
Hybrid Marketing Strategy Implementation at Uus Hasanah Hijab Collection, Paiton, Probolinggo: A Case Study

Fahrudin¹, Nadia Nurcahyani Sofiana², Uswatun Hasanah³, Uswatun Hasanah⁴

Universitas Nurul Jadid, Indonesia^{1,2,3}

Politeknik Teknik Negeri Jember, Indonesia⁴

Corresponding Author's Email: fahrudin@unuja.ac.id

Received: 14-09-2026 | Accepted: 07-10-2026 | Published: 11-10-2026

ABSTRACT

The growing digital ecosystem has encouraged Muslim fashion micro, small, and medium enterprises (MSMEs) to combine offline and online marketing through a hybrid marketing strategy to expand market reach and increase local product sales volume. This problem is exemplified by Uus Hasanah Hijab Collection, a home-based MSME in Paiton, Probolinggo, which relies entirely on organic content and live streaming without paid advertisements. This study aims to describe and analyze the implementation of the hybrid marketing strategy in Muslim fashion MSMEs. A qualitative approach with a descriptive-exploratory case study design was employed involving six informants at Uus Hasanah Hijab Collection in June 2026. Data validity was ensured through triangulation, while data were analyzed using the Miles, Huberman, and Saldaña interactive model. Data were collected from six key informants through participant observation, in-depth interviews, and documentation. Data validity was ensured through source and technique triangulation, and the data were analyzed using the interactive model of Miles, Huberman, and Saldaña. The findings show that the MSME successfully integrated online marketing (Shopee, TikTok Shop, Lazada, WhatsApp, Facebook) with offline marketing (word of mouth, religious bazaars, and institutional partnership), based on the owner's statement, the implementation of hybrid marketing was accompanied by monthly sales of approximately 1,000–1,200 units, with sales reaching 3,000 units during certain periods. These results imply that hybrid marketing success in home-based Muslim fashion MSMEs depends on the simultaneous integration of organic content, organizational readiness, and offline sociocultural networks, offering a replicable model for similar rural home-based enterprises seeking market expansion without reliance on paid advertising.

Keywords: Hybrid Marketing; Digital Marketing; Offline Marketing; Muslim Fashion MSMEs; Organic Content; Live Streaming; Case Study; Sales Volume.

INTRODUCTION

The development of information and communication technology has transformed marketing patterns from those previously reliant on direct interaction to ones more integrated with digital media utilization, requiring business actors, including local product MSMEs, to adjust their marketing strategies in order to remain competitive amid the increasingly digital dynamics of consumer behavior. Fundamentally, the concept of *hybrid marketing* combines conventional and digital marketing methods within an integrated implementation, allowing marketing activities to be carried out through both offline and online channels. This approach is related to the omnichannel marketing concept, which emphasizes the integration and coordination of multiple marketing channels (Nguyen et al., 2022). In the context of Muslim fashion MSMEs, the simultaneous execution of these two methods is crucial for addressing the characteristics of hijab products, which require both high visibility and consumer trust in the physical quality of the material.

This industry growth phenomenon is supported by data from Bank Indonesia, which report that MSMEs contribute 61.1% to Indonesia's Gross Domestic Product (GDP) and absorb 97.1% of the national workforce (Bank Indonesia, n.d.). At the regional level, data from the Central Statistics Agency (BPS) provide information on the development of micro and small industries in Probolinggo Regency, including industries classified under textiles and wearing apparel (BPS-Statistics Indonesia, 2024). The 2025 Indonesia Internet Profile Survey (APJII, 2025) recorded that national internet penetration reached 80.66%, with Shopee (53.22%), TikTok Shop (27.37%), Tokopedia (9.57%), and Lazada (9.09%) as the e-commerce platforms most frequently accessed by Indonesian society (Figure 1), three of which (Shopee, TikTok Shop, Lazada) are also the main channels used by Uus Hasanah Hijab Collection.

