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Marketing Mix Strategy for KPR Indent iB Product: A Case Study at BTN Syariah KCS Malang

Mahesa Dwi Prasetyo Utomo[1*], Irmayanti Hasan[2]
Maulana Malik Ibrahim Malang State Islamic University
Corresponding Author: Mahesa Dwi Prasetyo Utomo
mahesadwiprasetyoutomo@gmail.com

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ABSTRACT

This study aims to analyze the implementation of the marketing mix strategy (7P) for the KPR Indent iB product at BTN Syariah KCS Malang. Employing a qualitative case study approach, data were collected through interviews, observation, and documentation with key informants involved in marketing and sales. The findings indicate that the product strategy emphasizes Sharia compliance and flexible features; price strategy focuses on competitive and transparent margins; place strategy utilizes both branch offices and digital platforms; promotion strategy includes personal selling, digital marketing, and collaboration with property developers; people strategy highlights trained and Sharia-literate staff; process strategy ensures fast and efficient service; and physical evidence supports customer trust through branding and service environment. The study concludes that the integrated application of the 7P marketing mix contributes significantly to enhancing the competitiveness and customer acquisition of the KPR Indent iB product. Recommendations include expanding digital promotion and strengthening developer partnerships to optimize future marketing efforts

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INTRODUCTION

The presence of the Islamic financial system in Indonesia, a Muslim-majority country, is an answer to the community's need for financial institutions that not only fulfill financial aspects, but also moral values. Islamic banks offer an interest-free banking system and are open to all levels of society regardless of religion, making them an ideal alternative to conventional banks. For Muslims in particular, Islamic banks are present to answer the need for financial transactions in accordance with sharia principles (Muhammad, 2015). In practice, Islamic banks continue to grow as public awareness of the importance of halal transactions increases and demand for sharia-based financial products increases.

The rapid development of Islamic banking in Indonesia is supported by promising business prospects and support from Islamic countries. Increasingly fierce competition among banks, both conventional and Islamic, encourages each institution to implement the right marketing strategy in order to compete in the market. Effective marketing is the key to meeting people's needs for banking products and services. The marketing strategy is generally realized through the marketing mix concept which consists of seven elements: product, price, place, promotion, people, physical evidence, and process (Ikbal, 2019). The implementation of this strategy aims to create added value, foster consumer loyalty, and increase product competitiveness in a competitive market.

One of the leading products from Islamic banks is the iB Home Ownership Loan (KPR), especially the Indent iB KPR offered by Bank Tabungan Negara (BTN) Syariah. This product is designed to help people own a house that is not yet physically available (indent) with an installment scheme based on sharia principles such as istishna contracts. In practice, BTN Syariah acts as a financier and hands over ownership of the house to the customer after the construction is completed (Putri & Fadilah, 2023). This sharia mortgage is a solution for people who want to avoid usury in the home ownership process, making it increasingly relevant as awareness of the importance of halal transactions increases.

The high need for housing, especially in urban areas with dense populations, has made property prices higher and more difficult for low-income people to afford. In this condition, Islamic mortgages are a more stable alternative to conventional mortgages because they offer fixed installments without the influence of interest rate fluctuations, in accordance with Islamic principles (Mardiyani, 2020). Conventional mortgages may still be the main choice of some people, but for those who want halal transactions, Islamic mortgages are the ideal answer. Therefore, it is important to examine the implementation of the KPR Indent iB product at BTN Syariah, to assess its effectiveness in meeting housing needs as well as its contribution to strengthening the Islamic banking industry in Indonesia (Simatupang & Jannah, 2023).

Marketing strategies in Islamic mortgage financing play an important role in increasing public understanding and interest in Islamic banking products. Ebila (2020) shows that the concept of the 4P marketing mix (product, price, promotion, people) is applied in marketing subsidized mortgages at BTN KCS Pekanbaru, although there are obstacles such as inequality of public information about subsidized mortgages, dependence on promotions from developers, and limited strategic locations. These constraints are in line with the findings of Georgiadou & Nickerson (2022) and Putri & Fadilah (2023), who emphasize that promotion is the most effective element in mortgage marketing strategy. This strategy must be carried out synergistically between offline and online to reach consumers widely in the digitalization 4.0 era.

