



The Mosque as a Spiritual Service: Analyzing Experiential Marketing Strategy in Urban Religious Landscape

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ABSTRACT

Masjid Al-Ittihad Pakuwon Surabaya is one of the mosques located within a shopping mall that has successfully integrated da'wah services with an experiential marketing approach. This study aims to explore the application of experiential marketing elements in managing the mosque's da'wah services and to analyze the worshippers' experiences with the provided services and facilities. The experiential marketing elements focused on in this research include sense, feel, think, act, and relate, implemented to create a memorable experience for the worshippers. The research employs a qualitative method with a descriptive analysis technique. Data were collected through direct observations at the site, in-depth interviews with worshippers, and documentation of the mosque's programs. Data analysis was conducted to understand how each element of experiential marketing is applied to support the mosque's function as a place of worship and a center for social activities. The results indicate that Masjid Al-Ittihad has successfully provided comfort through cleanliness, organized layouts, and facilities such as lockers, children's play areas, a library, and free meals every Friday. Worshippers reported positive experiences from various service innovations, ranging from ease of access to an atmosphere that supports spiritual focus during worship. Moreover, the mosque actively integrates relevant da'wah approaches through religious studies, collaborations with religious organizations, and the use of technology to enhance interaction and engagement with worshippers. By implementing experiential marketing, Masjid Al-Ittihad has successfully met the spiritual and social needs of its worshippers, establishing itself as a model for adaptive and innovative mosque management.

Keywords : Mosque Management Communication; Experiential Marketing; Mall Mosque

ABSTRAK

Masjid Al-Ittihad Pakuwon Surabaya merupakan salah satu masjid di dalam pusat perbelanjaan yang berhasil mengintegrasikan pelayanan dakwah dengan pendekatan experiential marketing. Penelitian ini bertujuan untuk mengeksplorasi penerapan elemen-elemen experiential marketing dalam pengelolaan layanan dakwah masjid dan menganalisis pengalaman jamaah terhadap layanan serta fasilitas yang disediakan. Elemen-elemen experiential marketing yang menjadi fokus penelitian mencakup aspek sense, feel, think, act, dan relate yang diimplementasikan untuk menciptakan pengalaman berkesan bagi jamaah. Metode penelitian yang digunakan adalah kualitatif dengan teknik analisis deskriptif. Data dikumpulkan melalui observasi langsung di lokasi, wawancara mendalam dengan jamaah, serta dokumentasi program-program masjid. Analisis data dilakukan untuk memahami bagaimana setiap elemen experiential marketing diterapkan dalam mendukung fungsi masjid sebagai ruang ibadah sekaligus pusat aktivitas sosial. Hasil penelitian menunjukkan bahwa Masjid Al-Ittihad berhasil menghadirkan kenyamanan melalui kebersihan, tata letak yang

terorganisir, dan fasilitas seperti loker, area bermain anak, perpustakaan, hingga layanan makanan gratis setiap Jumat. Jamaah merasakan pengalaman positif dari berbagai inovasi layanan, mulai dari kemudahan akses hingga suasana yang mendukung kekhusyukan ibadah. Selain itu, masjid secara aktif mengintegrasikan pendekatan dakwah yang relevan melalui kajian agama, kerja sama dengan organisasi keagamaan, serta pemanfaatan teknologi untuk mendukung interaksi dan keterlibatan jamaah. Dengan penerapan experiential marketing, Masjid Al-Ittihad berhasil memenuhi kebutuhan spiritual dan sosial jamaah, menjadikannya model pengelolaan masjid yang adaptif dan inovatif.

Keywords: Komunikasi Pengelolaan Masjid; Experiential Marketing; Masjid Mall.

INTRODUCTION

The mosque, as a place of worship and a center for Muslim community activities, plays a crucial role in fostering and strengthening the Muslim community. In the modern era, especially in major cities, the presence of mosques within shopping malls or commercial centers has become increasingly common. This trend is driven by the need for Muslims to have easy and convenient access to places of worship, particularly when in commercial environments. Data from various sources indicate a growing number of mosques being established in commercial areas in recent years, with the total number of mosques in Indonesia reaching approximately 800,000.¹

The Chairman of the Indonesian Mosque Council explained that the presence of mosques in shopping malls could increase mall visitor numbers by facilitating Muslims in performing their prayers (Validnews, 2019). These mosques not only serve spiritual needs but also provide various services and facilities to enhance the comfort of worshippers. One prominent example is Masjid Al-Ittihad at Pakuwon Mall Surabaya. This mosque is renowned for its comprehensive facilities and excellent services, making it one of the best mall mosques in Surabaya. The facilities offered include a library, a children's play area, lockers, refrigerators, mineral water dispensers, and comfortable sofas for waiting before prayer times. These amenities reflect Masjid Al-Ittihad's commitment to providing a more comfortable and enhanced worship experience for its congregants. Furthermore, Masjid Al-Ittihad was recognized as the third-best mosque nationally in the Best Mall/Rest Area Mosque category by the Indonesian Mosque Council.²

Although Masjid Al-Ittihad at Pakuwon Mall Surabaya boasts comprehensive facilities and a strategic location, its primary challenge lies in ensuring that the premium amenities provided align with the impressions and expectations of visitors. Within the context of experiential marketing, mosque management must understand the preferences and expectations of congregants so that facilities such as the library, children's play area, lockers, refrigerators, mineral water dispensers, and comfortable sofas genuinely provide the benefits sought by worshippers (Schmitt, 1999).

¹ Rahmatina Awaliah Kasri and Untung Handayani Ramli, "Why Do Indonesian Muslims Donate through Mosques?," *International Journal of Islamic and Middle Eastern Finance and Management* 12, no. 5 (November 11, 2019): 663–79, <https://doi.org/10.1108/IMEFM-11-2018-0399>.

² DMI Jatim, "Gubernur Jatim Beri Penghargaan Kepada 5 Masjid Di Jatim Pemenang DMI Award 2022," 2022, <https://dmijatim.or.id/news/gubernur-jatim-beri-penghargaan-kepada-5-masjid-di-jatim-pemenang-dmi-award-2022>.

