

ISLAMIC MARKETING MIX STRATEGY IN INCREASING THE PRODUCTIVE BUSINESS OF TRUBUS IMAN ISLAMIC BOARDING SCHOOL

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ABSTRACT

Marketing strategy is the main foundation in business planning to guide sales, product distribution, and survive in competition. This research examines the Islamic marketing mix strategy at the Trubus Iman Islamic Boarding School, which has successfully integrated religious education with entrepreneurship, and won an award for economic independence. Using the 9P model which includes Product, Price, Promotion, Place, People, Process, Physical Evidence, Promise, and Patience, this research aims to determine the application of this strategy in increasing the productive business of Islamic boarding schools, as well as identifying the obstacles faced and their solutions. This research uses descriptive qualitative methods with data collection techniques through field observations, interviews and documentation. The research results show that the Trubus Iman Islamic Boarding School has implemented Islamic marketing concepts in every aspect of its marketing mix, such as quality halal products, fair prices, honest promotions, easy to reach distribution locations, and strict production supervision. However, the aspects of promotion and distribution through online stores such as Shopee and Tokopedia are still not optimal. Obstacles faced include high production of fresh products which exceeds market demand, lack of public awareness of the products, and high operational costs which cause product prices to increase. Efforts made to overcome this obstacle include product diversification, expanding marketing networks, and opening distributors in various regions.

Keywords: Strategy, Islamic Marketing, 9P, Business Unit, Islamic Boarding School

INTRODUCTION

In Islam, all human activities are regulated, including muamalah, by determining what is permissible (halal) and what is not permissible (haram). In sharia business, Islamic principles are the basis for ensuring halal sustenance and equitable distribution of welfare. Therefore, sharia business ethics have an important role in maintaining business success in accordance with Islamic values (Jennifer Farihatul, et al. 2023).

Marketing strategy is the main foundation in preparing a comprehensive plan for a company or factory that serves as a guide for product sales and distribution (Saifuddin, et al., 2017), in addition to surviving in the fierce competition (July and Selamat, 2023). In marketing practices, there are often acts of fraud and fraud. However, by applying Islamic principles in marketing, such things can be avoided (Mahilda and Renny, 2021).

Islamic boarding schools, which usually include mosques, santri, boarding schools, and kyai, have a distinctive feature in the form of teaching classical Islamic books (Achmad Muchaddam, 2020). As an Islamic educational institution known for its economic independence, Islamic boarding schools also have a role in developing the dynamics between economics, education, and politics. The relationship between Islamic business marketing strategies and Islamic boarding schools involves a series of activities starting from planning, organizing, directing, to supervision, which are carried out in accordance with the principles of sharia economics, with the hope that it can be applied by Muslims, especially students and students.

Various studies have proven that the marketing mix strategy has a significant effect on the marketing success of a business, be it 4P, 7P, or the latest 9P. This success is not

only seen in companies, but also in educational institutions such as Islamic boarding schools. For example, the research of Imam and Fajar shows that in the application of the marketing mix it is quite effective in increasing the interests of consumers. Then research from Tati Hartati et al. where the results of the research show that the application of the marketing mix can increase sales (Tati Hartati et al., 2023). In addition to the success in its implementation, there are also obstacles in implementing it, such as the research from Abdul and Putri, the obstacles faced are regarding market competition and promotional costs (Abdul and Putri, 2022). And also research from Imam and Fajar as a whole, the implementation of marketing strategies is still not fully optimal (Imam and Fajar, 2021). This has an impact on price and promotion aspects, especially related to unsatisfactory services, such as in the payment process.

Trubus Iman Islamic Boarding School in Padang Pengrapat Village, Tanah Grogot District, Paser Regency, was established by Mr. Tony Budi Hartono and managed by Mr. Reza Jehan Lesmana, Mr. Daniar, and Mrs. Anisa Indah Lestari. This pesantren is an example of how businesses in the fields of agriculture and agribusiness can develop well to support the independence of pesantren and community welfare. Through research, fundraising, and the provision of facilities, this pesantren has won various awards in the field of economic independence and sharia economic festivals.

Various Business Charity Programs run by this pesantren which include the agricultural and agribusiness sectors. And this is under the auspices of KOPPONTREN (Islamic Boarding School Producers Cooperative) Trubus Iman. The Trubus Iman Islamic Boarding School collaborates with the National Research and Innovation Agency (BRIN), Bank Indonesia (BI), and the National Amil Zakat Agency (BAZNAS) in developing agricultural and agribusiness businesses. All of these businesses have significant profit potential if managed properly. An effective marketing strategy can increase sales and profits, which is not only for the factory alone but also to meet the needs of the pesantren. Against this background, this study will examine the implementation of the Islamic marketing mix strategy in the Trubus Iman Islamic Boarding School, including the obstacles and solutions in implementing the Islamic marketing mix strategy. This research will focus on goods that have been marketed to the wider community.

