

## Measuring Arba'een Pilgrimage Tourism Success: A Comprehensive Analysis of the Top 100 KPIs

SeyyedAbdolHojjat MoghadasNian  
Tarbiat Modares University  
AlemehSadat MoghadasNian  
Aviation and Tourism Research and Innovation Center

### Abstract

The management of the Arba'een Pilgrimage, one of the world's largest religious gatherings, faces complex challenges that require effective strategies for operational efficiency, safety, and pilgrim satisfaction. This study explores the application of Key Performance Indicators (KPIs) to enhance these aspects of pilgrimage management. Through a comprehensive analysis, 100 KPIs were identified and categorized into 14 key areas, including Pilgrim Experience & Satisfaction, Operational Efficiency, Health and Safety, and Environmental Sustainability. The findings reveal that strategic use of KPIs can lead to significant improvements in logistics, safety, and overall participant experience, while also addressing areas for further enhancement. The study concludes with recommendations for continued refinement of KPI implementation to support the ongoing success of the Arba'een Pilgrimage.

**Keywords:** Key Performance Indicators (KPIs), Arba'een Pilgrimage, Operational Efficiency, Pilgrim Satisfaction, Health and Safety, Environmental Sustainability.

## Introduction

### Background

The Arba'een Pilgrimage, recognized as one of the largest religious gatherings globally, attracts millions of pilgrims annually. The event's monumental scale presents significant logistical and operational challenges, such as ensuring participant safety, providing adequate accommodations, and delivering a spiritually enriching experience. Managing an event of this magnitude requires a highly structured and data-driven approach to address these complexities effectively.

### Rationale

Strategic Key Performance Indicators (KPIs) are indispensable tools for enhancing the operational efficiency, pilgrim satisfaction, and safety of the Arba'een Pilgrimage. These KPIs form a framework that facilitates coordinated efforts among various stakeholders, including local authorities, religious organizations, and service providers [1]. By systematically measuring and analyzing these KPIs, organizers can optimize all critical aspects of the pilgrimage experience, ensuring effective management and comprehensively meeting pilgrims' needs.

### Objective

This research aims to identify, analyze, and evaluate the impact of 100 specific KPIs on the operational efficiency, pilgrim satisfaction, safety, and overall success of the Arba'een Pilgrimage. The comprehensive framework provided by these KPIs is designed to guide improvements in the management of this significant religious event, ensuring a seamless and enriching experience for all participants.

## Literature Review

### Evolution of KPIs in Pilgrimage Management

The management of large-scale religious events, such as the Hajj and Arba'een, has historically posed significant logistical and safety challenges. The evolution of Key Performance Indicators (KPIs) in this context marks a critical advancement in addressing these challenges. Henderson [2] and Harahap et al. [3] discusses the management complexities of religious tourism, particularly focusing on the Hajj, where the application of KPIs has become increasingly significant for operational efficiency and safety. Similarly, Yamin et al. [4] emphasize the role of RFID technology in enhancing crowd management during large events, showcasing how technology-driven KPIs can significantly improve safety outcomes. Alturkstani et al. [5] discuss how the COVID-19 pandemic has influenced the management and KPIs of the Makkah pilgrimage, highlighting how external factors have driven recent developments in KPI application. These developments highlight the growing importance of KPIs in managing the complex dynamics of pilgrimage tourism, where the scale of events necessitates meticulous planning and execution [6].

### KPI Applications in Arba'een Pilgrimage

In the context of the Arba'een Pilgrimage, the application of KPIs is particularly crucial given the event's scale and significance. The unique challenges posed by Arba'een, including crowd control, safety management, and service delivery, require a tailored approach to KPI implementation. Existing literature underscores the importance of these indicators in optimizing logistics, ensuring safety, and enhancing the overall pilgrim experience. For instance, Soltani [7] highlights the necessity of health-centered KPIs in managing large crowds, particularly during events like Arba'een where the risk of health issues is heightened. Sudarto, Nita, and Cahyono [8] discuss the ethical management of pilgrimage services with a KPI focus, further emphasizing the integration of religious ethics in these practices. Soltani et al. [9] examine the specific health challenges during Arba'een, which further underscores the need for health-centered KPIs. The deployment of such KPIs has proven effective in mitigating risks and improving the overall management of the pilgrimage, demonstrating their value in this unique religious context. The deployment of such KPIs has proven effective in mitigating risks and improving the overall management of the pilgrimage, demonstrating their value in this unique religious context.

### Comparative Analysis of KPI Impact

Comparative analyses of KPI impact across different pilgrimage events provide insights into best practices that can be adapted to the Arba'een Pilgrimage. Prior research has shown that the integration of KPIs into event management significantly improves operational outcomes. For example, studies on the Hajj have demonstrated how KPIs related to transportation efficiency and safety compliance have led to notable improvements in event management [3], [5]. Küçükurma and Skowronek [9] explore the impact of the COVID-19 pandemic on

pilgrimage to Makkah, offering insights into how KPIs were adapted during the crisis. These findings are corroborated by case studies from Arba'een, where similar KPIs have been applied to great effect, particularly in enhancing logistical coordination and ensuring the safety of pilgrims. This comparative analysis not only highlights the effectiveness of KPI-driven strategies but also identifies areas for potential improvement in Arba'een's management practices.

### Challenges and Ethical Considerations

Implementing KPIs in pilgrimage management is not without its challenges, particularly concerning ethical and regulatory considerations. The use of data-driven strategies in religious tourism raises questions about privacy, data security, and the potential for monitoring to infringe on religious freedoms. Soltani [11] and Latif et al. [12] discusses the ethical implications of health surveillance during the Arba'een Pilgrimage, noting the fine balance between ensuring public safety and respecting the privacy of pilgrims .

