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Optimizing Islamic Information Marketing Strategies to Support SDGs: A Case Study of The Library at Bandung Islamic University

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Abstract

Objective: This study aims to analyze the Islamic information marketing strategy implemented by the Unisba Library in the digital era and examine its contribution in supporting the achievement of the Sustainable Development Goals (SDGs), especially SDG 4 on quality education and SDG 16 on peace. **Theoretical framework:** The study used the Services Marketing Mix (7P) framework to analyze the marketing strategy of user-based library services. **Literature review:** The literature review covers digital library marketing, Islamic information management, library transformation, and the role of libraries in supporting the SDGs and countering disinformation. **Method:** The method used was a qualitative case study through in-depth interviews, digital ethnography, and documentation, with analysis using the 7P approach. **Results:** Results show that libraries are transforming into a user-based hybrid model through the integration of Islamic collections into the curriculum, gamification of the "Top Library Award" service, and the virtual service "S-Library," although it still faces IT HR constraints. **Implications:** This study provides a strategic model for Islamic university libraries in marketing credible religious information to support inclusive education and peaceful societies. **Novelty:** The novelty of the research lies in the formulation of the "Smart Islamic Library" roadmap that integrates library marketing strategies with the goals of the SDGs.

Keywords: digital library, islamic marketing, services marketing mix (7p), sustainable development goals (sdgs), unisba.

INTRODUCTION

In today's digitally connected era, the dissemination of religious values no longer operates in a vacuum, but rather competes in a highly competitive "marketplace of ideas." The concepts of da'wah and the dissemination of Islamic information now interact directly with market mechanisms, where audience attention is the most valuable currency [1]. Wilson, in his seminal study on Islamic Marketing, asserts that the approach to Muslim audiences can no longer be monolithic; it requires segmentation and strategies as sophisticated as those used in global corporate marketing. However, within the context of higher education, this marketing challenge is not solely about engagement; it is intrinsically linked to the global agenda of the Sustainable Development Goals (SDGs) [2].

Specifically, the marketing of Islamic information plays a dual strategic role in achieving the SDGs. First, it serves as a vehicle for SDG 4 (Quality Education) by ensuring inclusive and equitable access to authoritative religious literacy for all students [3]. Second, it acts as a

critical mechanism for SDG 16 (Peace, Justice, and Strong Institutions) by providing a counter-narrative to extremism and fostering a peaceful, inclusive society [4]. However, the current information landscape is characterized by volatility and ambiguity. Hosen highlights how social media in the Muslim world is often a double-edged sword; it can democratize knowledge, but it can also be fertile ground for hoaxes and divisive narratives that directly hinder the achievement of a peaceful society as envisioned in SDG 16 [5].

The problem is not a lack of Islamic content on the internet, which is actually overflowing, but rather the effectiveness of delivery strategies. Moderate and progressive values must win the algorithm competition against radical content, which is often packaged in a more marketable way [6]. Therefore, a study on Islamic Information Marketing Strategies aimed at supporting the SDGs is urgently needed. This field is complex because it requires a fusion of prophetic ethics (content truth) with marketing pragmatism (packaging and distribution channels) [7]. Without a structured marketing strategy, Islamic ideas that support sustainability, such as social equality and peace-building, will be drowned out in the noise of digital information [8].

Although the literature on Islamic Marketing and Digital Da'wah has grown rapidly, there is a fundamental theoretical gap. The majority of current Islamic marketing studies are still heavily dominated by a product-centric approach, such as the marketing of halal food or Islamic finance [9]. On the other hand, studies on Islamic communication are often stuck in textual analysis without adopting modern marketing strategic frameworks. Crucially, existing reviews fail to capture how marketing principles can be replicated to support the global SDG agenda [10]. There has been no systematic synthesis that specifically integrates commercial marketing elements into strategies for disseminating Islamic values for social development purposes.

Institutionally, this strategic vacuum has a significant impact on Islamic Higher Education Institutions (PTKI), both public and private. As institutions that instill Islamic values in every aspect of their academics, libraries in the PTKI environment have a dual mandate: as centers of scientific reference and as guardians of Islamic values amid the global flow of information. Without an adaptive marketing strategy, their authoritative collections risk becoming passive assets that are unable to compete with instant content on social media [11].

Therefore, this study focuses on the Bandung Islamic University (Unisba) Library as the locus of study. Unisba was chosen based on its position as one of the leading private Islamic universities in West Java with a strong commitment to producing graduates with good character (Mujahid, Mujtahid, Mujaddid). While the Unisba Library possesses massive potential in terms of digital and physical information assets, it faces real challenges in increasing the engagement of the “digital native” generation. Failure to market this collection effectively would not only mean a loss of readership but also a missed opportunity to contribute to the university's sustainability goals [12].

