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# **Marketing Strategies and Innovation to Achieving Competitive Advantage in Muslimah Fashion**

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## **Abstract**

Ethics-based marketing and religiosity are currently in the spotlight, particularly in communities where Sharia marketing strategies are crucial. This study aims to analyze the effect of Halal product-service innovation and brand religiosity marketing communication on ensuring customer satisfaction through competitive advantage. This study's research object is Muslimah fashion products in Central Java, Indonesia, which we examine through a sample of 338 respondents who answered an online questionnaire. The study used structural equation modelling and statistical techniques to examine the positive and substantial effects of Halal product-service innovation and brand religious marketing communication on competitive advantage and customer happiness. Competitive advantage can act as a mediator in achieving customer satisfaction. Marketers must comprehend the impact of religiosity on consumer behavior, to effective marketing strategies that resonate with religious values and beliefs, particularly in markets with strong religious affiliations.

**Keywords:** *Sharia Marketing, Product-Service Innovation, Muslimah Fashion, Sharia Marketing Communication, Competitive Advantage.*

## A. Introduction

All businesses face constant competition, and customers are becoming increasingly critical in their choice of products. This encourages businesses to be more innovative when creating their products, allowing them to forge ahead of their competitors. The fashion industry focuses on style and appearance<sup>1</sup>, and fashion products are in demand as clothing is a primary need. Muslim women, in particular, seek clothes beyond those that only cover the awrah, including those that boost the wearer's self-confidence and are fashionable<sup>2</sup>. The fashion industry is growing and profitable because it serves a primary need, offering entrepreneurs a broad set of opportunities<sup>3</sup>.

Similarly, the Muslim fashion industry in Indonesia is experiencing rapid growth. It has made significant progress over the past few years, supported by several factors, including the local designers who are increasingly contributing to the country's economy<sup>4</sup>. The industry's growth rates of 23% in 2020, 32% in 2021, and 52% in 2022 demonstrate its significant growth, broad reach, and global impact. In this context, industry players compete to create the latest innovations and trends to market to the public<sup>5</sup>.

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<sup>1</sup>Gyorgy Gonda, et al., "Competitive Factors of Fashion Retail Sector with Special Focus on SMEs", *Economies* 8, No. 4 (2020): 1–18. <https://doi.org/10.3390/ECONOMIES8040095>.

<sup>2</sup>Mahir Pradana, Hanifah Putri Elisa, and Syarifuddin Syarifuddin, "The Growing Trend of Islamic Fashion: a Bibliometric Analysis", *Cogent Social Sciences* 9, No. 1 (2023): 1–10. <https://doi.org/10.1080/23311886.2023.2184557>.

<sup>3</sup>Sulis Riptiono and Harini Setyawati, "Does Islamic Religiosity Influence Female Muslim Fashion Trend Purchase Intention?: an Extended of Theory of Planned Behavior", *Iqtishadia* 12, No. 1 (2019): 12–29. <https://doi.org/10.21043/iqtishadia.v12i1.4384>.

<sup>4</sup>Siswanto and Ihsanul Ikhwani, "The Contribution of Islamic Social Finance to Economic Growth in Indonesia", *Review of Islamic Social Finance and Entrepreneurship* 2, No. 1 (2023): 1–12. <https://doi.org/10.20885/risfe.vol2.iss1.art1>.

<sup>5</sup>Anja Schulze, Janell D. Townsend, and M. Berk Talay, "Completing the Market Orientation Matrix: the Impact of Proactive Competitor Orientation on Innovation and Firm Performance", *Industrial Marketing Management* 10, No. 3 (2022): 198–214. <https://doi.org/10.1016/j.indmar.2022.03.001>.

Fashion innovations are designed to meet customers' needs and increase their satisfaction levels. Customer satisfaction is considered attained when a product meets the needs or desires of customers and aligns with their expectations. By satisfying their customers, companies can increase their profits, improve their brand images, and help maintain and grow their market shares<sup>6</sup>. One way companies can achieve their corporate goals is to understand their customers' needs and desires and to satisfy those needs more effectively and efficiently than the competition<sup>7-8</sup> stated that customer satisfaction comprises several factors, including encouraging a positive attitude, a commitment to the brand, and customers' intention to return to use the service. The extent to which they engage in these behaviors reflects their satisfaction with the service. Customer satisfaction can also be interpreted as a customer's evaluation of a product's or service's performance based on comparing the perceived results and their expectations<sup>9</sup>.

A business requires product innovation to survive and succeed in the market, which entails making and improving their products<sup>10</sup>. Product innovation can be defined as the functional development of a product in a way that allows it to stay one step

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org/10.1016/j.indmarman.2022.03.013.

<sup>6</sup>Ida Farida and Doddy Setiawan, "Business Strategies and Competitive Advantage: the Role of Performance and Innovation", *Journal of Open Innovation: Technology, Market, and Complexity* 8, No. 3 (2022): 1-16. <https://doi.org/10.3390/joitmc8030163>.