The use of print and digital media has proven effective in increasing public understanding of banking products, as stated by Ritonga et al. (2023) in their study which concluded that online and offline strategies remain optimal even when faced with pandemic constraints. Support for the effectiveness of the pricing strategy was also expressed by Farías (2021), who stated that brand credibility and price cues affect customers' knowledge of the total cost of mortgages. The 4P strategy was also proven to be successfully implemented by Viani et al. (2022), and is supported by the segmenting, targeting, positioning (STP) approach which is effectively implemented according to (Putri et al., 2024).

Gayo (2023) adds that the marketing strategy carried out by Bank BNI Surabaya Branch in increasing KPR distribution-through online promotion methods such as social media, expos, developer open tables, to newspaper advertisements and brochures-has succeeded in attracting public interest. Something similar was seen in a study by Muhammad et al. (2020) in the United Arab Emirates, which showed that promotion through social media had a significant impact on customer perceptions of Islamic banking. Innovative approaches to marketing are also applied in Nigeria, as researched by Mogaji et al. (2021), by combining traditional strategies and inclusive technologies to reach the unbanked.

As a flagship product, KPR Indent iB from BTN Syariah has a strategic position in answering people's needs for sharia-based housing. BTN Syariah not only supports government programs, but also provides financing options according to Islamic principles. KPR Indent iB is in the non-subsidized category, unlike KPR Sejahtera and Tapera BTN iB which are subsidized. This product is designed for the purchase of houses that are not yet physically available (indent), providing flexibility and attractiveness in the Islamic property market. These advantages make KPR Indent iB a competitive product that has great potential to be further developed in the non-subsidized segment.

Seeing the development of KPR financing at Bank Tabungan Negara Syariah KCS Malang which shows a comparison between BTN Platinum iB KPR and KPR Indent iB where KPR Indent iB has little interest. This can be seen from the number of customers who use KPR Indent iB financing products from June to August of 2024, among others:

Table 1. Numbe of KPR Customers of BTN Syariah KCS Malang

Month	Type & Amount of Mortgage Financing	
	KPR Subsidized	KPR Non-Subsidizied (KPR Indent iB & KPR Platinum iB)
June	195	32
July	217	26

Identifying these problems is an interesting component to research. For the smooth marketing of KPR products, a good marketing strategy is needed. A good marketing strategy is very important to be implemented to increase public knowledge and interest to be more familiar with KPR Indent iB financing. Therefore, a research was conducted entitled "Implementation of marketing mix of KPR Indent iB Products (Study at PT. Bank Tabungan Negara Syariah KCS Malang)".

LITERATURE REVIEW

This research discusses the application of the marketing mix concept which consists of seven main elements (7P), namely product, price, place, promotion, people, process, and physical evidence. KPR Indent iB products are home ownership financing based on sharia principles aimed at purchasing houses that are still under construction (indent), using the istishna' contract as the basis for the transaction. The istishna' contract allows the bank to order the construction of the house to the developer, then sell it to the customer according to the agreement. In terms of price, the bank sets a fair and transparent profit margin through an initial agreement with the customer, thus avoiding the element of usury.

Product

Products are the core of the marketing mix that reflects the value offered to consumers. In the banking industry, products not only refer to physical forms such as credit cards or savings books, but also to services and benefits felt by customers. Product strategies include creating a memorable and meaningful brand, determining a logo that reflects the bank's identity, and a motto that describes the company's mission and vision. A strong brand helps differentiate the product from competitors and increases its appeal to consumers.

In addition, packaging is an important element even in the context of services. In banking, packaging can be realized in the form of excellent service and product appearance such as the design of savings books or ATM cards. Attractive packaging can enhance the product image and provide a positive experience to consumers. Professional and consistent service delivery is also considered part of service packaging, which ultimately provides added value to bank service users.

Price

Price is an element of the marketing mix that indicates the amount of money consumers must pay to obtain a product or service. In a bank's marketing strategy, pricing is not only related to nominal costs, but also the perception of value perceived by customers. The price set must be competitive, in accordance with the quality of service, and able to attract the intended market segment. The main objective is that the product is easily accepted and purchased by the wider community and can increase the number of customers.

