

Islamic Marketing Principles and the 4P Marketing Mix in Small Textile Manufacturing: Evidence from PT. AKBARTEX, West Java

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Abstract: Small and medium textile enterprises in Indonesia's competitive sarong (*sarung*) manufacturing cluster face persistent challenges in reconciling commercial marketing imperatives with Islamic ethical norms. This study investigates how PT. AKBARTEX a sarong manufacturer in the Pangguh cluster, Kabupaten Bandung operationalises the 4P marketing mix (product, price, place, promotion) and whether its marketing conduct satisfies the four characteristics of Islamic marketing identified by Kartajaya and Sula (2006): *rabbaniyyah* (theistic orientation), *akhlaqiyyah* (ethical conduct), *al-waqi'iyah* (professional realism), and *al-insaniyyah* (humanistic equity). Employing an interpretive qualitative case study design combining in-depth interviews, document analysis, and non-participant observation the research traces the causal relationship between marketing strategy, Islamic marketing compliance, and sales performance outcomes. Findings reveal that PT. AKBARTEX's conventional 4P mix is substantively congruent with Islamic marketing norms at the product-quality, pricing-justice, and service-conduct dimensions, while exhibiting under-development in digital promotion strategy and formal *halal* governance documentation. The study contributes a diagnostic alignment model the 4P-IM Integration Framework that maps conventional marketing variables onto Islamic marketing characteristics for SME application, advancing the empirical literature on Islamic marketing beyond the banking sector into the real-sector manufacturing context.

Keywords: *syariah* marketing; marketing mix; 4P; textile SME; *rabbaniyyah*; qualitative case study

Abstrak: Usaha kecil dan menengah tekstil di klaster manufaktur sarung Indonesia menghadapi tantangan berkelanjutan dalam memadukan imperatif pemasaran komersial dengan norma etika Islam. Penelitian ini mengkaji bagaimana PT. AKBARTEX mengoperasionalkan bauran pemasaran 4P dan apakah perilaku pemasarannya memenuhi empat karakteristik pemasaran Islam yang diidentifikasi oleh Kartajaya dan Sula (2006): *rabbaniyyah*, *akhlaqiyyah*, *al-waqi'iyah*, dan *al-insaniyyah*. Dengan menggunakan desain studi kasus kualitatif interpretatif, penelitian menelusuri hubungan kausal antara strategi pemasaran, kepatuhan pemasaran Islam, dan hasil kinerja penjualan. Temuan mengungkapkan bahwa bauran 4P PT. AKBARTEX secara substansial kongruen dengan norma pemasaran Islam pada dimensi kualitas produk, keadilan penetapan harga, dan perilaku layanan, sementara menunjukkan pengembangan yang kurang dalam strategi promosi digital dan dokumentasi tata kelola halal formal. Studi ini berkontribusi dengan Kerangka Integrasi 4PIM yang memetakan variabel pemasaran konvensional ke dalam karakteristik pemasaran Islam untuk aplikasi UKM.

Kata Kunci: pemasaran syariah; bauran pemasaran; 4P; UKM tekstil; *rabbaniyyah*; studi kasus kualitatif

Introduction

Indonesia's textile and garment industry, ranked among the ten largest globally by production volume, contains within it a set of geographically concentrated craft-production clusters where conventional commercial logic and Islamic normative ethics intersect in ways that mainstream marketing theory has not adequately theorised. The sarong (*sarung*) manufacturing cluster in Desa Pangguh, Kecamatan Ibun, Kabupaten Bandung, is one such cluster: a dense agglomeration of small producers competing on quality, price, and relational trust, operating in a market where the product itself carries religious and cultural valence the sarong is simultaneously a commodity and a ritual garment used in Islamic prayer and ceremony across the archipelago.

The theoretical problem this study addresses is one of integration rather than opposition. Conventional marketing theory, as codified in the 4P marketing mix framework derived from McCarthy (1960) and elaborated by Kotler and Armstrong (2012), provides firms with a practical toolkit for product, pricing, distribution, and promotional decisions. Islamic marketing theory, as systematised by Kartajaya and Sula (2006) in their influential *Syariah Marketing*, identifies four normative characteristics theistic orientation (*rabbaniyyah*), ethical conduct (*akhlaqiyyah*), professional realism (*al-waqi'iyah*), and humanistic equity (*al-insaniyyah*) that must govern marketing practice in a Muslim business context. The question of whether and how these two frameworks operate in complementary or tensional relations within an actual SME has been addressed theoretically but remains empirically thin, particularly in the real manufacturing sector.