<sup>7</sup>Fauziah Maya Permatasari and Vidyarini Dwita, "The Effect of Brand Communication, Brand Image, and Perceived Social Media on Brand Loyalty With Brand Trust as a Variable of Mediation in Rendang Asele in Padang City", *Padang International Conference on Economics Education, Economics, Business and Management, Accounting and Entrepreneurship* (2020): 652-67. <https://doi.org/10.2991/aebmr.k.201126.073>.

<sup>8</sup>Wijaya and Nasution (2022).

<sup>9</sup>Razafimanjary Maminaiaina, "A Thorough Literature Review of Customer Satisfaction Definition, Factors Affecting Customer Satisfaction, and Measuring Customer Satisfaction", *International Journal of Advanced Research* 7, No. 9 (2019): 828-43. <https://doi.org/10.21474/ijar01/9733>; Dina Lusianti and Lela Zumala Rofiqoh, "Mas'uliyah Presentation: Ethical Marketing Based on Religious Values", January 1, 2023: 2136-44.

<sup>10</sup>Eduardo Antonio Chang-Muñoz, et al., "Innovation Activities and Their Impact on Product Innovation Results: Evidence from a Sectorial Study", *Sustainability (Switzerland)* 15, No. 8 (2023): 6459-74. <https://doi.org/10.3390/su15086459>.

ahead of that offered by competitors<sup>11</sup> or as making changes to products through new ideas and processes. Innovation encourages companies to develop new ideas, create innovative products, and provide services that satisfy their customers<sup>12</sup>. When facing competition in the market, businesses must pay close attention to their customers since their tastes inevitably change over time<sup>13</sup>.

As customer satisfaction is influenced by product innovation and marketing communication, competitive advantage is the intervening variable that bridges the gaps between these three aspects<sup>14</sup> stated that creating a competitive advantage with unique characteristics results from various company activities, such as design, production, marketing, distribution, and product support. Competitive advantage is geared towards ensuring companies have unique characteristics (i.e. creating differentiation) and perform in ways that are cost-efficient compared to other competitors. Thus, competitive advantage allows companies to perform better than their competitors, and it is developed by providing value to customers, either by charging lower prices or by providing more benefits at higher price points. Managers and business owners must be able to determine the optimum competitive strategies that will inform their competitive advantage<sup>15</sup>. Several studies have explored how product innovation and marketing communication impact competitive advantage and increase customer satisfaction.

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<sup>11</sup>Dina Lusianti, et al., "Entrepreneurial Strategic: Existence on Orientation and Sustainable Competitive Advantage", *Advances in Intelligent Networking and Collaborative Systems*, ed. Leonard Barolli (Cambridge: Springer Nature Switzerland, 2023), 306–15.

<sup>12</sup>Maciej Mitreğa, "Dynamic Marketing Capability: Refining the Concept and Applying It to Company Innovations", *Journal of Business and Industrial Marketing* 35, No. 2 (2020): 193–203. <https://doi.org/10.1108/JBIM-01-2019-0007>.

<sup>13</sup>Massimo Airoidi, "Digital Traces of Taste: Methodological Pathways for Consumer Research", *Consumption Markets and Culture* 5, No. 1 (2019): 1–21. <https://doi.org/10.1080/10253866.2019.1690998>; Wilfred Amaldoss and Chuan He, "The Charm of Behavior-Based Pricing: When Consumers' Taste Is Diverse and the Consideration Set Is Limited", *Journal of Marketing Research* 56, No. 5 (2019): 767–90. <https://doi.org/10.1177/0022243719834945>.

<sup>14</sup>Gonda, et al. (2020).

<sup>15</sup>Abdul Munir et al., "Brand Resonancing Capability: the Mediating Role between Social Media Marketing and Smes Marketing Performance", *Academy of Entrepreneurship Journal* 27, No. 1 (2021): 1–12.

The results have been mixed. For example<sup>16-17</sup>, found that innovation has a positive and significant effect on customer satisfaction, while<sup>18</sup> showed that innovation has a negative and insignificant effect on this aspect.

In terms of marketing communication<sup>19</sup>, found that marketing communication that leans into brand religiosity has a positive and significant effect on customer satisfaction, while<sup>20</sup> and<sup>21</sup> found that advertising's impact on brand loyalty can be either positive or negative depending on the circumstances and context in which customers are exposed to the marketing material. Furthermore<sup>22</sup>, showed that customer satisfaction can have both a negative and positive impact on customers in terms of meeting their needs, thus demonstrating that the relationship between marketing communication and customer satisfaction is different.

Although previous research has contributed to our understanding of customer satisfaction, studies that examine ethical values and religiosity in the context of the fashion industry are still rare. The latest research has examined the role of competition and determined that it increases businesspersons' capacities. As competition tends to drive up standards for the industry and its customers, this study examines how Sharia marketing builds customer satisfaction through competitive advantage in the forthcoming Industry 5.0 era.