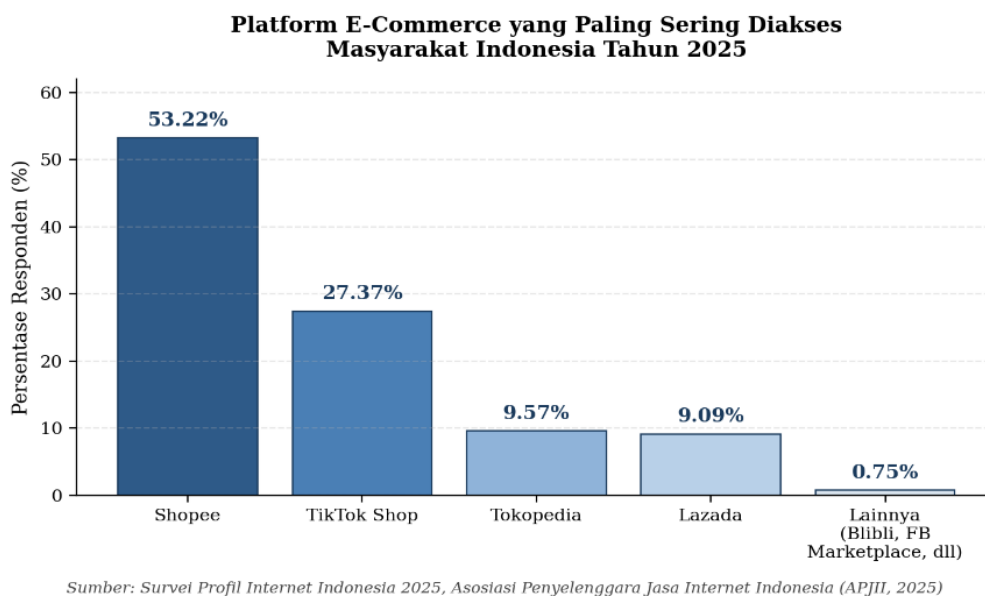


Figure 1. E-commerce platforms most frequently accessed by Indonesian society in 2025
Source: APJII (2025)

The 2024 E-Commerce Survey conducted by BPS-Statistic Indonesia covered 38 provinces in Indonesia, with the results presented as provincial-level estimates. Figure 2 presents the six provinces with

the highest numbers of e-commerce businesses. East Java ranked second nationally, with 698,868 e-commerce businesses, equivalent to 18.31% of the national total (BPS-Statistics Indonesia, 2024). Probolinggo Regency, the research location, is situated in East Java Province, indicating a substantial regional e-commerce presence that provides a relevant context for the implementation of hybrid marketing.

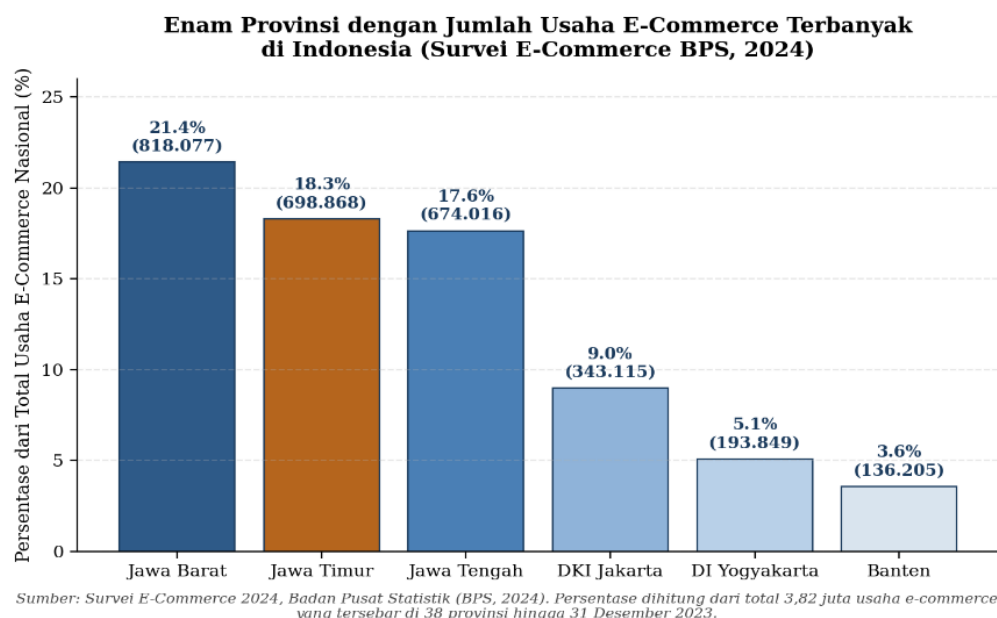


Figure 2. Six provinces with the highest number of e-commerce businesses in Indonesia
Source: BPS (2024)

However, in reality, many rural Muslim fashion MSMEs have failed to digitalize due to the soaring cost of paid advertisements (*paid ads*) on platforms such as Meta and TikTok, which have increased by 20-30% annually, causing them to lose their traditional offline customer base as a result of poorly integrated digitalization strategies. Previous research provides evidence across several related dimensions of hybrid marketing. First, studies on hybrid, omnichannel, and cross-channel marketing indicate that the integration of online and offline channels can support MSME performance and consumer experience. Hidayati and Sitompul (2022), Fajri et al. (2026), and Ainol Yaqin and Sholehah (2025) examined the use of multiple marketing channels among MSMEs and Muslim fashion businesses, while Nguyen et al. (2022) emphasized the importance of integrating marketing channels to create a more consistent consumer experience. Similarly, Timoumi et al. (2022) found that cross-channel effects were associated with retail sales performance, and Koeswandi et al. (2024) discussed the role of integrating digital and physical strategies in supporting SME market expansion.