LITERATURE REVIEW

Here are some literature reviews from previous research conducted in various regions: The research conducted by Imam Haryadi and Fajar Shodiq discussed the *Marketing Mix* of the Parklatz Canteen as a Business Unit of the University of Darussalam Gontor in increasing consumer interest, viewed from an Islamic perspective. The results of the study show that the implementation of the marketing mix in the Parklatz Canteen is quite effective in increasing consumer interest. The variables of the marketing mix that are generally implemented have been implemented well. However, this study also found that the implementation of the overall marketing mix is still not optimal. This can be seen from the existence of several shortcomings, especially related to the price and promotion aspects, where there are still unsatisfactory services, such as during the payment process. These shortcomings ultimately affect the effectiveness of the overall marketing mix.

The research conducted by Muhammad Salman Al Farisi, M. Zidny Nafi' Hasbi, Yutisa Tri Cahyani, and Sigit Kusbiantoro discussed the marketing strategy of Islamic boarding school business products to improve the economy of students with a case study at the Riyadlul Jannah Pacet Mojokerto Islamic Boarding School. The results of the study show that the marketing strategy used involves promotion through advertising of 5S services and 4M strategies. This marketing strategy is in accordance with the principles of sharia economics and includes elements of the good of the world and the hereafter.

Research conducted by Abdul Mun'im and Putri Nur Hayati discussed the marketing strategy of hijab convection MSMEs at the Addimyati Islamic Boarding School, Pondok

Lalang Village, Jenggawah District, Jember Regency in 2021. The results of the study show that it has implemented a *marketing mix marketing mix* with a 4P approach (Product, Price, Promotion, and Place). Although this strategy has been implemented, the obstacles faced include fierce market competition and high promotional costs.

Research conducted by Susi Wariyanti, Liberty, and Ani Nurul Imtihanah regarding the analysis of the marketing mix on the sales level at the Al Mustafa Bakery Home Industry in Metro shows several important findings. The results of the study show that it has implemented a marketing mix strategy through the 4P approach. In terms of products and prices, it has succeeded in creating quality products at affordable prices, which are able to attract consumer interest and encourage repeat purchases, thus having a positive impact on increasing sales in various product variants. However, in terms of distribution, the coverage of the distribution area is still limited. This results in an increase in sales that is not optimal, because the expansion of the marketing area is still focused on schools and stalls. In terms of promotion, it still uses a simple promotion method, namely through word-of-mouth promotion.

METHODS

This study uses qualitative field research, where this study examines the perspectives of participants through various interactive strategies. The data sources used in this study are primary and secondary data (Sandu and Ali 2015). Data collection techniques through observation, interviews and documentation (Feny Rita et al., 2020), the first observation is using participant observation, where the researcher is an observer who learns through direct experience. The second interview, In this study which was interviewed by the interview method, there were 17 people, including Mr. Toni Budi Hartono as the founder of the Trubus Iman Islamic boarding school and a representative of the history of the Trubus Iman Islamic boarding school, his vision and mission, Mr. Daniar is responsible for asset empowerment and education about the potential of the Islamic boarding school for the development of the Islamic economy and handling commercial and business interests, Merina Afrilia and Syarif Hidayatullah as Marketing *Staff* are responsible for product marketing as well as other employees and several consumers. And the third is documentation, In this study, the researcher used documentation and literature to obtain data on Business and Product Marketing Mix Strategy at the Trubus Iman Islamic Boarding School. The data includes the profile of the Islamic Boarding School, information on related productive businesses, and relevant theories. Data Analysis Techniques through Data Reduction, Data Presentation and Drawing Conclusions (Muhammad Rijal, 2021). The validity of the data uses data triangulation (Zuhairi et al., 2016).

RESULTS

Implementation of Islamic Marketing Mix Strategy in Increasing the Productive Business of Trubus Iman Islamic Boarding School

Product

The Trubus Iman Islamic Boarding School has a wide range of products developed from agricultural products and other industries. Trubus Iman Islamic Boarding School strongly emphasizes the quality of products from the principles of Halal and *Toyyib* in the products they develop and market. Produced with *modern* technology and packaged using *aluminum foil*, where the product has been halal certified, there is a P-IRT/BPOM permit, and SNI No. And with a clear identity where the chips are packaged with the word "*Makool*" which means food, then on the palm sugar packaging is also written with the word "*Palm Sugar*" and Mineral water is listed on the packaging "*Bottled Drinking Water Mineral Water*".

