

HARNESSING TECHNOLOGICAL INNOVATION TO OVERCOME CHALLENGES IN PILGRIMAGE RITUALS

Siti Maziah Binti Ab Rahman ¹
Adeeba Najihah Binti Mohd Zaki ^{2 *}

¹ Faculty Business and Management, Universiti Teknologi MARA, Kelantan, Malaysia

Email: maziah650@uitm.edu.my

² Faculty Business and Management, Universiti Teknologi MARA, Kelantan, Malaysia

Email: adeebanajihah769@uitm.edu.my

* Corresponding author: Email: adeebanajihah769@uitm.edu.my

Article history

Received date : 3-10-2025

Revised date : 4-10-2025

Accepted date : 2-11-2025

Published date : 16-11-2025

To cite this document:

Ab Rahman, S. M., & Mohd Zaki, A. N. (2025).
Harnessing technological innovation to overcome
challenges in pilgrimage rituals. *Journal of Islamic,
Social, Economics and Development (JISED)*, 10 (78),
659 – 667.

Abstract: *The Hajj and Umrah pilgrimages represent highly complex spiritual journeys that demand meticulous organization to ensure the safety, comfort, and smooth flow of millions of pilgrims. This study aims to explore the role of technology and innovation in addressing the diverse challenges encountered by pilgrims throughout the performance of these sacred rituals. These challenges encompass issues of overcrowding, communication, health, safety, and logistical management. By analyzing a range of modern technological applications—including integrated pilgrim management systems, drone technology, mobile applications, artificial intelligence, and health monitoring systems—this study evaluates the effectiveness of such innovations in improving the overall pilgrimage experience. The findings reveal that the adoption of technology not only mitigates risks but also streamlines management processes and enhances the clarity of guidance provided to pilgrims, thereby ensuring a safer and more efficient pilgrimage. Furthermore, the study discusses the obstacles associated with technological implementation and presents recommendations for future enhancement. In conclusion, technology and innovation play a pivotal role in shaping a more organized, secure, and spiritually meaningful Hajj and Umrah journey, underscoring the need for their comprehensive integration into pilgrimage management systems.*

Keywords: *hajj and umrah, technology adoption, innovation in pilgrimage management, pilgrim safety and experience, digital solutions for religious tourism*

Introduction

The Hajj and Umrah pilgrimages represent some of the largest annual religious gatherings worldwide, with the 2025 Hajj attracting 1,673,230 pilgrims (Al-Nana et al., 2025), including approximately 1.51 million international pilgrims from 171 countries and over 166,000 domestic participants (General Authority for Statistics, Saudi Arabia, 2025). In addition, over 15 million pilgrims performed Umrah in the first quarter of 2025 (Alshaibi, 2024; Kahfi et al., 2025), marking a significant increase and highlighting the growing demand for efficient pilgrimage management (General Authority for Statistics, 2025). These tremendous numbers underscore the scale of the logistical, safety, health, and communication challenges that arise in managing the pilgrimage experience, especially as they involve pilgrims from diverse linguistic, cultural, and health backgrounds.

Overcrowding at key ritual sites such as the Grand Mosque, Mina, Arafat, and Jamarat which poses critical risks, including stampedes and accidents, which historically have led to serious injuries and loss of life (Aljohani, 2015; ALSOLAMI, 2019; Owaidah, 2022). Coordinating transportation and accommodations for millions of pilgrims while ensuring orderly and timely conduct of rituals is a highly complex task. Communication gaps increase confusion, especially with many pilgrims unfamiliar with local customs and environments, which in turn can affect mental and physical preparedness. Health-related emergencies such as heat strokes and chronic condition exacerbations also require immediate and reliable interventions to prevent fatalities in dense crowds (Paganini et al., 2024; Yezli, 2023).