In determining prices, banks consider various factors such as operating costs, desired profit levels, prices of competitor products, and the dynamics of market desires. Pricing is also often used as a promotional and competitive tool, especially in the form of discount programs, special packages, or low administrative fees. Therefore, pricing strategies must be flexible yet still oriented towards long-term profitability and market appeal.

Place

Location or distribution is an element related to where products or services are available and accessible to consumers. In the context of banking, location includes a network of branch offices, cash offices, and ATM machines that are strategically distributed according to the target market. Choosing the right location determines the success of the service because it makes it easier for customers to access the financial services they need. The closer and more convenient the location, the more likely the product or service will be used.

In addition to the physical building, distribution also includes how the product is channeled until it reaches the customer. In the digital age, this includes the presence of electronic banking services such as mobile banking and internet banking. The effectiveness of distribution channels depends on how efficiently and quickly services are delivered. Therefore, the location and distribution network must be tailored to the characteristics and needs of the target market for more efficient and targeted marketing.

Promotion

Promotion is an activity carried out to communicate products to target markets and persuade them to buy or use these products. In banking marketing, promotions are carried out through various means such as advertisements in print and electronic media, installation of banners or billboards, and digital campaigns through social media. Effective promotions are able to increase consumer awareness of products and encourage interest in trying or switching from competing products.

In addition to advertising, promotions are also carried out through direct sales activities, providing discounts or prizes, and organizing certain events. Publicity and sponsorship are also part of the promotional strategy to enhance the positive image of the company. Personal selling by marketers also helps strengthen relationships with customers and provide more in-depth product information. The right promotion will increase the visibility and reputation of the product in the market.

People

The people element of the marketing mix includes all parties involved in the delivery of products or services to customers, such as owners, managers, and employees. The quality of service provided is highly dependent on the competence and attitude of these servants. In service industries such as banking, human interaction is a major factor affecting customer satisfaction and loyalty. Therefore, training and development of human resources is a priority.

Friendly, responsive and professional service will create a positive impression and increase consumer confidence in the institution. Human resources also play an important role in building brand image as they are the face of the company in the eyes of the public. In addition, a good work culture and internalization of excellent service values will support the effectiveness of the overall marketing mix.

Physical Evidence

Physical evidence refers to the tangible elements that consumers can see as a representation of the service provided. In banking, this includes office interior design, employee uniforms, service forms, ATM cards, and even product packaging such as savings books. A clean, comfortable, and well-organized physical environment will enhance the perception of the company's quality and professionalism in the eyes of customers.

Room layout, lighting, décor, and seating comfort are also contributing factors to the customer experience. A well-organized physical evidence not only helps internal operations, but also makes a strong visual impression on new customers. With physical evidence that reflects professionalism and attention to detail, customers will feel more confident and satisfied in using the bank's services.

Process

Processes include a series of activities or procedures carried out to deliver products or services to customers. In the banking world, service processes such as account opening, transactions, or complaint handling must run smoothly, quickly, and according to standards. An organized and clear system will provide a good customer experience and improve operational efficiency.

Every service process needs to be designed to minimize errors and speed up product delivery to customers. Clarity of workflow, complaint handling procedures, and technology-enabled systems such as automated queuing systems all play a role in creating customer satisfaction. Standardized processes also help maintain consistent service quality across the bank's branches and service points.

METHODOLOGY

This research uses a descriptive qualitative approach that aims to describe the implementation of marketing strategies (marketing mix) for KPR Indent iB products at PT Bank Tabungan Negara Syariah (BTN Syariah) KCS Malang. This qualitative research focuses on presenting descriptive data in the form of written and spoken words from sources, as well as behavior that can be observed directly in the field, as described by Suyanto (2015) and (Moleong, 2006).

The research location was conducted at BTN Syariah KCS Malang, which is located in the center of Malang. This location was chosen because it has direct access to the object of research and represents a variety of community segments. The relatively low number of customers using KPR Indent iB compared to other products such as KPR Platinum iB is an additional reason for choosing this location. Data were obtained from two sources: primary data through interviews with three BTN Syariah employees and two KPR Indent iB customers, and secondary data in the form of company documents, financing requirements, and promotional media.