This is in accordance with marketing theories regarding sharia marketing values (Diana Sari, et al. 2021), Trubus Iman Islamic Boarding School maintains the quality of its products well to maintain the trust of its consumers and this is a form of *trust* or

trustworthiness. The products provided are halal and nutritious products where it is clear that the origin of the products produced directly by the Trubus Iman Islamic Boarding School is a form of *shidiq* or honest. and the Trubus Iman Islamic Boarding School also continues to think in the long term how the products that have been developed can be productive and not wasted in vain, which is a form of *fathonah* or smart.

In the character of sharia marketing (Khazin Zaki, 2021), with various businesses developed by the Trubus Iman Islamic Boarding School, it is increasingly able to absorb labor for those in need and can be a provision for students and women in entrepreneurship, this is a form of character of *rabbaniyah*. In the process of planting, caring for, harvesting, until it is processed into a product and packaged properly to the hands of consumers is a form of *morality*, and neatness and cleanliness are also part of faith and are part of *realistic* or *al-waqi'iyah*.

Regarding the application of the product mix, it is also in accordance with the theory of *Islamic Marketing*, according to Samir Abuznaid quoted by Hardius Usman regarding product elements (Hardius Usman, et al. 2020), where the Trubus Iman Islamic Boarding School has shown sharia compliance whose product process is completed in a halal way, using packaging that is not easily damaged, namely *Aluminum foil*, paying attention to the durability of the product with the production process *Vacuum frying* and not leaving products that are not sold out at the initial stage, by carrying out a grading system or classification of products. For example, fresh fruit that is not sold will be processed into chips, and rotten fruit will be processed into fertilizer. And also derivative products such as chips can be carried by consumers anywhere.

The results of this study are also supported by research by Tati Hartati, et al., related to products, namely having good quality, safe, halal to consume and benefits for consumers even though the products studied have not included the composition of the food on the packaging sold, expiration dates, BPOM permits, and net weight (netto) have not been listed on the packaging (Tati Hartati, et al. 2023).

Price

Trubus Iman Islamic Boarding School in determining the price by considering the Cost of Goods Sold that has been calculated from raw materials and expenses from the purchase of the machine which then becomes the price of the product where the price set is also in accordance with the benefits of the product created, also provides discounts on purchases in large quantities. The profits achieved by the Trubus Iman Islamic Boarding School are not only to get the largest profit, but there is an orientation that has been planted before this business runs, namely "*Spiritual Benefit*", namely achieving deep spiritual benefits.

This is in accordance with marketing theories regarding sharia marketing values (Diana Sari, et al. 2021), where in the sharia marketing values of the Trubus Iman Islamic Boarding School provides prices without deception to consumers and this is a *shiddiq* or honest and trustworthy nature which is the nature of *trust*.

In the character of sharia marketing (Khazin Zaki, 2021), honesty and trustworthiness in price will have a long-term impact on the goodness and safety of the world and the hereafter, shown in the form of *theistic* or *rabbaniyah*. The determination of product prices, be it fruits, vegetables and other processed products that are in accordance with market price standards in the community, is a moral and ethical or *ethical* form and is a humanistic form.

Regarding the application of this price mix, it is also in accordance with the theory of *Islamic Marketing* according to Samir Abuznaid quoted by Hardius Usman in the price element (Hardius Usman, et al. 2020), where the Trubus Iman Islamic Boarding School has been fair and has taken a public welfare approach, maximum profit is not a priority, and transparent, namely there is no element of fraud and is willing to adjust prices.

The results of this study are also in line with the research of Abdul Mun'im and Putri Nur Hayati, in determining prices using a cost basis, namely by calculating the HPP (Cost of Goods Sold) then adding a few percent based on the length of the work time and the speed or slowness of the turnover of goods (Abdul and Putri, 2021).

The results of this study are also in line with the research of Tati Hartati, et al, namely the selling price in accordance with the production cost and the profits taken, the price listed in accordance with the quality of the products offered and the selling price with the number of products that get a lot of price reductions/discounts (Tati Hartati, et al. 2023).