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<sup>16</sup>Yeh, et al. (2019).

<sup>17</sup>Cabral and Marques (2023).

<sup>18</sup>Revelation and Nilo (2021).

<sup>19</sup>Shah, et al. (2020).

<sup>20</sup>Schivinski and Dabrowski (2015).

<sup>21</sup>Yosal, et al. (2021).

<sup>22</sup>Sawitri and Prasada (2022).

## B. Discussion

### 1. Literature Review

#### a. The Effect of Halal Product-Service Innovation on Competitive Advantage and Customer Satisfaction

Product-service innovation involves creating new products designed to add value in a way that aligns with demand and ensures success in the market<sup>23</sup>. It entails introducing completely new products or modifying existing products to create something different<sup>24</sup>. Regarding Halal product-service innovation, fostering the ability to create innovative Halal products and services is a strategic key to building competitive advantage. Companies can gain a competitive advantage by engaging in various activities that support low-cost performance and product differentiation<sup>25</sup>, as well as by developing products at a faster pace and in a more profitable manner than their competitors<sup>26</sup>. By examining the efforts to infuse Islamic ethics into economic framework, the evolving nature of economic systems in Indonesia and the broader implications of blending religious values with market practices. This analysis provides valuable insights into the unique intersection of Islamic principles and neoliberal ideologies within the Indonesian economic landscape, offering a nuanced understanding of the complexities

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<sup>23</sup>T. Handriana, et al., "Purchase Behavior of Millennial Female Generation on Halal Cosmetic Products", *Journal of Islamic Marketing* 12, No. 7 (2020): 1295–1315. <https://doi.org/https://doi.org/10.1108/JIMA-11-2019-0235>.

<sup>24</sup>Jimmy Lizardo and Fredella Colline, "The Influence of Market Attractiveness and Dynamic Capability on Competitive Strategy and the Implications on Business Performance of Creative Industry in West Java", *The Winners* 24, No. 1 (2023): 45–56. <https://doi.org/10.21512/tw.v24i1.10034>.

<sup>25</sup>Xhavit Islami, Naim Mustafa, and Marija Latkovikj, "Linking Porter's Generic Strategies to Firm Performance", *Future Business Journal* 6, No. 1 (2020): 1–15. <https://doi.org/10.1186/s43093-020-0009-1>.

<sup>26</sup>Sadat Hosseini, Sanaz Soltani, and Mohammad Mehdizadeh, "Competitive Advantage and Its Impact on New Product Development Strategy: Case Study Toos Nirro Technical Firm", *Journal of Open Innovation: Technology, Market, and Complexity* 4, No. 2 (2018): 1–12. <https://doi.org/10.3390/joitmc4020017>.

inherent in contemporary economic systems influenced by religious and market forces<sup>27</sup>.

Halal product-service innovation is not only limited to a company creating new products but can also be realized through improving the quality of existing goods in terms of the raw materials used, the physical forms taken, and the products' service capabilities that align with particular ethical and religious values<sup>28</sup>. New Halal products and services can also be created through innovation to meet market needs<sup>29</sup>. Halal product-service innovation has the potential to increase customer satisfaction, which is determined by assessing customers' perceptions of how well the product or service meets their expectations<sup>30</sup>. Indeed, customer satisfaction is achieved when the product or service meets or exceeds customers' expectations, wants, and needs. Thus, Halal product-service innovation aids companies in developing and improving their customer satisfaction levels<sup>31</sup>. Thus, the following hypotheses were developed for this study:

H1: Halal product-service innovation has a positive and significant effect on competitive advantage.

H2: Halal product-service innovation has a positive and significant effect on customer satisfaction.

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<sup>27</sup>Daromir Rudnycky, "Market Islam in Indonesia", *The Journal of the Royal Anthropological Institute* 15, No. 1 (2009): 183-201.

<sup>28</sup>Gerrit Antonides and Lies Hovestadt, "Product Attributes, Evaluability, and Consumer Satisfaction", *Sustainability (Switzerland)* 13, No. 22 (2021): 1-20. <https://doi.org/10.3390/su132212393>; Andriani Kusumawati, et al., "The Role of Religiosity on Fashion Store Patronage Intention of Muslim Consumers in Indonesia", *SAGE Open* 10, No. 2 (2020): 1-15. <https://doi.org/10.1177/2158244020927035>.

<sup>29</sup>Lizardo and Colline.

<sup>30</sup>Muhammad Ashfaq, et al., "Customers' Expectation, Satisfaction, and Repurchase Intention of Used Products Online: Empirical Evidence from China", *SAGE Open* 9, No. 2 (2019): 1-14. <https://doi.org/10.1177/2158244019846212>; Md. Uzir Hossain Uzir, et al., "Does Quality Stimulate Customer Satisfaction Where Perceived Value Mediates and the Usage of Social Media Moderates?", *Heliyon* 6, No. 12 (2020): 1-19. <https://doi.org/10.1016/j.heliyon.2020.e05710>.