Data collection techniques were conducted through three main methods: interviews, observation, and documentation. Interviews were conducted with internal bank parties and customers, observation was used to observe interactions and services during the mortgage application process, and documentation to obtain archival data such as organizational structure, promotional brochures, and financing applications. To ensure data validity, a triangulation technique was used, comparing the results of interviews, observations, and documentation to ensure consistency of information (Nofriansyah, 2018)

Data analysis techniques in this study were carried out through four stages: data collection, data reduction, data presentation, and conclusion drawing. The collection was done directly through interviews and observations. The data that has been obtained is then summarized and focused on important things, presented in the form of narratives and charts, and ends with drawing conclusions. The resulting conclusions are temporary until supported by consistent data, and the end result is expected to provide a comprehensive picture of the implementation of the 7P marketing mix.

RESULT

Product

KPR products are products found in all banks. One of them is KPR products at BTN Syariah KCS Malang. Each KPR product has its own advantages. The advantages of KPR Indent iB based on what was conveyed by resource person 1 are as follows:

"The house is not finished yet and there is no data update. So if for example Indent is usually credited this month and the contract is this month. Now if you wait for the house to be finished, you will wait for 6 months, waiting for 6 months, you will have to update the files again."

The conclusion that can be drawn from this statement is that the advantages possessed by KPR Indent make it easier for customers to process because there is no data update during the contract. That is the certainty in KPR Indent that is not yet owned by other mortgages. In addition, in accordance with what was conveyed by resource person 4 (Customer) that the reasons for choosing KPR Indent products are as follows:

"Because it's easy, not complicated, not hectic. As for the agreement, there is definitely no data update. The profit sharing is clear, there are no admin fees, and the interest rate is really helpful."

In order for KPR Indent products to remain relevant to market needs, the things done by the Company based on what was conveyed by informant 3 are as follows:

"Indent products will always be relevant because the needs in the market are not only that the house must be finished, sometimes the customer needs it, for example, he is out of town so while waiting for him to return to his hometown of Malang, he has an Indent mortgage first and while the developer is also building when he wants to occupy the house in new conditions, he won't be left for long. Because in Indent there is a 6-month grace period policy and this is only for Indent. So it will always be relevant because Indent mortgages will always be needed too."

From the interview above, it can be seen that the KPR Indent iB product offered by PT Bank Tabungan Negara Syariah KCS Malang has a number of main advantages such as certainty in the contract process, ease of administration without data updates, and sharia principles without interest and administrative costs. With the grace period and time flexibility, this product is perfect for customers who want a new home with a less burdensome process. This makes KPR Indent iB as one of the products that remains relevant amid the dynamics of the property market needs.

Price

Determination of the price of KPR Indent iB products offered by BTN Syariah KCS Malang according to informant 2 as a finance service officer is:

"So for the margin program between KPR Indent and others, there is actually no difference. In BTN Syariah, everything is the same, it doesn't depend on whether the mortgage product is Indent or ready stock. So the margin is still the same regardless of the mortgage product, it's just up to the customer to choose which margin promo, it's just that what distinguishes the Indent product from other mortgages is the time period, if Indent is a maximum of 20 years, but for platinum which is ready stock, it is up to 30 years."

Followed by an interview with informant 5 (Customer) as a customer of BTN Syariah KCS Malang where the informant stated as follows:

"With this margin, it helps a lot. For the price provisions, the bank and I already know each other. After all, it's the same every year. It doesn't get bigger every year, like that."

The interview results show that the pricing of KPR Indent iB BTN Syariah KCS Malang products is no different from other KPR products, because the margin rate used is the same. The only difference lies in the financing period, where the Indent KPR is a maximum of 20 years, while ready stock mortgages such as KPR Platinum can reach 30 years. The margin is determined based on available promos and can be selected according to customer needs, reflecting the flexibility of the offer. Customers find the fixed margin system helpful as it provides certainty of installments and facilitates financial planning. This transparency and consistency is one of the main advantages of KPR Indent iB BTN Syariah product.

