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Marketing Strategy of Mitraguna Financing to Attract Customers at BSI Jakarta

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Abstract

Purpose: This study aims to explore the marketing strategy and pricing practices of Mitraguna Berkah financing products at PT Bank Syariah Indonesia (BSI) KC Jakarta Hasanudin. This study also identifies the challenges faced in marketing activities and examines the efforts made to address these challenges.

Research Methodology: This study adopted a qualitative descriptive approach. Data were collected through observation, documentation, and in-depth interviews with key informants, namely, Hasanudin, the BSI KC Jakarta Consumer Banking Relationship Manager. The data obtained were analyzed using content analysis techniques to identify and interpret the main themes that emerged from the results.

Results: The results show that BSI applies geographical and demographic market segmentation, with a primary focus on fixed-income employees, especially state civil servants and employees of state-owned enterprises. The pricing strategy is set based on competitive considerations, while the product is positioned as a fast and easy financing solution that is in accordance with Sharia principles. The main challenges include low public understanding of Islamic banking principles and the existence of payroll requirements through BSI.

Conclusion: BSI KC Jakarta Hasanudin's marketing strategy highlights the importance of aligning market segmentation, pricing policies, and product positioning with customer characteristics and needs.

Limitations: The study was limited to one branch office and one key informant; therefore, the results cannot be generalized widely.

Contribution: This study addresses a research gap by providing new theoretical insight into the role of payroll integration and targeted education in Islamic financing adoption.

Keywords: *Bank Syariah Indonesia, Customer Interest, Marketing Strategy, Pricing, Sharia Banking*

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1. Introduction

The banking sector has long been recognized as an important pillar in driving the growth and stability of a country's economy (Bruin et al., 2021). The development of digital technology has also changed the banking service model from a conventional system to a digital-based service that is faster, more efficient, and oriented towards customer experience. Under these conditions, a bank's ability to create

customer satisfaction and loyalty is an important factor in maintaining competitiveness (Aldaarmi, 2024; Ayinaddis et al., 2023; Kim & Yang, 2025). As financial intermediaries, banks function as the main channel for distributing funds from surplus parties (savers) to deficit parties (borrowers), thus facilitating economic activities across all sectors (Sudarsono, Kholid, Trisanty, & Maisaroh, 2022a). In Indonesia, the development of the Islamic banking industry has received increasing attention from policymakers and the public. According to the Financial Services Authority, the growth of Islamic banking assets in Indonesia reached 15.63% annually, surpassing the growth rate of conventional banking. This upward trend illustrates that Islamic banking, which is based on the principles of fairness, transparency, and risk-sharing, is becoming increasingly relevant in meeting the financial needs of the Indonesian people (Ahmed et al., 2021; Khan et al., 2022).

The composition of the post-merger shareholders consists of PT Bank Mandiri (*Persero*) Tbk, which owns 50.83%, PT Bank Negara Indonesia (*Persero*) Tbk, which owns 24.85%, and PT Bank Rakyat Indonesia (*Persero*) Tbk, which holds 17.25%. The remainder is held by public investors with less than 5% individual ownership. As a result, BSI emerged as the largest Islamic bank in Indonesia, with total assets reaching IDR 239.56 trillion in the early stages, thereby strengthening its strategic role in the development of the national Islamic financial system. BSI envisions itself as a competitive Islamic financial institution and a modern, universal, inclusive, and rahmatan lil 'alamin (blessing for all creation) bank (Albaity & Rahman, 2021; Moosa & Kashiramka, 2022). As the largest Islamic bank in Indonesia, BSI faces the challenge of not only providing competitive products but also building public understanding and trust in the Islamic banking system. Albaity & Rahman (2021) Explaining that people's trust and positive attitudes are an important part of developing long-term relationships between Islamic banks and customers. Therefore, an effective marketing strategy is needed to expand public acceptance of Islamic banking products.

