
Integrating Islamic Business Ethics Into Retail Marketing Strategies: A Case Study Of Sakinahmart Surabaya

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Abstrak

Penelitian ini mengkaji integrasi etika bisnis Islam ke dalam strategi pemasaran di Sakinahmart, dengan menggunakan penelitian kualitatif dan pendekatan studi kasus. Bauran pemasaran 7P (produk, harga, tempat, promosi, orang, proses dan bukti fisik) digunakan sebagai kerangka analisis dalam mengidentifikasi implementasi etika bisnis Islam dalam strategi pemasaran. Data diperoleh melalui wawancara, observasi dan dokumentasi, kemudian dianalisis dengan teknik reduksi data, penyajian data dan kesimpulan. Hasil penelitian menunjukkan bahwa Sakinahmart secara konsisten mengintegrasikan nilai etika bisnis Islam dalam seluruh strategi pemasarannya. Produk penjualan terjamin kehalalan dengan sertifikasi halal. Kemudian, penentuan harga dilakukan secara transparan, adil, dan terhindar dari monopoli harga. Distribusi produk dilakukan dengan menjaga kepatuhan halal dan tidak menimbun barang. Promosi dilakukan secara jujur, tidak berlebihan dan tidak menyesatkan informasi konsumen. Sumber daya manusia dalam Sakinahmart menerapkan perilaku etis dan memperoleh keadilan dalam gaji maupun kompensasinya. Proses operasional mengikuti standar syariah dan memanfaatkan layanan keuangan syariah. Bukti fisik tercemrin dalam penyediaan fasilitas ibadah dan atmosfer toko islami. Integrasi ini berkontribusi dalam peningkatan loyalitas konsumen dan memperkuat daya saing ritel di Surabaya.

Keywords :

Marketing Strategy, Islamic Business Ethics, Ritel, Sakinahmart, Qualitative Case Study

Abstract

This research examines the integration of Islamic business ethics into marketing strategies at Sakinahmart, using qualitative research and a case study approach. The 7Ps of marketing mix (product, price, place, promotion, people, process, and physical evidence) are used as an analytical framework to identify the implementation of Islamic business ethics in marketing strategies. Data was obtained through interviews, observations, and documentation, then analyzed using data reduction, data presentation, and conclusion techniques. The results show that

Sakinahmart consistently integrates Islamic business ethics values into all of its marketing strategies. The sale of products is guaranteed to be halal with halal certification. Pricing is determined transparently, fairly, and without price monopolies. Product distribution is carried out while maintaining halal compliance and avoiding hoarding. Promotions are conducted honestly, without exaggeration or misleading consumer information. Human resources at Sakinahmart practices ethical behavior and provides fair wages and compensation. Operational processes follow Sharia standards and utilize Sharia financial services. Physical evidence of this integration is reflected in the provision of worship facilities and an Islamic store atmosphere. This integration contributes to increased consumer loyalty and strengthens retail competitiveness in Surabaya.



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INTRODUCTION

The development of the modern retail industry in Indonesia has experienced rapid growth after the COVID-19 pandemic, in line with increasing market competition and consumer changes. Data from the Central Statistics Agency (BPS) in 2022 shows that the number of modern retail outlets reached 40,377, dominated by minimarkets, supermarkets, and hypermarkets (Toko et al., 2024). This situation has triggered increasingly fierce competition, prompting businesses to race to develop marketing strategies to attract consumers. However, in practice, this has led to the emergence of manipulative marketing practices, over-promising promotions, non-transparent communication, and psychological exploitation of consumers.

From an Islamic perspective, marketing or business activities (tjajah) are part of muamalah, which is not only profit-oriented but also aims to achieve fahlah (holistic welfare) (Alfaqiih, 2018). Islamic business ethics are believed to serve to maintain justice and morality in business sustainability. The principles of honesty, justice, amanah (responsibility), and the prohibition of bathil practices form the basis of Islamic business ethics. Several previous studies, such as Kukuh Lukmanto's research, show that the application of Islamic business ethics in marketing strategies has a positive impact on consumer loyalty (Lukmanto, 2025). In addition, Yusup's (2019) research shows that modern marketing practices often experience a shift in values so that sharia principles are often ignored in contemporary business practices. However, Diana and Ahmad's research reveals that literacy and implementation of Islamic business ethics among business people are still low (Machrus et al., 2023).