The mosque's management must develop strategies focused on meeting visitors' expectations, not only in terms of facility features but also in delivering a holistic worship experience.³

Experiential marketing emphasizes the importance of creating holistic and meaningful experiences that encourage visitors to return to the mosque for worship. This concept encompasses four experiential zones: entertainment, education, escapist, and aesthetic, which can be applied to the mosque's programs and services.⁴ Mosque management must establish clear indicators to evaluate the success of implemented programs and activities, as well as conduct comprehensive assessments of visitors' experiences. By maintaining consistency in delivering an optimal worship experience—including staff training, facility maintenance, and innovations in programs and services offered—it is expected to sustain congregants' satisfaction and enhance their engagement in mosque activities.⁵

The lack of in-depth research on the application of experiential marketing in mosque management, particularly in mall environments, raises concerns about the effectiveness of this strategy. Without clear guidelines, mosque managers may struggle to identify the most relevant elements of experiential marketing and the best ways to implement them. This could result in a suboptimal worship experience for congregants, ultimately affecting their satisfaction and engagement in mosque activities. According to Zaidan et al.,⁶ Mosques can function as spaces that strengthen economic processes and consumption in their surroundings, extending their influence to nearby shopping centers.

This study aims to address this gap by exploring how elements of experiential marketing are applied in the management of da'wah services at Masjid Al-Ittihad Pakuwon Surabaya. A qualitative approach will be employed, involving in-depth interviews with mosque managers and congregants, as well as participatory observations. The primary focus is to understand the strategies used by the management in implementing experiential marketing and how these strategies influence the congregants' experiences. The findings of this study will provide practical guidelines for other mosque managers in shopping malls to enhance the quality of their da'wah services, including leveraging new technologies to create interactive and immersive experiences.⁷

This study is expected to make significant contributions both theoretically and practically. Theoretically, it will expand the literature on experiential marketing in the context of managing places of worship, particularly mosques within mall environments. As such, this research aims to enhance academic understanding of how experiential marketing can be applied to improve service quality in places of worship. Additionally, it has the

³ Gilmore Josep Pine ii, B; James H, "Welcome to the Experience Economy," *Harvard business review*, 1998, <https://www.scopus.com/inward/record.uri?eid=2-s2.0-0032109515&partnerID=40&md5=3fdf05254bda795ff8487b92ee1c87ee>.

⁴ Glyn Atwal and Alistair Williams, "Luxury Brand Marketing – The Experience Is Everything!," *Journal of Brand Management* 16, no. 5–6 (March 13, 2009): 338–46, <https://doi.org/10.1057/bm.2008.48>.

⁵ Consuela-Mădălina Gheorghe, Iuliana-Raluca Gheorghe, and Victor Lorin Purcărea, "Modeling the Consumer's Perception of Experiential Marketing in the Romanian Private Ophthalmologic Services," *Romanian Journal of Ophthalmology* 61, no. 3 (September 25, 2017): 219–28, <https://doi.org/10.22336/rjo.2017.40>.

⁶ Vitara Ridesta et al., "Moderasi Beragama Berbasis Masjid: Analisis Konten Kanal Youtube-Tv Masjid Istiqlal Jakarta," *Academic Journal of Islamic Principles and Philosophy* 3, no. 2 (2022): 167–94, <https://doi.org/10.22515/ajipp.v3i2.5556>.

⁷ Gheorghe, Gheorghe, and Purcărea, "Modeling the Consumer's Perception of Experiential Marketing in the Romanian Private Ophthalmologic Services."

potential to spark new discussions on mosque management in commercial settings, a topic that remains underexplored to date.⁸

Practically, the results of this research will provide mosque managers with guidelines on how to apply experiential marketing elements to create a deeper and more satisfying worship experience for congregants. These guidelines can assist mall mosque managers in optimizing the use of existing facilities, thereby enhancing the comfort and satisfaction of worshippers. Additionally, the management model developed from this study can be adopted by other mosques in commercial settings, enabling them to improve service quality and serve as an example of effective and efficient worship space management.

RESEARCH METHODS

This study will employ a qualitative approach using a case study method to gain an in-depth understanding of the application of experiential marketing in the management of Masjid Al-Ittihad at Pakuwon Mall Surabaya. The case study method is particularly suitable for this research, as the research questions focus on processes and visitor experiences at the mosque. Data collection will involve a combination of archival analysis, interviews, and observations.⁹ The case selected for this study is based on theoretical sampling, focusing on Masjid Al-Ittihad at Pakuwon Mall Surabaya, recognized as one of the best mall mosques in Indonesia. This mosque offers various premium facilities, such as a children's play area, a library, and a comfortable worship space. Additionally, the mosque seeks to optimize the worship experience for visitors through the implementation of experiential marketing elements.

Two types of data will be utilized in this research: primary data and secondary data. Primary data will be obtained through in-depth interviews with 11 informants, including the chairman of the mosque's management board (DKM), members of the mosque management team, seven mosque visitors, and two stakeholders from the surrounding area. Participatory observation will also be conducted to gain an in-depth understanding of the mosque's activities and facilities. Secondary data, such as publications or articles about the mosque, will be used to complement the research.

The data collection techniques will include in-depth interviews, participatory observations, and secondary data documentation. In-depth interviews will involve a total of eleven informants: the chairman of the mosque's management board (DKM), members of the mosque management team, seven mosque visitors, and two stakeholders from the surrounding area. Participatory observation will be conducted to gain deeper insights into the mosque's activities and facilities. Secondary data, such as publications or articles about the mosque, will also be utilized to support the research.

The analysis technique will use the Gioia method. The data analysis process begins with first-order analysis to identify initial concepts and group them into categories. This is followed by second-order analysis, connecting these categories to develop theoretical relationships that describe and explain the phenomenon under study. The final stage is aggregate dimension analysis, which further refines the emerging themes from the second-order analysis into aggregate dimensions representing the key aspects identified in the study.

⁸ Sónia Nogueira et al., "Experiential Marketing and Purchase Intention of Ecotourism Experiences - Z-Generation Case," *International Conference on Tourism Research* 7, no. 1 (March 11, 2024): 270–79, <https://doi.org/10.34190/ictr.7.1.2042>.

