



Designing A 7P Marketing Mix Strategy To Boost Sales: A Case Study At Maqdisa Beauty Salon

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ABSTRACT

Purpose: This study aims to design an integrated marketing strategy based on the 7P marketing mix to improve sales performance and customer engagement in beauty salons, particularly in regional areas of Indonesia that face increasing market competition. **Methodology:** A qualitative case study was conducted at Maqdisa Beauty Salon in Ngawi, East Java. Data were collected through semi-structured interviews, direct observations, and documentation involving seven informants, including salon staff and loyal customers. Thematic analysis was conducted using NVivo 15. **Results:** The study produced a strategic 7P marketing model, including product innovation and service diversification, affordable pricing and bundling, strategic location, digital promotions, staff development, improved service processes, and enhanced physical atmosphere. The integrated implementation of these elements helped address sales instability and improve customer satisfaction. **Novelty:** Unlike prior studies that examined 7P elements in isolation, this study presents a holistic application of the full marketing mix in a local business context. **Originality:** It offers a practical, replicable model specifically for small-scale beauty salons in emerging markets. **Conclusion:** An integrated 7P strategy can effectively enhance customer loyalty, service quality, and business sustainability. The findings offer practical guidance for similar service enterprises operating in competitive regional environments. **Type of Paper :** Case Study/ Qualitative Research.

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INTRODUCTION

The beauty industry in Indonesia has experienced rapid and substantial growth in recent years. Within this sector, the beauty salon industry has also expanded significantly, becoming increasingly popular among consumers due to heightened awareness of personal appearance and self-care. This trend is largely influenced by social media, where beauty influencers significantly shape consumer purchasing decisions, particularly among the millennial demographic. Beauty treatments are now viewed not only as cosmetic needs but also as means to enhance one's lifestyle,

confidence, and overall well-being. This has led to a proliferation of beauty service providers, with salon establishments growing not only in major urban centers but also in smaller regions such as Ngawi Regency, East Java (Tjua, 2024).

However, despite the positive growth trend, the salon industry faces heightened competition, which poses challenges for business sustainability. Maqdisa Beauty Salon, a local enterprise in Ngawi, is currently experiencing fluctuating revenues and inconsistent customer traffic. These issues suggest that the existing marketing strategy is not effectively aligned with shifting market demands. The rise in the number of competing salons in the area further intensifies the need for innovation and differentiation. In such conditions, it becomes essential to design a comprehensive marketing strategy that can strengthen the salon’s market position, ensure financial stability, and build long-term customer loyalty (Fleksibel et al., 2024).

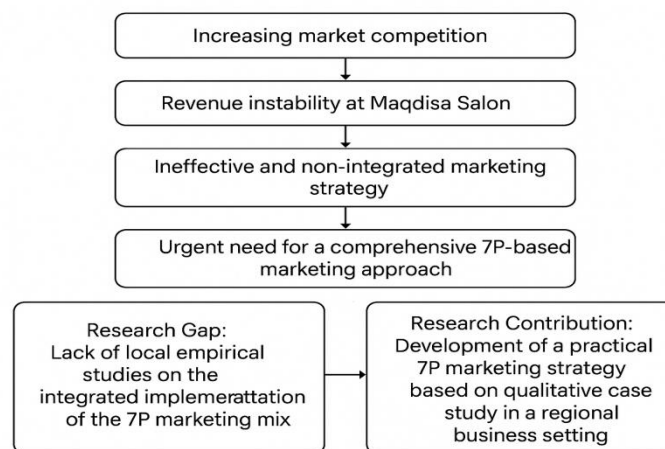
Unlike previous research that has typically focused on individual components of the marketing mix such as pricing or promotion, this study aims to investigate the full integration of all seven elements within the 7P marketing framework: Product, Price, Place, Promotion, People, Process, and Physical Evidence. While most prior studies examined these elements in isolation, few have explored how their combined implementation can enhance the performance of service-oriented businesses like beauty salons, particularly in regional contexts (Firdausi Nuzula & Fauza, 2024).