Place

Place is a distribution channel which is one of the factors that can affect the success of a company by delivering products to potential customers or potential consumers. Distribution channels to develop a business that is run are very important and recommended for companies, especially service provider companies. Prospective customers or potential customers can interact easily if the place is strategic

In terms of location, BTN Syariah chose to partner with trusted developers, but faced stiff competition in the Malang market. Interviewee 1 said:

"Many competing banks offer cheaper margins and more flexible disbursements. This makes customers more likely to choose them. New developers are sometimes immediately given indent schemes by other banks, while we are more selective, so this is a challenge".

However, this is overcome by the strategic location of the BTN Syariah KCS Malang office. The location is in the city center which makes it easy for customers to access services. This is in accordance with what was conveyed by resource 5 (Customer) who said:

"With the location in the middle of the city, it is easier for me to come to apply for a mortgage or get the information I need,"

Fierce competition in the Malang market has resulted in the realization of the KPR Indent iB BTN Syariah KCS Malang product target being lower than other products. This is due to BTN Syariah's conservative approach in establishing partnerships with developers, which despite maintaining quality, loses out to other banks that offer lower margins and more flexible disbursement processes. However, the strategic location of BTN Syariah offices in the city center is an advantage in facilitating access and increasing direct interaction with customers. To improve competitiveness, BTN Syariah needs to maintain service quality while developing more aggressive and creative promotional strategies without compromising on prudential principles..

Promotion

In the world of financial services marketing, promotional strategies play an important role in reaching market targets and building long-term relationships with partners and prospective customers. This also applies to KPR Indent iB BTN Syariah KCS Malang products, which are in an industry with a high level of competition, especially in terms of margins and product flexibility. Therefore, the selection and implementation of the right promotional strategy is key in maintaining the existence and increasing product attractiveness in the midst of dynamic market competition.

Promotion for KPR Inden iB BTN Syariah KCS Malang integrates online and offline strategies. On the online side, BTN Syariah follows directions from the head office. In accordance with what was conveyed by resource person 2, as follows:

"We cannot brand ourselves. Promotional material such as for Instagram comes from the center and we just upload in congregation".

On the offline side, activities involve direct approaches to developers through "Sedep" (Serbu Developer) activities and canvassing to various developer communities or associations. The offline approach emphasizes soft skills in building relationships with developers as stated by resource person 2:

"We often go to developers, not to directly sell products, but rather to build relationships, such as playing sports together or MCing their events."

This strategy is considered effective because it strengthens personal relationships that increase developers' trust in BTN Syariah. However, an evaluation of the effectiveness of the promotion shows great challenges, especially in the face of competitive margins from other banks as stated by interviewee 2:

"If the service is good but the margin is not favorable, we can't get much either. Only a certain segment of developers that we can work with".

The interview results revealed that the promotion of KPR Indent iB BTN Syariah KCS Malang is carried out in an integrated manner through online and offline strategies. Online promotions follow a central direction, with uniform social media content that cannot be modified by branches. Meanwhile, offline promotion is more flexible, conducted through direct approaches to local developers through activities such as "Sedep" and canvassing. This approach focuses on building personal relationships and trust, not just sales. However, challenges remain, especially in the face of competition from other banks offering lower margins, which makes promotional strategies alone not always enough if the pricing aspect is less competitive.

People

In the human resources aspect, staff training is more focused on product understanding. This training is considered important to improve staff's ability to provide comprehensive information to customers. Interviewee 1 mentioned:

"We provide product knowledge training to staff to understand the advantages of KPR Indent iB. However, other training is conducted based on issues that arise."

By providing training to employees, it is hoped that they can provide services with friendly and informative customers so as to give customers a pleasant impression and experience. This is in accordance with what is stated by resource person 4 (Customer) that:

"BTN Syariah staff are relaxed, friendly and informative. They clearly answer questions that customers ask,"

Feedback from customers is also part of the service evaluation. This was stated by resource person 1:

"If the house is not completed on schedule, we give an assessment to the developer and reconsider their cooperation for Indent mortgage products".