The Islamic injunction to perform Hajj and Umrah fully and with devotion is clearly stated in the Quran: *“And complete the Hajj and Umrah for Allah...”* (Surah Al-Baqarah, 2:196). This verse not only establishes the religious obligation but also symbolizes the requirement to execute the pilgrimage safely and in accordance with prescribed rituals. Furthermore, the Quran advises pilgrims to *“take provisions, but indeed, the best provision is fear of Allah”* (Surah Al-Baqarah 2:197), which can be interpreted in modern management as preparing practically while maintaining spiritual mindfulness.

Complementing this, a well-authenticated hadith of the Prophet Muhammad ﷺ counsels believers: *“Tie your camel and then put your trust in Allah”* (Tirmidhi). This balances tawakkul (trust in God) with actionable preparedness, paralleling the contemporary application of technology to protect pilgrims from foreseeable hazards (Dhifallah, 2024; Huda et al., 2019). Against this backdrop of tremendous pilgrim volumes and inherent challenges, technological innovation emerges as a critical tool to enhance crowd control, communication, health monitoring, and logistical coordination. This study investigates how emerging digital solutions ranging from integrated management systems and drones to artificial intelligence and wearable health devices which are deployed to complement religious obligations and ensure a safe, efficient, and spiritually rewarding pilgrimage experience.

Literature Review

The complexities of managing Hajj and Umrah pilgrimages have necessitated the adoption of innovative technological interventions in recent years, with 2025 marking a milestone in digital transformation across pilgrim services (Alfelali, 2024; AlNemer, 2024; Alsulami, 2025; Muhammad & Junejo, 2025; Omar, 2025; Sharma & Behera, 2025). Saudi Arabia has embedded advanced artificial intelligence (AI), IoT, biometric authentication, and digital communication tools into the pilgrimage management ecosystem to ensure safety, efficiency, and spiritual enrichment (Abdallah et al., 2025; M M Almutairi, 2024; Shah, 2024).

Integrated Pilgrim Management Systems

One of the pillars of modern pilgrimage management is the Smart Pilgrim System, which combines biometric verification, digital visas, and real-time tracking to streamline the entry and movement of millions of pilgrims. The Makkah Route Initiative applies biometric and AI-driven immigration clearance processes at eleven international airports across seven countries, enabling pilgrims to complete visa, customs, and health protocols upfront (Arab News, 2025). This pre-departure clearance significantly reduces arrival congestion and improves overall flow into Makkah.

Inside the pilgrimage zones, AI platforms like "Baseer" leverage computer vision and machine learning to monitor over one million pilgrim movements daily within the Grand Mosque complex (al-Qadi, 2024). These systems provide live analytics identifying crowd density and potential bottlenecks, allowing authorities to take preventive measures against stampedes and accidents. Such predictive technology has been pivotal in enhancing crowd safety, a critical concern considering the massive scale of the gathering.

Mobile Applications and Virtual Assistants

Contemporary pilgrimage management also includes user-centric technology such as mobile applications and AI-powered virtual assistants (Kumar et al., 2025; Roy, 2026). Examples include the Smart Enrichment Assistant and Digital Mutawwif, developed to assist pilgrims with prayer schedules, ritual navigation, and spiritual resources in multiple languages (Arab News, 2025). These tools play a vital role in overcoming language barriers, guiding pilgrims through multi-step rituals, and providing real-time alerts for crowd safety and health advisories.