To expand its reach and meet the diverse financial needs of the Indonesian people, BSI continues to develop innovative and Sharia-compliant financial products. One such product is Mitraguna financing, an unsecured multipurpose financing product specifically targeted at permanent employees with regular payroll accounts at BSI. These products are designed to support personal needs, such as education, healthcare, home renovation, and other consumer goals while adhering to Islamic financial principles. Based on BSI's 2023 quarterly report, Mitraguna's financing significantly contributed to the growth of the bank's consumer financing segment, especially in areas with a concentration of civil servants and high-paid workers. This reflects the growing public demand for practical, accessible, and ethical financing solutions (Pala et al., 2023; Tegambwage & Kasoga, 2023).

In the increasingly digital banking industry, the success of a financing product is determined not only by the characteristics of the product itself, but also by the effectiveness of the marketing strategy implemented by the bank. Various studies have shown that service quality, value perception, trust, and customer experience are important factors influencing the decision to use banking products and customer loyalty (Albaity & Rahman, 2021; Cardoso, 2024; Ho et al., 2025). In the context of Islamic banking, marketing strategies have a more complex role because, in addition to being able to explain the economic benefits of the product, banks also need to communicate Islamic values, which are the main differentiators compared to conventional banking (Abror et al., 2023; Rahman et al., 2023). In the context of digital services, loyalty and decisions to use banking services can also be understood through the quality of mobile banking services, perceived value, perceived risks, and the suitability of services with customer expectations (Barjaktarovic Rakocevic et al., 2025; Bui et al., 2022)

Marketing strategy is an essential element in the promotion and acceptance of financial products. It includes elements such as product positioning, pricing, promotion, and distribution, all of which are aimed at attracting and retaining customer interest (Ab Hamid et al., 2022). Customer satisfaction is directly related to the perceived value and quality of service, which is strongly influenced by the implementation of effective marketing strategies. In the context of Partner financing, this includes how well the product is introduced to potential customers, how competitive the prices are compared to similar offers, and the consistency of the quality of service across BSI's various outlets (Khan et al., 2022)

Among the various elements of the marketing mix, pricing strategies and promotion play crucial roles in shaping customer decisions and satisfaction. Unlike other marketing mix components, price directly affects revenue generation and is often a determining factor in customer choice. That is, promotion serves as a medium through which customers are informed, reminded, and persuaded. Promotional strategies include advertising, personal sales, public relations, and sales promotion. For BSI, optimizing the synergy between competitive pricing and persuasive promotions is essential to increase customer reach and satisfaction, especially in a highly competitive banking market (Ahmed et al., 2021; Bruin et al., 2021).

Bank Syariah Indonesia (BSI), officially established on February 1, 2021, through the merger of Bank BRI Syariah, Bank Syariah Mandiri, and Bank BNI Syariah, aims to become a top 10 Global Islamic Bank. The institution is grounded in the "AKHLAK" corporate culture, which emphasizes trustworthiness, competence, harmony, loyalty, adaptability, and collaboration. As a comprehensive financial intermediary, BSI offers a wide spectrum of products, including diverse fundraising instruments (such as Mudharabah and Wadiah savings), digital banking services, and various fund-distribution facilities.

Among its primary fund distribution portfolios is Mitraguna Berkah, a flagship consumer financing product specifically targeting fixed-income professionals, notably Civil Servants/ *Pegawai Negeri Sipil* (PNS) and employees of State-Owned Enterprises (SOEs) who maintain a BSI payroll account. Utilizing a *murabahah* contract mechanism, this product provides consumer funding with competitive advantages, including a maximum limit of IDR 2,000,000,000, flexible tenors of up to 15 years, and fixed installments that are processed systematically through direct payroll deductions. To mitigate risks and ensure compliance, application mechanisms require standard administrative documentation and official institutional recommendations.