This study seeks to fill that gap by exploring how Maqdisa Salon can apply an integrated 7P marketing mix to improve its sales performance and service delivery. The main objectives of this research are: (1) to design a comprehensive marketing strategy based on the 7P framework that is tailored to the operational context of Maqdisa Salon; and (2) to analyze how each of the 7P components contributes to customer engagement and business sustainability. To achieve these objectives, the study is guided by the following research questions:

- How are the seven elements of the 7P marketing mix currently implemented at Maqdisa Beauty Salon?
- Which element(s) most significantly influence customer loyalty and sales growth?

The urgency of this research stems from the limited number of local studies that apply the 7P framework holistically within the Indonesian beauty salon industry. By focusing on a regional case study, this research not only contributes to the academic discourse on integrated service marketing strategies but also offers practical insights for small-scale beauty businesses aiming to thrive amid increasing industry competition.

Figure 1. Flowchart research gap and contribution



7P Marketing Mix Concept

Marketing mix is a strategic concept used by companies to manage marketing variables in order to achieve business goals and meet consumer needs (Kotler & Keller, 2016). Initially, this concept was known as the 4Ps, which consisted of products, prices, venues, and promotions introduced by McCarthy in 1960 (Goi, C. L. (2009). However, along with the development of the service industry, which has special characteristics, namely intangibility, inseparability, variability, and perishability, the marketing mix has evolved into 7Ps with the addition of People, Process, and Physical Evidence elements (Booms & Bitner, 1981; Lovelock & Wirtz, 2016).

Each element in the 7P marketing mix has complementary functions in building customer value and creating a competitive advantage (Zeithaml, Bitner, & Gremler, 2018). A product is everything that is offered to meet the needs of consumers, while Price reflects the economic value that the customer must pay. Place or distribution ensures the availability of products in an easily accessible location, and promotion plays a role in conveying information and persuading consumers. *People* refer to employees interacting directly with customers, the process of setting up efficient and adequate service flows, and physical evidence that covers environments and facilities supporting the service experience (Kotler & Keller, 2016).

Previous Research

Previous studies have demonstrated that both 4P and 7P marketing mix strategies are effective in increasing sales across various business sectors. Rahmawati et al. (2025) reported that Key Beauty Bar successfully grew its customer base using the 4P approach, although improvements in promotion and product quality were still needed. Firdausi Nuzula and Fauza (2024) found that Paradise Parisudha Clinic effectively implemented the 7P mix, with the product element serving as a key success factor. Similarly, Kamiliyah et al. (2024) and Susanti (2022) confirmed the effectiveness of both 4P and 7P strategies in addressing customer needs and enhancing competitiveness in salon businesses. Shi (2023) emphasized the significant influence of promotion and location on consumer behavior in the cosmetics market, while Komang et al. (2024) highlighted the role of the 7P mix in boosting wedding package sales at The Anvaya Beach Resort. Timbuleng and Tumble (2021) also stressed the importance of strategic and accessible locations in attracting customers and improving business competitiveness. Overall, the combination of key elements—Product, Price, Place, and Promotion—has proven to be critical in driving sales and business growth. However, most existing studies have focused on individual elements of the 7P framework or urban-based salons, leaving a gap in understanding its integrated application in regional contexts. This study addresses that gap by exploring the holistic implementation of the 7P marketing mix through a qualitative case study of a local beauty salon.