<sup>31</sup>Rida and Hidayat (2021); Urumsah and Puspitasari (2021).

b. The Effect of Sharia Marketing Communication on Competitive Advantage

Marketing communication entails delivering accurate and timely information about products and services designed to change potential customers' attitudes and behaviors to the extent that they become real customers<sup>32</sup>. This comprises introducing potential customers to products and encouraging them to purchase them<sup>33</sup>. When brands' marketing communication contains religiosity, people are quickly informed about the advantages offered by a product. Thus, marketing communication that contains brand religiosity not only increases awareness of the brand but also reinforces the value of the product in the customer's view, thereby boosting their satisfaction<sup>34</sup>.

One of the determining factors for marketing success is brand religiosity marketing communication, which introduces products or services to customers according to their wants and needs<sup>35</sup>. Marketing communication aims to have customers recognize the products offered by the company to the extent that

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<sup>32</sup>Cait Lamberton and Andrew T. Stephen, "A Thematic Exploration of Digital, Social Media, and Mobile Marketing: Research Evolution from 2000 to 2015 and an Agenda for Future Inquiry", *Journal of Marketing* 80, No. 6 (2016): 146–72. <https://doi.org/10.1509/jm.15.0415>; Shu-Chuan Chu, Tao Deng, and Juan Mundel, "The Impact of Personalization on Viral Behavior Intentions on TikTok: the Role of Perceived Creativity, Authenticity, and Need for Uniqueness", *Journal of Marketing Communications* 30, No. 1 (2024): 1–20. <https://doi.org/10.1080/13527266.2022.2098364>.

<sup>33</sup>Aykut Ekiyor and Fatih Altan, "Marketing Communication and Promotion in Health Services", *Promotion and Marketing Communications* (New York: IntechOpen, 2020), 1–21. <https://doi.org/10.5772/intechopen.91656>; Khalid Jamil, et al., "Role of Social Media Marketing Activities in Influencing Customer Intentions: a Perspective of a New Emerging Era", *Frontiers in Psychology* 12, No. 1 (2022): 1–12. <https://doi.org/10.3389/fpsyg.2021.808525>.

<sup>34</sup>Hendratmoko and Elisabeth Mutiarawati, "The Effect of Marketing Communication and Religiosity on Customer Loyalty", *Jurnal Komunikasi dan Bisnis* 10, No. 2 (2022): 180–91. <https://doi.org/10.46806/jkb.v10i2.908>; Achmad Soeherman and Roymon Panjaitan, "Religio-Centric Product Strategic: Halal Literacy and Brand Management Capabilities towards Business Performance", *Journal of Business Strategy* 27, No. 1 (2022): 86–105. <https://doi.org/10.20885/jsb.vol27.iss1.art7>; Ahmad Rafiki, Sutan Hidayat, and Muhammad Nasution, "An Extensive Effect of Religiosity on the Purchasing Decisions of Halal Products", *PSU Research Review* 5, No. 1 (2023): 1–22. <https://doi.org/10.1108/PRR-07-2022-0093>.

<sup>35</sup>Rafiki, Hidayat, and Nasution.



they feel interested and eventually make a purchase<sup>36</sup>. Customer satisfaction is highly dependent on customers' perceptions and expectations, an important factor influencing a customer's decision to make a purchase<sup>37</sup>. Indeed, if a customer is satisfied with the value provided by the product or service, they are more likely to remain a customer of that company<sup>38</sup>. Marketing communication conveys information and can educate customers about ethical values and religiosity. Marketing communication that imbues brands with religious identities is often designed to ensure sustainable customer satisfaction and positively impact a business's competitive advantage. Thus, the following hypotheses were developed:

H3: Brand religiosity marketing communication has a positive and significant effect on competitive advantage.

H4: Brand religiosity marketing communication has a positive and significant effect on customer satisfaction.

### c. Competitive Advantage's Effect on Customer Satisfaction

Competitive advantage is important, and creating it is considered a profitable strategy for companies to develop cooperative ties that can create opportunities and allow them to leverage their competitive advantage more effectively<sup>39</sup>. Moreover, satisfying customer needs can enhance a company's edge over its

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<sup>36</sup> Nathalie Peña-García, et al., "Purchase Intention and Purchase Behavior Online: a Cross-Cultural Approach", *Heliyon* 6, No. 6 (2020). <https://doi.org/10.1016/j.heliyon.2020.e04284>; Huiliang Zhao, et al., "Impact of Pricing and Product Information on Consumer Buying Behavior with Customer Satisfaction in a Mediating Role", *Frontiers in Psychology* 12, No. 2 (2021): 1-11. <https://doi.org/10.3389/fpsyg.2021.720151>.