Existing empirical research on Islamic marketing has concentrated disproportionately on the financial services sector Islamic banking customer loyalty (Amin et al., 2014), *takaful* marketing (Hamid & Othman, 2009), and Islamic microfinance (Obaidullah & Khan, 2008) with a secondary cluster in retail and fast-moving consumer goods (Wilson & Liu, 2011; Alserhan, 2010). Manufacturing SMEs, which constitute the productive base of most Muslim-majority economies and represent the sector where Islamic commercial ethics were historically most elaborated, have been largely absent from empirical Islamic marketing research. This study fills that gap through a detailed case analysis of PT. AKBARTEX, a sarong manufacturer whose documented sales performance 400 *kodi* (8,000 units) per month under ordinary conditions, rising to inventory exhaustion during Eid al-Fitr provides a commercially successful site for examining how Islamic marketing characteristics manifest in operational marketing decisions.

Three research questions structure the inquiry. First, how does PT. AKBARTEX implement the 4P marketing mix across its product portfolio, pricing strategy, distribution network, and promotional activities? Second, to what extent do its marketing practices satisfy the four characteristics of Islamic marketing as formulated by Kartajaya and Sula (2006)? Third, what is the causal relationship mediated by Islamic marketing compliance between the 4P mix implementation and sales performance outcomes? The answers to these questions yield both theoretical contribution (a diagnostic alignment model linking 4P variables to Islamic marketing characteristics) and practical contribution (a replicable self-assessment framework for Muslim-owned manufacturing SMEs).

3. Methods

Research Design

This study employs a single embedded case study design (Yin, 2018), with PT. AKBARTEX as the primary case and the Pangguh sarong manufacturing cluster as the embedded unit of contextual analysis. The case study design is epistemologically justified by the research questions' interpretive character: understanding how Islamic marketing characteristics manifest in operational decisions requires the contextual richness that case study methodology provides (Denzin & Lincoln, 2018; Creswell & Poth, 2018). The interpretive qualitative paradigm is adopted because the study aims to construct meaning from marketing actors' own accounts of their practice.

Data Collection

Primary data were generated through three parallel streams. Semi-structured in-depth interviews were conducted with the company founder-director (Bu Omah), her operational son (A Wardana), and three frontline sales staff, totalling approximately seven hours of recorded conversation across three field visits in May-July 2024.

Interview protocols were structured around the 4P dimensions and four Islamic marketing characteristics, with probing questions designed to elicit specific operational examples rather than normative statements. Non-participant observation covered two complete transaction cycles, one corporate wholesale order and one retail walk-in purchase providing behavioural validation of interview accounts. Document analysis encompassed pricing schedules, product variety catalogues, a sample purchase order, and Facebook promotional materials.

Analysis Procedure

Data analysis employed Miles, Huberman, and Saldana's (2014) interactive model: iterative cycles of data condensation, display, and conclusion-drawing. The primary analytical move was the construction of a 4P-IM Integration Matrix a cross-tabulation of 4P marketing mix elements against four Islamic marketing characteristics populated with empirical data from each collection stream. This matrix constitutes both the analytical framework and the primary contribution: it makes explicit which specific operational marketing decisions carry Islamic marketing compliance implications, and which are normatively neutral. Credibility was ensured through methodological triangulation, member-checking, and peer debriefing with two faculty colleagues in Islamic economics.

Results and Discussion

Company Profile and Cluster Context

PT. AKBARTEX was established circa 2009 by its founder-director in Desa Pangguh, Kecamatan Ibum, Kabupaten Bandung, a highland agricultural village (elevation 800m, area 359 ha) that has developed a significant secondary economic identity as a sarong manufacturing cluster. The village's approximately 11,009 residents include a substantial proportion employed in textile production; the cluster contains multiple competing sarong manufacturers, creating the competitive environment that shapes PT. AKBARTEX's marketing strategy.

The company's growth trajectory illustrates the Indonesian SME literature's typical pattern of labour intensification following market validation: beginning with family labour and wooden-frame looms (*mesin kayu*), expanding to mechanised sakel looms (*mesin sakel*) as demand grew, and now operating approximately 47 sakel machines across two facilities the original Pangguh site and a branch in Nganceng, Kecamatan Pacet with a total workforce of 50. Monthly sales capacity under normal conditions reaches 400 *kodi* (8,000 units), with documented seasonal peaks during Ramadan and Eid al-Fitr when inventory is exhausted. Pre-COVID sales reportedly reached 1,000 *kodi* (20,000 units) monthly, representing a 60% contraction during the pandemic period that has since partially recovered.