Wearable Technology for Health Monitoring and Safety

Due to the high complexity of healthcare during mass gatherings (MG), the integration of Artificial Intelligence (AI) might be crucial. AI can enhance healthcare delivery, improve patient care, optimize resources, and ensure efficient management of the large-scale healthcare demands during Hajj. Wearable technology such as smart bracelets equipped with GPS tracking and medical data storage is increasingly prominent in Hajj 2025 innovations (3nttae.com, 2025). These devices enable rapid identification of lost pilgrims, facilitate emergency medical assistance, and provide safety alerts in densely populated areas. Digital counter rings and smart prayer mats enhance spiritual focus by tracking religious repetitions and Qibla direction, enabling pilgrims to maintain ritual accuracy amidst the vast crowds (3nttae.com, 2025). AI-powered virtual assistants can provide digital services by interacting with patients in real-time (Abdoh, 2025; Mishaal M Almutairi et al., 2025; Alquayt et al., 2025; Baihan et al., 2025). They can be programmed to provide immediate support and healthcare-provider interaction, answers to the most common questions, symptoms assessment, appointment scheduling, and patient education. Virtual assistants can provide 24/7 support to patients and reduce the workload of healthcare providers, which is very important given the expected high volume of patients during MGs. A study that evaluated the use of generative AI as a virtual assistant showed that its use has improved overall patient quality and offered cost-saving opportunities. Virtual assistants also display empathy, sympathy, and emotional support, which has been shown to improve patients' satisfaction. There is limited evidence of these tools in MGs, yet they are much needed given the unique challenges during the Hajj season. Notably, Saudi Arabia's efforts to implement these services, including telehealth services, are ongoing. The Saudi MoH has launched the first virtual hospital in the region that facilitates access to patients and offers immediate consultations with healthcare provider. It also utilizes AI to prioritize provided services based on urgency and importance.

AI-Enhanced Surveillance and Medical Response

Saudi authorities have integrated AI surveillance systems with real-time analytics to dynamically manage crowd flows and emergency response capabilities (Shah, 2024). Over 10,500 WiFi hotspots and full 5G coverage ensure continuous connectivity for pilgrims, enabling timely communication between pilgrims and officials (M M Almutairi, 2024). AI-driven health monitoring facilitates early detection of medical emergencies and streamlined ambulance coordination, critical for reducing mortality during physically demanding pilgrimage days (Times of India, 2025).

Challenges in Implementation

Although the adoption of technology has significantly enhanced pilgrimage management, challenges remain. Pilgrim diversity includes elderly and less technologically literate individuals who may struggle with digital tools (Rahman & Bustaman, 2025). Infrastructural issues, such as intermittent network access in remote sites, still hamper full technological potential. Furthermore, privacy and cybersecurity concerns need robust policies and technical solutions to protect pilgrim data (Shambour & Gutub, 2022).

Methodology

This study employs a qualitative research approach to explore the role of technology and innovation in reducing challenges faced by Hajj and Umrah pilgrims. Qualitative methods are appropriate for gaining in-depth insights into the complex social, technological, and operational dynamics involved in pilgrimage management. Data were collected from diverse secondary sources, including official reports, academic papers, technology provider documentation, and firsthand accounts of pilgrimage operations in 2025.

Data Collection

The primary sources of data include the General Authority for Statistics reports on Hajj and Umrah pilgrim numbers and management performance (General Authority for Statistics, 2025). Secondary data were gathered from scholarly publications analyzing the applications of AI, IoT, biometrics, and mobile applications within pilgrimage settings (Al-Shaery et al., 2022; Alquayt et al., 2025; Shambour & Gutub, 2022). Supplementary online resources and digital platforms of pilgrimage management authorities provided contemporary operational updates and technology integrations (3nttae.com, 2025).

Analytical Framework

Data were analyzed using the Technology Adoption Model (Davis, 1989) and Rogers' Diffusion of Innovations Theory (2003), which provided theoretical lenses to examine factors influencing technology acceptance and integration among pilgrims and administrative stakeholders (Lai, 2017). The analysis focused on how perceived usefulness, ease of use, social influence, and facilitating conditions affect the deployment and acceptance of technological solutions.

The study also assessed challenges and barriers, such as variability in technological literacy among pilgrims, infrastructural constraints in remote pilgrimage sites, and privacy concerns associated with extensive data collection. The qualitative descriptive method allowed for thematic categorization of technology types, practical applications, and user experiences.