Promotion

Based on the results of the informant interview, it is known that the Trubus Iman Islamic Boarding School conducts its promotion in *sales promotion* which is marked by a large purchase promo and *personal selling* which is marked by door-to-door promotions and participating in *exhibitions*, *expos* and others. The two promotions are carried out offline and also *online*, *offline* by way of *door to door/word of mouth* and exhibitions such as *expos*. And *online* through *online media* such as *Facebook*, *WhatsApp*, *Instagram*, *Youtube* and others.

This is in accordance with marketing theory regarding the communication mix in promotion. And also regarding the values of sharia marketing (Diana Sari, et al. 2021), the Trubus Iman Islamic Boarding School in promoting its products, namely in an honest way or *shiddiq*, can be seen from the testimonials on the *Instagram feed*, the products displayed with the published images and videos are original and products from the Trubus Iman Islamic Boarding School so that this can be trusted or trusted. The various promotional methods applied by the Trubus Iman Islamic Boarding School are a form of intelligence or *Fathonah* in promoting its products to consumers and are done well which is a form of *tabligh*.

In the character of sharia marketing (Khazin Zaki, 2021), the Trubus Iman Islamic Boarding School by promoting in a good and honest way is a form of *theistic*, not using immoral elements or degrading other parties is a form of *ethics*. Professional, moral and honest as it is a form of *realism*, giving discounts and skewed prices is a form of *humanistic*.

Regarding the application of the product mix, it is also in accordance with the theory of *Islamic Marketing* according to Samir Abuznaid quoted by Hardius Usman in the Promotion element (Hardius Usman, et al. 2020), where the Trubus Iman Islamic Boarding School regarding this matter has complied with sharia, where it does not use suggestive language and behavior, and there is no manipulative promotional behavior.

The results of this research are also supported by the research of Tati Hartati, et al., Product promotion is carried out by telling the honest quality of the product (Tati Hartati, et al. 2023). Then it is also supported by the research of Muhammad Salman Al Farisi, et al, where this advertising activity is carried out by the company through mass media, both print and electronic media such as newspapers, magazines, tabloids, newsletters, television, radio, internet, and others, In advertising, almost all large companies use it because it has been proven to be effective. Advertising helps large companies build a good image and attract consumer interest in their products (Salman, et al. 2021). The results of this research are also in line with the research of Irfan, et al, where they carry out promotions in *sales promotion* which is marked by attractive promos and bonuses and *personal selling* which is marked by door-to-door promotions and participating in exhibitions. The two forms of promotion are carried out offline and online (Irfan et al. 2023).

Place

Based on location observations, the location of the Trubus Iman Islamic Boarding School has an easily accessible location, and also the business development process is also

carried out in the Islamic Boarding School area. Then having an *Official store* in the city center, this is a strategic choice of place. Then the Trubus Iman Islamic Boarding School markets its products more by distributing them to regions or shops. Even though the location of the Islamic Boarding School is quite far from the city center, it is still counted and provides benefits. In addition, its location is in a *pesantren* and is a business unit developed by the *pesantren* can also be an added value for the Trubus Iman Islamic Boarding School. Then it also has *online stores* such as Tokopedia and *Shopee* as a place for promotion and distribution, although it has not been maximized but this Islamic boarding school has tried to use the *market place* as a place for marketing.

In its distribution, this Islamic boarding school has a box car to distribute its products and has *resellers* and distributors in several regions to make it easier for consumers to shop. Then from the consumer's point of view, these products are of high quality and the location is easily accessible. They appreciated the existence of *local resellers* and *official stores* in Tanah Grogot, as well as the use of box cars for product distribution that ensures the safety and availability of products in local stalls.

This is in accordance with marketing theory, In sharia marketing values (Diana Sari, et al. 2021), the Trubus Iman Islamic Boarding School is honest and *trustworthy* in providing and delivering products to consumers which is in accordance with the agreement on the number and time of delivery can also maintain the quality of the product to the consumer. Maximizing the location of the *official store* and opening distributors and *resellers* as well as using *online* media as a place to promote and accept online purchases through the *marketplace*, this is a form of intelligence or *fathonah*.

In the character of sharia marketing (Khazin Zaki, 2021), distribution channels that are easy to understand and safe for consumers and producers and based on the explanation above the place or *place* of the Trubus Iman Islamic Boarding School is included in theistic, *ethical*, realistic and humanistic criteria to make it easier for people to buy products at stalls around them.

Regarding the application of the Place/Distribution mix, it is also in accordance with the theory of *Islamic Marketing* according to Samir Abuznaid quoted by Hardius Usman in the element of place/distribution (Hardius Usman, et al. 2020), where the Trubus Iman Islamic Boarding School regarding this in distributing its goods does not endanger people, namely using *box cars*, do not make unnecessary delays where the factory always fills and replenishes the stock of goods to customers even though they have also been late in delivering goods before, and there is no coercion, and distribution channels are made so that customers are not burdened.