⁹ Robert K. Yin, "Case Study Research: Design and Methods," in 5 (Sage Publications Beverly Hills London, 2014).

RESULTS AND DISCUSSION

Profil Masjid Al Ittihad Pakuwon Mall Surabaya

Masjid Al Ittihad is the seventh mosque built by the Pakuwon Group. It features additional facilities such as a library and a children's play area, located within the same premises but in separate spaces from the mosque. The mosque also provides hundreds of lockers for the convenience of its worshippers. Before entering the main prayer area, visitors pass through a hallway with tall glass panels aligned along the mosque's walls. These glass panels symbolize the importance of maintaining personal cleanliness before performing worship. They are also installed along the corridor leading to the women's prayer area, which is often used by congregants as a spot for photos or selfies.¹⁰

Masjid Al Ittihad is not only recognized as the seventh mosque built by the Pakuwon Group but also as the largest mall mosque in Surabaya. With its premium concept and superior facilities, the mosque offers both a spiritual experience and exceptional comfort for its worshippers. Additional facilities such as the library, children's play area, and hundreds of lockers are designed to meet the diverse needs of congregants, including families. The library and children's play area are located within the same complex but remain separate from the main prayer area, providing both flexibility and comfort.¹¹

The mosque's commitment to providing excellent services is reflected in various social programs and supporting facilities. Every Friday, the mosque offers free lunches to its congregants, fostering a sense of community and sharing. Additionally, free drinking water is available daily, making the mosque a welcoming and genuinely service-oriented place. A unique service provided by the mosque is the daily washing of mukena (prayer garments), ensuring they are always clean and fragrant. This demonstrates the mosque management's attention to cleanliness and comfort, crucial aspects of enhancing the quality of worship.¹²

With its premium main prayer area, the mosque provides a serene, clean, and luxurious atmosphere, offering unparalleled comfort to those who worship there. The philosophy of cleanliness is further embodied through the tall glass hallway parallel to the mosque's walls. These glass panels symbolize the importance of purifying oneself before entering the mosque while also serving as an aesthetic area frequently used by congregants for photography. Overall, Masjid Al Ittihad is not just a place of worship but a symbol of mosque modernization as a center of service and comfort for Muslims.¹³

Masjid Al Ittihad also offers various flagship programs designed to provide both spiritual and social benefits to its worshippers. One of its main programs is the regular religious lectures held during every Islamic holiday celebration (PHBI). These programs serve as special moments to deepen the congregation's understanding of Islamic teachings through comprehensive presentations by experienced da'i (Islamic preachers). To execute

¹⁰ Emon Saputra and Dian Agustina, "Peran Institusi Masjid Dalam Pembangunan Ekonomi Lokal: Studi Kasus Pada Masjid Jogokariyan Yogyakarta," *Journal of Islamic Economics and Finance Studies* 2, no. 2 (December 26, 2021): 174, <https://doi.org/10.47700/jiefes.v2i2.3687>.

¹¹ Andhika Giri Persada and Siti Achiria, "Pemberdayaan UKM Jamaah Masjid Berbasis Digital Marketing Di Desa Tlogoadi Kecamatan Mlati Kabupaten Sleman," *Yumary: Jurnal Pengabdian Kepada Masyarakat* 3, no. 1 (September 7, 2022): 1–11, <https://doi.org/10.35912/yumary.v3i1.1082>.

¹² Mauludi Mauludi, Muhammad Supriyanto, and Airlangga Bramayudha, "Manajemen Pengelolaan Aset Pada Tempat Ibadah," *Masjiduna: Jurnal Ilmiah Stidki Ar-Rahmah* 2, no. 2 (December 30, 2019): 82, <https://doi.org/10.52833/masjiduna.v2i2.53>.

¹³ Nurul Khotimah, "BAURAN PROMOSI MASJID CHENG HOO SURABAYA SEBAGAI MASJID WISATA RELIGI," *INTELEKSIA - Jurnal Pengembangan Ilmu Dakwah* 8, no. 2 (December 31, 2018): 367–84, <https://doi.org/10.55372/inteleksiapid.v8i2.175>.

these lectures, Masjid Al Ittihad collaborates with Nahdlatul Ulama (NU) Surabaya, a prominent Islamic organization known for its contributions to da'wah. This partnership ensures that each lecture features speakers with extensive Islamic knowledge, relevant to modern Muslim life.

Additionally, Friday prayers at the mosque are not just routine worship occasions but are complemented by social services such as free lunches for congregants. This program reflects the mosque management's care for its worshippers' needs while strengthening bonds among the Muslim community. The free lunches have become a major attraction for those visiting Masjid Al Ittihad, making it more than just a place of worship but also a community hub that fosters *ukhuwah Islamiyah* (Islamic brotherhood).

The combination of high-quality spiritual programs and inclusive social services positions Masjid Al Ittihad as one of the best examples of a modern mosque in Surabaya. The mosque not only emphasizes ritual worship but also actively builds social interactions that provide tangible benefits to its congregants. Through this approach, Masjid Al Ittihad has successfully created a comfortable environment that integrates spiritual, social, and modern dimensions into a harmonious space.

The findings of this study illustrate the transformation of Masjid Al-Ittihad Pakuwon Surabaya into a modern mall mosque that successfully blends physical comfort with spiritual depth through the experiential marketing approach. This mosque has become not only a place of worship but also a social space that unites communities, inspires spiritual reflection, and creates profound emotional experiences for its worshippers. By utilizing the five strategic dimensions—sense, feel, think, act, and relate—Masjid Al-Ittihad demonstrates that a place of worship can adapt to modern needs without losing its religious essence. The unique combination of premium facilities, a warm atmosphere, and innovative programs has positioned this mosque as a model of management that not only meets the expectations of its worshippers but also fosters loyalty and deep engagement. The following discussion explores each dimension, highlighting how physical, intellectual, social, and emotional experiences are designed to create an inclusive and highly attractive mosque.¹⁴

This study identified five main aggregates that depict the dimensions of worshippers' experiences at the mosque, based on the Grounded Theory approach. These five aggregates are: Sense in Mosque, Feel in Mosque, Think in Mosque, Act in Mosque, and Relate in Mosque. Each aggregate provides in-depth insights into various aspects that shape worshippers' experiences at the mosque.