This researcher is particularly interested in studying Mitraguna's financing marketing strategies because it represents the convergence between financial innovation and Islamic economic values. Additionally, as the user base for payroll-based financing grows, understanding the influence of marketing and pricing strategies on customer satisfaction is critical to promoting financial inclusion, building public trust, and driving the sustainable growth of Islamic banking. This study also aims to examine the challenges faced by BSI in promoting partners and the solutions implemented to overcome these obstacles (Khan et al., 2022; Moosa & Kashiramka, 2022). Through this research, it is hoped that relevant insights and recommendations can be provided to support the optimization of marketing strategies for Sharia financing products, such as Mitraguna.

2. Literature Review

Islamic banks are banks that, in carrying out their operational activities, in accordance with marketing financing, or marketing financing, is a form of activity that focuses on managing and providing financial resources to support all marketing activities in an organization.

2.1 Financial marketing

In practice, financing marketing includes the process of planning, managing, and monitoring marketing budgets so that every promotion, distribution, and sales activity can run effectively and efficiently in accordance with the company's objectives (Fathurrochman, Endang, Bastian, Ameliya, & Suryani, 2021). Marketing financing management is very important, considering that marketing is one of the main elements that determine the success of a company in reaching the market and increasing sales of products or services (Ulpah, 2021)

Marketing financing includes the management of financial resources to support effective and efficient promotion, distribution, and sales (Ulpah, 2021). Segmentation, Targeting, and Positioning (STP) are the foundations of marketing strategy (Bruin, Roberts-lombard, Meyer-heydenrych, Bruin, Roberts-lombard, & Meyer-heydenrych, 2021). Demographic and geographical segmentation helps determine potential customers, such as civil servants or SOE employees with fixed income (Sudarsono, Kholid,

Trisanty, & Maisaroh, 2022b). Product positioning and branding that emphasize Sharia excellence increase customers' perceptions of value and trust (Ab, Maulan, & Wan, 2022).

This phenomenon shows that people increasingly need financing products that not only meet their financial needs but also offer ease of process, cost certainty, and compliance with Shari' a principles. According to Abror, Patrisia, Engriani, Mubin, Mohd, Omar, Hafizh, Gaffar, and Linda (2023), customers' perception of value received is an important aspect of increasing the acceptance of Islamic banking services.

2.2 Pricing Strategy

Competition-based pricing allows banks to adjust their margins to market prices, thereby increasing customer interest and satisfaction (Ahmed et al., 2021). This is especially relevant for partners, where competitive pricing is the main motivator for potential customers (Albaity & Rahman, 2021).

In banking practice, competitive pricing strategies are often used to adapt products to market conditions while maintaining the competitiveness of financial institutions. Gazi et al. (2025) explained that the efficiency of the service and the suitability of the benefits received by customers are important considerations in creating a positive service experience. Therefore, setting competitive margins can be one way to increase the attractiveness of Sharia financing products.

2.3 Customer Satisfaction, Trust, and Loyalty

Customer satisfaction is affected by the *quality of service*, ease of procedure, and transparency of information (Khan, Ali, Puah, Amin, & Mubarak, 2022; Moosa, & Kashiramka, 2022; Hariansyah, 2021). Trust in Islamic banks strengthens loyalty, while religiosity moderates the decision to use Islamic products (Tegambwage & Kasoga, 2023). An educational and persuasive promotional approach increases customer understanding, builds trust, and strengthens loyalty Khan et al. (2022). Trust is a very important aspect of the Islamic banking industry because it is related to public trust in the conformity of products with Sharia principles. Albaity and Rahman (2021) explained that customer trust and positive attitudes shape long-term relationships between banks and customers. Khan et al. (2022) emphasized that satisfaction and trust can strengthen the relationship between banks and customers through a positive service experience. Previous studies have also placed satisfaction as a conceptual bridge that connects service experience with customer loyalty in the banking industry, including Islamic banking (Dandis, Wright, Wallace-Williams, Mukattash, & Cai, 2021; Mugova, Kiliswa, & Mashizha, 2025; Phan, & Kim, 2024; Pulungan, Hasibuan, & Nasution, 2022). A systematic review of the Islamic finance industry also places customer loyalty as an important issue related to satisfaction, trust, service quality, and perceived value (Alfaisaly, 2024).