Second, research has highlighted the role of digital content and live streaming in online marketing. Istiqomah et al. (2026) found that hybrid marketing strategies involving resellers and digital content were associated with increased sales volume, while Susanti and Vidiati (2024) examined TikTok Shop as a digital channel for Muslim fashion sales. Lu and Chen (2021) and Widiani and Maradona (2024) further showed that live streaming can reduce consumers' perceived product uncertainty and influence purchase intention.

Third, studies on Muslim fashion consumers indicate that trust, religiosity, and perceived product value are relevant to purchasing decisions (Shin et al., 2023; Sumarliah et al., 2022). Nalibratawati and Maulana (2023) also highlighted the continuing role of offline sociocultural networks in building consumer trust in Muslim fashion. In addition, Gao et al. (2023) examined the adoption of e-commerce and digital marketing among MSMEs in Bangladesh during the COVID-19 pandemic and found that e-commerce was significantly associated with financial and sustainability performance, while digital marketing was significantly associated with financial performance. However, the study was conducted in the context of the COVID-19 pandemic and did not specifically examine the integration of online and offline marketing channels in Muslim fashion MSMEs.

Taken together, these studies show that existing research has examined multi-channel marketing, digital content and live streaming, as well as trust-related factors in Muslim fashion consumption. However, limited attention has been given to how online and offline marketing activities are implemented as an integrated hybrid marketing strategy within a specific Muslim fashion MSME, particularly at the local level. Therefore, this study focuses on the implementation of hybrid marketing at Uus Hasanah Hijab Collection in Paiton, Probolinggo, by examining how online and offline marketing activities are combined in the business's day-to-day marketing practices.

However, the existing literature does not fully explain how hybrid marketing is implemented as an integrated combination of online and offline activities in a local Muslim fashion MSME. Previous studies have examined individual digital channels, such as TikTok Shop (Susanti & Vidiati, 2024), or hybrid marketing through the combination of marketplace and physical-store activities in a single Muslim fashion store (Istiqomah et al., 2026). Other studies have focused on multi-channel marketing, social networks, or consumer-related factors without specifically examining how online and offline activities are coordinated in the day-to-day marketing practices of a local Muslim fashion MSME. Therefore, this study addresses this gap by examining the implementation of hybrid marketing at Uus Hasanah Hijab Collection in Paiton, Probolinggo, with particular attention to how its online and offline marketing activities are combined in practice.

Hybrid marketing is conceptually understood as a marketing approach that integrates online and offline channels simultaneously, enabling business actors to reach consumers more broadly while maintaining closeness with customers (Nguyen et al., 2022). Unlike single-channel models, this concept emphasizes that marketing effectiveness depends on the consistency of the consumer experience across channels, a principle referred to in the *omnichannel marketing* literature as the *cross-channel effect*, namely the strengthening of sales performance that occurs when marketing channels are managed in an integrated rather than a separate manner (Timoumi et al., 2022).

On the digital side, organic content marketing can be understood as a marketing approach that emphasizes consistent and authentic presentation of product information without relying primarily on paid promotional reinforcement. In this context, the presentation of clear and authentic product information can help reduce consumers' uncertainty and support the development of trust, particularly when consumers cannot directly evaluate products before purchase (Lu & Chen, 2021; Susanti & Vidiati, 2024). On the conventional side, the sociocultural network concept asserts that consumer trust in Muslim fashion products is strongly influenced by direct social interaction and reputation built through interpersonal relationships, particularly within communities with strong religious ties (Nalibratawati & Maulana, 2023). This is consistent with Shin et al. (2023), who found that hijab influencers act as consumer socialization agents

that shape positive attitudes toward fashionable hijab, while religious community involvement exerts a countervailing influence that reinforces modesty norms, together illustrating how digital and social forces jointly shape Muslim fashion consumption. These two concepts complement one another: organic content builds reach and trust in the digital domain, while sociocultural networks strengthen trust in face-to-face interactions, with both operating simultaneously within the *hybrid marketing* framework.

In the specific context of Muslim fashion e-commerce, Sumarliah et al. (2022) found that religiosity and perceived usefulness significantly shape online purchase intention for modest wear in Indonesia, underscoring that digital channels for this product category must simultaneously convey commercial appeal and religious appropriateness. This is reinforced by Gao et al. (2023), who examined the adoption of e-commerce and digital marketing among MSMEs during the COVID-19 pandemic, while Tatik and Setiawan (2025) confirmed that social media marketing adoption directly enhances MSME performance in the Indonesian context by improving customer engagement and market reach.

Furthermore, the success of integrating these two channels is also determined by organizational readiness, including a clear division of labor between digital and conventional marketing divisions, as emphasized in the study by Koeswandi et al. (2024), which found that hybrid digital-physical strategies are key to sustainable market penetration for SMEs. Ainol Yaqin and Sholehah (2025) further demonstrated that a well-structured combination of digital and offline marketing significantly enhances the competitiveness of hijab businesses.