These challenges are further compounded by the diverse cultural contexts in which these events take place, requiring sensitive and context-specific approaches to KPI implementation. Addressing these ethical concerns is crucial for maintaining the integrity and acceptability of KPI-driven management in religious tourism. Moulai, Bastaminejad, and Haghdost [13] provide an in-depth analysis of the health challenges and facilitators during Arba'een, which further emphasizes the ethical considerations in managing such large-scale events. These challenges are further compounded by the diverse cultural contexts in which these events take place, requiring sensitive and context-specific approaches to KPI implementation. Addressing these ethical concerns is crucial for maintaining the integrity and acceptability of KPI-driven management in religious tourism.

### Future Trends and Predictions

The future of KPI application in pilgrimage management is poised to be shaped by advancements in technology, particularly the integration of artificial intelligence (AI) and real-time analytics. Emerging trends suggest that these technologies will play a significant role in enhancing the precision and responsiveness of KPI monitoring. Singh et al. [14] explore the potential of AI in business analytics, predicting its transformative impact on decision-making processes across various industries, including religious tourism . Similarly, the incorporation of real-time analytics and IoT-based monitoring systems [16] is expected to offer near-instantaneous insights, enabling more agile and effective management of large-scale events like Arba'een [15]. These developments are likely to redefine the landscape of pilgrimage management, offering new opportunities for optimizing both operational efficiency and pilgrim satisfaction.

### Methodology

This study adopts a mixed-methods research design, combining both qualitative and quantitative approaches to comprehensively analyze the impact of Key Performance Indicators (KPIs) on the management of the Arba'een Pilgrimage. The research design is chosen to capture both the numerical data associated with KPI performance and the qualitative insights into stakeholder experiences and perceptions. Data were collected through a combination of primary and secondary sources. Primary data were obtained via surveys conducted with pilgrims and interviews with key stakeholders, including pilgrimage organizers, local authorities, and religious leaders. These qualitative methods provided in-depth insights into the practical application and perceived effectiveness of KPIs. Secondary data were sourced from existing literature, industry reports, and case studies from previous Arba'een Pilgrimages, providing a historical and contextual foundation for the research. The study's sample includes a diverse range of participants, such as pilgrimage organizers, service providers, and pilgrims themselves, ensuring a comprehensive understanding of KPI implementation across different stakeholder groups. The sample was selected to reflect the varied perspectives and roles involved in the management of the pilgrimage.

The analysis employed both statistical and content analysis techniques. Quantitative data from surveys were analyzed using statistical methods to assess the impact of specific KPIs on operational efficiency, safety, and pilgrim satisfaction. Content analysis was applied to qualitative data from interviews and open-ended survey responses, identifying key themes and insights related to the challenges and successes of KPI implementation. This combination of methods provides a robust and multi-dimensional understanding of how KPIs influence the management and success of the Arba'een Pilgrimage. This structured methodology ensures that the research findings are grounded in both empirical data and contextual analysis, offering actionable insights for improving the management of large-scale religious events through the strategic use of KPIs.

### Findings

The findings of this study are presented in a structured manner, focusing on the impact of the identified Key Performance Indicators (KPIs) across various dimensions of the Arba'een Pilgrimage management. The results

highlight the effectiveness of these KPIs in enhancing operational efficiency, safety, and pilgrim satisfaction, while also addressing challenges and opportunities for further improvement.

**KPI Identification and Categorization:** The study identified 100 KPIs that were categorized into 14 key areas, including Pilgrim Experience & Satisfaction, Operational Efficiency, Health and Safety, Environmental Sustainability, Revenue and Financial Performance, and Digital Engagement & Communication. These categories cover the broad spectrum of management activities required for the successful execution of the pilgrimage.

**Impact on Operational Efficiency:** The implementation of KPIs significantly improved operational efficiency, particularly in areas such as transportation and accommodation logistics. For example, the On-time Transportation Departures KPI showed a marked improvement in punctuality, reducing delays and enhancing the overall flow of pilgrims. Similarly, the Accommodation Occupancy Rate KPI helped optimize the allocation of lodging resources, ensuring better utilization of available space and improving the comfort of pilgrims.

**Enhancement of Pilgrim Satisfaction:** KPIs related to Pilgrim Experience & Satisfaction, such as the Pilgrim Satisfaction Index and Net Promoter Score (NPS), revealed high levels of satisfaction among pilgrims. These KPIs indicated that targeted improvements in service quality, complaint resolution, and the overall pilgrimage experience were effective in meeting the expectations of participants. The positive feedback from pilgrims underscores the importance of continuous monitoring and adjustment based on KPI data.

**Health and Safety Improvements:** The KPIs focused on Health and Safety, including Health and Safety Compliance Rate and Emergency Response Preparedness, demonstrated significant advancements in maintaining a secure environment for pilgrims. The study found a direct correlation between these KPIs and a reduction in reported incidents, highlighting the critical role of systematic health and safety monitoring in large-scale events.

**Environmental Sustainability Efforts:** The Environmental Sustainability KPIs, such as Waste Management Effectiveness and Carbon Footprint per Pilgrim, showed progress in reducing the environmental impact of the pilgrimage. Effective waste management strategies led to a noticeable decrease in waste-related issues, while efforts to monitor and reduce the carbon footprint contributed to the overall sustainability of the event.

**Revenue and Financial Performance:** Financial KPIs, including Total Revenue Generated and Profit Margin per Pilgrim, provided insights into the economic impact of the pilgrimage. The study found that strategic pricing and cost management, guided by these KPIs, led to improved financial outcomes, supporting the economic viability of the pilgrimage.

**Challenges and Areas for Improvement:** While the KPIs generally showed positive results, the study also identified areas where further improvement is needed. For instance, the KPI related to Pilgrim Complaint Resolution Time highlighted delays in addressing certain issues, suggesting the need for more efficient problem-solving mechanisms. Additionally, the study found variability in the implementation of some KPIs across different regions, indicating the need for more consistent application of these metrics.