The 4P Marketing Mix Implementation

Product Strategy

PT. AKBARTEX produces five sarong typologies from polyester-polyethylene (Poli PE) yarn: children's sarong (*sarung anak*), plain weave (*sarung polos*), atlas weave (*sarung atlas*), belt-pattern (*sarung sabuk*), and stripe pattern (*sarung salur*). The material choice Poli PE rather than cotton or silk positions the product in the mass-market accessible segment. Within this material constraint, product differentiation is achieved through colour count, motif complexity, and *dobby* (decorative border weaving) specification: products with higher colour count, more complex motifs, and elaborate *dobby* command higher price points.

Table 1. Product Portfolio and Price Schedule, PT. AKBARTEX (2024)

Sarong Type	Material	Price per Kodi (IDR)
Anak (Children)	Poli PE	240,000
Polos (Plain)	Poli PE	330,000
Atlas	Poli PE	265,000 - 280,000
Sabuk (Belt)	Poli PE	300,000
Salur (Stripe)	Poli PE	250,000 - 270,000

Source: Primary data from PT. AKBARTEX (2024). Price variation within ranges reflects *dobby* and colour count specifications.

The product strategy exhibits two features of strategic significance. First, the willingness to customise product specifications to individual buyer orders reflects a relational marketing orientation (Gronroos, 1997) that goes beyond the transactional logic of the 4P framework. Second, the quality consistency commitment verified through observation of production line quality checks reflects Kotler and Armstrong's (2012) concept of augmented product: the actual sarong is supplemented by the implicit guarantee of consistent quality that accrues from a firm with fifteen years of production history in a reputation-sensitive cluster market.

Pricing Strategy

PT. AKBARTEX adopts a competitive-undercutting pricing strategy: prices are set slightly below comparable cluster competitors, with the rationale that slightly lower prices combined with equivalent or superior quality maximise volume while sustaining margins sufficient for reinvestment. The flat prohibition on per-piece sales the company sells exclusively per *kodi* (20 units) establishes minimum order quantities that functionally serve the wholesale buyer segment. Volume discounts for large orders reward scale without excluding smaller buyers entirely: the discount structure

is additive rather than exclusionary. The transparency of the price schedule communicated clearly before any order commitment satisfies the Islamic commercial law requirement of *ma'lum al-ujrah* (known consideration) and eliminates price-uncertainty *gharar*.

Distribution Strategy

The company's distribution network has expanded progressively since founding, from local Majalaya retail stores to a multi-city wholesale network spanning Bandung, Tanah Abang (Jakarta's primary textile wholesale market), and Pekalongan (Central Java's batik hub). This geographic expansion follows a hub-and-spoke model typical of Indonesian textile SMEs: the Pangguh factory is the production hub, with distribution via independent wholesale relationships rather than owned logistics infrastructure. The distribution strategy's limitation is the absence of modern e-commerce channel integration. Tokopedia, Shopee, and Lazada the dominant Indonesian platforms are not utilised, despite their demonstrated capacity to extend market reach for comparable textile SMEs (Wardhana et al., 2020). The company's current digital presence is limited to Facebook group participation and Marketplace, which reaches a narrower and less purchase-intent-driven audience.

Promotional Strategy

Promotional activity centres on two mechanisms: relational personal selling through existing network contacts, and Facebook social media. The personal selling approach relies on the company's fifteen-year reputation as a quality producer, with satisfied buyers functioning as word-of-mouth referral nodes. This is consistent with Morgan and Hunt's (1994) commitment-trust theory of relationship marketing: the company invests in relational quality rather than transactional volume. The Facebook strategy represents a first-generation digital marketing adoption that is effective within its current reach but does not exploit the full capacity of Islamic social media marketing, which Wilson (2012) argues can be a particularly powerful channel for Muslim consumer brands due to trust amplification effects within Muslim social networks. The volume discount promotion a multiple unit pricing strategy (Sudaryono, 2016) incentivises bulk purchase and rewards loyal large-volume buyers, consistent with the Islamic commercial ethics principle of rewarding good-faith partners.

Table 2. 4P-Islamic Marketing Integration Matrix for PT. AKBARTEX

4P Element	Rabbaniyyah	Akhlaqiyyah	Al-Waqi'iyyah	Al-Insaniyyah
Product	Halal materials; authentic quality; no prohibited inputs	Quality promise kept; no concealment of defects	Technical excellence; material selection optimised	Diverse price tiers enabling broad market access

Price	Transparent schedule; no riba-like mechanisms	Fair pricing; no exploitation of urgency	Competitive positioning; cost-efficient production	Volume discounts not exclusionary; equity across buyers
Place	Distribution to lawful buyers only	Reliable delivery; commitments honoured	Multi-city network; logistics efficiency	Access not restricted to large buyers only
Promotion	No deceptive claims; no prohibited methods	Truthful product representation; respectful selling	Network maximisation; social media adoption	Non-discriminatory promotion to all buyer segments

Source: Compiled from primary data analysis against Kartajaya & Sula (2006) framework.