Validation and Reliability

To ensure validity and reliability, data sources were triangulated by cross-referencing statistical reports with independent academic evaluations and government documentation. Expert reviews from pilgrimage operations scholars and technology specialists were consulted to verify emerging themes and interpretations. This methodological rigor supports credible, comprehensive insights into the efficacy and challenges of technology adoption in contemporary pilgrimage management.

Findings and Discussion

The year 2025 has seen an unprecedented integration of cutting-edge technologies into the management of Hajj and Umrah pilgrimages, significantly enhancing safety, operational efficiency, and spiritual engagement. Saudi Arabia's Vision 2030 initiative has been pivotal in driving a digital transformation that aligns modern technology with the sacred traditions of pilgrimage (Arab News, 2025).

Advanced Communication and Connectivity Infrastructure

One of the most notable innovations for Hajj 2025 is the provision of free, high-speed internet accessible throughout pilgrimage sites including the Grand Mosque, Mina, Arafat, and Muzdalifah. The installation of over 10,500 WiFi hotspots along with full 4G and 5G network coverage ensures seamless data connectivity for millions of pilgrims simultaneously (Times of India, 2025). This infrastructure enables pilgrims to access digital resources, communicate with family, and receive real-time updates and alerts from Hajj authorities, thereby substantially reducing confusion and enhancing coordination (Baihan et al., 2025).

AI-Powered Crowd Management and Safety Monitoring

Artificial Intelligence has become a core element of Hajj crowd control strategies. The "Baseer" platform employs computer vision and machine learning to monitor over one million pilgrims daily, providing authorities with live analytics on crowd density and movement patterns (Abalkhail & Al Amri, 2022; Alshahrani, n.d.). This allows for timely interventions, such as rerouting crowds and dispatching emergency personnel, reducing risks of stampedes, and managing congestion at critical points like the stoning of Jamrah.

Digital Assistants and Mobile Applications

Hajj 2025 introduced AI-powered virtual assistants such as the Smart Enrichment Assistant and Digital Mutawwif, which guide pilgrims through rituals with multilingual support and ritual step counters (Abalkhail & Al Amri, 2022). These applications help pilgrims maintain spiritual focus while reducing anxiety related to navigation and procedure, particularly for first-time pilgrims or those unfamiliar with local languages and customs (3nttae.com, 2025).

Wearable Health and Safety Technology

Wearable devices including GPS-enabled smart bracelets now carry personal identification and medical information, facilitating quick assistance for lost or ailing pilgrims (3nttae.com, 2025). Emergency alerts can be triggered automatically if the wearer experiences health issues or faces crowd hazards. Additional innovations such as smart prayer mats and digital counter rings aid spiritual concentration while integrating safety features (Abdoh, 2025; Alquayt et al., 2025; Baihan et al., 2025).

Environmental Comfort Innovations

To combat Saudi Arabia's extreme summer heat during pilgrimage periods, the 2025 Hajj saw the deployment of the world's largest cooling system at the Grand Mosque. This system uses underground chilled water pipelines and advanced filtration to pump cool, dust-free air throughout the mosque's prayer halls, significantly reducing heat-related health incidents (Gulf Business, 2025). This infrastructure improvement plays an essential role in safeguarding elderly and vulnerable pilgrims.

Challenges and Areas for Improvement

Despite these technological advancements, challenges remain in achieving universal technology adoption among pilgrims, particularly seniors or those from remote regions with limited digital literacy (Rahman & Bustaman, 2025). Infrastructural variability still affects connectivity in certain zones, and concerns about data privacy and security necessitate continuous improvement in technical and regulatory frameworks (Eldein et al., 2021).

Overall, the fusion of advanced digital technologies with religious pilgrimage management in 2025 represents a transformative milestone in ensuring the safety, efficiency, and spiritual enrichment of millions of worshippers, exemplifying how tradition and innovation can harmoniously coexist.