The results of this study are in line with the research of Irfan, et al. Where the location studied has a location that is easy to access and uses *online media* as a place for promotion, also in accordance with the perspective of sharia marketing where in the distribution, it is safe, simple and easy and the location is easy to reach and delivery services are available without restrictions (Irfan, et al. 2023).

Then it is also in accordance with Abdul and Putri's research, where in distributing is through *Offline* and *Online*. The offline distribution strategy, which is to go directly to the market, also has its own store so that consumers can buy directly to the store, also through *online*, namely distributing the product online which can order goods through social media and *market places*, be it *Instagram*, *facebook*, *whatsapp*, *shoppe*, *Lazadah* where the distribution process is through expedition services such as JNE, J&T, postal services (Abdul and Putri, 2021).

People

Based on the results of the informant interview, it is known that the Trubus Iman Islamic Boarding School in the management of the business unit has employees from the local community of around 80% and the outside community around 20% for experts or experts

for jobs that require experts, then the Trubus Iman Islamic Boarding School prioritizes employees who come from Islamic boarding schools and also opens recruitment for students and women who do not continue to the lecture level. Then all employees receive training according to their respective fields and employees must comply with the SOPs that have been determined, both disciplined in work and friendly in serving consumers. From the implementation of this mix, consumers also appreciate the good level of service from employees, who are polite, friendly, and able to explain clearly about the products offered.

In accordance with sharia marketing theory, in the values of sharia marketing (Diana Sari, et al. 2021), honesty or *shiddiq*, and *trust* have been emphasized and applied by employees of the Trubus Iman Islamic Boarding School in delivering and serving intelligently or *fathanah* and communicative or *tabligh*.

In the character of sharia marketing (Khazin Zaki, 2021), the human resources of the Trubus Iman Islamic Boarding School are based on divinity or *theistic* which is based on awareness of *religious* values that are considered important and do not harm others. Moral and ethical in their service. They look clean and polite which is a form of *realism* and *humanism* in their activities.

Regarding the application of the mix of people/employees, it has also been in accordance with the theory of *Islamic Marketing* according to Samir Abuznaid quoted by Hardius Usman in the element of people/employees (Hardius Usman, et al. 2020), where the Trubus Iman Islamic Boarding School regarding this matter has complied with Islamic law as based on observations there is a writing on the banner that employees must prioritize prayer, neatness and discipline at work, professional, honest and trustworthy, then polite and friendly to consumers.

The results of this study are also in line with the research of Irfan Zaenal Efendi, et al. Where the employees are also from students, then all employees are equipped with knowledge and assistance and supervised by the field coordinator so that they are in accordance with procedures in work, disciplined, serve well, are honest and can provide the best products to consumers, are polite in their clothes and words, communicative, friendly and patient (Irfan et al. 2023).

Process

Trubus Iman Islamic Boarding School in carrying out this production process mix prioritizes the principle of *Thoyyib* (good, good) starting from its own raw materials from the productive waqf garden of the Islamic Boarding School. Where the process carried out by the Trubus Iman Islamic Boarding School is through a process that is in accordance with the rules and standards of halal requirements, and also in the process there are heads of their respective fields to supervise the production process to the hands of consumers. As for consumer statements, consumers gave a positive response to the production and marketing process of the Trubus Iman Islamic Boarding School. They assessed that the production process was in accordance with the standards and product orders could be easily done both *online* and *offline*.

In accordance with sharia marketing theory, in the values of sharia marketing (Diana Sari, et al. 2021), the Trubus Iman Islamic Boarding School applies or practices in each process the nature of *shiddiq* and trust that can be trusted and disciplined in doing work both from the production process to the hands of consumers, then *Fathonah* Or intelligence in the process here is also applied and important knowledge as a provision in every process, both the production process and communicating with consumers.

In the character of sharia marketing (Khazin Zaki, 2021), the Trubus Iman Islamic Boarding School in carrying out this production process activity is carried out outside of prayer hours as seen by the researcher at the time of observation seen in the factory displayed the sentence "Prioritize Prayer, Safety and Discipline at Work" so in this

process the Trubus Iman Islamic Boarding School highly upholds these 3 things at work. This is part of *ethics* where employees are ethical in all the processes of their activities and also *Theological* and *humanistic*.

