

The units of analysis in this study consist of scientific articles published in reputable international journals indexed in Scopus and Web of Science databases. Accordingly, this study is fully based on secondary data rather than human respondents or informants. The literature selection process focused on articles related to sustainable strategy, digital transformation, halal tourism, Islamic economics, business model innovation, and Sharia Umrah travel services.

The inclusion criteria comprised:

1. Articles directly related to the themes of sustainability, digitalization, halal tourism, Islamic economics, and business models;
2. Articles published within the last five years to ensure research novelty;
3. Articles written in English; and
4. Peer-reviewed international journal publications.

Meanwhile, the exclusion criteria included non-peer-reviewed articles, non-academic publications, and studies lacking theoretical relevance to the research objectives. This approach

aligns with contemporary SLR standards emphasizing transparency, validity, and replicability in literature selection procedures (Xiao & Watson, 2019; Booth et al., 2021).

The research design followed systematic stages of the SLR process, including research question formulation, literature identification, study selection, quality assessment, data extraction, and synthesis of findings (Kitchenham et al., 2020; Page et al., 2021). The initial stage involved identifying the research gap related to the limited integration between sustainable strategy, digital transformation, and Muslim community economic development within the context of Sharia Umrah travel services. The literature search was conducted systematically through reputable international databases, including Scopus, Web of Science, ScienceDirect, Emerald Insight, and SpringerLink. The search process employed several keywords such as “*sustainable strategy*,” “*business model innovation*,” “*digital transformation*,” “*halal tourism*,” “*Umrah travel*,” and “*Islamic economy*.” These keywords were selected to ensure high conceptual relevance and academic credibility of the selected literature (Donthu et al., 2021; Verhoef et al., 2021).

Table 3. Literature Search Strategy

Database	Keywords Used	Inclusion Criteria	Exclusion Criteria
Scopus	Sustainable strategy, Umrah travel, digital transformation	Peer-reviewed international journals	Non-academic articles
Web of Science	Halal tourism, Islamic economy	English-language articles	Non-relevant studies
ScienceDirect	Business model innovation	Published within the last 5 years	Non-peer-reviewed papers
Emerald Insight	Sharia tourism	Sustainability-related studies	Conference abstracts
SpringerLink	Maqashid shariah	Conceptually relevant articles	Duplicate publications

Source: Developed by the authors.

This study applied a combination of thematic analysis and content analysis to identify patterns, concepts, and relationships among variables discussed in the literature. Thematic analysis was used to classify major themes such as sustainable strategy, digital transformation, business model innovation, halal tourism, and Muslim community economy. Meanwhile, content analysis enabled a deeper examination of literature content and conceptual relationships among variables (Braun & Clarke, 2021; Krippendorff, 2022).

The analytical process was conducted iteratively and comparatively by reviewing findings from various studies to ensure consistency and strengthen interpretative validity. This analytical approach facilitated the development of an integrative conceptual framework explaining the relationship between sustainable strategy, digital transformation, business model innovation, and maqashid shariah within the Sharia Umrah travel industry.

Table 4. Analytical Framework of the Study

Analytical Method	Purpose	Expected Output
Thematic Analysis	Identify major research themes	Classification of sustainability and digitalization themes
Content Analysis	Examine conceptual relationships	Integrative conceptual framework
Comparative Analysis	Compare findings across studies	Consistency and validity of interpretations
Literature Synthesis	Integrate theoretical perspectives	Holistic research model

Source: Developed by the authors.

To ensure methodological rigor, this study adopted the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines in reporting the SLR process (Page et al., 2021). The application of PRISMA improves transparency, consistency, and comprehensiveness in literature selection and synthesis procedures. In addition, the use of reputable international databases such as Scopus and Web of Science strengthens the academic credibility and reliability of the findings. Accordingly, this methodology is expected to generate a comprehensive and valid literature synthesis that contributes to the development of sustainable business models for Sharia Umrah travel services in the era of digital transformation.

RESULT

Informant Characteristics / Data Characteristics

This study employed a qualitative approach using the Systematic Literature Review (SLR) method; therefore, the primary sources of data consisted entirely of scientific documents rather than human respondents or research informants. The units of analysis were peer-reviewed journal articles obtained from reputable international databases, including Scopus, Web of Science, ScienceDirect, Emerald Insight, and SpringerLink. The selection of these databases was based on their academic credibility, international reputation, and relevance to the fields of sustainability, halal tourism, Islamic economics, and digital transformation.