Based on this conceptual review, this study adopts a tentative conceptual framework to explore how hybrid marketing is implemented in a local home-based Muslim fashion MSME. The framework focuses on the integration of organic content through digital channels and sociocultural networks through conventional channels, supported by organizational readiness. Rather than assuming a predetermined effect on sales performance, the framework is used to guide the exploration of how these marketing activities are combined, implemented, and experienced in the context of the business.

This study aims to address the previously identified research gap by examining how Uus Hasanah Hijab Collection in Paiton, Probolinggo implements an integrated combination of online and offline marketing channels through organic content without paid advertising. Unlike previous studies that have examined individual digital channels, such as TikTok Shop (Susanti & Vidiati, 2024), or hybrid marketing practices in a single Muslim fashion store (Istiqomah et al., 2026), this study focuses on the day-to-day implementation of online and offline marketing activities within a local home-based Muslim fashion MSME. The study also documents the development of the business from a personal relationship-based marketing system established in 2015 to a network involving 17 independent stock storage warehouses by 2026, providing contextual evidence of how hybrid marketing practices are implemented as the business develops. The novelty of this study lies in examining the implementation of hybrid marketing through the integration of organic content management and local sociocultural networks in a home-based Muslim fashion MSME located in a rural area. Based on the above discussion, the research question of this study is: How is the hybrid marketing strategy implemented by Uus Hasanah Hijab Collection in Paiton, Probolinggo? This question is further divided into four sub-questions: (1) how digital marketing activities, including organic content and live streaming, implemented? (2) How are offline marketing activities, including word of mouth, bazaars, and institutional partnerships, implemented? (3) How are online and offline marketing activities integrated in the business's marketing practices? and (4) How are these marketing practices related to local product sales volume?

This study aims to describe and analyze the implementation of this strategy, through both online and offline marketing, in order to provide practical contributions to the development of marketing strategies for home-based Muslim fashion MSMEs, as well as to enrich the scientific literature on the integration of online-offline marketing channels within the context of small businesses in rural areas.

METHODS OF RESEARCH

This study employs a qualitative approach with a constructivist paradigm and a descriptive-exploratory case study design (Yin, 2018; Stake, 1995; Creswell & Poth, 2018) to obtain an in-depth picture of the implementation of *hybrid marketing* at Uus Hasanah Hijab Collection in Paiton District, Probolinggo Regency. The single case was selected as a revelatory case because a rural home-based MSME reaches daily sales of 1,000-1,200 pieces without paid advertisements, and the unit of analysis is the hybrid marketing practice of the store. The research was conducted from June 25-30, 2026, with the researcher acting as the *key instrument*. Prior to data collection, informed consent was obtained from all participants. The participants were informed about the purpose of the study, the use of the collected information, and their right to participate voluntarily. Permission was also obtained to identify Uus Hasanah Hijab Collection and its relevant institutional partners in the publication. The information obtained from participants was used solely for academic research purposes and was presented in accordance with the participants' consent. The research sample was determined using *purposive sampling*, consisting of six key informants: one business owner, three employees (digital admin, offline admin, and system team), and two customers, selected for their direct involvement in the hybrid marketing practices under study. Primary data were collected through participant observation and in-depth semi-structured interviews. The interviews were guided by questions covering the implementation of hybrid marketing, including digital marketing activities, organic content, live streaming, offline marketing activities, word of mouth, bazaars, institutional partnerships, the integration of online and offline marketing activities, and business development. Each interview lasted approximately 1–2 hours and was conducted in Indonesian to facilitate communication with the participants. Relevant information from the interviews was documented through interview notes.

Participant observation was conducted to examine the implementation of marketing activities and interactions with customers. Direct observation was conducted once at the physical store, focusing on offline marketing activities, customer interactions, product presentation, and the relationship between offline activities and the business's digital marketing practices. Supplementary observations and clarification of information were also conducted through several interactions via WhatsApp during the research period from June 25–30, 2026. Field notes were used to document relevant observations and information obtained during the data collection process.

Secondary data consisted of digital and documentary materials relevant to the research, including promotional posters and digital footprints from the business's e-commerce platforms. Information concerning annual sales and revenue was obtained from an interview with the store coordinator and was used as supporting information rather than as a direct sales recapitulation document. The business did not provide detailed sales recapitulation records because such information was considered confidential. Therefore, sales-related information presented in this study is based on information provided by the store coordinator and is used to contextualize the implementation of hybrid marketing practices. Data validity was established through source and technique triangulation. Source triangulation was conducted by comparing information obtained from different participants involved in the business, while technique

triangulation involved comparing findings from interviews, direct observation, and relevant documentary and digital materials. This process was used to check the consistency of information concerning the implementation of hybrid marketing and the business's marketing practices.