The interviews show that BTN Syariah places human resources as an important element in improving service quality, especially through staff training related to the KPR Indent iB product. Training is conducted so that staff understand the benefits of the product and are able to convey them clearly to customers. As a result, customers rated BTN staff as friendly and informative, reflecting the positive impact of the training. In addition to internal strengthening, BTN Syariah is also responsive to customer feedback, including evaluating developer performance in cases of delayed house construction. This demonstrates the bank's commitment to maintaining overall service quality.

Physical Evidence

Physical evidence is one of the important elements in the marketing mix that functions to provide a positive experience to customers. Based on interviews, the facilities at the BTN Syariah KCS Malang office are considered quite comfortable in accordance with what resource person 5 (Customer) said, as follows:

"The waiting room is equipped with air conditioning and refreshments, so customers feel comfortable while waiting. Information brochures are also always available and arranged in an eye-catching design."

This shows BTN's attention to customer convenience as part of its service. In addition, the availability of promotional materials such as brochures that are complete and informative is also a plus. An attractive design can attract customers' attention, but it is important to ensure that the content of the information remains clear and easy to understand by various groups.

Physical facilities such as a neat office layout, good lighting, and clean service spaces also support the impression of BTN Syariah's professionalism. All these elements contribute to a better customer experience, which can increase their loyalty and trust in BTN Syariah.

The interview results show that the physical evidence element plays an important role in BTN Syariah KCS Malang's marketing strategy. Customer comfort is considered through air-conditioned waiting room facilities and refreshments, as well as the provision of informative brochures with attractive designs. Even so, the contents of the brochure must also be clear and easy to understand. A neat layout, good lighting, and a clean office environment reinforce the bank's professional image. All these elements contribute to shaping positive customer perceptions, which in turn increase satisfaction, loyalty and trust in BTN Syariah services.

Process

Discussing the obstacles in the mortgage application process, Interviewee 3 mentioned several factors that often become obstacles for customers:

"The main obstacle faced by customers is completing the documents. Some difficulties come from time, distance to come to the bank, or incompleteness of the required documents."

This statement shows that administrative obstacles, such as document completeness and time constraints, are the main challenges often faced by prospective borrowers. These obstacles often hamper the smoothness of the initial mortgage application process, causing delays in later stages. Factors such as the location of the customer's residence far from the branch office or a lack of understanding of the required documents can extend the time for file collection.

This is corroborated by the statement of informant 5 (Customer) who emphasized the importance of complete documents with good BI Checking conditions in accelerating the application process, as follows:

"The application process becomes faster if the documents are complete and the BI Checking is clean. If not, the process becomes more difficult."

This statement confirms that in addition to administrative completeness, the creditworthiness assessment factor through BI Checking is also a major determinant of the speed or slowness of the application process. A clean BI Checking reflects a good credit history and increases the bank's confidence in the customer's ability to pay.

However, problems in the application process do not only revolve around documents and BI Checking. Interviewee 3 also emphasized the challenges in terms of the mismatch between the customer's expectations of the amount of the credit ceiling and their financial capabilities:

"Sometimes a customer's financial capability does not match their desire for a higher ceiling. This is usually related to the bank's analysis of the customer's capability and track record."

This statement reflects the discrepancy between customer expectations and the results of credit analysis from the bank. Banks need to ensure that the approved credit ceiling is in accordance with the customer's ability to pay in order to maintain asset quality and minimize the risk of non-performing loans. In some cases, the customer's desire to obtain a large amount of financing is not supported by sufficient data on income, expenses, or collateral.

To overcome these obstacles and improve the efficiency of the application to disbursement process, BTN Syariah implemented a service standard known as "151", as explained by interviewee 3:

"1 day for file verification, 5 days for analysis and administrative process, and 1 day for fund disbursement."

The implementation of these service standards demonstrates BTN Syariah's efforts to provide more systematic and measurable services. With a timeline for each stage, customers can have clearer expectations of the process they are undergoing.

Furthermore, in certain situations BTN Syariah also demonstrates service flexibility by speeding up the process for customers with high urgency, as long as the customer has a good track record:

"If customers have urgent needs, such as traveling out of town or overseas, we can expedite the process through in-principle approval based on a good track record."