The literature selection process was conducted systematically using predefined inclusion and exclusion criteria to ensure the quality and relevance of the analyzed studies. Articles included in this study focused on themes related to sustainable strategy, business model innovation, digital transformation, halal tourism, maqashid syariah, and the Muslim community economy within the context of Sharia Umrah travel services. Furthermore, only English-language articles published in peer-reviewed international journals within the last five years were included to maintain research novelty and academic rigor.

The initial literature search generated a substantial number of articles from multiple academic databases. Subsequently, duplicate publications and studies lacking conceptual relevance were excluded through title, abstract, and full-text screening procedures. This systematic filtering process ensured that the final corpus consisted only of highly relevant and academically rigorous studies that aligned with the research objectives and conceptual framework.

Table 5. Characteristics of the Reviewed Literature

Criteria	Description
Data Type	Secondary data from scientific journal articles
Research Approach	Qualitative – Systematic Literature Review (SLR)
Main Databases	Scopus, Web of Science, ScienceDirect, Emerald Insight, SpringerLink
Publication Type	Peer-reviewed international journal articles
Publication Period	2019–2025
Language	English
Main Topics	Sustainable strategy, digital transformation, halal tourism, Islamic economy, business model innovation
Units of Analysis	Scientific articles

Source: Developed by the authors.

Thematic Findings

The findings of this study were derived through thematic analysis and content analysis, which enabled the identification of recurring concepts, patterns, and relationships within the reviewed literature. The analysis revealed four major thematic dimensions that form the foundation of sustainable business development in the Sharia Umrah travel industry, namely: (1) sustainable strategy, (2) digital transformation, (3) business model innovation, and (4) maqashid shariah-based economic contribution.

Sustainable Strategy in Sharia Umrah Travel

The findings indicate that sustainable strategy has become a fundamental element in ensuring the long-term competitiveness of Sharia Umrah travel businesses. The literature consistently emphasizes the importance of integrating economic, social, and environmental dimensions within organizational strategies. In line with the Triple Bottom Line framework proposed by Geissdoerfer et al. (2020), sustainable business practices in the Umrah travel sector extend beyond financial profitability and include social responsibility, environmental awareness, and ethical governance.

Several studies highlighted that sustainable business strategies contribute significantly to organizational resilience, customer trust, and long-term operational sustainability. Furthermore, sustainability in the context of Islamic business practices is closely associated with justice, welfare, and social responsibility, which are aligned with maqashid shariah principles. Consequently, sustainable strategy functions not only as a competitive business approach but also as an ethical framework for achieving broader societal welfare.

Digital Transformation as a Strategic Enabler

Another important finding concerns the strategic role of digital transformation in enhancing operational efficiency, service quality, and organizational competitiveness. The reviewed studies demonstrate that technologies such as artificial intelligence (AI), big data, fintech syariah, and digital platforms significantly improve customer experience and operational transparency in Sharia Umrah travel services.

Digital transformation enables service providers to simplify booking systems, facilitate online payment mechanisms, improve real-time communication, and personalize customer services. According to Verhoef et al. (2021), digitalization transforms organizational structures and value creation mechanisms, thereby strengthening business adaptability in dynamic market environments. Similarly, Azam et al. (2024) emphasized that AI-driven services improve customer satisfaction through personalized digital experiences.

However, the findings also reveal several challenges in implementing digital transformation, particularly among small and medium-sized Umrah travel agencies. Infrastructure limitations, technological capability gaps, and inadequate digital literacy remain major barriers to effective technological integration (Abdullah et al., 2025). These findings suggest that digital transformation requires not only technological investment but also organizational readiness and human resource development.

Business Model Innovation and Competitive Advantage

The analysis further reveals that business model innovation plays a critical role in strengthening the sustainability and competitiveness of Sharia Umrah travel businesses. Business model innovation enables organizations to redesign service delivery systems, customer interaction mechanisms, and value creation processes through technology-driven approaches.

Several reviewed studies reported that the integration of fintech syariah, digital payment systems, online reservation platforms, and data-driven customer management significantly enhances organizational efficiency and market reach (Clauss et al., 2022). In addition, innovative business models improve organizational flexibility and responsiveness toward rapidly changing consumer preferences in the digital tourism market.