The first aggregate, Sense in Mosque, focuses on aspects of cleanliness, comfort, and supportive facilities at the mosque. Worshippers appreciate the clean and well-maintained environment, which creates a more serene and focused atmosphere for worship. Additionally, facilities such as adequate ablution areas, air conditioning, and spacious prayer rooms play a crucial role in ensuring the comfort of worshippers.

The second aggregate, Feel in Mosque, emphasizes the environment that fosters worshippers' emotional experiences. The warm and welcoming atmosphere of the mosque makes worshippers feel accepted and valued. The spiritual ambiance within the mosque not only provides a sense of tranquility but also strengthens the emotional connection between worshippers and the place of worship.

¹⁴ Lela Hinasah and Alien Akmalia, "PENGEMBANGAN USAHA KULINER MELALUI BAZAR ONLINE RAMADHAN (BAZONE) IBU-IBU JAMA'AH MASJID," *Prosiding Seminar Nasional Program Pengabdian Masyarakat*, January 30, 2022, <https://doi.org/10.18196/ppm.44.596>.

The third aggregate, Think in Mosque, highlights the dimensions of religious education and spiritual reflection. The mosque serves as a center for religious education through lectures, sermons, and regular study sessions. Furthermore, the conducive environment encourages worshippers to contemplate and reflect on religious values in their daily lives.

The fourth aggregate, Act in Mosque, refers to the various religious and social activities conducted at the mosque. Activities such as congregational prayers, religious study sessions, and social events serve as means for worshippers to deepen their faith and strengthen bonds with one another. The mosque becomes an active and dynamic space that fulfills both spiritual and social needs.

The fifth aggregate, Relate in Mosque, underscores the importance of social support and worshippers' loyalty to the mosque. The mosque not only functions as a place of worship but also as a hub for social support, where worshippers help one another and build solidarity. Worshippers' loyalty to the mosque is reflected in their active participation in various activities and their contributions to maintaining the mosque's operational sustainability.

Together, these five aggregates form the holistic worshippers' experience at the mosque, encompassing physical, emotional, intellectual, social, and spiritual dimensions. As illustrated in Figure 1 below :

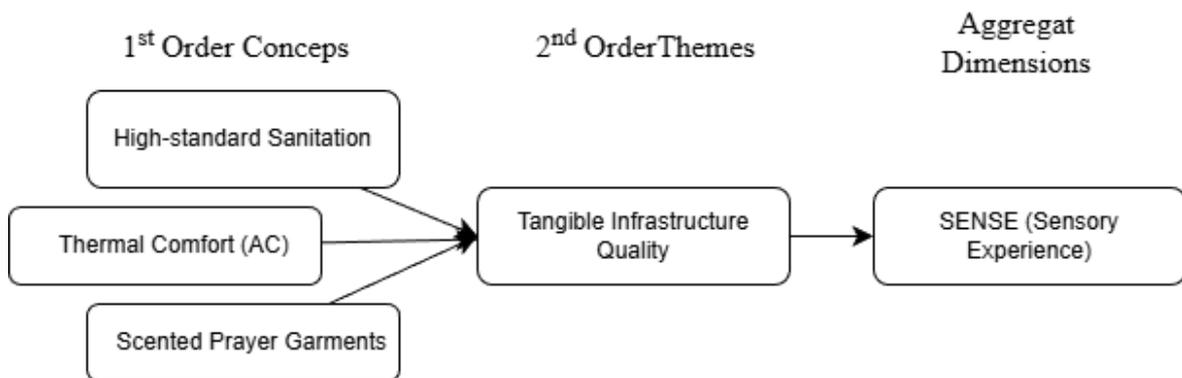


Figure 1. Data Structure of Mosque Experiential Marketing

Sense In Mosque: Premium Comfort at the Mosque

Masjid Al-Ittihad Pakuwon Surabaya prioritizes cleanliness and comfort to provide a high-quality worship experience for its congregants. Cleanliness is meticulously maintained by the management, from well-kept ablution areas to neatly arranged prayer spaces. Prayer garments (mukena) are washed daily and scented, demonstrating attention to small details that have a significant impact, especially for female worshippers. This not only fulfills basic hygiene needs but also provides a sense of safety and comfort, making worship more solemn and focused. The mosque's environment is designed to maximize comfort. Clean and well-maintained floors create a pleasant atmosphere, while air conditioning ensures a comfortable experience, particularly during prayers on hot days. One worshipper mentioned that their experience at Masjid Al-Ittihad was comparable to a five-star service, indicating the high standards of cleanliness and comfort provided by the mosque.^{15g}

¹⁵ Iuliana-Raluca Gheorghe, "Enhancing the Principles of Experiential Marketing in Ophthalmology Services," *Romanian Journal of Ophthalmology* 65, no. 4 (January 10, 2022), <https://doi.org/10.22336/rjo.2021.73>.

Additionally, supporting facilities such as lockers for storing personal belongings and spacious ablution areas provide convenience for worshippers performing their religious activities. The clean and adequate ablution facilities not only make it easier to perform ablution according to Islamic principles but also offer physical comfort that enhances the worship experience. The fragrant aroma permeating the mosque further enriches the sensory experience of worshippers. The fragrances used in the prayer area and other facilities not only add an aesthetic touch but also create a calming and soothing atmosphere. This helps worshippers concentrate better and feel more focused during prayers.