Challenges in Pilgrimage Management

Challenge	Description	Sources
Overcrowding	Stampede risks and accidents in ritual zones	(Alshahrani, n.d.)
Communication Gaps	Multilingual pilgrims face lack of timely information	(Alhamami, 2018; Arlikatti et al., 2022)
Health and Safety	Heatstroke and medical emergencies in crowded environments	(Yezli, 2023)
Logistical Complexities	Complex transport, accommodation, and timing needs	(Abudiyah, 2020; Owaidah et al., 2023)

Technological Solutions

Technology	Application	Benefits
Integrated Pilgrim Management Systems	Central data platform for tracking pilgrims and resources	Enhances real-time crowd control and resource allocation
Drone Surveillance	Aerial crowd density and movement monitoring	Enables rapid response and situational awareness
Mobile Applications	Navigation, communication, emergency alerts	Bridges language barriers and improves guidance
Artificial Intelligence	Predictive modeling of crowd movements and health risks	Proactively manages congestion and medical emergencies

Wearable Monitors	Health	Continuous monitoring of vital signs	Early identification and intervention for health issues
-------------------	--------	--------------------------------------	---

Conclusion and Recommendations

The Hajj and Umrah pilgrimages in 2025 mark a remarkable intersection of tradition and technology, setting new global standards for managing one of the world's largest mass gatherings. Saudi Arabia's commitment to leveraging advanced digital infrastructure, artificial intelligence, biometric systems, and wearable technologies has significantly enhanced pilgrim safety, operational efficiency, and spiritual engagement (Arab News, 2025); (Times of India, 2025). The expansive 5G and WiFi networks, proactive crowd monitoring platforms like Baseer, and AI-enabled virtual assistants have collectively transformed the pilgrimage experience, enabling millions to perform their sacred obligations in a safer, more organized, and digitally enriched environment.

Despite these achievements, challenges remain in ensuring all pilgrims—particularly the elderly and less tech-savvy—can fully benefit from these innovations (Rahman & Bustaman, 2025). Infrastructure gaps in remote or temporary sites and data privacy concerns call for ongoing improvements in network reliability, user education, and stringent cybersecurity frameworks. Addressing these barriers will be imperative for sustaining and expanding the impact of technological integration in pilgrimage management.

Strategic recommendations include:

- **Comprehensive Digital Literacy Programs:** Educating pilgrims on the use of mobile applications, wearable health devices, and digital services before and during the pilgrimage to maximize adoption and usability.
- **Infrastructure Enhancement:** Continued investment in network infrastructure, especially in remote sites and temporary facilities, to ensure stable and ubiquitous connectivity with backup power and network resilience.
- **Data Security and Privacy:** Development and enforcement of robust policies and technical safeguards to protect pilgrim personal data, in compliance with global standards and Islamic ethical principles on privacy.
- **Stakeholder Collaboration:** Fostering partnerships among government agencies, technology providers, religious authorities, and community organizations for inclusive technology deployment aligned with pilgrim needs and religious sensibilities.
- **AI and Analytics Expansion:** Enhancing real-time analytics for predictive crowd management, early health risk detection, and resource optimization to preempt emergencies and improve service delivery.

In conclusion, the integration of AI-driven solutions in healthcare services during the Hajj season offers immense potential across four key domains including patient care, healthcare providers, operational management, and healthcare systems. Future research and implementation efforts should include clear, structured, and phased implementation action plans for AI adoption to overcome key challenges. In this paper, we propose several short- and long-term action plan implementation strategies to maximize this potential. Last but not least, the integration of technology in Hajj and Umrah operations has realized the Quranic principle of preparation and prudence, exemplified by the verse: “*And take provisions, but indeed, the best provision is fear of Allah*” (Surah Al-Baqarah 2:197). By harmonizing innovation with

religious devotion, Saudi Arabia has set a global example for managing monumental spiritual events with compassion, precision, and state-of-the-art technology.