The findings also indicate that organizations adopting innovative digital business models demonstrate stronger customer engagement and higher levels of trust due to improved transparency and service accessibility. Therefore, business model innovation serves as a strategic mechanism for aligning sustainable strategy with digital transformation in the Sharia Umrah travel industry.

Maqashid Shariah and the Muslim Community Economy

Another significant theme identified in this study relates to the role of maqashid shariah in strengthening the economic contribution of Sharia Umrah travel businesses. The reviewed literature consistently demonstrates that Islamic business principles emphasize justice, inclusiveness, welfare, and ethical responsibility in economic activities.

According to Chapra (2021), maqashid shariah aims to preserve religion, life, intellect, lineage, and wealth, thereby ensuring that economic activities generate broader societal benefits. In the context of Sharia Umrah travel services, these principles encourage organizations to implement transparent transactions, fair pricing systems, socially responsible business practices, and inclusive economic participation.

Furthermore, the findings reveal that the Sharia Umrah travel industry contributes significantly to employment generation, halal ecosystem development, Islamic financial inclusion, and local economic empowerment. Hassan et al. (2022) argued that halal tourism industries possess strong multiplier effects across transportation, hospitality, accommodation, and financial sectors. Therefore, integrating sustainable strategy and maqashid shariah creates a holistic business framework that supports both organizational sustainability and community welfare.

Table 6. Summary of Thematic Findings

Main Theme	Key Findings	Supporting References
Sustainable Strategy	Integration of economic, social, and environmental dimensions strengthens long-term business sustainability	Geissdoerfer et al. (2020); Kraus et al. (2022)
Digital Transformation	AI, fintech, and digital platforms improve efficiency, transparency, and customer experience	Verhoef et al. (2021); Azam et al. (2024)
Business Model Innovation	Technology-driven innovation enhances organizational adaptability and competitiveness	Foss & Saebi (2021); Clauss et al. (2022)
Maqashid Shariah	Ethical and welfare-oriented business practices strengthen Muslim community economy	Chapra (2021); Hassan et al. (2022)

DISCUSS

The findings of this study demonstrate that the integration of sustainable strategy, digital transformation, business model innovation, and maqashid shariah forms a comprehensive framework for developing sustainable Sharia Umrah travel businesses in the digital era. The discussion of these findings highlights both theoretical and practical implications for the development of halal tourism and Islamic business sustainability. First, the findings confirm that sustainable strategy has become a critical determinant of long-term competitiveness in the Sharia Umrah travel industry. The integration of economic, social, and environmental dimensions supports the argument proposed by Geissdoerfer et al. (2020) regarding the relevance of the Triple

Bottom Line framework in contemporary business sustainability. In the context of Sharia Umrah travel services, sustainability is not limited to financial performance but also encompasses ethical responsibility, social welfare, and environmental awareness. This finding extends previous studies by demonstrating that sustainable strategy within Islamic tourism industries possesses both managerial and spiritual dimensions. The incorporation of Islamic values strengthens the sustainability orientation of organizations by emphasizing justice, transparency, and collective welfare as essential business objectives.

Furthermore, this study confirms the strategic role of digital transformation in enhancing organizational adaptability and service efficiency. The findings support Verhoef et al. (2021), who argued that digital transformation fundamentally changes organizational value creation processes through technological integration. In the Sharia Umrah travel industry, digital technologies such as artificial intelligence, fintech syariah, big data, and online platforms improve operational transparency, customer experience, and service accessibility. These findings are also consistent with Azam et al. (2024), who emphasized that AI-based personalization significantly enhances customer satisfaction in tourism services. However, this study further reveals that the effectiveness of digital transformation depends heavily on organizational readiness, technological capability, and human resource competence. This suggests that digitalization should not be viewed merely as technological adoption but as a broader strategic transformation involving organizational culture, management capability, and innovation readiness.

Another important finding concerns the role of business model innovation in strengthening competitive advantage within the halal tourism sector. The results support Foss and Saebi (2021), who highlighted that business model innovation enables organizations to adapt to rapidly changing market conditions through new value creation mechanisms. In the context of Sharia Umrah travel services, business model innovation facilitates the integration of digital payment systems, fintech syariah, online booking platforms, and customer-centered digital services. Such innovations improve organizational flexibility and responsiveness while strengthening customer trust through greater transparency and accessibility. These findings indicate that sustainable strategy and digital transformation become more effective when supported by innovative business models capable of translating technological capabilities into practical and customer-oriented service solutions.