Although there have been studies on Islamic business ethics, research that specifically analyzes its integration into retail marketing strategies based on the 7Ps is still limited, especially in the context of sharia retail, such as Sakinahmart Surabaya. Therefore, the novelty of this study lies in its integrative approach, which empirically operationalizes the principles of Islamic business ethics into each element of the 7Ps marketing mix.

METHODS

This study uses a qualitative approach with a case study design to analyze the integration of Islamic business ethics in the 7P marketing strategy at Sakinahmart Surabaya. The study was conducted on September 1–7, 2025, at Sakinah Supermarket and Sakinahmart Distributor Center, Surabaya. A qualitative approach was chosen to gain an in-depth understanding of the meaning, process, and implementation of Islamic business ethics values in retail marketing practices.

The research population included several informants involved in Sakinahmart's operational and marketing activities, including managers, employees, and consumers. The sample was determined using purposive sampling based on the criteria of direct involvement, experience, and understanding of store operations (Nurahma & Hendriani, 2021). The informants consisted of six people: two managers (operations and human resources), two employees, and two regular consumers.

The data used included primary data (in-depth interviews and non-participant observation) and secondary data (official documents, websites, and promotional media). The research variables included Islamic business ethics (honesty, fairness, trustworthiness, and prohibition of false practices) based on Yusuf Al-Qaradawi, as well as the 7P marketing strategy (product, price, place, promotion, people, process, physical evidence) referring to Kotler and Booms & Bitner (Luthfiyah, 2017). Consumer perceptions were measured through indicators of satisfaction, trust, and loyalty.

Data analysis used the Miles and Huberman model through the stages of data reduction, data presentation, and verification, using triangulation techniques. Demographically, the informants consisted of six people with managerial, operational, and consumer backgrounds (V. Wiratna Sujarweni, 2014). Descriptive statistics were presented in the form of narratives and informant profile tables to strengthen the interpretation of the findings.

RESULT AND DISCUSSION

This research is entitled Marketing Strategies in Islamic Business Ethics at Sakinahmart Surabaya. The marketing strategies used at this supermarket differ from others because they must comply with Islamic law. The results of the research are based on the 7P: product, price, place, people, process, physical evidence, and promotion. The approach used in this research follows and complies with Islamic business ethics standards.

Sakinahmart Profile

Sakinahmart is a modern sharia-based retailer that was founded by the Hidayatullah Islamic Boarding School in Surabaya as part of its model for spreading Islam and empowering the community economically. Established on September 27, 1991, and officially registered on October 28, 1991, Sakinahmart initially operated internally to meet the needs of cooperative members and the boarding school

community through a door-to-door distribution system (Fadhil, Operations Manager of Sakinah, 2025).

Business expansion began in 1993 with the opening of a ± 200 m² store on Jalan Arif Rahman Hakim No. 32, Surabaya, which then expanded to 500 m² in 2000 and reached 2,250 m² in 2013. By 2025, the main outlet had become a two-story supermarket with a large parking area. The minimarket partnership model began to be developed in 2013 as a network expansion strategy (Fadhil, Operations Manager of Sakinah, 2025).

Historically, Sakinahmart was also affected by the 1998 economic crisis, which led to the closure of several branches, including in Mojokerto. After the crisis, the company underwent internal restructuring until 2007 before resuming expansion in 2015 through a partnership system and the development of Distributor Centers (DCs) as supply and operational control centers. By 2025, Sakinahmart will have 23 branches (21 in Surabaya, 1 in Sidoarjo, and 1 in Kediri) (Fadhil, Operations Manager of Sakinah, 2025). These findings demonstrate Sakinahmart's resilience and adaptability in facing national economic dynamics while strengthening its position as a sustainable Islamic retailer.

Geographical Location of Sakinah

Sakinahmart is located in Surabaya, the second largest metropolitan city in Indonesia and the economic center of East Java. These conditions create a competitive and promising environment for the growth of the modern retail sector, including sharia-based retail. Sakinah Supermarket is located at Jalan Arief Rahman Hakim No. 32, Surabaya. The Distributor Center (DC) is located at Jalan Keputih Tegal Bakti IC No. 100–103, Kecamatan Sukolilo, Surabaya. The location of the main outlet is very strategic because it is about 50 meters from the entrance to the Sepuluh Nopember Institute of Technology (ITS) and about 600 meters from Hang Tuah University (Kuhlil Hidayah & Luthfiana Basyirah, 2022). On the east side, the supermarket is directly adjacent to the densely populated residential area of Sukolilo.

These findings indicate that the selection of Sakinahmart's location took into account accessibility, proximity to major educational institutions, and the consumer base from residential areas, thereby supporting the optimization of distribution strategies and sharia retail market segmentation in Surabaya.