Regarding the application of this process mix, it is also in accordance with the theory of *Islamic Marketing* according to Samir Abuznaid quoted by Hardius Usman in the process element (Hardius Usman, et al. 2020), where the Trubus Iman Islamic Boarding School regarding this matter has complied with sharia by providing good service, prioritizing honesty, fairness and respect for customers, not forcing or pressuring buyers, providing the right marketing information, namely as stated In the process of promotion on social media and other *online* media, as well as efficient interaction between staff, this is based on the observation that employees in all processes of their activities are compliant with the field they hold with good supervision from the field supervisor.

The results of this research are supported by Fatkhan Husni's research, where in the process, the employees carry it out based on Islamic religious law and the employees in carrying out the process must also have some basic values, such as honesty, responsibility, justice, respect, openness that is not covered between fellow teams and with consumers of suppliers, meaning that everything must be transparent (Fatkhan Husni, 2021).

Then the results of this study are also in line with the research of Irfan Zeanal Efendi, et al. The production process is carried out based on demand considerations, the harvesting and distribution process is carried out based on time management. Each process is carried out following the rules and is guided and supervised by the field coordinator. According to the perspective of sharia marketing, in every process it follows the rules, be it in production, maintenance, harvesting, time sharing, delivery and other things. It is carried out while still paying attention to discipline, prudence, and sufficient knowledge (Irfan et al. 2023).

Physical Evidence

Regarding physical evidence based on the results of observations and interviews with informants, it is known that there is a prayer room in the factory, spacious parking and has qualified facilities. Then the physical evidence on the product logo with the TSA logo where this shows that this product is original to the pesantren, then there is a halal logo on the packaging, No SNI. Product BPOM/P-IRT number, the composition of the product is clearly stated and pay attention to the cleanliness and neatness of the *packaging*. The employees are also neatly dressed and polite. Regarding the implementation of the mix, consumers appreciate the cleanliness and regularity they encounter at production sites and stores, and recognize the benefits of complete facilities and optimal use of waqf land.

Where this is in accordance with sharia marketing theory, both regarding interior and exterior facilities and other physical evidence has been adjusted to existing standards, in sharia marketing values (Diana Sari, et al. 2021), the Trubus Iman Islamic Boarding School has a mandate to maintain and maintain its assets and inventory, maintain cleanliness, neatness and make the best use of it which can be an assessment from consumers.

In the character of sharia marketing (Khazin Zaki, 2021), the physical evidence of the Trubus Iman Islamic Boarding School are not all used for personal interests but some can be used for the common good, such as facilities that can be used for positive things such as prayer rooms, *learning center* rooms, pavilions and others, which is a *humanistic* and *realistic form*.

Regarding the application of the physical evidence mix, it is also in accordance with the theory of *Islamic Marketing* according to Samir Abuznaid quoted by Hardius Usman in the physical evidence element (Hardius Usman, et al. 2020), where the Trubus Iman Islamic Boarding School regarding this matter has complied with sharia compliance such

as having a halal certificate and then the availability of a prayer room in the factory, having factory facilities and equipment that are in accordance with national standards and employees dressed appropriately Sharia guidance.

The results of this study are in line with the research of Irfan Zaenal Efendi, et al. Where the location studied has adequate facilities and attracts attention for customers who come, the content on social media also looks interesting. In addition to facilities for factory needs, there are also learning *center* facilities equipped with training support tools that can be used with the general public (Irfan et al. 2023).

Promise

According to the results of the previous interview, the promise implemented by the Trubus Iman Islamic Boarding School is a promise to consumers, namely by ensuring that the products marketed are healthy and nutritious products and *the tagline* "You Shop You Charity" shows that the profits obtained from the sale of these products are solely for social and educational activities developed on the land of waqf assets or commonly known as productive waqf. Based on statements from consumers regarding the *tagline*, consumers responded positively to this *tagline* and saw it as a motivation to contribute to supporting Islamic boarding school education and as a form of charity and worship. This increases consumer trust and loyalty to the Trubus Iman Islamic Boarding School products, showing that the promises given are really fulfilled.

In accordance with sharia marketing theory, in the values of sharia marketing (Diana Sari, et al. 2021), the Trubus Iman Islamic Boarding School in giving promises to consumers, namely honestly, *trustworthy* and also *tabligh*, where what is promised is a *halal product*. Both from production to distribution, then the sales proceeds are intended for the benefit of education and independence of Islamic boarding schools, and good delivery to consumers regarding the promises they give.