This policy shows that in addition to following operational standards, BTN Syariah still considers the individual conditions of customers with an approach based on trust and established relationships. This flexibility is an added value in service, which not only emphasizes on procedures, but also on the human aspects of the financing process.

The interview results show that the mortgage application process at BTN Syariah still faces obstacles, such as incomplete documents, limited customer access, and poor BI Checking results. Problems also arise from the mismatch between customers' financial capabilities and expectations of the credit ceiling. However, BTN Syariah has implemented a "151" service standard to maintain efficiency and transparency, while providing flexibility for certain customers. This approach reflects the bank's efforts to strike a balance between formal procedures and responsive, trust-oriented service.

DISCUSSION

Product

KPR Indent iB is a sharia home financing product intended for houses that are not yet physically available, with the advantages of fixed installments without usury and flexibility in choosing properties. However, the number of customers is still lower than the Platinum iB KPR. BTN Syariah KCS Malang implements a marketing mix strategy by maintaining product quality, emphasizing the principles of prudence, clarity of contracts, and transparency. Its superior features include competitive margins, flexible tenors, and freedom to choose developers, which are tailored to the needs of the Islamic market. This is in line with the views of Kotler and Keller (2016) that products in the marketing mix include design, features, and quality, as well as religious values in Islamic financial services. BTN Syariah KCS Malang's product strategy reflects a comprehensive approach that emphasizes sharia compliance, variety of services, and flexibility of features as the main strengths in attracting consumer interest.

Price

The pricing of KPR Indent iB products follows sharia principles with transparent profit margins and without fluctuations in interest rates, thus providing certainty of installments for customers. However, public understanding of the advantages of sharia pricing still needs to be improved through socialization. BTN Syariah KCS Malang applies a price strategy with the principles of fairness and customer ability, where the margin is determined at the beginning without additional interest, providing clarity and security in payments. The flexibility of installment tenors allows adjustments to the customer's financial condition, reflecting an understanding of market segmentation. This strategy is in line with Kotler and Keller's (2016) view that price is a marketing element that generates revenue and influences consumer perceptions and decisions. In the context of sharia, price transparency also reflects the application of Islamic values. Thus, BTN Syariah KCS Malang's price strategy reflects sharia compliance and response to market conditions, thus maintaining product competitiveness in the banking industry.

Place

The strategic location of BTN Syariah KCS Malang facilitates access for potential customers and is supported by cooperation with property developers to expand distribution, although limited development locations are still an obstacle. In the marketing mix, the place element determines product accessibility, and BTN Syariah demonstrates the implementation of this strategy through branch offices in city centers as well as multichannel services such as social media and call centers. Cooperation with reputable developers also ensures clear information and reliable transaction processes. This strategy is in line with the concept of place according to Kotler and Keller (2016), which emphasizes the importance of ease of access and distribution efficiency in increasing consumer satisfaction. Thus, BTN Syariah KCS Malang's place strategy not only supports marketing effectiveness, but also reflects Islamic service values that uphold convenience, transparency, and trust.

Promotion

BTN Syariah KCS Malang's promotional strategy for KPR Indent iB products is carried out through online and offline media, including social media, websites, counseling, exhibitions, and community education. However, promotion still relies heavily on the developer, so it needs to be diversified through direct campaigns to the community. A personal approach by marketing officers is also carried out to build emotional relationships and provide an in-depth understanding of usury-free Islamic financing. This strategy is in accordance with the view of Kotler and Keller (2016) that promotion aims to inform, persuade, and remind consumers, and in the context of sharia, has an educational function related to Islamic values. Thus, BTN Syariah KCS Malang's promotional strategy reflects an Islamic approach that is informative, honest, and preachy.

People

The quality of service of BTN Syariah KCS Malang staff is an important factor in customer satisfaction, supported by ongoing training to ensure product information is conveyed clearly. The people element in the marketing mix is reflected in the active role of service officers and marketing officers in providing information, services and assistance to prospective KPR Indent iB customers. Staff serve in a friendly, polite, and communicative manner, and understand the principles of Islamic banking to explain products appropriately. This is in line with Kotler and Keller's (2016) view that in services, employees represent service quality and brand. Thus, the implementation of the people element at BTN Syariah KCS Malang is effective, reflecting professionalism and Islamic values.