<sup>37</sup> Catur Widayati, et al., "The Role of Purchasing Decisions in Mediating the Influence of Personal Selling, Price, and Product Quality on Customer Satisfaction Using MICE Services", *Dinasti International Journal of Digital Business Management* 4, No. 5 (2023): 917-32. <https://creativecommons.org/licenses/by/4.0/>; Moh. Sholihuddin, Abdul Rivai, and Bongsu Saragih, "The Effect of Location and Price on Consumer Satisfaction through Buying Decisions on P.T. Adhi Persada Property", *East African Scholars Journal of Economics, Business, and Management* 3, No. 4 (2020): 302-11. <https://doi.org/10.36349/EASJEBM.2020.v03i04.004>.

<sup>38</sup> Meithiana Indrasari, *Marketing and Customer Satisfaction* (Jakarta: Unitomo Press, 2019).

<sup>39</sup> Hosseini, Soltani, and Mehdizadeh.

competition since customers who are satisfied with its products and services tend to become repeat customers<sup>40</sup>. Customer satisfaction becomes an overall feeling about the product or service they have purchased<sup>41</sup>. Competitive advantage affects customer satisfaction in that superior products are more successful in terms of increased sales, positive customer reviews garnered, and satisfaction provided<sup>42</sup>. Therefore, the following hypotheses were posited:

H5: Competitive advantage has a positive and significant effect on customer satisfaction.

## 2. Research Methodology

This study analyses the effect of Halal product-service innovation and brand religiosity marketing communication on ensuring customer satisfaction through competitive advantage. The research object of this study is customers of Muslim fashion products, with the data obtained from an online questionnaire with google form. The data were processed using PLS-SEM. PLS-SEM is beneficial for researchers as it enables the examination of both formative and reflective constructs within a model, allowing for a comprehensive analysis of various types of variables<sup>43</sup>. This flexibility in handling different types of constructs makes PLS-SEM a versatile tool for researchers working with diverse data

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<sup>40</sup>Indrasari.

<sup>41</sup>Paulo Rita, Tiago Oliveira, and Almira Farisa, "The Impact of E-Service Quality and Customer Satisfaction on Customer Behavior in Online Shopping", *Heliyon* 5, No. 10 (2019): 26-90. <https://doi.org/10.1016/j.heliyon.2019.e02690>.

<sup>42</sup>K. Digdowiseiso and R. Lestari, "Determinants of Competitive Advantage and Their Impact on Consumer Satisfaction at Chicken Restaurants in South Jakarta", *Budapest International Research and Critics Institute Journal* 4, No. 4 (2021): 12047-53. <https://bircu-journal.com/index.php/birci/article/view/3270>; Basrowi, Juhary Ali, and Tulus Suryanto, "Unpacking the Impact of Customer Perceived Value and Competitive Advantage on Customer Loyalty: the Mediating Role of Trust", *Shirkah: Journal of Economics and Business* 8, No. 1 (2023): 60-77. <https://doi.org/10.22515/shirkah.v8i1.540>.

<sup>43</sup>Faizan Ali, et al., "An Assessment of the Use of Partial Least Squares Structural Equation Modeling (PLS-SEM) in Hospitality Research", *International Journal of Contemporary Hospitality Management* 30, No. 1 (2018): 514-38. <https://doi.org/10.1108/IJCHM-10-2016-0568>.

characteristics. The data processing steps include instrument testing, hypothesis testing, and mediation testing.

The variables in this study were adapted from previous research, with those used for the assessment of Halal product-service innovation being the development of product features, updates to the product-service design, and improvement of the product quality<sup>44</sup>. The variables used to measure brand religiosity marketing communication included the frequency of the communication, the time, and the chosen media<sup>45</sup>. The variables used to assess competitive advantage comprised price, product quality, creativity, time to market, and uniqueness<sup>46</sup>. Lastly, customer satisfaction was measured by meeting customer expectations, customers' willingness to recommend the product, customer repurchase behaviors, word-of-mouth marketing, and brand image<sup>47</sup>.

Purposive sampling was used herein, and the inclusion criteria comprised the respondents being domiciled in the Central Java region, Indonesia, at least 17 years old, having the ability to understand the questionnaire items, and having purchased and used Muslim fashion products at least once in the last six months. We achieved a response rate of 94% for a total of 338 viable responses. We carried out validity and reliability tests on the instruments presented in Table 1. In the validity test we used the outer loading approach (with criteria above 0.7) and Average Variance Extracted (with criteria above 0.5). In the reliability test we use Cronbach alpha (with criteria above 0.7). The results show

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<sup>44</sup>Kotler and Keller, *Marketing Management: 15E Global Edition* (New York: Pearson Education, 2016); Vinny Herviani, Prasetyo Hadi, and Nobelson, "Analysis of the Influence of Brand Trust, E-Wom, and Social Media Influencers on Pixy Lipstick Purchasing Decisions", *Prosiding Biema* 1, No. 1 (2020): 60–74.