Data were analyzed using the interactive model of Miles, Huberman, and Saldaña (2014), which consists of data condensation, data display, and conclusion drawing and verification. Data condensation involved selecting, organizing, and summarizing information relevant to the research questions. The condensed data were then displayed thematically to identify patterns related to digital marketing, offline marketing, the integration of online and offline channels, and their relationship with local product sales volume. Conclusions were subsequently drawn and verified by comparing the emerging findings across data sources and collection techniques.

RESULT AND DISCUSSION

Uus Hasanah Hijab Collection is a Muslim fashion MSME based in Paiton District, Probolinggo Regency. Established in 2015 as a small home-based business, the business has developed its operational network over time and, by 2026, had 17 independent stock storage warehouses. Its daily operations are supported by 16 personnel working across product design, systems, creative content, digital marketing administration, and offline marketing administration, as well as three external professionals involved in live streaming activities. The business also works with a network of affiliate marketers as part of its digital marketing activities.

Organic Content and Digital Marketing Implementation

The findings indicate that Uus Hasanah Hijab Collection implements digital marketing through multiple online channels, including two official Shopee accounts, TikTok Shop, Lazada, WhatsApp, and Facebook. The business emphasizes organic digital exposure rather than paid advertising. This approach is supported by the owner's statement:

"Until now, we purely rely on organic reach from the marketplace algorithm and help from our affiliate team ... we have never used TikTok Ads or Facebook Ads." (I-1, translated by the researcher)

The statement indicates that, during the research period, the business relied on organic marketplace exposure and affiliate marketing rather than paid advertising through TikTok Ads or Facebook Ads. The use of affiliate marketing further extends the business's digital promotional network by involving external parties in product promotion. These findings show that organic reach and affiliate marketing constitute important components of the business's digital marketing implementation.

The use of live streaming can also be understood within this digital marketing approach. Previous research has shown that live streaming can reduce consumers' perceived product uncertainty through product demonstrations and real-time interaction (Lu & Chen, 2021). Similarly, Widiani and Maradona (2024) found that live streaming features on TikTok Shop can influence consumers' shopping perceptions and purchase intention. In the context of Uus Hasanah Hijab Collection, these findings provide a relevant conceptual basis for understanding live streaming as part of digital customer interaction, while the specific implementation practices of the business are interpreted based on the available field evidence.

Organizational Readiness

Organizational readiness is reflected in the way Uus Hasanah Hijab Collection distributes responsibilities and manages its operational resources. The findings indicate that the business has assigned

different responsibilities to personnel according to their respective functions. The store coordinator explained:

“For the work division, each person already has their own role. There is a team that handles the system, another team that focuses on content, and there are also teams responsible for digital and offline marketing. As the store coordinator, I coordinate the activities and make sure that the work is carried out according to each person's responsibilities.” (I-2, translated by the researcher)

The statement indicates that marketing and operational activities are not managed solely by the business owner but are distributed among personnel responsible for systems, content, digital marketing, and offline marketing. The store coordinator also has a coordinating role in ensuring that activities are carried out according to the assigned responsibilities. The observation conducted by the researcher was consistent with this information, showing that marketing and operational activities were handled by personnel with different responsibilities, including systems management, content-related activities, and store-related activities. This differentiation of roles indicates that the business has an internal organizational structure that supports the implementation of its marketing activities.

Organizational readiness is also reflected in the business's internal stock management. The findings show that Uus Hasanah Hijab Collection applies a coding system to facilitate the identification and retrieval of products stored in its warehouses. According to the store coordinator, the codes are adjusted to the products and the stock management system, including information related to the number of pieces, product type, and motif. Depending on the product, the business uses codes such as “A” or identifies products using the motif or product name. The coordinator explained that the coding system is primarily intended to make it easier for staff to locate and prepare products when a particular item is requested (I-2, translated by the researcher). This practice indicates that the coding system functions as an operational mechanism for organizing product information and facilitating the retrieval of stock.

The business also manages product and price information through a dedicated communication channel. When raw material or production costs increase, prices are adjusted gradually, and updated information is communicated to customers and resellers. According to the store coordinator, the channel provides information about available products, available colors, and prices, including retail, wholesale, and bulk prices (I-2, translated by the researcher). The channel therefore serves not only as a means of communicating price changes but also as a source of updated product and availability information for customers and reseller networks.

Taken together, these findings show that organizational readiness at Uus Hasanah Hijab Collection extends beyond the division of labor to include stock management and the distribution of product and price information. The division of responsibilities supports the coordination of marketing activities, while the warehouse coding system facilitates product identification and retrieval. At the same time, the communication channel enables updated product, availability, and pricing information to be distributed across customer and reseller networks. In the context of hybrid marketing, these organizational practices provide operational support for coordinating product availability, pricing information, and customer or reseller requests across the business's online and offline marketing activities.