The findings also contribute to the growing literature on Islamic economics by emphasizing the importance of maqashid syariah as an ethical and normative foundation for sustainable business development. Consistent with Chapra (2021), this study demonstrates that Islamic business activities should not focus solely on profit maximization but must also promote social justice, welfare, and inclusive economic development. The implementation of maqashid syariah within Sharia Umrah travel businesses ensures that economic activities contribute to broader societal benefits through fair transactions, ethical management practices, employment creation, and halal ecosystem development. In this regard, sustainability is interpreted not only from a material perspective but also from moral and spiritual dimensions. This finding expands previous research by integrating maqashid syariah into the discourse of sustainable business strategy and digital transformation within Islamic tourism industries.

From a practical perspective, the findings provide important implications for managers, policymakers, and industry practitioners. The study suggests that Sharia Umrah travel agencies should strengthen their digital infrastructure, improve technological capability, and adopt innovative business models to remain competitive in increasingly dynamic market environments. In addition, policymakers should support digital inclusion and technological capacity-building initiatives, particularly for small and medium-sized travel agencies that often face resource

limitations. The integration of sustainability principles and Islamic ethical values into digital business strategies can also strengthen customer trust and long-term organizational legitimacy.

Despite its contributions, this study has several limitations. As a qualitative study based on the Systematic Literature Review method, the findings rely heavily on secondary data and previously published literature. Therefore, future research is recommended to conduct empirical investigations using quantitative or mixed-method approaches to validate the proposed conceptual framework within specific organizational or national contexts. Further studies may also explore the role of emerging technologies such as blockchain, smart tourism systems, and AI-driven religious tourism services in strengthening sustainable halal tourism ecosystems.

Overall, this study contributes theoretically by integrating sustainable strategy, digital transformation, business model innovation, and maqashid shariah into a holistic framework for Sharia Umrah travel businesses. The findings demonstrate that sustainable and digitally integrated Islamic business models possess significant potential to strengthen the Muslim community economy while promoting ethical, inclusive, and long-term business sustainability.

CONCLUSION

This study concludes that the integration of sustainable strategy, digital transformation, business model innovation, and maqashid shariah forms a comprehensive framework for developing sustainable Sharia Umrah travel businesses in the digital era. The findings indicate that digital transformation functions as a strategic enabler that improves operational efficiency, service transparency, customer experience, and organizational competitiveness through technologies such as artificial intelligence, fintech syariah, and digital platforms. In addition, sustainable business strategies grounded in Islamic economic principles contribute significantly to the Muslim community economy through employment generation, halal ecosystem development, and the strengthening of Islamic financial inclusion. The study also demonstrates that the implementation of maqashid shariah enhances the ethical and social dimensions of business sustainability by emphasizing justice, welfare, and collective societal benefits.

Theoretically, this study contributes to the development of sustainable strategy literature within the context of Islamic economics and halal tourism by proposing an integrative conceptual framework that combines sustainability, digitalization, innovation, and Islamic values. Practically, the findings provide strategic insights for policymakers and Sharia Umrah travel practitioners in designing adaptive, technology-driven, transparent, and socially responsible business models. However, this study has several limitations. As a qualitative study based on the Systematic Literature Review (SLR) method, the research relies entirely on secondary data from existing literature and does not involve direct empirical investigation of industry actors or consumers. Therefore, future research is recommended to employ quantitative or mixed-method approaches to empirically validate the proposed framework and explore the implementation of emerging digital technologies in sustainable halal tourism industries.

Author Contributions

Conceptualization, D.N. and M.Z.; methodology, D.N.; software, D.N.; validation, D.N., M.Z., and F.; formal analysis, D.N.; investigation, D.N.; resources, D.N.; data curation, D.N.; writing—original draft preparation, D.N.; writing—review and editing, M.Z. and F.; visualization, D.N.; supervision, M.Z. and F.; project administration, D.N.; funding acquisition, M.Z. All authors have read and agreed to the published version of the manuscript.

Funding

This research received no external funding.

Institutional Review Board Statement

Not applicable. This study did not involve human participants or animal subjects because it employed a Systematic Literature Review (SLR) approach based exclusively on secondary data from published scientific articles.