Consistently maintained cleanliness and facilities that support worshippers' comfort form the foundation of the Sense in Mosque dimension. Excellent cleanliness management not only meets physical needs but also reflects the respect and care the management has for its congregants. With a clean, comfortable, and supportive environment, Masjid Al-Ittihad successfully creates a space that not only encourages solemn worship but also strengthens the emotional bond between worshippers and the mosque.¹⁶

The architectural design of Masjid Al-Ittihad Pakuwon Surabaya is one of the elements that leaves a profound impression on worshippers, both aesthetically and functionally. The mosque is designed with a spacious, open, and harmonious layout, creating an environment that not only supports worship but also provides visual comfort. The modern and elegant design reflects a blend of traditional Islamic values with the needs of urban worshippers in the modern era. One striking architectural feature is the tall glass corridor parallel to the mosque walls leading to the main prayer area. These glass panels not only add an aesthetic touch but also carry a deep philosophy about the importance of maintaining personal cleanliness before worship. Reflections in the glass symbolically remind worshippers to introspect and prepare themselves physically and spiritually before entering the mosque.¹⁷

The main prayer area is designed with attention to comfort and grandeur. Soft lighting combined with neutral colors creates a calming atmosphere, supporting solemnity in worship. Additionally, the high ceilings provide a spacious feel and reduce any sense of confinement, especially during crowded occasions such as Friday prayers or Islamic holiday celebrations. Well-designed ventilation ensures fresh air circulation, further enhancing the comfort of worshippers during their prayers.¹⁸

Additional facilities such as a library and a children's play area are strategically placed, separate from the main prayer hall yet still within reach, ensuring that other activities can take place without disrupting the solemnity of worship. The placement of these facilities demonstrates attention to the diverse needs of worshippers, including families with young children. The mosque's aesthetic design is also enriched with visual elements such as Islamic calligraphy, geometric patterns, and distinctive decorative features. These artistic touches

¹⁶ Dahmiri Dahmiri, "Model of the Influence of Service Quality and Marketing Experience on Customer Satisfaction with Brand Equity as an Intervening Variable in Bank Jambi Indonesia," *Journal of Business Studies and Management Review* 3, no. 2 (June 28, 2020): 8–21, <https://doi.org/10.22437/jbsmr.v3i2.9699>.

¹⁷ Tsu-Ming Yeh, Shun-Hsing Chen, and Tsen-Fei Chen, "The Relationships among Experiential Marketing, Service Innovation, and Customer Satisfaction—A Case Study of Tourism Factories in Taiwan," *Sustainability* 11, no. 4 (February 17, 2019): 1041, <https://doi.org/10.3390/su11041041>.

¹⁸ Inês Santos do Carmo, Susana Marques, and Álvaro Dias, "The Influence of Experiential Marketing on Customer Satisfaction and Loyalty," *Journal of Promotion Management* 28, no. 7 (October 3, 2022): 994–1018, <https://doi.org/10.1080/10496491.2022.2054903>.

not only beautify the space but also remind worshippers of the spiritual values of Islam, making the prayer space a place imbued with meaning.¹⁹

Masjid Al-Ittihad creates a calming atmosphere through the use of fragrant aromas that permeate the entire mosque. The scents used provide a fresh and comfortable impression, creating an ambiance conducive to worship. This fragrance is not merely an additional feature but has a significant psychological effect. It can help enhance concentration, provide a sense of calm, and support worshippers' devotion during prayers. Feedback from worshippers indicates that this fragrance has become one of the mosque's signature features, leaving a lasting impression. The fragrances are applied not only in the prayer hall but also in the ablution areas and corridors, ensuring that every corner of the mosque feels clean and welcoming. These scents also build positive associations in the minds of worshippers, strengthening their emotional connection to the mosque.

Sound management at Masjid Al-Ittihad is another crucial element in creating a profound spiritual atmosphere. The melodious and high-quality call to prayer (azan), delivered through a modern sound system, serves as a major attraction that amplifies the call to worship. The beautifully rendered azan not only captures the attention of worshippers but also evokes emotions that draw their hearts closer to Allah.

Beyond the azan, the clear and articulate recitation of the imam is another aspect highly appreciated by worshippers. The excellent audio system ensures that every verse of the Qur'an is heard perfectly, creating a deep and reflective atmosphere during congregational prayers. The melodious voice and meaningful recitations further strengthen the spiritual experience, encouraging worshippers to reflect on the significance of their prayers.

The combination of calming aromas and high-quality sound design makes Masjid Al-Ittihad a place of worship that not only fulfills spiritual needs but also provides a holistic sensory experience. These two elements work together to create an atmosphere that supports devotion, provides comfort, and leaves a lasting impression on every worshipper who visits. By paying attention to both scent and sound, the mosque successfully instills spiritual values while offering a sensory satisfaction rarely found in other places of worship.

Masjid Al-Ittihad Pakuwon Surabaya is not only known for its spiritual ambiance but also for its thoughtfully designed supporting facilities that cater to the diverse needs of its worshippers. Facilities such as spacious and clean ablution areas, lockers for storing personal belongings, and air conditioning in the prayer hall are key elements that provide maximum comfort. Additionally, the mosque offers free drinking water, which is always available, reflecting its consideration for the basic needs of worshippers, particularly those who spend extended time at the mosque for worship or activities..

Furthermore, the mosque provides a children's play area that allows parents to worship in peace without worrying about being disturbed by their children's activities. The available library serves as a space for worshippers to read and deepen their religious knowledge while waiting for prayer time or breaking their fast. These facilities not only enhance physical comfort but also provide opportunities for intellectual development, positioning the mosque as a center for both spiritual and educational activities. Another unique feature is the attention to small details, such as providing a sufficient number of prayer garments (mukena) to avoid queues, even during peak times. These garments are

¹⁹ Alfina Okta Nur Hidayah, Marsudi, and Sri Nastiti Andharini, "Influence of Experiential Marketing on Patient Loyalty Through Patient Satisfaction as Intervening Variable," *Business Innovation Management and Entrepreneurship Journal (BIMANTARA)* 2, no. 01 (April 30, 2023): 44–54, <https://doi.org/10.22219/bimantara.v2i01.27250>.

washed daily and scented, offering users a sense of hygiene and comfort. All these facilities reflect Masjid Al-Ittihad's commitment to delivering a comprehensive and fulfilling worship experience.

Worshippers who visit Masjid Al-Ittihad have shared overwhelmingly positive feedback, emphasizing that the mosque truly excels in terms of comfort and service. One worshipper described it as a "five-star mosque," highlighting its facilities and services comparable to those of a luxury hotel. Other worshippers praised the cleanliness and tidiness of the mosque, stating that Masjid Al-Ittihad is more comfortable than other mosques in major malls in Surabaya. Amenities such as free drinking water and light snacks provided during Friday prayers are additional attractions frequently mentioned by worshippers. Furthermore, the mosque's efficient layout, from the ablution area to the prayer hall, has been appreciated for making worship seamless and free from confusion or inconvenience. One worshipper even remarked that the fragrant aroma in the mosque creates a more soothing worship atmosphere.