Tabel 1. Literature Gap Summary

Aspect	Previous Research	Gap Identified	This Study's Contribution
7P Integration	Mostly partial (focused on 1–2 Ps only)	Limited studies analyzing the interaction of all 7Ps in one framework	Analyzes full 7P integration in a single strategic model
Context (Geography)	Urban/metropolitan settings	Lack of data from small towns or regional businesses	Focuses on regional salon (Maqdisa, Ngawi)
Methodology	Dominantly quantitative	Limited use of qualitative, in-depth case studies	Uses qualitative NVivo-assisted case study
Practical Application	General marketing strategies	Few tailored recommendations based on actual salon operations	Offers actionable strategy based on real salon practices

METHOD

This study uses a qualitative approach with a case study design to gain an in-depth and contextual understanding of the implementation of the 7P marketing mix strategy in increasing sales volume at Maqdisa Beauty Salon. The qualitative approach was chosen because it enables the exploration of the subjective meaning and dynamics of interaction between business people and consumers holistically (DA Sumilih et al., 2025). Case studies enable a focused analysis of complex phenomena through a single, specific research object (Yin, 2003).

The sample was selected using the purposive sampling method, with criteria that included informants who have direct involvement and in-depth knowledge related to marketing strategies and salon operations, such as business owners, marketing managers, service staff, and loyal customers. This purposive approach aims to gather rich and relevant data to support in-depth analysis (Palinkas et al., 2015). Primary data were obtained through semi-structured interviews designed to explore informants' experiences and perceptions regarding the implementation of the 7P marketing mix. Additionally, participatory observation was conducted on service activities and the physical condition of the salon to gather contextual data. Documentation, such as sales reports, promotional materials, and salon internal records, is used as secondary data to complement and reinforce the validity of the data (Creswell & Poth, 2018). This study employs a qualitative approach, utilising the following data collection techniques. First, semi-structured interviews with owners, supervisors, and customers of Maqdisa Beauty Salon. Second, direct observation of customer interaction with services in the salon. Documentation that includes sales reports, promotions, and other marketing materials.

Figure 2. Thematic Map of 7P Marketing Strategy Findings (NVivo-based Coding)



Source: Processed Data, 2025.

Data analysis was conducted inductively using open coding, axial coding, and selective coding methods, as developed by Strauss and Corbin (1998). The analysis process is also assisted by NVivo 15 software, which facilitates the management and visualisation of qualitative data. The

validity of the research results is maintained through data triangulation, member checking, and trail audits to ensure the credibility, dependability, and transferability of the findings (Nowell et al., 2017). This study was conducted in accordance with accepted academic ethical standards. Although formal approval from an institutional ethics committee was not required, the research adhered to internal ethical protocols set by the affiliated university. All participants were provided with clear information regarding the purpose of the study, the voluntary nature of their participation, their right to withdraw at any time without consequence, and the confidentiality of their responses. Written informed consent was obtained prior to data collection. All personal identifiers were anonymized, and data were securely stored to ensure participant privacy and data protection.

RESULTS AND DISCUSSION

This research was conducted by conducting interviews with respondents. Respondents who were successfully interviewed went according to plan. After conducting the interview, the researcher carried out a reduction stage, followed by the coding process, until themes were identified that addressed the problems studied. The following is Table 1, which outlines the implementation of interviews with informants.

Table 2. Implementation of Interviews with Informants

Number	Name of the Informant	Position
1	1 informant	Salon Owner
2	2 informant	Supervisor
3	3 informant	Beauty Therapies
4	4 informant	Customer
5	5 informant	Customer
6	6 informant	Customer
7	7 informant	Academic Expert

Source: Personal data from interviews with informants in March 2025.

The power analysis process begins with data reduction, which involves verbatim transcription of interviews to ensure the accuracy of the information. Next, the researcher selects and filters out irrelevant data and then classifies the relevant information or themes based on the elements of the 7P marketing mix. The coding process is carried out through open coding, axial coding, and selective coding to identify patterns and relationships between categories. The encoded data is then analysed in depth using manual methods and NVivo software to generate findings that are structured and relevant to the research objectives. The researcher carried out the open coding process, progressing to selective coding, and then discussed the findings of the coding process. The following are the results of the open coding, axial coding, and selective coding processes. The resulting 7P strategy includes various approaches to improve the performance of beauty salons. Every element within the framework of the 7Ps, from products, prices, and locations to promotions, human resources, and processes, plays a crucial role in strengthening the salon's position in a competitive market and enhancing the customer experience.