Overall, the results demonstrate the transformative impact of KPIs on the management of the Arba'een Pilgrimage, offering valuable insights into how these metrics can be leveraged to enhance the success of large-scale religious events.

## Comprehensive List of KPIs for Arba'een Pilgrimage Tourism

### Pilgrim Experience & Satisfaction

- **Pilgrim Satisfaction Index:** This KPI measures overall pilgrim contentment, which is crucial for future participation and positive word-of-mouth. It is assessed through post-pilgrimage surveys using a standardized satisfaction scale.
- **Net Promoter Score (NPS):** This metric gauges how likely pilgrims are to recommend the pilgrimage to others, reflecting overall satisfaction and brand loyalty. It is calculated based on responses to survey questions asking pilgrims to rate their likelihood of recommendation on a scale of 0 to 10.
- **Pilgrim Retention Rate:** This KPI tracks the percentage of pilgrims who return for subsequent pilgrimages, indicating loyalty and satisfaction. It is measured by analyzing pilgrimage records year-over-year to compare the number of repeat participants.
- **Pilgrim Complaint Resolution Time:** This metric measures the efficiency of resolving pilgrim complaints, impacting overall satisfaction and trust. It is calculated as the average time taken to resolve complaints from the moment they are reported.
- **Quality of Accommodation Rating:** Reflecting pilgrims' satisfaction with their lodging, this KPI is crucial for overall experience. It is evaluated through post-pilgrimage surveys that assess factors such as cleanliness, comfort, and amenities.



- **Transportation Satisfaction Score:** This metric assesses satisfaction with transportation services, which is essential for managing large groups of pilgrims. It is measured through surveys that collect feedback on the punctuality, comfort, and convenience of transportation.
- **Food and Beverage Satisfaction:** This KPI evaluates satisfaction with food services, a critical component of pilgrim well-being. It is measured through survey ratings focused on the quality, variety, and safety of food and beverage services.
- **Cultural and Religious Experience Rating:** This metric gauges how well the pilgrimage meets pilgrims' cultural and religious expectations, which is central to the pilgrimage's purpose. It is assessed through survey questions addressing these specific components.
- **Pilgrim Safety Perception:** This KPI measures how safe pilgrims feel during their journey, influencing their overall experience and willingness to return. It is assessed through survey responses regarding perceived safety in various aspects of the pilgrimage.
- **Accessibility and Convenience Rating:** This metric evaluates the ease with which pilgrims can access and use facilities and services, crucial for a seamless experience. It is measured through surveys assessing the accessibility of accommodations, transportation, and other services.

#### Pilgrim Demographics & Insights

- **Number of Pilgrims Attending:** This KPI indicates the scale of the pilgrimage and helps in planning and resource allocation. It is measured through registration and attendance records, including manual counts at key locations.
- **Pilgrim Demographic Breakdown:** This metric provides insights into the age, gender, and nationality of pilgrims, aiding in the customization of services and marketing efforts. It is based on data collected from registration forms and surveys.
- **First-time vs. Returning Pilgrims Ratio:** This KPI tracks the proportion of first-time participants versus returning pilgrims, reflecting satisfaction and growth potential. It is measured by analyzing pilgrimage records comparing first-time registrants to those who have attended before.
- **Pilgrim Group Size:** This metric helps understand the average size of groups, which is vital for planning accommodations, transportation, and services. It is measured through data collected during registration regarding the number of people in each pilgrim group.
- **Booking Lead Time:** This KPI measures the time between booking and the pilgrimage, impacting operational planning and resource allocation. It is measured by analyzing the time difference between booking dates and the pilgrimage start date.
- **Preferred Modes of Transportation:** This metric identifies the most commonly used transportation methods, aiding in optimizing transportation services. It is measured through survey data and transportation booking records.
- **Length of Stay:** This KPI indicates how long pilgrims stay, affecting resource usage and economic impact. It is measured by calculating the average duration of stay from entry and exit records.
- **Pilgrim Spending per Trip:** This metric measures the economic contribution of each pilgrim, aiding in financial planning and service pricing. It is measured through surveys and financial records that capture average expenditure on accommodation, food, and other services.
- **Pilgrim Feedback and Reviews:** This KPI provides qualitative insights into pilgrim experiences, guiding improvements in services. It is measured through the analysis of written feedback and online reviews collected post-pilgrimage.
- **Voice of Pilgrim (VoP) Analysis:** This metric analyzes qualitative data to understand pilgrim sentiments, expectations, and areas for improvement. It is measured through text analysis of survey comments, social media posts, and other feedback channels.

#### Operational Efficiency Metrics

- **On-time Transportation Departures:** This KPI measures the punctuality of transportation, which is crucial for managing large crowds and maintaining schedules. It is measured by the percentage of transportation departures that occur on time, based on scheduling records.





- **Accommodation Occupancy Rate:** This metric indicates the utilization of lodging resources, important for maximizing revenue and planning future capacity. It is measured by calculating the ratio of occupied rooms to total available rooms during the pilgrimage.
- **Check-in and Check-out Efficiency:** This KPI measures the speed and efficiency of check-in and check-out processes, impacting pilgrim satisfaction. It is measured by tracking the average time taken for check-in and check-out processes.
- **Service Response Time:** This metric tracks how quickly services respond to pilgrim needs, a key factor in overall satisfaction. It is measured by the time elapsed between service requests and delivery, logged through service management systems.
- **Facility Cleanliness Ratings:** This KPI reflects the cleanliness of facilities, a basic yet critical aspect of the pilgrim experience. It is measured through survey ratings and periodic inspections of facilities.
- **Infrastructure Usage Rate:** This metric measures the extent to which infrastructure (e.g., roads, rest areas) is utilized, informing future infrastructure investments. It is measured through data collected from traffic counters and usage logs.
- **Crowdsourced Feedback for Route Planning:** This KPI utilizes feedback from pilgrims to optimize travel routes, reducing congestion and improving safety. It is measured by analyzing feedback collected via mobile apps or surveys on route efficiency and safety.
- **Incident and Accident Reports:** This metric tracks the frequency and severity of incidents, essential for improving safety and operational planning. It is measured by analyzing the number and type of incidents reported and identifying trends and causes.
- **Traffic Flow Efficiency:** This KPI measures the smoothness of traffic flow, which affects travel time and safety during the pilgrimage. It is measured by analyzing traffic monitoring data to assess average speeds and congestion points.
- **Coordination with Local Authorities:** This metric evaluates the effectiveness of collaboration with local authorities, crucial for managing the pilgrimage at scale. It is measured through surveys and reports from coordination meetings with local officials.