This study uses a qualitative case study approach to answer three research questions: (1) How are Islamic information marketing strategies currently being implemented by the Unisba Library? (2) What are the challenges faced in disseminating Islamic collections amid global information competition? and (3) How can the marketing mix be optimized to improve the accessibility of Islamic literature? The findings are expected to serve as a roadmap for redesigning public communication strategies, ensuring the library remains relevant as a center of literacy that supports SDG 4 (Quality Education) and SDG 16 (Peace) through the provision of inclusive and enlightening access to information.

Theoretically, this study attempts to fill a gap in the literature by offering an interdisciplinary perspective that integrates the concept of service marketing management into the governance of Islamic information in private universities [13]. In practical terms, these findings are expected to serve as a roadmap for the administrators of the Bandung Islamic University Library in redesigning their public communication strategy [14]. This is crucial to ensure that the library remains relevant as a center of literacy that supports the achievement

of SDG 4 (Quality Education) and SDG 16 (Peace) through the provision of inclusive and enlightening access to information.

LITERATURE REVIEW

Historically, libraries have been viewed as non-profit institutions that do not require marketing activities. However, this paradigm has shifted radically. Gupta et al, in their review of the global information landscape, emphasize that modern libraries must transform from a collection-centered orientation to a user-centered orientation [15]. In the context of higher education, students are no longer mere “visitors” but “clients” who have a variety of information sources to choose from. Library marketing is defined not merely as promotional or sales activities but as a managerial process to identify, anticipate, and efficiently satisfy users' information needs [16]. For Islamic university libraries such as Unisba, the challenge is more complex because they must balance academic functions with the function of preserving Islamic values.

The 7P Marketing Mix Theory. As a service organization, the most relevant theoretical framework for analyzing library strategy is the Services Marketing Mix developed by Booms and Bitner [17]. Unlike product marketing (4Ps), this model includes seven key elements:

1. Product: In this context, it is a collection of Islamic information (books, journals, digital repositories) and literacy services.
2. Price: The costs incurred by users, which in libraries are often not money, but time, effort, and psychological costs to access information.
3. Place: Distribution channels, including physical library buildings and digital libraries that can be accessed from anywhere.
4. Promotion: Communication strategies to build awareness through social media, websites, or exhibitions.
5. People: The competence of librarians as knowledge “marketers” who serve users.
6. Process: Service flow that makes it easy for users to obtain information
7. Physical Evidence: Physical environment and digital interface (user interface) that builds the perception of service quality.

This 7P framework is the main analytical tool for dissecting how Islamic information is packaged and distributed to the digital student “market”. Bamigbola, in his study, confirms that the application of the 7P marketing mix in digital information services has been proven to significantly increase user satisfaction and access frequency [18].

The marketing of Islamic information has unique distinctions compared to general information. Wilson states that marketing related to religion carries spiritual and ethical dimensions. Islamic information is authoritative and requires scientific validation. In the post-truth era, the main challenge is the “commodification of religion,” where religious content is often reduced to populist products for the sake of social media engagement [19]. Therefore, Islamic library marketing strategies should not only pursue virality but must emphasize trust and scientific authority as their main selling points.

Although studies on library marketing and Islamic marketing have developed separately, there is a clear gap between the two fields. The majority of library marketing studies focus on public libraries or school libraries, while Islamic marketing studies tend to focus on halal commercial products [20]. Although studies on library promotion at State Islamic Higher Education Institutions (PTKIN) have been conducted, such as in Yogyakarta, which emphasizes physical exhibitions and brochures, there has not been much research that specifically examines information marketing strategies for Islamic content in the environment of Private Islamic Higher Education Institutions (PTIS) with a fully digital approach [21], [22]. The absence of a strategic model that integrates the values of da'wah with the 7P

Marketing Mix framework is a gap that this study fills, particularly by taking a case study at Bandung Islamic University.

METHODOLOGY

This study applies a qualitative approach using the case study method [23]. This approach was chosen because the purpose of the study is to explore the contemporary phenomenon of Islamic information marketing strategies in a real-life context at the Bandung Islamic University (Unisba) Library. The nature of case studies allows researchers to conduct in-depth investigations of managerial strategies, operational challenges, and user behavior holistically without separating the phenomenon from its institutional context [24]. Furthermore, this method is particularly suitable for examining how abstract concepts like Islamic values and the Sustainable Development Goals (SDGs) are operationalized into practical library services.