Vision and Mission

a. Vision

To become a leading modern sharia retail network in Indonesia, participating in the economic development of the ummah.

b. Mission

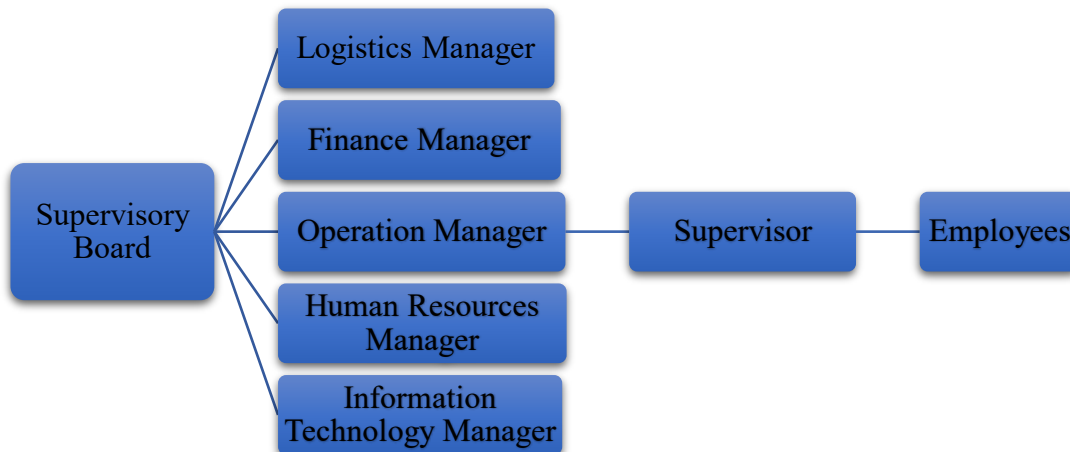
The mission stated below is the official mission of Sakinahmart as a whole, which is as follows:

- 1) Providing the best quality service
- 2) Creating community-based sharia retail businesses
- 3) Empowering SMEs in the form of business partnerships and developing productive home businesses to be the best in upholding sharia business ethics

Structure of Organization

The organizational structure is divided as follows:

Figure 1. Sakinahmart organizational structure chart



The following are some of the elements and division of tasks within the organizational structure of Sakinahmart (Nauval, Human Resources Manager of Sakinah, 2025):

- a. The Supervisory Board oversees and audits all business units of the Hidayatullah Islamic Boarding School in Surabaya, and this position is held by the boarding school.
- b. Managers, consisting of logistics, finance, operations, human resources, and information technology managers, are tasked with organizing or controlling the work of each division so that it complies with company SOPs and workflows.
- c. Store Managers or Supervisors are responsible for field coordination, service quality, and product availability at each Sakinahmart store.
- d. Store employees, consisting of sales staff, logistics personnel, and cashiers, are tasked with providing customer service.

Field Conditions at Sakinah Supermarket

The results of the study show that Sakinahmart serves as a modern sharia-based retailer that is able to meet the basic needs of the community, such as food and household necessities, with guaranteed product quality. Its presence has been positively received by the community and is considered successful in building its image as a competitive sharia supermarket in Surabaya. Sakinahmart implements a structured service schedule, operating every day from 7:00 a.m. to 10:00 p.m. On Fridays, operations are temporarily suspended before Friday prayers as a form of commitment to Islamic values, during which all employees perform Friday prayers in

congregation (Nauval, Human Resources Manager of Sakinah, 2025). This policy reflects the integration of religious values into the company's operational system.

Based on interview results, the average total number of consumer visits is 2,500–3,000 per day. The majority of consumers are students, given the location's proximity to major universities, as well as the community around the Sukolilo area (Fadhil, Operations Manager of Sakinah, 2025). These findings show that Sakinahmart's market segmentation is dominated by academic and residential communities, which supports the sustainability of this sharia retail business.

Sakinahmart Marketing Strategy

The results of the study show that Sakinahmart's marketing strategy is systematically integrated through the 7P marketing mix. In terms of product, all products are certified halal and licensed by BPOM, do not sell cigarettes, alcohol, or dubious products, and support MSMEs by providing special shelves (Fadhil, Operations Manager of Sakinah, 2025). This reflects the principles of halalan tayyiban and maslahah.