The combination of superior facilities and the emotional experiences fostered by the mosque makes worshippers feel more connected and loyal to Masjid Al-Ittihad. The positive comments from worshippers reflect the mosque's success in meeting and even exceeding their expectations, establishing it as a model of a modern place of worship that prioritizes both comfort and devotion.

Feel in Mosque: Bringing Worshippers' Emotional Experience to Life

Masjid Al-Ittihad Pakuwon Surabaya creates a profound emotional experience for worshippers through its calming and comfortable atmosphere. Upon entering the mosque, worshippers are immediately greeted by a clean, orderly, and fragrant environment, evoking a sense of peace that supports a focused and solemn worship experience. One worshipper described the mosque as a "calm and comfortable place to worship," emphasizing that the emotional experience provided comes not only from its physical facilities but also from the spiritual ambiance created within.²⁰

The melodious call to prayer (azan), clear recitations of the Qur'an, and an environment designed to foster solemnity are key elements that strengthen the emotional connection between worshippers and the mosque. This emotional atmosphere allows worshippers to focus on their prayers, set aside the distractions of the outside world, and feel closer to Allah. This experience not only fulfills their spiritual needs but also creates an emotional attachment that encourages them to return.

Masjid Al-Ittihad is also known for its warm and welcoming atmosphere, reflected in the interactions between mosque management and worshippers. Genuine hospitality, responsive services, and attention to small details create an inclusive and inviting environment. The mosque management strives to deliver satisfying services, such as ensuring a sufficient supply of prayer garments (mukena) to avoid queues, enabling worshippers to perform their prayers without anxiety. This friendly interaction fosters a sense of being welcomed and valued, strengthening the emotional bond between worshippers and the mosque. One member of the mosque's management expressed their commitment to providing an experience free from worry or discomfort, ensuring that every worshipper can feel peace and complete comfort while at the mosque. This welcoming

²⁰ Nabila Aufa Nadya, "EFFECT OF EXPERIENTIAL MARKETING ON CUSTOMER LOYALTY: THE ROLE OF CUSTOMER SATISFACTION AS A MEDIATOR," *Journal of Business Studies and Mangement Review* 4, no. 1 (December 31, 2020): 27–33, <https://doi.org/10.22437/jbsmr.v4i1.11909>.

environment also strengthens the sense of community among worshippers, creating a supportive and caring network.²¹

One of the innovations that sets Masjid Al-Ittihad apart from other mosques is its children's facilities, such as a play area designed to meet the needs of families. This space allows parents to worship in peace without being disturbed by children running around in the prayer hall. By providing a dedicated space for children to play, the mosque addresses not only physical comfort but also the emotional well-being of parents who wish to focus on their prayers.

This facility reflects the mosque management's consideration for the needs of families, offering a safe space for children to remain active while staying within the mosque environment. A mosque administrator explained, "The play area is provided so that parents can pray peacefully without being disturbed by children running around inside the mosque." With this facility, the mosque successfully balances maintaining the tranquility of the prayer space and providing a place for children to stay engaged within the mosque setting.

The presence of children's facilities not only supports the needs of families but also strengthens the emotional connection between worshippers and the mosque. Parents feel that the mosque cares about their needs, while children begin to see the mosque as a friendly and inclusive space. The combination of emotional tranquility, a welcoming environment, and supportive children's facilities makes Masjid Al-Ittihad a place of worship that caters to the needs of the entire family.

Masjid Al-Ittihad Pakuwon Surabaya has set a new standard in the management of places of worship with premium services designed to ensure the comfort and satisfaction of worshippers. One of its standout services is the provision of over 200 clean prayer garments (*mukena*) that are washed and scented daily, eliminating concerns over queues or cleanliness. The mosque also routinely cleans its carpets every two to three months to maintain the cleanliness and comfort of the prayer area while ensuring a fragrant aroma fills the mosque.

Additional services such as free drinking water available daily and light snacks provided during Friday prayers further enhance the mosque's appeal. Moreover, facilities like air conditioning, lockers for storing personal belongings, and spacious ablution areas create a worship atmosphere free from distractions. All these reflect the mosque's commitment to providing the best experience for worshippers, both spiritually and physically. The mosque not only meets the basic needs of worship but also pays extra attention to small details that make worshippers feel valued and comfortable.

Worshippers at Masjid Al-Ittihad have expressed high appreciation for the mosque, describing it as a "five-star mosque" due to the quality of services and facilities comparable to those of a luxury hotel. This positive impression reflects not only their satisfaction with the mosque's physical environment but also the emotional and spiritual experiences they enjoy. Many worshippers have stated that the cleanliness, comfort, and ambiance of the mosque far exceed their expectations, even when compared to other mosques in shopping malls in Surabaya.

One worshipper praised the mosque's efficient layout, from the ablution area to access to the prayer hall, which makes it easy for them to worship without confusion. Facilities such as free drinking water, the fragrant aroma throughout the mosque, and the spacious and comfortable prayer area are frequently mentioned elements of appreciation.

²¹ Nogueira et al., "Experiential Marketing and Purchase Intention of Ecotourism Experiences - Z-Generation Case."

Even during crowded Friday prayers, worshippers still feel they have adequate space for worship, thanks to the spacious design and good management of the mosque.

This positive impression demonstrates that Masjid Al-Ittihad is not merely a place of worship but also a space that fosters a deep emotional connection with its congregants. The high level of satisfaction among worshippers is a testament to the mosque's success in delivering premium services, strengthening their loyalty, and establishing itself as an ideal model for modern mosque management. Worshippers perceive Masjid Al-Ittihad not just as a prayer space but as a place that provides tranquility, happiness, and profound spiritual inspiration.