Participants and Data Sources Informants were selected using purposive sampling techniques based on their relevance to the strategic formulation and consumption of information [25]. The key informant was the Head of the Unisba Library, selected due to his full authority in strategic policy formulation, budget management, and service development. Data was enriched by supporting informants consisting of technical/IT service staff and student representatives (library users) from various faculties. The involvement of students was critical to capturing the "customer perspective" regarding the inclusivity of access (supporting SDG 4) and the relevance of Islamic collections in countering radical narratives (supporting SDG 16).

Data Collection Techniques. Data was collected through a rigorous triangulation technique procedure, including:

1. **In-depth Interviews:** Interviews were conducted in a semi-structured manner with a duration of 45-60 minutes per session. The interview guide was developed based on the Service Marketing Mix (7P) indicators, including questions about information products, accessibility, human resource competence, and digital promotion strategies. All interviews were recorded and transcribed verbatim to maintain data authenticity.
2. **Field and Digital Observation:** Observation was conducted in two dimensions.
 - a. **Physical Observation:** Researchers observed the library atmosphere (physical evidence), service flow (process), display of Islamic collections, and visual promotional materials (banners/posters) on campus.
 - b. **Digital Observation:** Researchers conducted a simple digital ethnography by exploring the library's digital ecosystem, including the official website interface, ease of access to institutional repositories, and analysis of content and engagement on the library's official social media accounts (Instagram/Facebook) over the past three months.
3. **Documentation:** Secondary data was collected from official documents such as the Unisba Library Strategic Plan (Renstra), service Standard Operating Procedures (SOP), visitor statistics reports, and published digital promotional materials.

Data Analysis Data analysis was conducted using the interactive model of Miles, Huberman, and Saldaña, which consists of three concurrent activities [26]:

1. **Data Condensation:** Researchers sorted interview transcripts and field notes, discarded irrelevant data, and focused on data related to marketing strategy, digital challenges, and their implications for sustainability.
2. **Data Display:** The reduced data were grouped into a categorization matrix based on the seven elements of the Marketing Mix (Product, Price, Place, Promotion, People, Process, Physical Evidence). Crucially, the interpretation of these categories was cross-referenced

with SDG indicators to identify how library strategies contribute to Quality Education and Peace-building.

3. Conclusion Drawing/Verification: The researcher concluded opportunities for strategy development. The validity of the findings was tested through triangulation of sources, namely by comparing the statements of the Head Librarian with the reality of implementation in the field (observation results) and student satisfaction perceptions (user interview results).

RESULTS AND DISCUSSION

Place Based on an in-depth analysis of interview data with the Head of the Bandung Islamic University (Unisba) Library, participatory observation of digital services, and documentation studies, this study found that the Unisba Library is in a phase of strategic transition. This transition is moving from a conventional collection-centered library model to a user-centered hybrid library model that utilizes digital technology.

To map the complexity of this strategy, the discussion is grouped based on the Services Marketing Mix 7P framework, which is then analyzed for its implications for the sustainability of access to Islamic information. A summary of the findings is presented in Table 1, followed by a comprehensive narrative discussion.

Table 1. Mapping Of Islamic Information Marketing Strategies At Unisba Library (7p Framework)

Marketing Mix Element	Current Implementation & Programs (Existing Strategy)	Digital & Strategic Integration
Product (Produk Jasa)	<ol style="list-style-type: none"> a. Core: Collection of Classical Islamic Texts, Tafsir, Dissertations. b. Library Care: Literacy guidance, book reviews, writing techniques. c. Curriculum Integration: Mandatory reference for Islamic Education courses (7 semesters). 	<ol style="list-style-type: none"> a. E-books (Tengko Buku Platform). b. Visual educational content (Instagram Reels). c. Institutional Repository (Scientific Works).
Price (Harga/Biaya)	<ol style="list-style-type: none"> a. Non-monetary costs (time & effort to access). b. Top Library Award: Reward mechanism for active, punctual borrowers & digital users 	<ol style="list-style-type: none"> a. Cost efficiency of access for distance learning students. b. Reduction of fines through discipline education.
Place (Tempat/Saluran)	<ol style="list-style-type: none"> a. Physical Library Building. b. Special Collection Services (Reference Corner). 	<ol style="list-style-type: none"> a. S-Library (Virtual Service). b. Library Website c. Sosial Media (Instagram/TikTok).
Promotion (Promosi)	<ol style="list-style-type: none"> a. User Education (New Student Orientation). b. Institutional Collaboration (FPPTI, Unikom, Study Programs). 	<ol style="list-style-type: none"> a. Digital Book Reviews b. Publication of New Collections via Social Media
People (SDM)	<ol style="list-style-type: none"> a. 5 Librarians & 1 IT Staff. b. Internship Assistance 	<ol style="list-style-type: none"> a. Librarian as Content Creator. b. S-Library chat admin
Process (Proses Layanan)	<ol style="list-style-type: none"> a. Circulation Automation (Borrowing/Returning). b. Fumigation & Routine Stock Taking. 	<ol style="list-style-type: none"> a. Question and Answer Service via WhatsApp. b. SMS Gateway for notification.
Phys. Evidence (Bukti Fisik)	<ol style="list-style-type: none"> a. Reading Room Interior & Computer Facilities 	<ol style="list-style-type: none"> a. Website User Interface.