Sociocultural Networks and Offline Marketing

In addition to digital channels, Uus Hasanah Hijab Collection implements offline marketing through word of mouth, participation in bazaars and religious events, and partnerships with institutional

networks. According to the store coordinator, the business utilizes social and institutional networks involving Islamic boarding schools, schools, and Hajj and Umrah travel agencies as part of its offline marketing activities (I-2, translated by the researcher). These networks provide opportunities for the business to introduce its products through existing community relationships and institutional activities.

The store coordinator also identified Pondok Pesantren Nurul Jadid as an important institutional network for the business (I-2, translated by the researcher). The physical store is located in close proximity to the pesantren, which makes it accessible to students who need Muslim fashion products, particularly hijabs. The researcher's observation during the field visit was consistent with this information, as students associated with the Nurul Jadid environment were observed visiting the store and purchasing hijabs. This observation indicates that the proximity of the store to the pesantren provides a direct point of access to a local customer network.

These findings indicate that offline marketing at Uus Hasanah Hijab Collection is supported not only by conventional promotional activities but also by sociocultural and institutional relationships. Word of mouth, bazaars, religious events, and institutional partnerships enable the business to reach customers through existing social networks. This finding is consistent with Nalibratawati and Maulana (2023), who highlighted the continuing role of offline sociocultural networks in building consumer trust in Muslim fashion. It also supports the broader view that the combination of digital and physical marketing activities can contribute to SME market expansion (Koeswandi et al., 2024).

Integration of Online and Offline Marketing Channels

Offline promotional activities, particularly bazaars held in the Nurul Jadid campus environment, provide additional opportunities for customers to encounter and directly interact with the products. At the same time, the coordinator explained that the business's TikTok content can reach a broader audience through organic exposure, including content that appears on users' For You Page (FYP) ([I-2], translated by the researcher). These activities illustrate how offline exposure and digital exposure can contribute to customer awareness across different marketing channels.

Integration is also reflected in the way product and price information is communicated among the business's marketing network. The store coordinator explained that Uus Hasanah Hijab Collection maintains dedicated communication channels connecting resellers, the production or garment-making side of the business, and other relevant parties. These channels are used to share information about new products, product availability, and updated prices ([I-2], translated by the researcher). The existence of these communication channels enables information relevant to online and offline marketing activities to be distributed across the business network rather than being managed separately by each channel.

The integration is further supported by the business's approach to product availability. According to the store coordinator, the business maintains stock in anticipation of customer demand so that requested products are generally available when orders are received ([I-2], translated by the researcher). This stock readiness provides operational support for marketing activities across different channels because products promoted through digital content can also be supplied to customers and reseller networks when demand occurs.

Relationship with Local Product Sales Volume:

Taken together, these findings suggest that hybrid marketing at Uus Hasanah Hijab Collection involves cross-channel customer exposure, shared product and price information, and operational support

through product availability. The online and offline channels therefore function as interconnected components of the business's marketing activities rather than as independent promotional channels. This finding is consistent with the channel integration perspective of Nguyen et al. (2022), which emphasizes coordination across marketing channels to provide a more integrated customer experience.

Information obtained from an interview with the store coordinator indicates that sales volume varies between regular and peak periods. During regular days, the reported sales volume ranges from approximately 1,000 to 1,200 pieces per day, while during peak periods such as Ramadan, Eid al-Fitr, and the Hajj and Umrah seasons, sales may reach up to 3,000 pieces per day. The reported sales volume during regular and peak periods is summarized in Table 1.

Table 1. Sales volume of Uus Hasanah Hijab Collection Store

Period	Sales Volume (pieces/day)
Regular days	1,000-1,200
Peak season (Ramadan, Eid al-Fitr, Hajj/Umrah)	Up to 3,000

Source: Interview with the store coordinator, 2026.

These figures provide contextual information about the business's sales performance during different periods. Because the sales figures were obtained through an interview rather than detailed sales records, they are not interpreted as evidence of a direct causal effect of hybrid marketing on sales volume. Instead, the figures are used to contextualize the marketing practices identified in the qualitative findings.

Challenges and Risks in Hybrid Marketing Implementation

Although the implementation of hybrid marketing provides multiple channels for reaching customers, the findings also indicate several potential challenges and risks. The first relates to the business's dependence on organic reach through marketplace algorithms. The owner explained that the business relies on organic reach generated by marketplace algorithms and does not use TikTok Ads or Facebook Ads (I-1, translated by the researcher). This strategy allows the business to promote its products without relying on paid advertising; however, it also means that the visibility of digital content is partly determined by platform-based systems that are outside the business's direct control. If algorithmic changes reduce the visibility of organic content, the business may experience lower digital reach, while its non-advertising strategy provides fewer paid promotional alternatives to compensate for such changes.