2.4 Digitalization and Financial Literacy

Digital platforms, such as BSI Mobile Banking, improve customer convenience and speed up financing applications, in line with the literature that emphasizes the importance of financial and digital literacy in the adoption of Islamic banking services (Hijriah, Rusgianto, Kholidah, Herianingrum, & Md, 2024; Pala, Erdoğdu, Ali, Alnori, & Barut, 2023; Pitoy, Tumbel, & Tielung, 2022). In addition to supporting ease of access to services, the use of digital technology opens up wider opportunities for banks to educate and disseminate information to the public. Thus, digitalization functions not only as a means of transactions but also as a medium to improve people's Sharia financial literacy (Aldaarmi, 2024; Ho, Han, & Cha, 2025; Tuti, 2021). A study on digital Islamic banking positions digitalization as part of service quality, while system quality and service performance are part of the customer experience in using mobile banking (Luu, Thi, & Nguyen, 2024; Zouari, & Abdelhedi, 2021; Council, Pulungan, Jannah, & Yanti, 2025). The quality of online banking services and the development of sustainable fintech are also related to satisfaction, financial inclusion, and the transformation of banking services (Gazi, Masud, Amin, Hossain, & Abdullah, 2024; Othman, 2025; Mochlasin, Muthohar, & Anwar, 2023).

3. Research Methodology

This study used a qualitative approach with descriptive methods. This approach was used because the research focuses on understanding the marketing strategy of Mitraguna Berkah Financing based on the context, process, and experience found in the field. The qualitative descriptive method was chosen to describe the marketing strategy, pricing, obstacles, and efforts made by PT Bank Syariah Indonesia KC Jakarta Hasanudin to attract customers. This approach is suitable for use when researchers want to understand a phenomenon directly based on field data without conducting hypothesis testing or statistical measurements (Colorafi & Evans, 2016; Creswell & Poth, 2018).

This research was conducted directly at PT Bank Syariah Indonesia KC Jakarta Hasanudin as the object of the research. The focus of the research is directed at one specific location and one specific context; therefore, this research can be understood as a case study. Case studies are used to gain an in-depth understanding of a phenomenon in a real context, especially when the phenomenon being studied is closely related to field conditions (Yin, 2018). The type of data used consists of primary and secondary data. Primary data was obtained through interviews and observations, with Rifda Fazriana, the consumer banking relationship manager at PT Bank Syariah Indonesia KC Jakarta Hasanudin, as the main informant. Secondary data is obtained from documents, literature, journals, books, and other sources relevant to marketing strategies, Islamic financing, and Islamic banking services. The use of various data sources is carried out to enrich the researcher's understanding of the phenomenon being studied and to support the accuracy of data interpretation (Creswell & Poth, 2018).

The data collection techniques in this study included observation, interviews, and documentation studies. Observation was conducted by directly observing conditions and activities related to the research object, while interviews were conducted through question and answer with informants who had knowledge and direct involvement in the marketing of Mitraguna Berkah financing products. Documentation studies are carried out by collecting and reviewing relevant documents to support observation and interview data. (Creswell & Poth, 2018; Yin, 2018). The data that was collected was then analyzed qualitatively through the stages of data collection, data sorting, data grouping based on theme, data presentation, and drawing conclusions. In addition, this study also used qualitative content analysis to understand the meaning of data by examining it, identifying important information, grouping data into relevant categories, and interpreting findings based on the research focus (Elo & Kyngäs, 2008; Miles et al., 2014).

4. Results and Discussions

4.1 Results

4.1.1 The marketing strategy of Mitraguna Berkah financing products at PT. Bank Syariah Indonesia KC Jakarta Hasanudin

Based on the resource person in this study, namely Mrs. Rifda Fazriana as Consumer *Banking Relationship Management* (CBRM), the results of this study can be described as follows.