	b. Award Certificates	b. Visual Branding on Social Media
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Source: Processed from Interview Data and Observation (2025)

Product Transformation and Academic "Gamifikasi" (Product & Price)

Research findings show that the Unisba Library has successfully redefined its Islamic information "product." Instead of only offering books as physical commodities, the library offers "Literacy Competence" through the Library Care program [27]. The Head of the Library explained that this program covers specific subtopics such as scientific writing techniques and book reviews tailored to the academic needs of students. This is a crucial product differentiation strategy for the library's relevance in the eyes of students [28].

Furthermore, a unique marketing strategy is found in the Price element. Unisba implements the concept of gamification through the "Top Library Award" program. This program gives regular awards (twice a year) to students in various categories: most loans, on-time returns, and highest use of digital services [29]. "The goal is to motivate students to use library services positively and with discipline... This category is intended to encourage students to return books on time". (Interview with the Head of the Library, 2024).

In marketing analysis, this strategy changes students' perceptions of the library. While interaction with the library is usually associated with "punishment/fines," Unisba has changed it to "rewards/achievements". This psychologically increases user loyalty (customer loyalty) and encourages sustainable information access behavior. The integration of Islamic collections with Islamic Religious Education (PAI) courses, which are compulsory for seven semesters, also creates a "captive market" that ensures that library information products continue to be consumed on a massive scale [30].

Digital Ecosystem as an Access Bridge (Place & Process)

Physical barriers in the form of limited space and time are addressed through innovations in the elements of Place and Process. Field findings highlight the vital role of the S-Library service and the Tengko Buku e-book platform [31]. S-Library functions as a WhatsApp-based "virtual librarian" that allows students to consult about Islamic references in real-time. From a Marketing Mix perspective, this is a simplification of the process (process simplification) [32]. Students who previously had to come in person to ask the reference librarian questions can now do so from anywhere. The Head of the Library emphasized that this technology has dramatically improved the effectiveness of services, "Users can obtain information more quickly because many services are now digital-based... Students obtain a lot of information through Instagram, websites, and S-Library." (Interview, 2024).

This digitization has direct implications for SDG 4 (Quality Education). By digitizing access, the Unisba library ensures that moderate and authoritative Islamic literature is accessible inclusively, not only to students on campus but also to those conducting field research or distance learning.

Content Production Challenges and Human Resource Gaps (Promotion & People)

Although the product and access strategies are running well, the Promotion and People elements face significant structural challenges. In the attention economy era, libraries compete with entertainment content on social media [33]. The Head of the Library acknowledges that the content most sought after by users today is short videos: "Short video content is considered the most attractive because it is more engaging, informative, and easy to digest." The library has adapted by using modern tools such as Canva and CapCut. However, there is a human capital gap [34]. Interview data reveal that the library has only one IT staff member who also performs other duties, and does not yet have a definitive Head of IT Section (Kasi) in its

structure. The management of digital promotional content often relies on the assistance of student interns.

This situation creates vulnerability. Content marketing strategies require consistency and agility in responding to trends. Reliance on temporary interns can lead to inconsistencies in branding and the quality of Islamic information content presented. This is a critical point that needs to be addressed by university management [35].

Development Opportunities: Towards a "Smart Islamic Library"

Based on an analysis of interview data, particularly regarding “future expectations” and “initiative plans,” this study identified three strategic development opportunities (Opportunity Analysis):

1. Development of an Immersive Virtual Tour (Physical Evidence Digital)

The Head of the Library expressed a desire to develop a virtual tour, but was constrained by the budget. The library could develop a “Virtual Islamic Literacy Tour” using 360-degree video, which is much more cost-efficient but has a big impact. The focus of this virtual tour is not merely to showcase the physical space of the library, but is conceptualized as a “Digital Museum of Islamic Civilization” [36]. This technology can be used to showcase the exclusive value of the collection, such as the special “Kitab Kuning” (Yellow Book) corridor or rare Islamic manuscripts owned by Unisba. By embedding interactive features (hotspots) on these digital objects containing synopses or biographies of scholars, the library can transform its image from a mere book storage warehouse to an educational tourist destination [37]. This step will be a powerful institutional branding tool to showcase the university's intellectual wealth to a global audience without geographical boundaries.