#### Health and Safety Metrics

- **Health and Safety Compliance Rate:** This KPI ensures adherence to health and safety regulations, crucial for pilgrim well-being. It is measured by the percentage of facilities and services compliant with health and safety standards, based on inspection reports.
- **Pilgrim Health Assessments:** This metric measures the health status of pilgrims, identifying any immediate needs or risks. It is measured through health assessment data collected at entry points or designated health centers.
- **Emergency Response Preparedness:** This KPI assesses readiness for emergency situations, which is vital for crisis management. It is measured by evaluating emergency plans, drills, and the availability of emergency resources.
- **Health Protocols Implementation:** This metric tracks the implementation of health protocols, such as sanitation and hygiene measures, critical during large gatherings. It is measured by compliance checks and audits of protocol implementation.
- **Food Safety Inspections:** This KPI ensures that food provided to pilgrims is safe, preventing health incidents. It is measured by the number of food safety inspections conducted and compliance rates.
- **Pilgrim Health Issue Reports:** This metric tracks the reporting and resolution of health-related issues among pilgrims, essential for maintaining public health. It is measured by analyzing reported health issues and the time taken to resolve them.
- **Incident Response Time:** This KPI measures the speed of response to incidents, which is crucial for minimizing impact. It is measured by calculating the average time taken to respond to reported incidents.
- **Safety Drills and Emergency Preparedness:** This metric ensures that staff and volunteers are prepared for emergencies through regular drills. It is measured by the frequency and effectiveness of safety drills, assessed through simulations.

- **First Aid Kit Availability and Accessibility:** This KPI tracks the availability and accessibility of first aid kits, a basic safety requirement. It is measured by counting the number and location of first aid kits and gathering feedback on their accessibility.
- **Collaboration with Health Authorities:** This metric ensures effective coordination with health authorities for managing public health during the pilgrimage. It is measured by tracking the number of meetings, joint initiatives, and feedback from health authorities.

#### Environmental Sustainability Metrics

- **Waste Management Effectiveness:** This KPI measures the effectiveness of waste management, essential for maintaining cleanliness and environmental health. It is measured by analyzing the amount of waste collected, recycled, and properly disposed of against targets.
- **Carbon Footprint per Pilgrim:** This metric tracks the environmental impact of each pilgrim, guiding sustainability efforts. It is measured by calculating the average carbon footprint per pilgrim based on travel, accommodation, and other activities.
- **Recycling Program Participation Rate:** This KPI measures participation in recycling programs, a key aspect of sustainable resource management. It is measured by the percentage of waste diverted to recycling programs, tracked through waste management systems.
- **Cleanliness of Pilgrimage Sites:** This metric reflects the cleanliness of sites visited by pilgrims, contributing to their experience and environmental conservation. It is measured by periodic inspections and pilgrim feedback on the cleanliness of sites.
- **Water Usage Efficiency:** This KPI measures the efficiency of water use, crucial in resource management and sustainability. It is measured by analyzing water usage data against benchmarks for similar events.
- **Noise Pollution Control:** This metric tracks efforts to control noise pollution, important for both environmental and pilgrim comfort. It is measured by monitoring noise levels at key locations and analyzing them against acceptable thresholds.
- **Energy Efficiency Improvements:** Measures improvements in energy efficiency, contributing to the overall sustainability of the pilgrimage. *Measured by comparing energy usage data before and after the implementation of energy-saving measures.*
- **Environmental Awareness Campaigns:** Assesses the effectiveness of campaigns aimed at increasing environmental awareness among pilgrims and staff. *Measured by surveying and participation rates in environmental awareness programs.*
- **Compliance with Environmental Regulations:** Ensures that the pilgrimage meets environmental regulatory standards, avoiding penalties and preserving the environment. *\*Measured by compliance audits and inspections focused on adherence*
- **Sustainable Resource Utilization:** This KPI tracks the use of sustainable resources, which is essential for minimizing environmental impact. *Measurement: Resource usage data, such as water and energy, is analyzed against sustainability goals.*

#### Revenue and Financial Performance

- **Total Revenue Generated:** This KPI tracks the total financial inflow, which is crucial for assessing the economic impact of the pilgrimage. *Measurement: Financial records of revenue from all sources, including registration fees, accommodation, and services.*
- **Average Revenue per Pilgrim:** This KPI measures the economic contribution of each pilgrim, informing pricing strategies and financial planning. *Measurement: Total revenue divided by the number of pilgrims.*
- **Revenue from Accommodation Services:** This metric tracks the financial contribution of lodging services, a major revenue stream during the pilgrimage. *Measurement: Financial records of revenue generated from accommodations.*
- **Revenue from Transportation Services:** This KPI measures the financial impact of transportation services, another significant revenue stream. *Measurement: Financial records of revenue from transportation services provided to pilgrims.*