In the character of sharia marketing (Khazin Zaki, 2021), the Trubus Iman Islamic Boarding School in its application contains elements of *Theistik (Rabbaniyah)* where promises are created based on awareness of *religious values* so as not to harm others. Then this promise was created on the basis of morality and ethics in every aspect of its activities and this includes *ethics*, as well as *humanistic* where this promise is to support the welfare of education at the Trubus Iman Islamic Boarding School and also for the economic independence of the pesantren.

Regarding the implementation of this promise mix, it is also in accordance with the theory of *Islamic Marketing* according to Samir Abuznaid quoted by Hardius Usman in the promise element (Hardius Usman, et al. 2020), where the Trubus Iman Islamic Boarding School regarding this matter has complied with Islamic law, respected the promises delivered, good marketing and communication relations with customers, and a good commitment to create quality products. The results of this research are supported by the research of Tasya et al., namely a promise in the form of providing good product quality to consumers, where this product originally comes from directly processed products from factories (Tasya, et al. 2023).

Pattience

Based on interviews with several previous infomen, it is known that the Trubus Iman Islamic Boarding School applies patience in every activity both when there is criticism from the public and the public makes offers on purchases, all of these things are faced with sincerity and patience by all employees. As from Muhammad Aripin's statement as a marketing employee, namely that they had been criticized for being late in delivering products, and the response taken was to immediately apologize, this shows patience and humility in dealing with this. Support for the application of patience is also reflected in statements from consumers. They stated that the staff of the Trubus Iman Islamic Boarding School explained the product clearly and responded quickly and kindly to their questions.

In the values of sharia marketing (Diana Sari, et al. 2021), Trubus Iman Islamic boarding school shows the nature of honesty and trustworthiness where patience also includes a commitment to building long-term relationships with customers as well as partnerships in financial institutions and others, understanding that sustainable business success requires time and dedication.

In the character of sharia marketing (Khazin Zaki, 2021), patience in the form of *ethics* or morals in its application for the sake of smoothness in the production process, as well as *realistic* and *theistic* (*rabbaniyah*). In this context, patience involves a willingness to face challenges and obstacles in business with a calm and trusting attitude towards Allah SWT.

Regarding the application of this patient mix, it is also in accordance with the theory of *Islamic Marketing* according to Samir Abuznaid quoted by Hardius Usman in the element of patience (Hardius Usman, et al. 2020), where the Trubus Iman Islamic Boarding School regarding this matter is patient in dealing with customers, listening to criticism from customers or consumers and communicating well.

The results of this study are in line with Fatkhan Husni's research where in the study it has met the criteria for patience by employees and superiors also always remind their subordinates to be patient in any condition. Then it is also supported by the research of Istianah et al., which also receives complaint reports from customers by responding and providing the best solutions (Istianah, et al. 2018).

Obstacles and Solutions in Implementing Islamic Marketing Mix Strategies in Increasing the Prosucive Business of the Trubus Iman Islamic Boarding School

The high production of fresh products that exceeds market demand

It is known that apparently, the production of fresh products such as vegetables and fruits often exceeds market demand, especially during the harvest season. Products that are not sold out or that are wasted due to rot or break are a challenge for Islamic boarding schools.

In sharia marketing values, excessive production and not paying attention to market demand can be considered untrustworthy because it does not maintain resources properly. *Trust* in business requires us to be responsible for the resources we have and not waste them. In addition, smart production (*Fathonah*) means understanding and predicting market demand well, so that production can be adjusted to needs (Diana Sari, et al. 2021). In the character of sharia marketing, *Akhlaqiyyah* emphasizes the importance of ethics in maintaining balance and not excessively. *Being realistic* in marketing means adjusting production according to market demand (Khazin Zaki, 2021).

As for the solution to overcome this, pesantren carry out grading which includes several stages. Fruits that are not sold out are processed into chips, and others. Thus, nothing is wasted and the production of products is maximized. This process, better known as post-harvest product diversification, helps reduce waste and increase product added value.

This obstacle is supported by Khaerunnisa Tri Darmaningrum's research, namely establishing a fruit chip business to anticipate the fruit harvest season, so that it is not wasted and can be durable so that it can be used as a stock for the reserve of consumer demand needs when the fruit is not in season. Then it is supported by Bunga Shandrina Elistia's research, namely Processing ginger candied products to be able to minimize ginger that is wasted due to not being processed or not sold and just abandoned (Bunga 2022).

Lack of public awareness and understanding of the products offered

It is known that products other than Bottled Mineral Water are still unknown to the public. *The mindset* of people who consider this product expensive because it uses *aluminum*

foil packaging is one of the obstacles, even though this product is healthy and nutritious, as well as a lack of brand awareness.