In terms of price, pricing is done transparently, based on agreements with suppliers, reasonable margins, and avoiding practices of monopoly, hoarding, and price wars that harm other parties. The place aspect shows a strategic location in educational and residential areas, supported by a professional centralized distribution system, selective halal standards, and the use of Islamic banking in transactions (Fadhil, Operations Manager of Sakinah, 2025).

In terms of promotion, Sakinahmart utilizes print and digital media with honest communication without manipulation, and strengthens its image through social and religious CSR programs. The people aspect emphasizes selective recruitment, service ethics training, and regular religious guidance to build professionalism and *ukhuwah* (brotherhood). In terms of process, SOPs based on the values of trustworthiness, friendly service, a modern cashier system, periodic financial audits, and customer feedback mechanisms are implemented (Fadhil, Operations Manager of Sakinah, 2025). Finally, physical evidence is manifested through an Islamic atmosphere, prayer room facilities, the broadcasting of the call to prayer, and a clean and comfortable environment.

Discussion

The results of the study confirm that the integration of Islamic business ethics into Sakinahmart's marketing strategy has strategic implications for consumer trust, market differentiation, and its relevance in the modern retail landscape. First, from the perspective of consumer trust, the findings show that the application of the principles of honesty (*ṣidq*), justice (*adl*), trustworthiness, and avoidance of invalid practices contributes significantly to the formation of consumer trust. Trust is not only built through product quality and price, but also through service integrity, price transparency, halal guarantees, and promotional consistency (Mansyur et al., 2020).

Consumer testimonials indicate that Islamic values implemented in operations and services create a sense of security, comfort, and ongoing loyalty. Thus, Islamic business ethics serve as intangible assets that support business sustainability.

Second, Islamic business ethics have proven to be a differentiation strategy in retail competition. Amid the dominance of conventional retail, Sakinahmart presents a unique identity based on sharia values that are integrated into all elements of the marketing mix. Differentiation lies not only in halal products, but also in the character of service, fair margin policies, and a consistent religious image. The values of honesty, responsibility, and commitment to sharia principles are competitive advantages that are relatively difficult for competitors to imitate (Oroh et al., 2023). These findings reinforce the argument that religious values can be a strategic instrument in building positioning and loyalty, especially among the Muslim community.

Third, this study confirms the relevance of Islamic business ethics in modern retail. In an increasingly complex competitive dynamic, companies can no longer focus solely on profit, but are also required to maintain integrity and accountability. The integration of Islamic business ethics at Sakinahmart, through the selection of halal products, transparent distribution, support for MSMEs, religious training for employees, low margins, and ethics-based services, proves that sharia principles are applicable and adaptable to modern retail systems (Mansyur et al., 2020).

Conceptually, these findings show that Islamic business ethics can create a balance between economic and social objectives (*maslahah*). Sakinahmart functions not only as a business entity but also as an instrument of da'wah and economic empowerment for the Muslim community. Therefore, the model of integrating Islamic business ethics into Sakinahmart's marketing strategy can be positioned as an alternative to modern retail models that are both competitive and based on Sharia values (Hermawan et al., 2025).

CONCLUSION

This study concludes that Sakinahmart Surabaya consistently integrates Islamic business ethics values into its operational practices and marketing strategies through a 7P marketing mix approach (product, price, place, promotion, people, process, and physical evidence). This integration is not merely symbolic, but has been systematically implemented since its establishment to the present day.

The application of Islamic business ethics is reflected in the principle of honesty (*sidq*) in the transparency of product and price information, fairness (*al-adl*) in setting reasonable margins and providing non-discriminatory services, and trustworthiness in maintaining product quality and halal status. In addition, Sakinahmart strictly avoids practices prohibited by sharia, such as fraud, misleading promotions, price monopolies, and conventional banking-based transactions.

Empirically, the integration of Islamic business ethics has a positive impact on the company's image, consumer loyalty, and competitiveness amid modern retail competition in the city of Surabaya. These findings confirm that Islamic business ethics

are not only an ideal norm but can also be an applicable and sustainable strategic foundation in the modern retail industry.

Suggestions

Based on the findings of the study, several recommendations can be made as follows:

- 1) Sakinahmart needs to strengthen its digital marketing strategy, including the development of special service applications to reach young consumer segments.
- 2) The company needs to develop technology and digital-based employee training systems to increase competitiveness and professionalism.
- 3) The government is expected to provide more concrete support for the development of the sharia-based economy, including through affirmative policies for sharia retail.
- 4) The community, especially Muslims, is expected to continue to support the sustainability of sharia-based retail as part of efforts to strengthen the economic independence of the community.

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