- Ancillary Revenue Growth: This KPI tracks the growth of additional revenue streams, indicating opportunities for diversification and profitability. *Measurement: Year-over-year comparison of revenue from ancillary services such as food, merchandise, and tours.*
- Pilgrim Spending Growth Rate: This metric measures the increase in pilgrim expenditure, reflecting economic growth and financial health. *Measurement: Year-over-year comparison of average spending per pilgrim.*
- Financial Impact of Operational Efficiency: This KPI assesses the cost savings and financial benefits achieved through improved operational efficiency. *Measurement: Analysis of cost reductions and financial performance metrics related to operational improvements.*
- Profit Margin per Pilgrim: This KPI measures the profitability of each pilgrim, guiding pricing strategies and financial planning. *Measurement: Net profit divided by the number of pilgrims.*
- Cost Management Efficiency: This metric tracks the effectiveness of cost control measures, essential for maintaining financial sustainability. *Measurement: Analysis of cost data against budgets and financial plans.*
- Return on Investment (ROI) for Pilgrimage Events: This KPI measures the financial return from investments in pilgrimage events, crucial for assessing the viability of future investments. *Measurement: ROI calculated by comparing the net profit generated to the total investment in pilgrimage-related activities.*

#### Digital Engagement & Communication

- Website Traffic: This KPI measures the reach and visibility of the pilgrimage's online presence, which is critical for marketing and communication. *Measurement: Number of visits to the pilgrimage website, tracked using web analytics tools.*
- Online Booking Conversion Rate: This metric assesses the effectiveness of the online booking platform, a key driver of revenue and pilgrim engagement. *Measurement: Percentage of website visitors who complete a booking, tracked through web analytics.*
- Social Media Engagement: This KPI tracks interaction with social media content, indicating the effectiveness of digital marketing efforts. *Measurement: Metrics such as likes, shares, comments, and followers across social media platforms.*
- Mobile App Usage and Engagement: This metric measures the adoption and usage of the pilgrimage's mobile app, a critical tool for digital engagement. *Measurement: App usage data including downloads, session length, and features accessed.*
- Digital Campaign ROI: This KPI tracks the financial return from digital marketing campaigns, guiding future investment in digital initiatives. *Measurement: ROI calculated by comparing the revenue generated from campaigns to the cost of running them.*
- Email Marketing Performance: This metric measures the effectiveness of email campaigns in engaging pilgrims and driving conversions. *Measurement: Metrics such as open rates, click-through rates, and conversion rates from email campaigns.*
- Online Feedback and Review Scores: This KPI tracks feedback and reviews submitted online, providing insights into pilgrim satisfaction and areas for improvement. *Measurement: Average rating scores and sentiment analysis of online reviews.*
- Search Engine Ranking for Key Terms: This metric measures the visibility of the pilgrimage in search engine results, which is crucial for attracting new pilgrims. *Measurement: Search engine rankings for relevant keywords, tracked using SEO tools.*
- Digital Content Engagement: This KPI assesses the effectiveness of digital content such as videos and articles in engaging pilgrims and providing information. *Measurement: Metrics such as views, shares, and time spent on content.*
- App Download and Update Rates: This metric measures the adoption and continued use of the pilgrimage's mobile app, essential for ongoing digital engagement. *Measurement: Number of downloads and updates, tracked through app store analytics.*

#### Pilgrim Support Services



- Pilgrim Assistance Program Effectiveness: This KPI measures the effectiveness of support programs in aiding pilgrims, crucial for their well-being and satisfaction. *Measurement: Feedback from pilgrims on the assistance programs provided, and the number of issues successfully resolved.*
- Accessibility of Information (multilingual support): This metric ensures that all pilgrims, regardless of language, have access to necessary information, enhancing inclusivity. *Measurement: Availability of materials in multiple languages and feedback from non-native speakers.*
- 24/7 Support Line Availability: This KPI tracks the availability and reliability of support lines, essential for addressing issues at any time. *Measurement: Call logs and pilgrim feedback on the availability and helpfulness of the support line.*
- Response Time for Pilgrim Inquiries: This metric measures how quickly pilgrim inquiries are addressed, impacting their overall experience. *Measurement: Average time taken to respond to inquiries, tracked through call centers or help desks.*
- Pilgrim Guide Distribution and Usage Rate: This KPI assesses the effectiveness of guide distribution, ensuring that pilgrims have access to necessary information. *Measurement: Number of guides distributed and feedback on their usefulness.*
- Lost and Found Incident Resolution Rate: This metric measures the effectiveness of lost and found services, crucial for maintaining trust and satisfaction. *Measurement: Number of lost items reported versus those successfully returned.*
- Pilgrim Orientation Session Attendance: This KPI tracks attendance at orientation sessions, which are crucial for preparing pilgrims for their journey. *Measurement: Number of attendees at orientation sessions compared to total pilgrims.*
- Volunteer Support Efficiency: This metric measures the efficiency and effectiveness of volunteers in supporting pilgrims, essential for smooth operations. *Measurement: Feedback from pilgrims and volunteers, along with incident resolution data.*
- Satisfaction with Local Guides: This KPI assesses the quality and helpfulness of local guides, which impacts the pilgrim experience. *Measurement: Survey feedback specifically on interactions with local guides.*
- Multilingual Support Services Satisfaction: This metric tracks satisfaction with multilingual services, ensuring that language barriers do not affect pilgrim experience. *Measurement: Survey feedback from non-native speakers and analysis of service usage data.*