Islamic Marketing Compliance Assessment

Rabbaniyyah Dimension

The *rabbaniyyah* dimension assesses whether PT. AKBARTEX's marketing is bounded by awareness of divine accountability. The evidence is affirmative across three indicators. First, the product portfolio contains no *haram* materials the Poli PE yarn is a permissible synthetic textile fibre. Second, the company's explicit refusal to misrepresent product quality confirmed in both interview accounts and observational evidence satisfies the Hadith requirement (Sahih Muslim, narrated by Hakim ibn Hizam) that traders who are truthful receive divine blessing (*baraka fi bay'ihim*). Third, the company does not trade in any product category associated with Islamic prohibition.

A partial compliance gap exists: PT. AKBARTEX does not hold formal *halal* certification from the Halal Product Assurance Agency (BPJPH) for its production process. While sarong fabric does not require *halal* certification under Indonesian Halal Law No. 33/2014 (which mandates certification primarily for food, beverage, and pharmaceutical products), the voluntary adoption of *halal* production documentation would strengthen the firm's Islamic marketing positioning and potentially open access to Islamic supply chain networks. Noordin et al. (2014) demonstrate that *halal* certification functions as a trust signal in Muslim consumer markets independent of product category.

Akhlaqiyyah Dimension

The *akhlaqiyyah* dimension shows the most consistent compliance. Interview accounts, buyer testimonials reported by the director, and observational evidence all confirm a service culture characterised by respectful conduct, factual product

description, and absence of high-pressure selling tactics. The company's commitment to not over-representing product quality explicitly acknowledged as a deliberate business principle operationalises the Hadith on *sidq fi al-bay'* (truthfulness in commercial transactions) that Beekun (1997) identifies as the single most frequently cited prophetic commercial norm.

The *akhlaqiyyah* compliance is further evidenced in the company's competitor relationship: despite operating in a dense cluster where competitor firms are geographically proximate, PT. AKBARTEX does not engage in competitor denigration as a promotional tactic. Wilson and Liu (2011) identify this as a differentiating feature of Islamic marketing conduct that conventional marketing theory, with its legitimization of comparative advertising, does not capture.

Al-Waqi'iyah Dimension

The *al-waqi'iyah* dimension assesses professional marketing competence. PT. AKBARTEX performs strongly against the production-quality and cost-efficiency indicators: the transition from wooden to sakel looms reflects appropriate technology adoption; the 47-machine fleet represents significant productive capacity; and the multi-city distribution network demonstrates logistics management capability beyond the typical micro-enterprise. The *al-waqi'iyah* gap is most visible in promotional technology: the absence of structured e-commerce channel development represents a professional realism deficit. Hassan et al. (2008) argue that *al-waqi'iyah* must be assessed against current commercial best practice, not a static standard: in 2024 Indonesia, professional SME marketing competence includes e-commerce channel management.

Al-Insaniyyah Dimension

The *al-insaniyyah* dimension shows strong compliance. The company's explicit policy of treating all buyers regardless of order size, geographic origin, ethnic identity, or social class with identical service quality and product access reflects the Islamic anthropological premise of human equality. The volume discount structure rewards large-order commitment without creating a two-tier service quality system: small buyers receive the same product quality and respectful treatment as large buyers, differentiated only by unit price.

The *al-insaniyyah* compliance is further evidenced in the company's labour practices: the workforce expansion from family-only to 50 employees, with an explicit community development rationale (reducing unemployment and supporting surrounding village welfare), reflects the Islamic social economy principle that business success should generate community welfare (*maslahah 'amma*). Djakfar (2002) identifies this as the Islamic business ethics distinction that most sharply

separates Islamic commercial theory from Western liberal capitalism: business is legitimate when it generates *barakah* for the community.

Sales Performance and Islamic Marketing Nexus

The relationship between Islamic marketing compliance and sales performance at PT. AKBARTEX is evidenced through three performance indicators drawn from Swastha and Irawan (1998): volume achievement, profit generation, and industry growth.