Think in Mosque: Reflection Through Education

Masjid Al-Ittihad Pakuwon Surabaya functions not only as a place of worship but also as an active center for religious education. Regular study sessions are one of the mosque's primary activities, designed to enhance worshippers' religious knowledge. Every three months, the mosque invites external speakers who bring fresh perspectives and deep insights on various Islamic topics. The presence of external speakers not only refreshes the educational content but also provides opportunities for worshippers to learn about issues they may not have previously understood. These seminars and discussions create an inclusive and interactive learning environment, reinforcing the mosque's role as a center of religious learning relevant to the needs of modern society.²²

The spiritual space at Masjid Al-Ittihad is designed to encourage deep reflection on religious values. Worshippers are invited to contemplate the meaning of their worship and how Islamic teachings can be applied in their daily lives. The mosque's serene and solemn environment provides an ideal atmosphere for introspection, while the recitation of Qur'anic verses during study sessions creates profound moments of reflection. One worshipper shared that the mosque's atmosphere encourages them to "think more deeply about their relationship with Allah and life as a Muslim." This spiritual reflection not only enriches the worship experience but also strengthens worshippers' awareness of their responsibilities as individuals who contribute to the community. By fostering a supportive atmosphere for contemplation, Masjid Al-Ittihad serves not only to educate the mind but also to inspire the soul.²³

One of Masjid Al-Ittihad's unique strengths is its ability to address contemporary issues in its religious education programs. The study sessions and discussions often tackle themes relevant to modern life, such as spiritual challenges in the digital era, the importance of time management in Islam, and the ethics of interacting on social media. These topics provide practical insights that worshippers can directly apply to their daily lives. The courage to address modern issues demonstrates that the mosque is not solely focused on traditional religious rituals but is also actively engaged in meeting the needs of the Muslim community in a changing world. These contemporary topics spark deep dialogue, encouraging worshippers to think critically and understand Islam as a religion relevant to various aspects of life. Through this approach, Masjid Al-Ittihad becomes more than just a place of worship;

²² N Setyorini and Q Violinda, "Pengelolaan Dan Pengembangan Aset Masjid Sebagai Upaya Peningkatan Layanan Ibadah," *JPPM (Jurnal Pengabdian Dan ...)*, 2021, <http://jurnalnasional.ump.ac.id/index.php/JPPM/article/view/6343>.

²³ Jamilah Karaman et al., "Pembangunan Menara Masjid Al Musnawiyatul Islam Dukuh Sidowayah Sebagai Pengeras Suara Dan Upaya Pembangunan Fasilitas Keagamaan," *JMM - Jurnal Masyarakat Merdeka* 6, no. 2 (January 9, 2024): 132, <https://doi.org/10.51213/jmm.v6i2.144>.

it serves as a progressive center of thought that connects religious teachings with the realities of modern life.

Masjid Al-Ittihad Pakuwon Surabaya does not merely deliver religious lectures in a one-way format but creates a space for interactive dialogue. Worshippers are encouraged to actively participate in Q&A sessions and discussions, rather than being passive listeners. Every study program includes interactive sessions where worshippers can ask questions, share their views, or relate their experiences on the topics discussed. This creates a dynamic learning environment where worshippers not only receive information but are also encouraged to think critically and delve deeper into religious issues. These interactive discussions strengthen the relationship between worshippers and speakers, fostering mutual respect and providing opportunities for worshippers to explore various perspectives. This approach makes religious education more relevant and meaningful, as worshippers feel directly involved in the learning process.

Masjid Al-Ittihad has established itself as a holistic and inclusive center for religious education. In addition to regular study sessions for adult worshippers, the mosque also offers special classes for children and teenagers, such as Qur'an reading lessons, studies on the life of the Prophet (sirah Nabi), and Islamic etiquette training. These activities not only provide religious understanding but also help shape the character of young generations with noble morals. As an educational center, the mosque also organizes seminars and training sessions tailored to the needs of urban worshippers, such as Islamic financial management, family education, and leadership training. These programs are designed to enhance worshippers' ability to face modern life challenges while adhering to Islamic values. With a wide range of educational programs covering various ages and needs, Masjid Al-Ittihad demonstrates that a mosque is not only a place of worship but also a learning center that empowers the community. This reflects the mosque's vision as an institution that supports the intellectual and spiritual growth of worshippers, making it a vital pillar of the community.

Act In Mosque : Menggerakkan Aktivitas dan Keterhubungan Sosial

Masjid Al-Ittihad Pakuwon Surabaya actively serves as a hub for social activities that have a tangible impact on its community. Every Friday, the mosque organizes a free meal program for worshippers, a simple yet meaningful initiative that reflects the spirit of sharing in Islam. Additionally, the mosque regularly conducts charitable activities such as fundraising for disaster victims, distributing basic necessities to underprivileged communities, and hosting blood donation drives in collaboration with local health organizations. These activities not only reinforce the mosque's role as a center of worship but also establish it as a hub for social empowerment that is responsive to the needs of the surrounding community.²⁴

Masjid Al-Ittihad successfully engages its congregation in various social activities through an inclusive and participatory approach. Worshippers are encouraged to actively contribute as donors, volunteers, or organizers in mosque programs. Initiatives such as managing a reading garden, organizing Qur'an classes, and hosting iftar gatherings during Ramadan demonstrate the congregation's involvement in bringing the mosque's activities to

²⁴ Annisaa, Alam Firdausi, and Taufik Ridho, "Sistem Informasi Pengelolaan Dana Donatur Berbasis Web Pada Masjid Al-Huda," *Journal Information & Computer* 2, no. 1 (January 30, 2024): 37–45, <https://doi.org/10.32493/jicomisc.v2i1.38639>.

life. This active participation fosters a sense of ownership among worshippers, making them feel that the mosque is not merely a place of worship but also a space to contribute to the well-being of the community. One worshipper shared that their involvement in the mosque's activities gave them a sense of pride, as they could be part of collective efforts to improve social conditions.

In addition to routine activities, Masjid Al-Ittihad also organizes special events to celebrate significant moments in the Islamic calendar. Celebrations such as Maulid Nabi, Isra' Mi'raj, and Eid al-Adha are thoughtfully designed with diverse programs, ranging from thematic lectures to Islamic competitions for children and teenagers. During Ramadan, the mosque hosts daily iftar gatherings, attracting worshippers from various backgrounds. Moreover, the mosque organizes qiyamul lail and itikaf during the last ten nights of Ramadan, creating a warm and solemn atmosphere. These activities are designed to strengthen togetherness and foster a sense of religious devotion among worshippers.