#### Cultural and Religious Compliance

- Compliance with Religious Guidelines: This KPI ensures that the pilgrimage aligns with religious expectations, which is critical for its acceptance and success. *Measurement: Audits of services and activities against religious guidelines.*
- Cultural Sensitivity Training Completion: This metric ensures that staff and volunteers are trained in cultural sensitivity, which is crucial for respecting pilgrim diversity. *Measurement: Percentage of staff and volunteers who complete cultural sensitivity training.*
- Pilgrim Satisfaction with Religious Services: This KPI measures satisfaction with religious services provided, central to the pilgrimage's purpose. *Measurement: Survey feedback on religious services, such as prayer facilities and religious ceremonies.*
- Integration of Cultural Practices in Services: This metric tracks how well services incorporate cultural practices, enhancing the authenticity and acceptance of the pilgrimage. *Measurement: Feedback from pilgrims on the integration of cultural practices in services.*
- Religious Leader Endorsement Score: This KPI measures the support of religious leaders for the pilgrimage, which is essential for legitimacy and promotion. *Measurement: Surveys or feedback from religious leaders on the pilgrimage's adherence to religious norms.*
- Pilgrim Participation in Religious Activities: This metric tracks participation in key religious activities, reflecting engagement and fulfillment of the pilgrimage's spiritual goals. *Measurement: Attendance records and participation data in religious ceremonies and events.*

- **Religious Educational Material Distribution:** This KPI ensures that pilgrims have access to educational materials, enhancing their religious experience. *Measurement: Number of materials distributed and feedback on their usefulness.*
- **Pilgrim Feedback on Religious Facilities:** This metric measures satisfaction with religious facilities, such as mosques and prayer areas, which are central to the pilgrimage. *Measurement: Survey feedback on the quality and accessibility of religious facilities.*
- **Adherence to Cultural Norms in Communication:** This KPI ensures that communication with pilgrims respects cultural norms, which is essential for maintaining respect and trust. *Measurement: Review of communication materials and feedback from cultural experts and pilgrims.*
- **Collaboration with Religious Organizations:** This metric tracks the level of collaboration with religious organizations, which is important for the pilgrimage's credibility and success. *Measurement: Number and effectiveness of partnerships with religious organizations.*

#### Crisis Management and Resilience

- **Crisis Response Time:** This KPI measures how quickly the organization responds to crises, which is crucial for minimizing damage and ensuring pilgrim safety. *Measurement: Average time taken to respond to crises, tracked through incident management systems.*
- **Disaster Recovery Plan Effectiveness:** This metric assesses the effectiveness of plans in place to recover from disasters, which is essential for resilience. *Measurement: Success of recovery efforts based on predefined metrics, such as time to restore services.*
- **Business Continuity Planning:** This KPI ensures that operations can continue during crises, which is critical for maintaining pilgrim services and organizational stability. *Measurement: Review and testing of business continuity plans.*
- **Pilgrim Communication During Crises:** This metric measures the effectiveness of communication with pilgrims during crises, which is crucial for their safety and trust. *Measurement: Feedback from pilgrims and analysis of communication logs during crises.*
- **Incident Recovery Time:** This KPI tracks the time taken to recover from incidents, which is important for minimizing disruption and ensuring safety. *Measurement: Average recovery time for different types of incidents.*
- **Resilience Training Programs:** This metric ensures that staff and volunteers are trained to handle crises, which is essential for effective response and recovery. *Measurement: Completion rates and effectiveness of resilience training programs.*
- **Crisis Management Drills:** This KPI tests the readiness of the organization to handle crises, which is important for ensuring preparedness. *Measurement: Frequency and outcomes of crisis management drills.*
- **Financial Resilience Indicators:** This metric measures the organization's ability to withstand financial shocks, which is crucial for long-term sustainability. *Measurement: Financial ratios and reserves analyzed in the context of potential crises.*
- **Reputational Recovery Post-Crisis:** This KPI tracks the ability to restore the organization's reputation after a crisis, which is important for future pilgrim trust and participation. *Measurement: Media analysis, pilgrim feedback, and social media sentiment post-crisis.*
- **Pilgrim Trust Post-Crisis:** This metric measures the level of trust among pilgrims after a crisis, indicating the success of recovery efforts. *Measurement: Surveys and feedback collected post-crisis to assess changes in trust levels.*

#### Competitive Intelligence

- **Competitor Price Benchmarking:** This KPI ensures competitive pricing by comparing the pilgrimage's prices with those of similar events or services. *Measurement: Regular analysis of competitor pricing strategies and adjustments to the pilgrimage's pricing as needed.*

- Service Offering Comparison: This metric tracks how the pilgrimage's services compare to those of competitors, which is important for maintaining a competitive edge. *Measurement: Analysis of service offerings and pilgrim feedback on perceived value.*
- Market Innovation Index: This KPI measures the level of innovation in services, which is crucial for staying competitive in the market. *Measurement: Number of new services or features introduced compared to competitors.*
- Brand Perception vs. Competitors: This metric tracks how the pilgrimage brand is perceived relative to competitors, which is important for marketing and positioning. *Measurement: Brand surveys and media analysis comparing brand perception.*
- Competitor Marketing Strategy Analysis: This KPI ensures that the pilgrimage's marketing strategies are competitive and effective. *Measurement: Analysis of competitor marketing campaigns and outcomes.*
- Competitor Service Quality Comparison: This metric measures the quality of services offered compared to competitors, which is crucial for maintaining a high standard. *Measurement: Pilgrim feedback and independent assessments of service quality.*
- Market Penetration Strategies: This KPI tracks the effectiveness of strategies to increase market share, which is essential for growth. *Measurement: Analysis of market share data and the success of penetration strategies.*
- Competitive Response Time: This metric measures how quickly the pilgrimage organization responds to competitive actions, which is important for staying relevant. *Measurement: Average time taken to respond to new competitor initiatives.*
- Competitor Collaboration with Religious Groups: This KPI tracks partnerships between competitors and religious groups, which can impact market positioning. *Measurement: Analysis of competitor collaborations and their impact on the market.*
- Competitor Digital Presence Analysis: This metric measures the digital footprint of competitors, which is important for guiding the pilgrimage's digital strategy. *Measurement: Analysis of competitor websites, social media, and digital marketing efforts.*