Product.

Superior service is a key factor in the success of a beauty salon business, which can be achieved through personalised service and product development that continually follows beauty trends. Maqdisa Salon has successfully provided quality service by ensuring that its employees understand customer needs and utilise the latest technology to enhance comfort. In addition,

service innovations such as the provision of skin care products in the form of mini-home care packages and online consultation services with aesthetic doctors play a crucial role in enhancing customer accessibility and comfort. The study's results demonstrate that innovation in services can enhance customer loyalty and increase a company's competitiveness in a competitive market. Research findings suggest that innovative services contribute to enhancing quality and promoting customer loyalty (Hasibuan et al., 2025; Fathrezza Imani et al., 2022). A variety of services is essential to meet the diverse needs of customers, which include facial skincare, hair services, body spa treatments, and nail art. By offering a range of services, salons can create a more comprehensive experience and enhance customer satisfaction, ultimately leading to increased loyalty and sales. Although Salon Maqdisa has provided a diverse range of skincare services, expansion to include additional services, such as hair treatments and *body spas*, is still needed. Additionally, expanding services by adding treatment rooms, advanced equipment, and therapist staff is necessary to increase capacity and quality of care. The development of *home care* services, which enable care to be delivered at the customer's home, is also a strategic step to increase customer flexibility and comfort. Research by Gustika et al. (2021) suggests that the expansion of services and the improvement of human resources play a crucial role in addressing increasing demand and expanding the market.

Price

Price affordability is a crucial factor in attracting customers, particularly in the beauty salon industry. Maqdisa Salon has succeeded in offering affordable prices for facial skin care services and high-quality skincare products, enabling it to reach customers from diverse backgrounds. With competitive prices, the salon can attract customers from the middle class and expand the market reach in the surrounding area. Setting reasonable prices while maintaining high service quality has proven effective in building customer loyalty and sustaining the continuity of the salon business. Additionally, an optimal pricing strategy that considers both internal and external factors, such as operational costs and customer purchasing power, is crucial to ensure continued competitiveness. In this case, a price that matches the quality of service can strengthen the salon's market position and increase customer satisfaction (Utarsih, 2024). The bundling and discount package strategy is a practical approach to increasing the attractiveness and value of services at Maqdisa Salon. By combining multiple skincare services and products into a single package, salons can offer more competitive prices, which appeal to customers and encourage repeat business. Seasonal discounts for loyal customers have also been shown to increase sales volume. Even though the bundling strategy has been implemented, salons still need to optimise their implementation by offering *bundling* packages that include skincare services and products. Additionally, increasing customer awareness of the benefits of bundling and discounts, as well as strengthening promotional strategies, can help salons attract more customers and foster loyalty in a competitive market. Research indicates that discounts tailored to consumer purchasing power can increase demand and foster long-term customer relationships (Maharani et al., 2024; Ariyani et al., 2025).

Place

Strategic location and good accessibility are key factors in the success of Salon Maqdisa, despite being located in a village where the majority of customers are from the city. The salon has ensured easy access by private vehicles and public transportation, as well as utilising technology to facilitate online bookings, which increases the convenience of customers coming from outside the region. Although it is good, the researchers note that some customers still feel uncomfortable due to the considerable distance. Thus, the researcher recommends providing shuttle transportation facilities or opening branches in the city centre to expand market reach and improve accessibility. This finding aligns with research indicating that strategic location and ease of access have a significant impact on customer loyalty (Susilowati & Pelanggan, 2025). The balance between service quality and accessibility is the main factor in increasing the competitiveness of Maqdisa Salon. The

salon offers an easily accessible location with excellent service quality, featuring high-quality products and trained experts. Nonetheless, some areas still need improvement, such as the provision of shuttle transportation for customers outside the region and the utilisation of online purchasing services with expedition delivery. By optimising access facilities while maintaining service quality, Salon Maqdisa can strengthen its position in the market and build sustainable customer loyalty. These findings are consistent with research showing that accessibility and quality of service directly affect user satisfaction (Seto & Septianti, 2018).