4.1.1.1 Market Segmentation

Based on the results of an interview with Mrs. Rifda Fazriana, the CBRM, the first step taken by Bank Syariah Indonesia KC Jakarta Hasanudin in marketing is to determine market segmentation. The market segmentation carried out for the financing of blessing partners is civil servants or permanent employees who are at least 21 years old and a maximum of 58 years old. These findings show that BSI seeks to adapt the characteristics of Mitraguna Berkah products to community groups with relatively stable income and more measurable financing risks. The selection of these segments illustrates the importance of understanding the economic characteristics of prospective customers in the development of Islamic banking services (Nugraha et al., 2022)

4.1.1.2 Target market (Targeting)

Based on the results of an interview with Mrs. Rifda Fazriana as CBRM, the target market of Bank Syariah Indonesia KC Jakarta Hasanudin is people who have a fixed income, such as civil servants and state-owned employees. The focus on community groups with fixed incomes shows that the process of determining the target market is carried out selectively according to the characteristics of

the products offered. Thus, the marketing strategy is not only directed at the number of prospective customers but also at the suitability of the needs and capabilities of prospective customers with the financing mechanism applied.

4.1.1.3 Market Position

Based on the results of the interview with Mrs. Rifda Fazriana after the CBRM, Bank Syariah Indonesia KC Jakarta Hasanudin gives a good impression to customers or prospective customers by providing maximum service and convincing customers that Mitraguna Berkah's financing products are the right solution to meet various customer needs. The use of the "Berkah" identity on Mitraguna products shows BSI's efforts to build a product image that not only offers ease of financing but also highlights sharia values as the main differentiator. The image and reputation of financial institutions are an important part of shaping public perception of the services offered and strengthening trust in the products marketed (Cardoso, 2024). Customer attitudes towards Islamic bank products and services can also be understood through Islamic values, institutional reputation, and ethical perception of banks, so that strengthening product image needs to be linked to Islamic trust and values (Hoque et al., 2022).

4.1.2 4.1.2 The pricing strategy for Mitraguna Berkah financing products at PT. Bank Syariah Indonesia KC Jakarta Hasanudin

Based on the statement of Mrs. Rifda Fazriana as Consumer Banking Relationship Management, the strategy carried out on Mitraguna Berkah financing products is: "The price strategy follows market policies and is very competitive with competitors." To provide deeper empirical context, this competitive-based pricing strategy is implemented through continuous benchmarking against equivalent financing products in both Islamic and conventional banking sectors. Specifically, BSI determines its murabahah margin rates by closely monitoring market trends and the interest/margin rates offered by competitors for employee-based loans. The branch utilizes a tiered pricing policy where target customers such as civil servants and SOE employees who channel their payroll through BSI receive special, significantly lower margin rates compared to non-payroll customers. This benchmarking ensures that the equivalent margin remains highly attractive. Furthermore, the pricing policy is evaluated periodically by the central office and adapted by the branch based on local competitive mapping, ensuring that Mitraguna Berkah is positioned not just as a sharia-compliant option, but as a financially rational and highly competitive choice for the target market.

4.1.3 Obstacles faced when marketing Mitraguna Berkah financing products

Based on the statement of Mrs. Rifda Fazriana as Consumer *Banking Relationship Management*, the obstacles experienced when marketing Mitraguna Berkah financing products are: There is a lack of public understanding of Islamic banks, so the public cannot distinguish between financing in Islamic and conventional banks. The financing mechanism requires payroll at BSI, which causes not everyone to be able to finance.