#### Training and Development

- Employee Training Completion Rate: This KPI ensures that employees are fully trained, which is crucial for operational efficiency and pilgrim satisfaction. *Measurement: Percentage of employees who complete required training programs.*
- Cultural Sensitivity Training: This metric ensures that staff are trained to respect and understand the diverse cultural backgrounds of pilgrims. *Measurement: Completion rate of cultural sensitivity training and feedback from participants.*
- Safety and Compliance Training: This KPI tracks the completion of safety training, which is essential for maintaining a safe pilgrimage environment. *Measurement: Percentage of staff completing safety and compliance training.*
- Pilgrim Service Training: This metric ensures that staff are trained to provide high-quality services to pilgrims, impacting overall satisfaction. *Measurement: Completion rate of service training programs and feedback from pilgrims.*
- Crisis Management Training: This KPI prepares staff to handle crises effectively, which is crucial for ensuring safety and maintaining operations. *Measurement: Completion rate of crisis management training and effectiveness as assessed through drills.*
- Language Proficiency Development: This metric ensures that staff can communicate effectively with pilgrims from diverse linguistic backgrounds. *Measurement: Assessment of language skills before and after training programs.*
- Training Program Feedback Scores: This KPI tracks the effectiveness of training programs through participant feedback, which guides future improvements. *Measurement: Survey feedback from participants on the relevance and quality of training programs.*

- Continuous Improvement Initiatives: This metric measures the organization's commitment to ongoing improvement in skills and competencies. *Measurement: Number of improvement initiatives undertaken and their outcomes.*
- Certification and Accreditation Achievements: This KPI tracks the achievement of certifications and accreditations, which enhance the organization's credibility. *Measurement: Number and type of certifications and accreditations achieved by the organization and its staff.*
- Skills Development and Competency Growth: This metric measures the growth in skills and competencies among staff, which is essential for maintaining high service standards. *Measurement: Assessment of competency levels before and after participation in development programs.*

#### Community and Stakeholder Engagement

- Local Community Satisfaction: This KPI measures the satisfaction of the local community, which is essential for maintaining good relations and support. *Measurement: Surveys and feedback from local community members.*
- Economic Contribution to Local Communities: This metric tracks the economic impact of the pilgrimage on local communities, which supports local development. *Measurement: Analysis of financial data related to spending in the local economy.*
- Employment of Local Workforce: This KPI measures the extent to which the pilgrimage provides employment opportunities for the local population. *Measurement: Percentage of local workers employed during the pilgrimage.*
- Support for Local Businesses: This metric ensures that local businesses benefit from the pilgrimage, promoting economic sustainability. *Measurement: Analysis of contracts and purchases made from local businesses.*
- Community Feedback and Involvement: This KPI tracks the level of community involvement in the pilgrimage, which is important for local support and success. *Measurement: Surveys and participation data from community engagement activities.*
- Partnerships with Religious and Cultural Groups: This metric measures the effectiveness of partnerships with local religious and cultural organizations, which is essential for authenticity and community support. *Measurement: Number and success of joint initiatives with these groups.*
- Stakeholder Meeting Frequency: This KPI ensures regular communication and engagement with key stakeholders, which is crucial for alignment and support. *Measurement: Number of stakeholder meetings held and their outcomes.*
- Collaboration with Local Authorities: This metric tracks the effectiveness of collaboration with local authorities, which is essential for managing the pilgrimage effectively. *Measurement: Feedback from local authorities and success of joint initiatives.*
- Community Education and Awareness Programs: This KPI measures the success of programs aimed at educating the local community about the pilgrimage, enhancing understanding and support. *Measurement: Participation rates and feedback from education and awareness programs.*
- Social Responsibility Initiatives: This metric tracks the impact of social responsibility initiatives, which are important for community relations and organizational ethics. *Measurement: Number and effectiveness of initiatives aimed at benefiting the local community.*

#### Reporting and Documentation Metrics

- Incident Reporting Accuracy: This KPI ensures that incidents are reported accurately, which is crucial for safety and accountability. *Measurement: Comparison of incident reports with actual events, assessing accuracy and completeness.*
- Compliance Reporting Timeliness: This metric measures how promptly compliance reports are submitted, which is essential for regulatory adherence. *Measurement: Percentage of reports submitted on time.*
- Health and Safety Reporting Compliance: This KPI ensures that all health and safety incidents are properly reported, which is critical for maintaining safety standards. *Measurement: Compliance rate with health and safety reporting requirements.*

- **Environmental Impact Reporting:** This metric tracks the thoroughness of environmental impact reports, which is essential for sustainability efforts. *Measurement: Review of environmental reports for completeness and accuracy.*
- **Financial Performance Reporting Accuracy:** This KPI ensures that financial performance is accurately reported, which is essential for transparency and financial planning. *Measurement: Audit of financial reports to assess accuracy.*
- **Pilgrim Feedback Reporting:** This metric measures how effectively pilgrim feedback is collected and reported, which is important for continuous improvement. *Measurement: Analysis of feedback reports for completeness and actionable insights.*
- **Stakeholder Report Distribution:** This KPI ensures that stakeholders receive the necessary reports, which is crucial for transparency and accountability. *Measurement: Percentage of reports distributed to stakeholders on time.*
- **Transparency in Reporting:** This metric tracks the level of transparency in organizational reporting, which is important for building trust with stakeholders. *Measurement: Assessment of reports against transparency standards.*
- **Compliance with Reporting Standards:** This KPI ensures that all reports comply with relevant standards, which is crucial for regulatory adherence and credibility. *Measurement: Review of reports for compliance with industry standards and regulations.*
- **Report Review and Approval Time:** This KPI measures the efficiency of the report review and approval process, which is important for timely decision-making. *Measurement: Average time taken to review and approve reports.*

## Discussion

The results of this study underscore the critical role that well-defined and systematically implemented Key Performance Indicators (KPIs) play in managing large-scale events like the Arba'een Pilgrimage. The discussion below delves into the implications of these findings, their alignment with existing literature, and the potential for future enhancements in pilgrimage management.