Promotion

Effective use of social media is key to increasing the visibility and credibility of Salon Maqdisa, which leverages platforms such as Instagram, *WhatsApp Story*, and TikTok to introduce superior skincare services and products. The salon has utilised engaging visual content, including before-and-after treatment photos, video tutorials, and customer testimonials, to capture the attention of a wider audience. Nonetheless, consistency in content management and customer interaction still needs to be improved, primarily through the use of *live* features on TikTok and paid ads, such as *Google Ads*. Additionally, discount based promotional strategies, such as seasonal discounts for loyal customers, have proven effective in attracting new customers and encouraging repeat business. Research shows that discounts can trigger impulse purchases and increase consumer loyalty (Hidayatulloh et al., 2024). For further optimisation, *bundling* promotions and more structured discount adjustments can also be introduced to increase sales volume. Recommendation-based marketing strategies, leveraging positive reviews on platforms like *Google Reviews* and Instagram, are highly effective in increasing credibility and attracting new customers. By offering incentives to customers who successfully refer services to friends or family, Salon Maqdisa can expand its customer base and foster long-term relationships. Additionally, implementing incentive strategies, such as awarding reward points or vouchers for specific purchases, can encourage repeat purchases and increase loyalty. The researchers see that even though incentives have been implemented, adjustments to customer preferences to increase the frequency of visits and product purchases still need to be optimised. This aligns with research indicating that incentive-based promotions are effective in increasing transactions more quickly and expanding the market (Martowinangun et al., 2019).

People

Employee development and quality control are two important aspects of maintaining consistent service quality at Maqdisa Salon. The salon has implemented regular training for staff regarding the latest treatment techniques, the use of advanced tools, and an understanding of *the skincare* products used. Clear operational procedures regarding service standards, cleanliness, and product safety are also implemented to ensure consistent quality. Although quality control and employee training have been well implemented, the researcher notes that the feedback system for employees still needs improvement to ensure faster and more continuous improvement in skills and service quality. These findings are consistent with research indicating that formal and informal employee development have a positive impact on improving work quality and loyalty (Kusuma et al., 2020). The solid teamwork among the staff at Maqdisa Salon plays a crucial role in providing a satisfactory customer experience. Good coordination between therapists, aesthetic doctors, and administrative staff allows for smoother and more effective services. Efficient communication also facilitates scheduling maintenance and managing product inventory. However, the researcher noted that the lack of activities to strengthen team solidarity, such as employee gatherings, can hinder the creation of a positive work atmosphere. These findings align with research that emphasises the importance of collaboration, open communication, and inspiring leadership in strengthening teamwork and productivity (Mellati & Ramdani, 2024).

Process

Technological innovations in service management at Salon Maqdisa play a crucial role in improving efficiency and service quality. The integration of an online reservation system with *WhatsApp* and Instagram makes it easier for customers to schedule appointments, reduce wait times, and increase convenience. However, salons have not fully optimised the use of management information system software to manage schedules, inventory, and customer care history more efficiently. Research indicates that digital technologies, such as salon management systems, can enhance operational efficiency and facilitate faster decision-making (Benolunge et al., 2023). Additionally, optimizing the reservation system by integrating automatic reminders and schedule confirmations can enhance customer experience and reduce no-shows, as supported by research indicating that Android-based reservation applications improve operational efficiency and customer satisfaction (Sulistyo et al., 2024). Improving service standards and service time efficiency are two important factors that increase the competitiveness of Maqdisa Salon. The salon has ensured that staff are regularly trained with consistent procedures to provide quality and professional services, including providing free skincare consultation services. However, some aspects, such as the addition of exclusive products, still need improvement to enhance customer satisfaction. In addition, the efficiency of service time achieved through optimal time management and online reservation systems allows customers to easily choose a suitable schedule, even when maintenance schedule management sometimes overlaps. Research indicates that effective time management increases productivity, customer satisfaction, and company competitiveness (Angelita Lavenia et al., 2024). By continuously optimising staff training and utilising technology more effectively, Salon Maqdisa can enhance the quality of its services and strengthen its market position.