<sup>45</sup>Kotler and Keller.

<sup>46</sup>Al-Badi (2018); Quaye and Mensah (2019).

<sup>47</sup>Indrasari dan Rosnaini Daga, *Citra, Kualitas Produk, dan Kepuasan Pelanggan* (Jakarta: Global Research and Consulting Institute, 2017).

that the variables and indicators herein were valid and reliable and met the provisions of classical assumptions.

### 3. Marketing Strategies and Innovation in Muslimah Fashion

The sample comprised a majority of working women aged 35–40 years, with their choices in clothing not just being driven by their desire to cover the *aurat* but also to wear the latest fashion trends. In particular, they indicated they were very aware of the need to cover the *aurat*, requiring simple and elegant clothes when working in an office. Moreover, they asserted that innovation in Halal fashion products and services was a priority for them, and they expressed interest in the idea of an artificial intelligence program that could allow them to try on clothes virtually in a way that accounted for their weight, height, and skin color. The results of this research are shown in Figure 1.

Table 1: Test Instruments

No.	Indicators and Variables	Variance Inflation Factor	Outer Loading	Cronbach's Alpha	Reliability	Average Variance Extracted
1	<b>Halal product-service innovation</b>			0.759	0.856	0.664
	Development of the product features	2.383	0.813			
	Updates to the product-service design	2.403	0.826			
	Improvements to the product quality	1.211	0.805			
2	<b>Sharia Marketing Communication</b>			0.800	0.883	0.716
	Frequency	1.385	0.776			
	Time	2.241	0.873			

	Media	2.356	0.885			
3	<b>Competitive advantage</b>			0.899	0.926	0.715
	Price	2.501	0.849			
	Product Quality	2.614	0.843			
	Creativity	3.180	0.891			
	Time to market	3.455	0.896			
	Uniqueness	1.766	0.741			
4	<b>Customer satisfaction</b>			0.891	0.920	0.699
	Meeting customers' expectations	1.751	0.771			
	Customer's willingness to recommend the product	2.455	0.846			
	Customer's repurchase behaviors	1.994	0.806			
	Word-of-mouth marketing	2.685	0.840			
	Brand image	3.929	0.910			

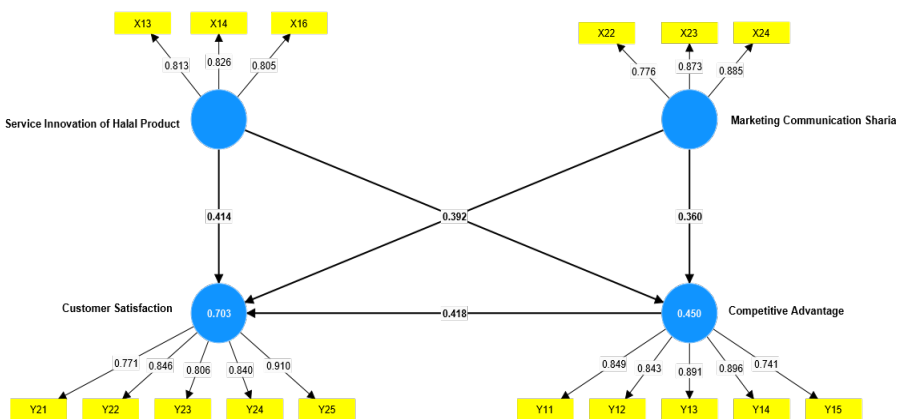


Figure 1. Test Results

The hypotheses were tested by assessing the significance level of the relationships between the variables, which was determined through the critical ratio (CR) and significance probability value for each variable. Table 2 shows that all the CR values are greater than 1.64 and all the probabilities are less than 0.05. Therefore, we can conclude that all hypotheses in this study are supported. Thus, Halal product-service innovation has a positive and significant influence on competitive advantage and customer satisfaction, indicating that the greater the innovation of Halal products and services, the more competitive the products and services are and the higher the customer satisfaction. Moreover, better product-service innovation increases healthy competition as more good-quality products will be created for the market. Brand religiosity marketing communication also has a positive and significant influence on customer satisfaction, indicating that communication-based on ethics and religiosity that is more advanced than that used by other companies leads to higher customer satisfaction and a greater competitive advantage for Muslim fashion.