4.1.4 Actions taken to overcome obstacles in marketing Mitraguna Berkah financing products

Based on the statement of Mrs. Rifda Fazriana as *Consumer Banking Relationship Management,* the actions taken to overcome obstacles in the marketing of mitraguna berkah financing products are: "Focus more on the explanation of Islamic banks, so that it is easier for people to transfer payrolls to BSI"

4.2 Discussion of Results

Based on the results obtained from the interviews in this study, the discussion of marketing strategies carried out by PT. Bank Syariah Indonesia KC Jakarta Hasanudin is as follows:

4.2.1 Marketing Strategy of Mitraguna Berkah Financing Products at PT. Bank Syariah a KC Jakarta Hasanudin

4.2.1.1 Market Segmentation

Based on the results of research on Mitraguna Berkah financing products by BSI KC Jakarta Hasanudin, BSI uses two types of market segmentation, namely geographical segmentation and demographic segmentation. The geographical segmentation carried out by BSI KC Jakarta Hasanudin is not too wide because each BSI branch office has its own work area. Therefore, BSI KC Jakarta

Hasanudin focuses more on the Jakarta area, especially the South Jakarta area and its surroundings. Meanwhile, demographic segmentation is the market share based on variables such as age, income, gender, race, religion, nationality, and education. The demographics focused by PT. Bank Syariah Indonesia KC Jakarta Hasanudin for prospective customers who have a fixed income, who pay with BSI, are at least 21 years old and maximum 58 years old.

4.2.1.2 Target market

Based on the results of this study, Bank Syariah Indonesia KC Jakarta hasanudin can avoid the wrong target by determining its target market based on income and employment groups. Based on this segment, BSI can narrow the scope of consumers who will be included as civil servants, state-owned employees, and professional employees who have a fixed salary (Zafira et al., 2024)

In determining the target market, Bank Syariah Indonesia KC Jakarta Hasanudin targets people with a fixed income and a minimum working period of 2 years. Bank Syariah Indonesia KC Jakarta Hasanudin has set its target, namely prospective customers who have a fixed income, such as civil servants and state-owned employees.

4.2.1.3 Market position

Determining the market position for a company's products or services is essential. The product or service is positioned in the position desired by the customer, so that it can attract the customer's interest to buy the product or service offered. Positioning includes designing the company's offering and image among competitors (Amalia, 2024)

Based on the research results of PT. Bank Syariah Indonesia KC Jakarta, Hasanudin gives a good impression to customers by maximizing services and making BSI the right solution to meet various needs of the community, so that BSI can position Mitraguna Berkah financing products in the minds of consumers. BSI also labels Mitraguna's financing products with "Berkah," which is expected to give a distinctive impression in the eyes of customers that Mitraguna's financing products are different from competitors' financing products. In addition to product image, the loyalty of banking customers can be strengthened through social responsibility, service quality, and relationship quality that form a positive perception of the bank (Yen & Chen, 2025).

4.2.2 The pricing strategy for Mitraguna Berkah financing products at PT. Bank Syariah Indonesia KC Jakarta Hasanudin

The results of strategic research conducted by Bank Syariah Indonesia KC Jakarta Hasanudin on Mitraguna Berkah financing products show that the bank follows market policies and is highly competitive with its competitors. The price of a product is determined based on the prices of similar products from competitors in the market.

Based on these findings, Bank Syariah Indonesia KC Jakarta Hasanudin applies a competitive pricing strategy for Mitraguna Berkah financing. The pricing approach considers prevailing market conditions and the prices or margins of financing products offered by competitors. Therefore, pricing is determined primarily by competitive considerations rather than solely by internal cost considerations. This competitive approach is intended to maintain the attractiveness of financing products in the market (Purbohastuti, 2021).