In facing this obstacle, it is very necessary to carry out maximum promotion so that not only some people know this product. As in sharia marketing values, it is important to introduce products to the public honestly (*shidiq*) and transparently, as well as promotions that do not violate Islamic sharia and are consistent. The concept of *Tabligh* requires us to be communicative in conveying the benefits and advantages of products to consumers (Diana Sari, et al. 2021).

Sharia marketing must *be realistic* by understanding the needs of the community and educating about the benefits of the product, as well as *humanistic* by paying attention to consumer welfare and responding to their input using a personal approach (Khazin Zaki, 2021). Companies must attract consumers for long-term relationships and recommendations to expand marketing networks, in accordance with the example of the Prophet PBUH in developing businesses by expanding networks according to sharia (Hajar Swara, 2018).

Regarding this obstacle and the solution, the pesantren continues to strive to promote or introduce this product to the wider community by expanding sales outside the region and taking advantage of every *event*, exhibition, and agency event to promote this product as a typical *paser souvenir*.

This is supported by the research of Susi Wariyanti et al., where in terms of publicity, *the home industry* in her research has not been able to carry out optimally where there are still many people who do not know about the products of the *home industry* (Susi Wariyanti, et al. 2021).

High operational costs cause price increases on products

Marketing outside the region requires a lot of money, especially when there is no distributor in the area. This is also an obstacle for Islamic boarding schools because long deliveries can make product prices increase because there are additional costs in product delivery, such as the cost of fuel oil.

In Islam, the distribution process is important in paying attention to the welfare of the community. Raising prices in Islam is permissible as long as it does not burden one party and does not take advantage of the normal or reasonable level.¹ In sharia marketing values, Honesty (*Shidiq*) in pricing must be maintained, and *Trust* in ensuring that price increases do not burden consumers (Diana Sari, et al. 2021). As well as in the character of sharia marketing, *Realistic* in setting prices by considering the actual operational costs. *Humanistic* means ensuring affordable prices for consumers, so as to still pay attention to the welfare of the community (Khazin Zaki, 2021).

With this, there is a solution to this problem, namely, pesantren increase product prices while still paying attention to the welfare of the community, then also open distributors in each region.

The obstacles in this study are in line with the constraints that exist in the research of Herlin le et al., where the company's operating costs are high due to the high mobility of sales employees who have to visit stores to receive orders. Travel costs are not well controlled, and fluctuations in fuel prices and government policies add to economic uncertainty, affecting companies significantly (Herlin le, 2015).

CONCLUSION

Trubus Iman Islamic Boarding School has implemented Islamic marketing in every element of its marketing mix, without deviating from the values, principles, and characteristics of sharia marketing. The product mix strategy, producing halal products such as fruits, fruit chips and mushrooms, palm sugar, as well as bottled drinking water, is *processed* modernly without added sugar and packaged using *aluminum foil*. Price mix strategy, based on HPP and market price, as well as discounts for large purchases. Promotion mix strategy, through *sales promotion*, *events*, *personal selling*, *word of mouth*, and *publicity* with honesty. The Mix Place strategy, the location of Islamic Boarding Schools and factories that are easy to reach and have safe distribution channels, also has an *online store* even though it has not been maximized in its implementation. People mix strategy, employees are trained and supervised to maintain discipline and service quality. Process mix strategy, production is closely supervised by paying attention to discipline and prudence. The *Physical Evidence mix strategy* is supported by adequate facilities, then on the product packaging there are brands with the TSA logo and halal logo, in addition to the *product packaging* such as chips, palm sugar, and bottled water is neat and clean. The Promise mix strategy guarantees the halalness of products and sales results to help the pesantren economy. Patience's mix strategy prioritizes patience in marketing and is ready to receive criticism from the public if there is a problem with the product and others. From the overall implementation of the marketing mix, there are several elements that still need to be improved, namely in the *Promotion* mix still needs more efforts to maximize the promotion strategy, especially in increasing public interaction and education and *the Place* (place/distribution) in *the online store* (*market place*) is still not optimal in the implementation of its activities.

The Trubus Iman Islamic Boarding School faces obstacles in implementing the Islamic marketing mix strategy, namely the high production of fresh products that exceed market demand, the lack of public awareness and understanding of the products offered and the high operational costs that cause an increase in product prices. Efforts are made to overcome the obstacles by conducting a *grading system* on products to take advantage of excessive production, expanding marketing networks and increasing prices and also opening distributors in each region.

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