References

- Abalkhail, A. A. A., & Al Amri, S. M. A. (2022). Saudi Arabia's management of the Hajj season through artificial intelligence and sustainability. *Sustainability*, 14(21), 14142.
- Abdallah, R., Alshumayri, S., Bukassim, L., & ElKafrawy, P. M. (2025). Automated Motawif Monitoring Hajjis through the Pilgrimage Period. *2025 22nd International Learning and Technology Conference (L&T)*, 22, 233–238.
- Abdoh, E. S. (2025). Utilizing information technology to address challenges in Hajj and Umrah: A narrative review. *QScience Jist*, 2025(2), 12.
- Abudiyah, A. K. (2020). *Framework development for improving arrival processing of pilgrims at Hajj and Umrah airport terminals*.
- Al-Nana, A., Batiha, I. M., Bouchenak, A., & Ahmed, S. A. A. (2025). Numerical Analysis of a SEIHRD Model for a Hypothetical Ebola Outbreak During the 2025 Hajj Season in Saudi Arabia. *International Journal of Analysis and Applications*, 23, 227.
- al-Qadi, M. (2024). SAUDI ASPIRATIONS TO EMERGE AS A WORLD LEADER IN ARTIFICIAL INTELLIGENCE IN A HIGHLY COMPETITIVE ENVIRONMENT. *JOURNAL FOR IRANIAN STUDIES*, 9(21), 7.
- Al-Shaery, A. M., Aljassmi, H., Ahmed, S. G., Farooqi, N. S., Al-Hawsawi, A. N., Moussa, M., Tridane, A., & Alam, M. D. (2022). Real-time pilgrims management using wearable physiological sensors, mobile technology and artificial intelligence. *IEEE Access*, 10, 120891–120900.
- Alfelali, M. A. (2024). *The emergence and consolidation of heritage conservation in Mecca, Saudi Arabia, 1955-2021*. Newcastle University.
- Alhamami, M. (2018). Makkah is the ultimate multilingual phenomenon. *International Journal of Islamic Thought*, 14, 60–71.
- Aljohani, A. M. (2015). *Pilgrim crowd dynamics*. University of Birmingham.
- Almutairi, M M. (2024). *A framework for efficient crowd management with modern technologies*. City, University of London.
- Almutairi, Mishaal M, Abi Sen, A. A., Bahboub, N. M., Yamin, M., & Askool, S. (2025). Ubiquitous Health Management and Smart Sterilization in Crowds. *2025 12th International Conference on Computing for Sustainable Global Development (INDIACom)*, 1–6.
- AlNemer, A. M. (2024). *Examining the Kingdom of Saudi Arabia's Tourism Sector and Assessing Its Potential Contributions in Achieving the Kingdom's Vision 2030*. Pepperdine University.
- Alquayt, A., Aljuhani, O., Alharthi, A. F., Alqahtani, R., Khan, A., Al-Jedai, A., Almoeen, A., Alshennawi, M., Badreldin, H. A., & Aljouie, A. (2025). AI-driven healthcare innovations for enhancing clinical services during mass gatherings (Hajj): task force insights and future directions. *BMC Health Services Research*, 25(1), 876.
- Alshahrani, A. A. (n.d.). The Hajj Lab: A Multi-Layered Technological Approach to Enhancing Crowd Management through Stratospheric Airships and AI Analytics. *The 24th Scientific Forum for Hajj, Umrah and Madinah Visit Research*, 69.
- Alshaibi, M. A. (2024). *Exploring Service Quality Among US Hajj Pilgrims in Compliance with Vision 2030 Objectives*.
- ALSOLAMI, B. M. A. (2019). Crowding In Mina Based On Pilgrims' perception Of Safety And Comfort In Hajj. *Universiti Teknologi Malaysia*.
- Alsulami, A. A. (2025). An Intelligent Model for Predicting and Preventing Overcrowding