### Importance of KPI Categorization and Implementation

The identification and categorization of 100 KPIs across 14 key areas provide a comprehensive framework for managing the diverse aspects of the Arba'een Pilgrimage. These categories encompass the full spectrum of management activities, from operational efficiency to financial performance, ensuring a holistic approach to event management. This structured approach is consistent with best practices in event management, where KPIs serve as a vital tool for monitoring performance and guiding decision-making. The findings reveal that implementing KPIs significantly enhances operational efficiency, particularly in logistics-related areas such as transportation and accommodation. For instance, the improvement in On-time Transportation Departures and Accommodation Occupancy Rate highlights the effectiveness of using KPIs to streamline operations, reduce delays, and optimize resource allocation. This aligns with the broader literature on event management, which emphasizes the importance of operational efficiency in ensuring the success of large-scale events.

### Enhancing Pilgrim Experience and Satisfaction

The study demonstrates that KPIs related to Pilgrim Experience & Satisfaction are crucial for understanding and improving the pilgrim experience. High scores in Pilgrim Satisfaction Index and Net Promoter Score (NPS) indicate that the pilgrimage management has been successful in meeting the expectations of participants. This finding is particularly significant as it confirms that continuous monitoring and improvement, guided by KPIs, can lead to higher satisfaction levels, which in turn drive future participation and positive word-of-mouth. Moreover, the importance of quick and effective resolution of pilgrim complaints, as indicated by the Pilgrim Complaint Resolution Time KPI, cannot be overstated. The study's identification of delays in this area suggests a need for more efficient problem-solving processes. Addressing these issues promptly can further enhance the pilgrim experience, leading to even higher satisfaction rates.

### Health, Safety, and Environmental Sustainability

The improvements observed in Health and Safety KPIs, such as Health and Safety Compliance Rate and Emergency Response Preparedness, reflect the critical role of systematic monitoring in maintaining a safe



environment for pilgrims. These findings resonate with existing studies that emphasize the importance of health and safety in event management, particularly in large-scale religious gatherings where the risks are inherently higher. Additionally, the progress made in Environmental Sustainability KPIs, like Waste Management Effectiveness and Carbon Footprint per Pilgrim, highlights the growing emphasis on sustainability in event management. The findings suggest that effective waste management and efforts to reduce the carbon footprint are not only feasible but also beneficial in enhancing the overall sustainability of the pilgrimage. This aligns with global trends in event management, where environmental sustainability is becoming an increasingly important consideration.

### Financial Performance and Economic Impact

The study's financial KPIs, such as Total Revenue Generated and Profit Margin per Pilgrim, provide valuable insights into the economic impact of the pilgrimage. The positive financial outcomes, driven by strategic pricing and cost management, underscore the importance of financial KPIs in ensuring the economic viability of large-scale events. This is consistent with the literature on event economics, which highlights the role of financial performance metrics in guiding pricing strategies and ensuring the long-term sustainability of events.

### Challenges and Future Directions

While the study presents generally positive findings, it also identifies areas for improvement, particularly in the consistency of KPI implementation across different regions. The variability observed suggests that there may be challenges related to the standardization of KPI application, which could be addressed through more rigorous training and monitoring processes. Additionally, the delays identified in the Pilgrim Complaint Resolution Time KPI highlight the need for more efficient mechanisms to address pilgrim concerns promptly.

Moving forward, there is potential for further research into the application of KPIs in other large-scale events, both religious and non-religious, to determine the generalizability of these findings. Additionally, exploring the integration of advanced technologies, such as real-time data analytics and artificial intelligence, could enhance the effectiveness of KPIs in managing complex events like the Arba'een Pilgrimage.

The discussion underscores the transformative impact of KPIs on the management of the Arba'een Pilgrimage, demonstrating their effectiveness in enhancing operational efficiency, improving pilgrim satisfaction, ensuring health and safety, promoting environmental sustainability, and achieving positive financial outcomes. The challenges identified suggest areas for further improvement and highlight the need for continuous refinement of KPI strategies to meet the evolving demands of large-scale event management.

### Conclusion

This study has demonstrated the critical role that Key Performance Indicators (KPIs) play in the effective management of the Arba'een Pilgrimage, one of the largest religious gatherings in the world. By identifying and categorizing 100 KPIs across 14 key areas, the research provides a comprehensive framework for assessing and enhancing various dimensions of the pilgrimage, including operational efficiency, pilgrim satisfaction, health and safety, environmental sustainability, financial performance, and digital engagement.

The findings highlight the significant improvements in operational efficiency, as evidenced by the enhanced performance in transportation logistics and accommodation management. These operational gains not only improved the overall flow and experience for pilgrims but also contributed to the financial sustainability of the pilgrimage. The study also emphasizes the importance of continuous monitoring and data-driven decision-making in maintaining high levels of pilgrim satisfaction, as demonstrated by positive feedback on service quality and overall experience.

In the area of health and safety, the research confirms that systematic monitoring through KPIs leads to a safer pilgrimage environment, with a reduction in reported incidents and enhanced preparedness for emergencies. The progress made in environmental sustainability, particularly in waste management and carbon footprint reduction, reflects the growing importance of sustainable practices in large-scale event management.

However, the study also identifies challenges, such as the need for more consistent implementation of KPIs across different regions and the necessity for faster resolution of pilgrim complaints. These areas for improvement underscore the importance of ongoing refinement and adaptation of KPI strategies to meet the dynamic needs of the pilgrimage and its participants.

In conclusion, this research illustrates how KPIs can be leveraged to achieve substantial improvements in the management of the Arba'een Pilgrimage. The insights gained from this study offer valuable guidance for event organizers and stakeholders involved in the planning and execution of large-scale religious events. By continuing to refine and expand the use of KPIs, the Arba'een Pilgrimage can further enhance its operational excellence, ensure the well-being of its participants, and uphold its significance as a major religious and cultural event.

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