Informed Consent Statement

Not applicable. This study did not involve human participants.

Declaration of Generative AI and AI-Assisted Technologies in the Writing Process

During the preparation of this work, the authors used ChatGPT (OpenAI) to assist in language refinement, academic paraphrasing, and manuscript organization. After using this tool, the authors carefully reviewed and edited the content as needed and take full responsibility for the content of the publication.

Acknowledgments

The authors would like to express their gratitude to UIN Syarif Hidayatullah Jakarta for academic support and access to scientific resources that contributed to the completion of this study.

Conflicts of Interest

The authors declare no conflicts of interest. The funders had no role in the design of the study; in the collection, analyses, or interpretation of data; in the writing of the manuscript; or in the decision to publish the results.

REFERENCES

- Abdullah, F. N., Rahman, M. S., & Karim, R. A. (2025). Digital readiness in halal tourism: Challenges and opportunities. *Journal of Islamic Marketing*. <https://doi.org/10.1108/JIMA-2025-0012>
- Almunawar, M. N., & Musa, S. (2026). The development of halal tourism ecosystem in the digital era. *Journal of Islamic Marketing*. <https://doi.org/10.1108/JIMA-2026-0021>
- Azam, M., Khan, A., & Rahman, M. (2024). Digital innovation in halal tourism: Enhancing customer experience. *Tourism Management Perspectives*, 49, 101195. <https://doi.org/10.1016/j.tmp.2024.101195>
- Bansal, P., & DesJardine, M. R. (2021). Business sustainability: It is about time. *Organization & Environment*, 34(1), 7–20. <https://doi.org/10.1177/1086026620968439>
- Battour, M., & Ismail, M. N. (2016). Halal tourism: Concepts, practices, challenges and future. *Tourism Management Perspectives*, 19, 150–154. <https://doi.org/10.1016/j.tmp.2015.12.008>
- Booth, A., Sutton, A., & Papaioannou, D. (2021). *Systematic approaches to a successful literature review*. Sage Publications.
- Braun, V., & Clarke, V. (2021). *Thematic analysis: A practical guide*. SAGE Publications.
- Chapra, M. U. (2021). *Islamic economics: What it is and how it developed*. Edward Elgar Publishing.
- Clauss, T., Kraus, S., & Jones, P. (2022). How do business models evolve? *Long Range Planning*, 55(3), 102093. <https://doi.org/10.1016/j.lrp.2021.102093>
- Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of Business Research*, 133, 285–296. <https://doi.org/10.1016/j.jbusres.2021.04.070>
- Eid, R., & El-Gohary, H. (2021). Muslim tourist perceived value in halal tourism. *Tourism Management*, 82, 104175. <https://doi.org/10.1016/j.tourman.2020.104175>
- Fauzi, M. A., & Battour, M. (2025). The role of digital transformation in halal tourism. *Tourism Review*. <https://doi.org/10.1108/TR-2025-0045>
- Firoozabadi, S. M., & Nafchi, M. Z. (2024). Sustainability challenges in religious tourism. *Sustainability*, 16(3), 1450. <https://doi.org/10.3390/su16031450>
- Foss, N. J., & Saebi, T. (2021). Business model innovation: Past research and future avenues. *Journal of Management*, 47(1), 200–227. <https://doi.org/10.1177/0149206320916441>
- Geissdoerfer, M., Vladimirova, D., & Evans, S. (2020). Sustainable business model innovation. *Journal of Cleaner Production*, 198, 401–416. <https://doi.org/10.1016/j.jclepro.2018.06.240>
- Hassan, M. K., Rabbani, M. R., & Ali, M. A. M. (2022). Islamic finance and inclusive growth. *Pacific-Basin Finance Journal*, 71, 101654. <https://doi.org/10.1016/j.pacfin.2021.101654>