**Table 2: Results from Testing the Hypotheses**

No.	Hypotheses	CR	Limitation	P	Limitation	Outcome
H1	Halal product-service innovation has a positive and significant effect on competitive advantage	11.858	$\geq 1.64$	0.000	$< 0.05$	Proven true
H2	Halal product-service innovation has a positive and significant effect on customer satisfaction	3.300	$\geq 1.64$	0.001	$< 0.05$	Proven true

No.	Hypotheses	CR	Limitation	P	Limitation	Outcome
H3	Brand religiosity marketing communication has a positive and significant effect on competitive advantage	9.179	$\geq 1.64$	0.000	< 0.05	Proven true
H4	Brand religiosity marketing communication has a positive and significant effect on customer satisfaction	7.355	$\geq 1.64$	0.000	< 0.05	Proven true
H5	Competitive advantage has a positive and significant effect on customer satisfaction	10.080	$\geq 1.64$	0.000	< 0.05	Proven true

Table 3 summarises the influence that the variables of Halal product-service innovation and brand religiosity marketing communication had on competitive advantage and customer satisfaction.

**Table 3: The Indicators' Impact on Competitive Advantage and Customer Satisfaction**

No.	Paths of Influence	Original Sample	t-statistic	P-Value	Conclusion
1	Halal product-service innovation's impact on ensuring customer satisfaction through competitive advantage	0.164	6.469	0.000	Competitive advantage is a mediating variable between Halal product-service innovation and customer satisfaction.
2	Brand religiosity marketing communication's impact on ensuring customer satisfaction through competitive advantage	0.151	5.787	0.000	Competitive advantage mediates between brand religiosity marketing communication and customer satisfaction.

The results indicate that Halal product-service innovation has a positive and significant effect on customer satisfaction. That is, the greater the innovation, the more customer satisfaction increases. Conversely, if Halal's product-service innovation is not good, this could decrease customer satisfaction. In this context, satisfaction relates to the feeling of pleasure or disappointment a person derives from their comparison between their expectations and the product's or service's performance: If the performance fails to meet the individual's expectations, the customer will not be satisfied<sup>48</sup>.

Halal product-service innovation affects customer satisfaction, indicating that companies that design their products according to their customers' wishes will generate higher satisfaction because their products align with customers' expectations<sup>49</sup>. This study supports<sup>50</sup> study, which showed that product-service innovation has a positive and significant effect on customer satisfaction.

Moreover, this research has demonstrated that brand religiosity marketing communication has a positive and significant effect on customer satisfaction, in that the better the communication, the higher the customer satisfaction, and vice versa. One of the determining factors for marketing success is brand religiosity marketing communication, which is carried out by introducing products or services to customers in accordance with their wants and needs<sup>51</sup>. Brand religiosity marketing communication aims to influence customers by having them recognize the products offered by the company so that they feel interested and eventually make a purchase decision<sup>52</sup>. Customer satisfaction is an important factor that influences a customer's decision to make a purchase<sup>53</sup>, and it

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<sup>48</sup>Kotler and Keller; Digdowiseiso and Lestari.

<sup>49</sup>Ashfaq, et al.

<sup>50</sup>Lizardo's and Colline's (2023).

<sup>51</sup>Hendratmoko and Mutiarawati.

<sup>52</sup>Ekiyor and Altan.

<sup>53</sup>M.R. Bowers, J.E. Swan, and W.F. Koehler, "What Attributes Determine Quality and



is highly dependent on customers' perceptions and expectations. Indeed, if a customer is satisfied with the value provided by the product or service, they will most likely remain a customer<sup>54</sup>.

This research supports the goal of marketing communication, which is geared towards attracting new customers and increasing existing customers' satisfaction. Various brand religiosity in marketing communication approaches are used, and marketers will expect customers to be more interested in buying the products offered due to the religious branding, which allows later customers to measure the value of the product. Thus, it can be asserted that customers will be satisfied by the many brand religiosity in marketing communication offers that are provided and the products that have been used. This finding aligns with Peña-García, et al. (2020) and Zhao, et al. (2021) studies, which found that marketing communication has a positive and significant effect on customer satisfaction.

Halal product-service innovation has a positive and significant effect on competitive advantage in that the greater the innovation, the more effective the competitive advantage in Muslim fashion. Conversely, poor Halal product-service innovation can lessen companies' competitive advantage. Halal product-service innovation entails creating new Halal products that add value in alignment with customers' demand and ensure the company's success in the market<sup>55</sup>. Thus, Halal product-service innovation results in the creation of completely new products or comprises making modifications to existing products to create something new<sup>56</sup>. The ability to create innovative Halal products and services

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Satisfaction with Health Care Delivery?", *Health Care Management Review* (1994). <https://www.jstor.org/stable/44950680>; Bruce Clark, "Measuring Performance: the Marketing Perspective", *Business Performance Measurement* (2010): 22–40. <https://doi.org/10.1017/cbo9780511753695.003>; Widayati, et al.

<sup>54</sup>Indrasari.

<sup>55</sup>Rida and Hidayat (2021).

<sup>56</sup>Lizardo and Colline (2023).

more profitably than the competition is a very important strategic resource for developing a competitive advantage<sup>57</sup>. This finding echoes that made by Rida and Hidayat (2021), who found a positive and partially significant relationship between product-service innovation and excellence.