4.2.3 Obstacles faced when marketing Mitraguna Berkah financing products

In carrying out marketing strategies, companies face various obstacles. The lack of public understanding of Islamic banks is one of the obstacles because people cannot distinguish between Islamic and conventional financing. As a result, many people still think that the Mitraguna Berkah financing offered by BSI is the same as financing in conventional banks. Then the next obstacle is that the financing of the blessing partner requires the customer to do payroll at BSI, with provisions like this, not everyone can be given the financing of the blessing partner, this is done to minimize default

4.2.4 Actions taken to overcome obstacles in marketing Mitraguna Berkah financing products

Bank Syariah Indonesia KC Jakarta Hasanudin is more focused on promoting/explaining Islamic banks and their products so that the public understands the difference between Islamic and

conventional banks. BSI approached him in ways such as holding events or basars, putting up banners, distributing brochures, and holding seminars. In digital banking services, customer trust also requires clear management of security, privacy, user experience, and online service instructions so that satisfaction can be consistently established (Dağaşaner & Karaatmaca, 2025; Dias et al., 2025). From the description above, it can be seen that Bank Syariah Indonesia KC Jakarta Hasanudin is making efforts peacefully, namely an emotional approach to the community, this is done to overcome the lack of public understanding of Islamic banking (Pulungan et al., 2022).

5. Conclusions

5.1 Conclusion

Based on the results of research that has been carried out at PT. Bank Syariah Indonesia KC Jakarta Hasanudin regarding the marketing strategy of Blessing Mitraguna financing products that are implemented, the following was found: Bank Syariah Indonesia KC Jakarta Hasanudin implements a marketing strategy by determining the target market (*segmentation*), determining the target market (*targeting*), and then determining the market position (*positioning*).The obstacles faced in marketing Mitraguna Berkah financing products are more focused on customers, namely related to the lack of public understanding of Islamic banks. Then, the obstacles related to the Mitraguna financing mechanism, which requires customers to do *payroll* at BSI, so that not everyone can be given partner financing.

5.2 Research Limitations

This study has several limitations that need to be considered when interpreting the findings. First, the scope of this research is limited because it only focuses on one branch office, namely PT Bank Syariah Indonesia (BSI) KC Jakarta Hasanudin. Therefore, the findings and analysis of marketing strategies obtained may not be broadly generalized to other BSI branch offices, conventional banking, or the broader Islamic banking context in different geographic regions. Second, the data collection in this study relies heavily on information obtained from only one key informant, namely the Consumer Banking Relationship Manager (CBRM) at the branch. Although the informant provides in-depth and specialized insights into branch strategy management, the data obtained lacks the multi-perspective validation that can actually be obtained from conducting in-person interviews with customers or broader branch staff. Finally, this study mainly uses a descriptive qualitative approach, thus limiting the ability to measure and statistically verify the direct quantitative impact of pricing and promotional strategies on customer satisfaction, trust, and loyalty.

5.3 Suggestions and Directions for Future Research

Based on the limitations and findings of this study, several directions are proposed for future academic research agendas. Future research is expected to expand the geographical scope by involving several BSI branch offices in various cities or conducting a comparative analysis between BSI and other Islamic financial institutions to increase the generalizability of the research results. Future researchers are also advised to adopt a quantitative or mixed-method approach using questionnaire instruments to statistically verify the empirical relationship between pricing strategies, promotional variables, and actual customer satisfaction or retention. In addition, further research needs to include data collection from the customer's perspective directly to face management strategies with real user experience, perception of compliance with sharia principles, and satisfaction with digital banking services through platforms such as BSI Mobile. Given that a lack of public understanding is identified as a major barrier, future research may also explore the empirical effectiveness of various digital and community-based education initiatives in improving public sharia financial literacy.

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Author Contributions

In the preparation of this research, students and supervisors share a clear responsibility to ensure the correct completion of the article. SAZA, as the principal investigator, was responsible for conceptualizing the research framework, designing the methodology, conducting field investigations, and collecting primary data through interviews and direct observation at the branch office. SAZA also conducted formal content analysis and prepared an initial draft of the manuscript, including the results and discussion sections. On the other hand, DH and MRB acted as academic supervisors who provided thorough guidance, expert supervision, and project administration for this research. They validated the descriptive qualitative approach used, oversaw the development of the research structure, ensured proper contextual retention in the existing Islamic banking literature, and conducted critical reviews, major editing, and final refinements to the manuscript before submitting it for publication.

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