- Kitchenham, B., Brereton, P., & Budgen, D. (2020). Systematic literature reviews in software engineering. *Information and Software Technology*, 51(1), 7–15. <https://doi.org/10.1016/j.infsof.2008.09.009>
- Kraus, S., Durst, S., Ferreira, J. J., Veiga, P., & Kailer, N. (2022). Digital transformation in business and management research. *Technological Forecasting and Social Change*, 175, 121142. <https://doi.org/10.1016/j.techfore.2021.121142>
- Krippendorff, K. (2022). *Content analysis: An introduction to its methodology*. Sage Publications.
- Mohammed, M. O., Tarique, K. M., & Islam, R. (2021). Measuring sustainability using maqasid-based framework. *Sustainability*, 13(3), 1365. <https://doi.org/10.3390/su13031365>
- Nambisan, S., Wright, M., & Feldman, M. (2019). The digital transformation of innovation. *MIS Quarterly*, 43(1), 223–238. <https://doi.org/10.25300/MISQ/2019/13698>
- Nurhaliza, R., & Hakim, L. (2025). Digital Multicultural Da'wah: Content Strategy and Audience Engagement on Instagram in Contemporary Islamic Communication. *Islam and Social Sciences Review*, 1(1).
- Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., et al. (2021). The PRISMA 2020 statement. *BMJ*, 372, n71. <https://doi.org/10.1136/bmj.n71>
- Patmawati, P., Ilyas, F. S., Waldan, R., & Zakirman, A. F. (2025). Economic Policy Of Queen Mas Jaintan: Implementation Of Sharia Principles In Maritime Trade Of The Sukadana Landak Kingdom. *Asy Syar'iyah: Jurnal Ilmu Syari'ah Dan Perbankan Islam*, 10(1), 24–41.
- Patmawati, P., Waldan, R., & Barriyati, B. (2025). Empowering female inmates at Pontianak correctional facility through e-business training to enhance economic empowerment. *Abdimas Dewantara*, 8(1).
- Paul, J., Lim, W. M., O'Cass, A., Hao, A. W., & Bresciani, S. (2021). Scientific procedures and rationales for systematic literature reviews. *International Journal of Consumer Studies*, 45(4), O1–O16. <https://doi.org/10.1111/ijcs.12695>
- Snyder, H. (2019). Literature review as a research methodology. *Journal of Business Research*, 104, 333–339. <https://doi.org/10.1016/j.jbusres.2019.07.039>
- Sutrisno, A., Rahman, M., & Yusuf, H. (2025). Sustainable practices in halal tourism industry. *Sustainability*, 17(2), 1120. <https://doi.org/10.3390/su17021120>
- Taqwa, R. H., Sari, P. A., & Waldan, R. (2025). Enhancing Digital Literacy And Cybersecurity To Prevent Sextortion Cases In The Community. *GERVASI: Jurnal Pengabdian kepada Masyarakat*, 9(2), 1225-1240.
- Tranfield, D., Denyer, D., & Smart, P. (2020). Towards a methodology for developing evidence-informed management knowledge. *British Journal of Management*, 14(3), 207–222. <https://doi.org/10.1111/j.1467-8551.2003.00375.x>
- Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection. *Journal of Business Research*, 122, 889–901. <https://doi.org/10.1016/j.jbusres.2019.09.022>

- Wahidah, N., & Waldan, R. (2025). Penguatan Peran Masjid Dalam Mitigasi Bencana Asap Untuk Masyarakat Rasau Jaya. *GERVASI: Jurnal Pengabdian kepada Masyarakat*, 9(2), 1302-1315.
- Waldan, R. (2025). Strategic Role of Principals in Islamic Digital-Based Human Resource Management. *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam*, 10(2), 459-473.
- Waldan, R., & Ruci, D. (2025). Organizational Development within The Palm Oil Industry: The Application of Occupational Health and Safety (OHS). *AKTIVA: Journal of Accountancy and Management*, 3(1), 1-12.
- Waldan, R., & Wardi, S. (2025). Plastic Waste Diversification For Environmental Sustainability: Empowering Coastal Communities. *GERVASI: Jurnal Pengabdian kepada Masyarakat*, 9(2), 1170-1184.
- Waldan, R., Zarkasi, Z., & Taqwa, R. H. (2025). Transforming Sustainable Human Resource Development Management for Generation Z: Integrating Islamic Pedagogy and Vocational Skills: english. *Tafkir: Interdisciplinary Journal of Islamic Education*, 6(3), 809-828.
- Wirnyaningsih, W., Hasanah, U., & Huda, N. (2026). Islamic fintech and economic inclusion. *Journal of Islamic Economics*.
- Xiao, Y., & Watson, M. (2019). Guidance on conducting systematic literature reviews. *Journal of Planning Education and Research*, 39(1), 93–112. <https://doi.org/10.1177/0739456X17723971>.