Physical Evidence

Physical facilities such as a comfortable waiting room and neat layout at BTN Syariah KCS Malang support customer comfort when applying for a mortgage, although physical promotions such as brochures still need to be improved. The physical evidence element in the marketing mix can be seen from the representative office building, comfortable service facilities, and the use of sharia attributes such as logos and banners that reflect Islamic values. The office is designed to be professional and Islamic, with informative financing documents to foster customer confidence. According to Kotler and Keller (2016), physical elements are important in services because they affect customer perceptions of service quality, especially in trust-based services such as Islamic banking. Thus, the implementation of physical evidence at BTN Syariah KCS Malang supports customer trust and comfort through an Islamic, informative, and professional appearance.

Process

The KPR Indent iB service process at BTN Syariah KCS Malang runs according to operational standards, from consultation to contract, and is supported by technology to increase efficiency. The process element in the marketing mix includes systematic, transparent, and sharia-compliant procedures, which involve consultation, document collection, surveys, and assistance by competent officers. The principles of transparency and accountability are applied to ensure the process is fair and open. According to Kotler and Keller (2016), a good process improves consumer experience and satisfaction, while in the context of sharia, honesty and fairness are part of Islamic values. Thus, BTN Syariah KCS Malang's process strategy reflects efficiency and Islamic ethical values in financing services.

CONCLUSION AND RECOMMENDATION

Based on the results of research on the implementation of marketing mix (7P) on KPR Indent iB products at BTN Syariah KCS Malang, it can be concluded that this product has been tailored to the needs of the community through a contract and a fixed margin system that provides certainty in payments. The pricing strategy provides more value, but still faces challenges in the form of margin comparisons with conventional mortgage promo rates. Strategic office locations and cooperation with developers facilitate customer access, while digitalization helps expand reach. Promotion is done through social media, cooperation with developers, and direct education to prospective customers, although its effectiveness can still be improved through a more optimal digital marketing approach. Human resources at BTN Syariah KCS Malang are considered competent enough, but regular training is still needed to improve services. In terms of physical evidence, the office appearance is professional, but digital and printed promotional facilities need to be improved. The KPR Indent iB financing process generally runs according to procedures, although some customers complain about the length of the disbursement process. Overall, the marketing mix strategy implemented has contributed to increasing public interest in this product, although there are still challenges that need to be improved such as customer education, process efficiency, and strengthening digital promotions.

1. For BTN Syariah KCS Malang
   a) Improve Education and Socialization The Bank needs to carry out education programs to the public on an ongoing basis to introduce the advantages of KPR Indent iB products. This can be done through seminars, workshops, or informative social media campaigns.
   b) Expand Cooperation with Developers BTN Syariah should establish more cooperation with property developers to provide strategic housing locations that meet the needs of the community, especially in urban areas with high demand.
   c) Strengthen Promotion Strategy The Bank can utilize digital promotion more intensively through advertisements on social media, official websites, and property e-commerce platforms to expand market reach. In addition, direct promotions, such as property exhibitions and booth openings in strategic locations, can help increase public awareness of the products.
   d) Improve Customer Service Quality Training for bank staff to provide more responsive and informative services to prospective customers will increase customer satisfaction levels and attract more interest in using KPR Indent iB products.
2. For Prospective
   e) Prospective customers are advised to explore in-depth information about the KPR Indent iB financing scheme, either through direct consultation with the bank or through official sources such as digital brochures, bank websites, and social media platforms.
   f) It is expected that prospective customers also understand the basic principles of Islamic economics, so that they can make financing decisions more wisely and in accordance with Islamic values.
   g) Using the mortgage installment simulation feature provided by the bank can also help customers understand the amount of margin and installment obligations in more detail.
3. For Next Researchers
   h) Future research is expected to expand the research object not only at one branch office, but also at several other BTN Syariah branches in order to obtain more comprehensive and representative results.
   i) It is recommended to use a quantitative approach or mixed methods in order to measure more objectively the influence of each marketing mix element on customer decisions.
   j) Future research can also raise new variables such as customer satisfaction, loyalty, or the effectiveness of digital promotions as part of Islamic marketing analysis.

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