Brand religiosity marketing communication has a positive and significant effect on competitive advantage in that the better the communication by Muslim fashion houses, the greater their competitive advantage, while inferior brand religiosity marketing communication can lead to a decrease in competitive advantage. Brand religiosity marketing communication is communication in which sellers and buyers engage that aligns with a community's ethics and religious values, and it is aimed at changing the attitudes and behaviors of the buyers who previously did not know about the product, thereby encouraging them to become buyers<sup>58</sup>.

Brand religiosity marketing communication entails providing information to potential customers that introduces them to the products and encourages them to purchase them<sup>59</sup>. Thus, with brand religiosity marketing communication, the public quickly understands the advantages of a product, and these advantages can be used to ensure success when competing with other brands.

Competitive advantage has a positive and significant effect on customer satisfaction in that the better the competitive advantage, the higher the level of customer satisfaction, while customer satisfaction can decrease when a company has a poor competitive advantage. Competitive advantage is an important aspect for companies facing competition in the market, and it is a

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<sup>57</sup>Urumsah and Puspitasari.

<sup>58</sup>J. Egan, "Marketing Communications", *Marketing Communications* (2022). <https://www.torrossa.com/gs/resourceProxy?an=5409526&publisher=FZ7200>.

<sup>59</sup>Muhammad Miqdam Makfi, et al., "Visual Semiotics: Da'wah Delivery Solutions and Self-Akhlaq Guards in the Digital Age with Personal Branding", *KnE Social Sciences* 22, No. 2 (2022): 142–51. <https://doi.org/10.18502/kss.v7i10.11353>; G. Ye, et al., "The Value of Influencer Marketing for Business: a Bibliometric Analysis and Managerial Implications", *Journal of Advertising* (2021). <https://doi.org/10.1080/00913367.2020.1857888>.

profitable strategy for companies to pursue in terms of building cooperative relationships, which will lead to opportunities being created and the market running more effectively<sup>60</sup>. Moreover, customer satisfaction can sharpen the edge companies have over their competition, as customers who are satisfied with the products and services they receive tend to repurchase products and reuse services in the future<sup>61</sup>. Customer satisfaction is a feeling customers have about the product or service they have purchased<sup>62</sup>, and competitive advantage is one of the factors of customer satisfaction. The more advantages a product has over competing products, the more satisfying it will be to customers.

The findings indicate that both Halal product-service innovation and brand religiosity marketing communication have indirect and positive influences on ensuring customer satisfaction through competitive advantage. Moreover, the results of the mediation test showed that competitive advantage can mediate between Halal product-service innovation and brand religiosity marketing communication in terms of customer satisfaction. In addition, when Halal's product-service innovation and brand religiosity in marketing communication increase, product excellence increases and positively affects customer satisfaction. This is evidenced by the results, in that the value determined for the indirect influence these variables had was greater than the value for the direct influence they had.

A company's purpose is to create customers who are satisfied with the products made by the company. Customer satisfaction is very important in a business world that is full of fierce competition, and it can create a harmonious relationship between companies and their customers. Companies that do not innovate and develop new products will face severe risks when competing with similar

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<sup>60</sup>Gonda, et al.

<sup>61</sup>Indrasari.

<sup>62</sup>Soeherman and Panjaitan.

businesses in the market. Innovation means observing customers to determine and satisfy their needs, which does not necessarily equate to providing new products<sup>63</sup>. For example, an innovative product can occupy a strategic position in the market, have a longer life cycle, can withstand attacks from competitors, and can meet market desires. Moreover, brand religiosity marketing communication showcases the advantages of a product to customers, thus providing more value to a company's products than those of its competitors. This value can bring benefits to customers, one of which is satisfaction due to their receiving the product they expect.

### C. Conclusion

The results indicate that both Halal product-service innovation and brand religiosity marketing communication have positive and significant influences on customer satisfaction, in that the better the innovation and marketing communication, the higher the satisfaction of customers buying Muslim fashion. Similarly, Halal product-service innovation and brand religiosity marketing communication both have positive and significant influences on competitive advantage as these factors being more advanced leads to a higher competitive advantage in terms of Muslim fashion.

Additionally, competitive advantage has a direct influence on customer satisfaction, in addition to acting as a mediator in the relationship between Halal product-service innovation, brand religiosity marketing communication, and customer satisfaction. This study has a limitation in that the variables used in other studies and omitted here account for 29.9% of the pool of variables. Therefore, future research could add the variable of the strength of brand religiosity that results from community encouragement and

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<sup>63</sup>Fabiana Matos da Silva, Edson Aparecida de Araujo Querido Oliveira, and Marcela Barbosa de Moraes, "Innovation Development Process in Small and Medium Technology-Based Companies", *RAI Revista de Administração e Inovação* 13, No. 3 (2016): 176-89. <https://doi.org/10.1016/j.rai.2016.04.005>.

necessary to collaborate qualitative data (mixed methods) to get a more complex picture of the data.

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