Table 3. Sales Performance Indicators, PT. AKBARTEX

Performance Dimension	Observed Data	Islamic Marketing Attribution
Volume Achievement	400 kodi/month normal; inventory exhaustion at Eid; pre-COVID peak 1,000 kodi/month	Buyer loyalty built through <i>akhlaqiyyah</i> conduct; word-of-mouth from satisfied buyers
Profit Generation	Sustained operations since 2009; multi-city distribution; branch in Nganceng established	Fair pricing preserves margin while building volume through <i>rabbaniyyah</i> -grounded trust
Industry Growth	Machine count expanded to 47 sakel machines; workforce 0 to 50; single to two facilities	Al-waqi'iyah technology adoption; al-insaniyyah workforce inclusion enables scale

Source: Compiled from interview data and document analysis (2024).

The causal mechanism linking Islamic marketing compliance to sales performance operates primarily through the relational trust channel identified by Morgan and Hunt (1994): buyers in a cluster market characterised by dense information networks reward firms whose commercial conduct is consistent, truthful, and respectful with repeat orders and referral behaviour. PT. AKBARTEX's fifteen-year operational continuity in a competitive cluster surviving the COVID disruption that presumably eliminated weaker competitors is strong circumstantial evidence that the *akhlaqiyyah*-grounded trust relationship with buyers constitutes a sustainable competitive advantage that is genuinely difficult for competitors to replicate because it is embedded in organisational culture rather than in a copiable technique.

The 4P-IM Integration Framework: Theoretical Contribution

The primary theoretical contribution is the 4P-IM Integration Framework a diagnostic matrix mapping conventional marketing mix decisions onto Islamic marketing characteristics to identify compliance gaps and strengths. The framework's theoretical novelty lies in its rejection of the standard treatment of Islamic marketing

as a separate parallel system and its insistence on integration: the 4P variables are the operational decisions; the Islamic marketing characteristics are the normative standards that evaluate those decisions. This integration architecture is more useful for practical SME applications than frameworks requiring entirely different strategic categories.

The framework generates a diagnostic insight with broad applicability: the most common pattern in Muslim-owned manufacturing SMEs is *inadvertent substantial compliance* firms that satisfy most Islamic marketing characteristics through commercially rational decisions (quality commitment, fair pricing, honest promotion) without having articulated those decisions in Islamic marketing terms. The practical implication is that the cost of full Islamic marketing compliance is lower than typically assumed: the marginal investment required is primarily in formalisation (*halal* governance documentation), digital capability (e-commerce adoption), and Islamic marketing literacy (training staff to understand the normative basis of their existing conduct).

Digital Marketing Gap: The Al-Waqi'iyah Challenge

The most significant finding with policy implications is the *al-waqi'iyah* deficit in digital marketing. Indonesia's e-commerce market, with an estimated GMV of USD 52 billion in 2023 and a Muslim consumer segment demonstrably receptive to Islamic brand positioning (Ali et al., 2021), represents a large addressable market that PT. AKBARTEX is not systematically reaching. The company's Facebook-only digital presence reflects a first-generation adoption pattern that was adequate for 2015-2019 but has been superseded by the e-commerce platform ecosystem that accelerated dramatically during COVID-19. The Islamic marketing argument for e-commerce adoption is not merely commercial; it is an *al-waqi'iyah* argument professional realism in 2024 requires digital channel competence. The practical recommendation Tokopedia and Shopee storefronts with product descriptions that explicitly reference quality consistency and values-based commercial conduct would serve both commercial and Islamic marketing objectives simultaneously.

Conclusion

This study has demonstrated that PT. AKBARTEX's marketing practice exhibits substantial, if informally designed, compliance with Islamic marketing characteristics across the *rabbaniyyah*, *akhlaqiyyah*, and *al-insaniyyah* dimensions, with a strategic gap in *al-waqi'iyah* digital marketing competence. The 4P-IM Integration Framework developed here provides the first diagnostic tool that explicitly maps conventional marketing mix decisions onto Islamic marketing normative characteristics, enabling Muslim-owned SMEs to assess their Islamic marketing compliance through the

familiar vocabulary of marketing management rather than abstract ethical prescription.

The finding that commercially successful SMEs can exhibit substantial inadvertent Islamic marketing compliance challenges the institutional separatism that pervades some Islamic economics scholarship and argues for a convergence model in which conventional marketing theory and Islamic marketing ethics are mutually informing. For practice, three recommendations follow: e-commerce channel development should be prioritised as an *al-waqi'iyah* strategic imperative; voluntary *halal* production documentation would strengthen the *rabbaniyyah* positioning; and Islamic marketing literacy training for sales staff would convert the company's existing *akhlaqiyyah*-grounded conduct from unreflective habit into articulable competitive identity.

Future research should extend this single-case analysis to a comparative multi-firm study across the Indonesian construction and textile SME sectors, quantify compliance gap reduction achievable through identified remediation steps, and explore institutional design for SME Islamic marketing certification that is proportionate to the operational scale of micro and small manufacturers.

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