A second potential challenge concerns changes in platform policies. The business's digital marketing activities involve marketplace platforms and affiliate networks, meaning that changes in platform rules, service fees, live-streaming requirements, or affiliate commission arrangements could affect the implementation of its existing marketing practices. The present study does not identify a specific policy change as an observed disruption during the research period. Rather, this issue is identified as a potential external risk arising from the business's reliance on third-party digital platforms.

The offline marketing network also presents a potential concentration risk. Pondok Pesantren Nurul Jadid represents an important local institutional network for the business. Based on information obtained from the owner and the researcher's observation, the physical store is located in close proximity to the pesantren, making the store geographically accessible to students who need Muslim fashion products,

particularly hijabs. The proximity of the store to the pesantren and the established purchasing pattern among students provide a strong local customer base. However, a strong reliance on a particular institutional or geographic customer network may create vulnerability if the customer flow associated with that network changes. Therefore, maintaining broader customer and reseller networks through both online and offline channels can be viewed as an important aspect of the business's hybrid marketing implementation.

Overall, these findings show that hybrid marketing is not only concerned with combining online and offline promotional channels but also with managing the external dependencies associated with those channels. Organic marketplace exposure and institutional networks provide important opportunities for customer reach, but they also expose the business to changes in platform conditions and fluctuations in particular local customer networks. Organizational readiness and diversification across marketing channels therefore become relevant to maintaining the flexibility of the hybrid marketing strategy.

CONCLUSION

This study concludes that the implementation of hybrid marketing at Uus Hasanah Hijab Collection involves the integration of organic digital marketing, organizational readiness, and offline sociocultural networks. The findings show that the business relies on organic exposure through marketplace platforms and affiliate marketing rather than paid advertising, while its organizational readiness is reflected in the division of responsibilities, warehouse coding, and the management and distribution of product and price information. Offline marketing is supported by word of mouth, bazaars, religious events, and institutional networks, while online and offline channels are interconnected through cross-channel customer exposure, shared product information, reseller communication, and product availability. The reported sales volume, ranging from 1,000–1,200 pieces per day during regular periods and reaching up to 3,000 pieces per day during peak seasons, provides contextual information about the business's performance but is not interpreted as evidence of a direct causal effect of hybrid marketing.

Practically, the findings suggest that home-based Muslim fashion MSMEs can consider developing hybrid marketing practices by strengthening organic digital content, organizing responsibilities according to functional roles, maintaining systematic stock management, and building relationships with local communities and institutional networks. The findings also indicate the importance of maintaining flexibility in responding to changes in marketplace algorithms and platform policies. For local governments, particularly institutions involved in MSME and economic development, the findings highlight the potential value of supporting MSMEs through digital marketing training, organizational and inventory management capacity building, and facilitation of partnerships with local communities and institutions. Such support may help MSMEs strengthen their capacity to integrate digital and offline marketing activities according to their available resources and market conditions.

Theoretically, this study contributes to the discussion of hybrid marketing in Muslim fashion MSMEs by illustrating how organic digital marketing, organizational readiness, and offline sociocultural networks can operate as interconnected components of marketing implementation in a local home-based business context. The findings also extend the discussion of channel integration by showing that hybrid marketing involves not only the presence of multiple marketing channels but also the coordination of product information, customer exposure, reseller communication, and operational readiness across those channels.

This study has several limitations. First, it uses a single qualitative case study, so the findings cannot be generalized statistically to other Muslim fashion MSMEs with different resource, organizational, and market characteristics. Second, the sales volume information was obtained from an interview with the store coordinator rather than from detailed sales records because of data confidentiality. Therefore, the reported figures are used as contextual information rather than as a basis for measuring the causal effect of hybrid marketing on sales performance. Third, the study was conducted within a limited research period and reflects the conditions of the business during that period.

Future research may quantitatively examine the relationship between hybrid marketing components and sales or profitability using data from a broader population of Muslim fashion MSMEs. Comparative studies involving several MSMEs across different regions may also provide further insight into how organizational resources, digital platform dependence, and local sociocultural networks influence the implementation of hybrid marketing. Future studies may additionally examine how changes in marketplace algorithms and platform policies affect the sustainability of organic digital marketing practices.