Masjid Al-Ittihad plays a crucial role in building social connections among its congregation. Through various social and religious activities, the mosque creates a space that fosters relationships among worshippers. Its inclusive and welcoming environment ensures that everyone feels accepted, regardless of their social background. Additionally, the mosque collaborates with various local organizations to host joint activities such as skill training workshops, health seminars, and literacy programs. These collaborations not only expand the mosque's reach but also strengthen its relationship with the surrounding community.

The social bonds cultivated through these activities create a deep sense of solidarity among worshippers, making Masjid Al-Ittihad a community center that connects individuals not only to Allah but also to one another. With this holistic approach, the mosque successfully fulfills its role as both a social catalyst and a spiritual center.

Relate in Mosque : Memperkuat Dukungan Sosial dan Loyalitas Jamaah

Masjid Al-Ittihad Pakuwon Surabaya is not just a place of worship but also a space that provides social support for its congregation. With facilities such as an Islamic library, counseling services, and community empowerment programs, the mosque serves as a place where worshippers can find solutions to both spiritual and social needs. For example, the mosque's counseling services assist congregants in addressing personal and family issues with an empathetic, Islamic approach. Additionally, initiatives such as distributing basic necessities and providing educational scholarships for children from underprivileged families emphasize the mosque's role as a pillar of community welfare. These social support efforts not only meet physical needs but also foster a sense of mutual care and solidarity among worshippers. By serving as an institution that genuinely cares about the community's

challenges, Masjid Al-Ittihad has built a strong bond with its congregation, making it more than just a space for prayer.²⁵

The loyalty of worshippers toward Masjid Al-Ittihad stems from the holistic experience it offers, encompassing physical comfort as well as emotional and spiritual support. Worshippers feel that the mosque understands their needs, provides a welcoming environment, and organizes programs relevant to their lives. One worshipper even described Masjid Al-Ittihad as a place that always makes them "want to return," not just to pray but also to interact with the community. The mosque's premium facilities, impactful social programs, and consistent high-quality services are key factors that strengthen worshippers' loyalty. They view the mosque not only as a place to fulfill religious obligations but also as a space for personal growth and community contribution. This loyalty is evident in worshippers' enthusiasm for supporting mosque activities, whether through donations, active participation, or involvement in its programs.

Through a combination of tangible social support and profound emotional experiences, Masjid Al-Ittihad has succeeded in fostering a close relationship with its congregation. This loyalty goes beyond routine attendance; it reflects worshippers' willingness to be part of a larger community, making the mosque a meaningful and relevant hub of interaction amid the dynamics of modern life.

Masjid Al-Ittihad Pakuwon Surabaya has successfully established a strong collective identity among its worshippers, becoming a symbol of unity that transcends social, cultural, and economic differences. Every program hosted by the mosque emphasizes inclusivity, ensuring that all worshippers feel accepted as part of a larger community. Worshippers often describe this mosque as their "second home," a place where they experience a sense of togetherness and equality. This collective identity not only strengthens bonds among worshippers but also instills pride in the mosque's role as a symbol of modern and relevant Islam in urban life.

Masjid Al-Ittihad plays a strategic role as a center for social interaction and community empowerment. Situated in a mall environment, the mosque bridges spiritual life and worldly activities, offering a comfortable worship experience for people from diverse backgrounds. Beyond its role as a prayer space, the mosque organizes programs with broad social impact, such as skills training, health seminars, and fundraising for disaster relief. Through this approach, the mosque addresses the spiritual needs of its worshippers while contributing to social development. This dual role positions Masjid Al-Ittihad as a relevant institution in modern life, serving as both a center for community empowerment and a space for building social solidarity.

The positive impressions left on worshippers by Masjid Al-Ittihad are one of its greatest strengths. Worshippers frequently praise the comfort, cleanliness, and solemn atmosphere provided by the mosque. "This mosque is not just a place for prayer; it's a place where my heart feels at peace," said one worshipper. The premium facilities, friendly service, and warm ambiance offer an experience that is hard to forget. Additionally, worshippers feel that the mosque exceeds their expectations, both in terms of spiritual and social support. These positive impressions not only foster loyalty but also establish Masjid Al-Ittihad as a model of a modern, inclusive, and meaningful place of worship. With such a profound impact, the mosque is not only a destination for worship but also a source of inspiration that brings blessings to its congregation's lives.

²⁵ Regi Laila Astuti and Agus Agus Fakhruddin, "STRATEGI PENGELOLAAN MASJID AL-FATIHAH DALAM MENCIPTAKAN LINGKUNGAN IBADAH YANG NYAMAN," *Jurnal Manajemen Dakwah* 12, no. 2 (August 25, 2024), <https://doi.org/10.15408/jmd.v12i2.40987>.

CONCLUSION

Masjid Al-Ittihad Pakuwon Surabaya has proven itself as a model of a holistic modern mosque, seamlessly integrating the spiritual, social, and emotional needs of its worshippers into a harmonious space. Through an experiential marketing approach, integrated across five dimensions—sense, feel, think, act, and relate—the mosque transcends its traditional function as a place of worship. It has become a center for education, social empowerment, and community interaction that is highly relevant to the challenges of modern life.

The mosque successfully creates an atmosphere that touches all aspects of human experience. From cleanliness and comfortable facilities to an emotionally supportive environment conducive to solemn worship, and empowering educational and social programs, Masjid Al-Ittihad excels on all fronts. Its success lies in its ability to provide tangible social support, foster an inclusive collective identity, and leave a profound positive impression on every worshipper who visits.

With a focus on premium services and facilities designed for people from all walks of life, Masjid Al-Ittihad has become a place not just for prayer but also for reflection, learning, and social engagement. The high loyalty of its worshippers attests to the success of this approach, establishing the mosque as a symbol of unity and the continuity of Islamic values in the dynamic context of urban life.

In conclusion, Masjid Al-Ittihad has set a new standard in modern mosque management. By offering a comprehensive and meaningful experience, the mosque not only serves as an ideal place of worship but also as a space that empowers and inspires the community, making it a model for mosque management in the modern era..

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