2. Transformation of Librarian into "Knowledge Influencer" (People)

The challenge of human resource competency gaps amid the dominance of service automation must be addressed by redefining roles (role shifting). In an era where routine circulation tasks (borrowing/returning) have been taken over by automated systems, the role of librarians must evolve into that of digital knowledge curators or Knowledge Influencers [38]. Librarians need to undergo upskilling so that they have the confidence to appear at the forefront of the digital screen. This is in line with the findings of Vassilakaki and Moniarou-Papaconstantinou, which state that the role of librarians in the modern era has evolved into content facilitators and digital knowledge managers, not just circulation keepers [39]. Programs such as Library Care can be converted into regular micro-video content, for example, the series “One Minute Interpretation” or “This Week's Moral Book Recommendations”, guided directly by librarians. The presence of knowledgeable librarians in digital content is crucial to humanizing library interactions. This builds trust and affirms the institution's scientific authority in the eyes of students who are often skeptical of rigid and impersonal institutional accounts [40].

3. Co-Creation Collaboration with Students (Promotion)

Considering that the library only has one IT staff member who performs multiple tasks, the most efficient and sustainable marketing strategy is to build a Co-Creation ecosystem. Students should no longer be viewed as short-term technical interns, but rather as long-term strategic partners through the formation of “Digital Literacy Ambassadors” [41]. This strategy can be integrated with an existing incentive program, namely the Top Library Award. Students who are selected as award winners can be recruited to become content creators who review Islamic books in a peer-to-peer marketing style. This collaboration provides a twofold solution: operationally, it addresses the shortage of content creators within the library, and strategically, it ensures that the marketing narrative built is truly relevant, fluid, and acceptable to social media algorithms and the Generation Z target audience.

Implications for SDGs

Strategi The marketing strategy implemented by the Unisba Library has an impact that goes beyond book lending metrics. By promoting valid Islamic information through popular digital channels, the library contributes directly to SDG 16 (Peace, Justice, and Strong Institutions). Amidst the proliferation of religious hoaxes and narratives of extremism on social media, the library's content, which is based on clear scientific sources (such as Tafsir and Kitab Kuning), serves as a soothing "counter-narrative." An aggressive marketing strategy is needed not for commercial gain, but to win the "algorithm war" so that religious moderation can become mainstream among students [42]. In addition, easy access through S-Library supports SDG 4, ensuring that no student is left behind in accessing quality knowledge sources.

CONCLUSION

Based on the comprehensive analysis using the Services Marketing Mix (7P) framework, this study concludes that the Library of Universitas Islam Bandung (Unisba) is currently in a pivotal transitional phase. The library is shifting from a conventional collection-centered model toward a user-centered hybrid model. This transition is evidenced by successful adaptations in the Product and Process elements, specifically through the "gamification" of academic services via the Top Library Award, the integration of Islamic collections into the PAI curriculum, and the simplification of access through the S-Library (WhatsApp-based service). These strategies have effectively maintained the relevance of Islamic information amidst the digital disruption. However, the study identifies structural challenges, particularly within the People and Promotion elements. The shortage of dedicated IT personnel and the reliance on temporary interns create vulnerabilities in sustaining consistent digital content. To address these gaps, this research proposes three strategic opportunities for the future: (1) Developing scalable Immersive Virtual Experiences to showcase exclusive collections as a "Digital Museum of Islamic Civilization"; (2) Transforming librarians into "Knowledge Influencers" to humanize the brand and establish digital authority; and (3) Establishing a Co-creation ecosystem with students (as "Digital Literacy Ambassadors") to ensure content relevance for Generation Z. Theoretically, this research contributes to the Islamic Marketing literature by demonstrating how commercial marketing principles can be adapted for non-profit religious institutions to enhance engagement without commodifying sacred values. Practically, these strategies support the achievement of the Sustainable Development Goals (SDGs). By ensuring inclusive access to authoritative Islamic information (SDG 4) and providing a counter-narrative to digital extremism (SDG 16), the library reinforces its role as a guardian of moderate Islamic values in the algorithmic age.

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Author Contribution

All authors contributed equally to the main contributor to this paper, some are the chairman, member, financier, article translator, and final editor. All authors read and approved the final paper.

Conflicts of Interest

All authors declare no conflict of interest.

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