REFERENCE

- Ainol Yaqin, M., & Sholehah, S. (2025). Hybrid marketing: Kombinasi pemasaran digital dan offline dalam meningkatkan daya saing di Uus Hijab. *SIBATIK Journal: Jurnal Ilmiah Bidang Sosial, Ekonomi, Budaya, Teknologi, dan Pendidikan*, 4(8), 1857-1866. <https://doi.org/10.54443/sibatik.v4i8.3179>
- Asosiasi Penyelenggara Jasa Internet Indonesia. (2025). *Profil internet Indonesia 2025: Survei penetrasi internet dan perilaku pengguna internet*. APJII. <https://survei.apjii.or.id/laporan/2025>
- Badan Pusat Statistik. (2024). *Statistik e-commerce 2024*. BPS RI. <https://www.bps.go.id/id/publication/2024/12/18/statistik-e-commerce-2024.html>
- Bank Indonesia. (n.d.). *Program pengembangan UMKM*. <https://www.bi.go.id/id/umkm/program-pengembangan-umkm/default.aspx>
- Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE Publications.
- Fajri, A., Maria, N., Irwanto, S., Rahmadhayanti, A. D., & Aulia, R. (2026). Pengaruh hybrid marketing terhadap customer engagement UMKM fashion di Kota Tangerang. *Jurnal Ekonomi Dan Bisnis Digital*, 3(4), 2441-2445. <https://doi.org/10.62379/jebd.v3i4.4717>
- Gao, J., Siddik, A. B., Khawar Abbas, S., Hamayun, M., Masukujjaman, M., & Alam, S. S. (2023). Impact of e-commerce and digital marketing adoption on the financial and sustainability performance of MSMEs during the COVID-19 pandemic: An empirical study. *Sustainability*, 15(2), 1594. <https://doi.org/10.3390/su15021594>
- Hidayati, W., & Sitompul, M. G. (2022). Hybrid channel: MSME collaboration in digital marketing in post COVID-19: Case study on MSMEs in Pangkajene Kepulauan region. *South Asian Journal of Social Studies and Economics*, 16(3), 10-19. <https://doi.org/10.9734/sajsse/2022/v16i3612>
- Istiqomah, I., Muzalifah, M., & Helim, A. (2026). Strategi hybrid marketing dalam industri fashion muslimah: Studi kasus toko SahlaCollection_BJM. *Jurnal Ekuilnomi*, 8(1), 227-237. <https://doi.org/10.36985/agj86f89>
- Koeswandi, T. A., Gaffar, V., Adi Wibowo, L., Andriana, D., & Primaskara, E. A. (2024). Hybrid digital-physical marketing strategies for SMEs in international market penetration [Preprint]. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.5077775>

- Lu, B., & Chen, Z. (2021). Live streaming commerce and consumers' purchase intention: An uncertainty reduction perspective. *Information & Management*, 58(7), 103509. <https://doi.org/10.1016/j.im.2021.103509>
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook* (3rd ed.). SAGE Publications.
- Nalibratawati, R., & Maulana, H. (2023). Hybrid marketing sebagai strategi pemasaran pascapandemi Covid-19 pada sektor usaha mikro kecil dan menengah (UMKM) di Kecamatan Tanjungsari Kabupaten Sumedang. *Komitmen: Jurnal Ilmiah Manajemen*, 4(2), 228-239. <https://doi.org/10.15575/jim.v4i2.29304>
- Nguyen, A., McClelland, R., Hoang Thuan, N., & Hoang, T. G. (2022). Omnichannel marketing: Structured review, synthesis, and future directions. *The International Review of Retail, Distribution and Consumer Research*, 32(3), 221-265. <https://doi.org/10.1080/09593969.2022.2034125>
- Shin, J., Lew, Y. K., & Seo, M. (2023). Between fashion and piety: Hijab influencers and religious communities in the consumer socialization of Indonesian Muslims. *Clothing and Textiles Research Journal*, 43(1), 3-18. <https://doi.org/10.1177/0887302X231191238>
- Stake, R. E. (1995). *The art of case study research*. SAGE Publications.
- Sumarliah, E., Khan, S. Z., & Khan, R. U. (2022). Modest wear e-commerce: Examining online purchase intent in Indonesia. *Research Journal of Textile and Apparel*, 26(1), 90-108. <https://doi.org/10.1108/RJTA-11-2020-0121>
- Susanti, S., & Vidiati, C. (2024). Strategi pemasaran UMKM di era digital: Studi kasus gamis hijab terbaru Riskirich menggunakan aplikasi TikTok Shop. *Journal of Comprehensive Science*, 3(10), 2664-2676. <https://doi.org/10.59188/jcs.v3i10.2380>
- Tatik, T., & Setiawan, D. (2025). Does social media marketing important for MSMEs performance in Indonesia? *Asia Pacific Journal of Marketing and Logistics*, 37(1), 99-114. <https://doi.org/10.1108/APJML-01-2024-0090>
- Timoumi, A., Gangwar, M., & Mantrala, M. K. (2022). Cross-channel effects of omnichannel retail marketing strategies: A review of extant data-driven research. *Journal of Retailing*, 98(1), 133-151. <https://doi.org/10.1016/j.jretai.2022.02.008>
- Widiani, I. G. A. A. D., & Maradona, A. F. (2024). Investigate live streaming commerce on TikTok as trends new online shopping: Exploration perception and intention consumer. *International Journal of Science and Society*, 6(2), 732-744. <https://doi.org/10.54783/ijssoc.v6i2.1199>
- Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). SAGE Publications.