- Incidents in Holy Sites Using Artificial Intelligence Technologies. *مجلة إدارة المخاطر والأزمات*, 46–23 ,(2)6.
- Arlikatti, S., Taibah, H. A., Maghelal, P., Andrew, S. A., & Alkhurayyif, S. A. (2022). Hajj pilgrims' perceptions of trust and Internet use for (emergency) information. *International Journal of Religious Tourism and Pilgrimage*, 10(1), 4.
- Baihan, A., Amoon, M., Altameem, T., & Hashem, M. (2025). Pioneering Wearable Sensor-Driven Health Monitoring System for Contagious Disease Prevention with Intelligent Crowd-Counting Models. *IEEE Sensors Journal*.
- Dhifallah, A. (2024). *Navigating Dual Commitments: Adherence of Muslim NGOs to Islamic Principles While Integrating Humanitarian Principles-A Case Study on Islamic Relief Worldwide*. Hamad Bin Khalifa University (Qatar).
- Huda, M., Sudrajat, A., Muhamat, R., Mat Teh, K. S., & Jalal, B. (2019). Strengthening divine values for self-regulation in religiosity: insights from Tawakkul (trust in God). *International Journal of Ethics and Systems*, 35(3), 323–344.
- Kahfi, A., Dewi, E. P., & Mohamoud, M. E. (2025). THE BACKPACKER UMRAH PHENOMENON IN THE DIGITAL ERA: IMPACT ON PILGRIMS' SPIRITUALITY AND THE TRAVEL INDUSTRY. *Multazam: Jurnal Manajemen Haji Dan Umrah*, 5(1), 62–78.
- Kumar, A. V. S., Mosikan, M., Dutta, A., Musirin, I. Bin, Akula, V. S. G., Khalid, S., Yalavarthi, S. B., DV, C. S., RV, S., & Dulhare, U. N. (2025). AI-driven personalization in tourism: Balancing innovation with ethical challenges. In *AI Technologies for Personalized and Sustainable Tourism* (pp. 31–58). IGI Global.
- Lai, P. C. (2017). The literature review of technology adoption models and theories for the novelty technology. *JISTEM-Journal of Information Systems and Technology Management*, 14(1), 21–38.
- Muhammad, M., & Junejo, S. (2025). Green Technology Framework for Halal Industry Sustainability and Ecosystem Protection. In *Green and Blue Economy Frameworks for Halal Industry Sustainability* (pp. 23–46). Springer.
- Omar, A. (2025). *Visual Public Health Communication Strategies: A Case of The Saudi Ministry of Health During The COVID-19 Pandemic*. University of Leicester.
- Owaidah, A. (2022). *Hajj Crowd Analysis: Incidents and Solutions*.
- Owaidah, A., Olaru, D., Bennamoun, M., Soheli, F., & Khan, N. (2023). Transport of pilgrims during Hajj: Evidence from a discrete event simulation study. *Plos One*, 18(6), e0286460.
- Paganini, M., Barone-Adesi, F., & Hubloue, I. (2024). *Heatwaves And Emergency Departments in Italy (HEAT-ED IT): Strategies to Identify Determinants of Overload and Mitigate Impact*.
- Roy, B. K. (2026). Digital Transformation in Destination Marketing: Leveraging Technology for West Bengal's Tourism Growth. In *Maximizing Destination Marketing Strategies in the Digital Era* (pp. 119–156). IGI Global Scientific Publishing.
- Shah, A. A. (2024). Enhancing hajj and umrah rituals and crowd management through AI technologies: a comprehensive survey of applications and future directions. *IEEE Access*.
- Shambour, M. K., & Gutub, A. (2022). Progress of IoT research technologies and applications serving Hajj and Umrah. *Arabian Journal for Science and Engineering*, 47(2), 1253–1273.
- Sharma, S., & Behera, M. R. (2025). Digital Transformation of Pilgrimage Tourism: Mahakumbh as a Case Study of Smart Tourism Innovations. *Journal of Scientific Advances*, 2(02), 18–29.
- Yezli, S. (2023). Risk factors for heat-related illnesses during the Hajj mass gathering: an expert review. *Reviews on Environmental Health*, 38(1), 33–43.