Physical Evidence

The integration of comfort and aesthetics in Maqdisa Salon’s design plays a crucial role in delivering a pleasant customer experience. Ergonomic furniture, soft lighting, and a spacious layout create a calming environment, while aesthetic elements such as soothing colors, greenery, and elegant décor enhance the overall ambiance and strengthen customer loyalty. Hygienic practices including the sterilization of equipment and cleanliness of treatment rooms further build trust in the quality of services. However, although interior cleanliness is well maintained, the outdoor area still requires improvement to support a consistently hygienic and visually appealing atmosphere. This aligns with research highlighting the significance of visual comfort and hygiene in shaping a positive business image. (Kurniawan et al., 2022; Leony, 2023). The beautiful rural atmosphere owned by Salon Maqdisa is a significant added value in creating a relaxing experience for customers. Natural elements such as greenery, natural interior design, and natural lighting create a calming atmosphere, increase comfort, and reduce stress. The calm, rural atmosphere has a positive psychological effect, improving the mood of customers and distinguishing the salon from competitors in the beauty market. The researcher noted that, although the interior design has created a beautiful atmosphere, some areas outside the salon still require improvement by incorporating natural elements, such as gardens or water features. Research by Larasati (2010) indicates that a cool and fresh natural atmosphere is a significant draw in rural environments, which can enhance customer satisfaction and bolster the positive image of the salon.

Table 3. Provides a concise summary of strategic recommendations based on each element of the 7P marketing mix, derived from field findings at Maqdisa Salon.

7P Element	Key Findings	Strategic Recommendations
Product	Limited range of services; strong demand for personalization and trend-based innovation.	Expand service variety (e.g., hair, body spa), introduce mini home-care kits, enable online consultations; invest in more treatment rooms and skilled therapists.

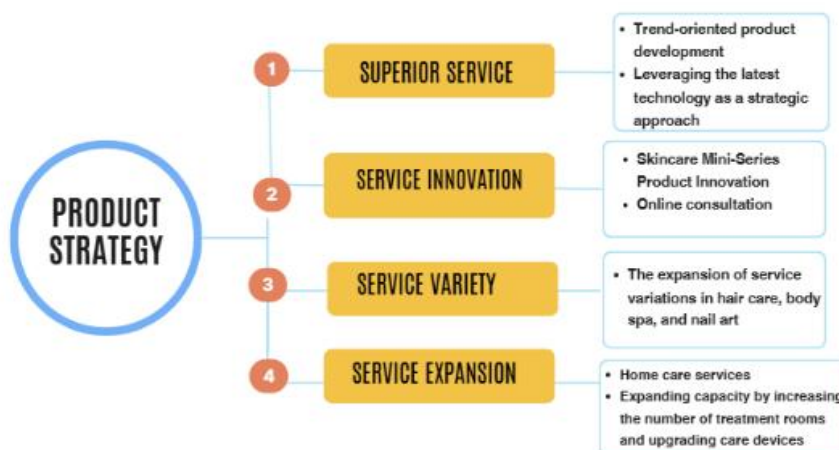
Price	Affordable pricing exists, but bundling & discounts underutilized.	Optimize bundling packages (service + product); segment pricing by customer type, promote seasonal discounts, highlight value vs price.
Place	Strategic yet rural location; some customers report accessibility issues.	Offer shuttle service for long distance clients; consider opening a branch in the city center; improve integration with online delivery platforms.
Promotion	Active social media use, but inconsistent; incentives exist but not optimized.	Strengthen content consistency (TikTok Live, Google Ads), run structured bundling promotions; enhance reward/referral programs, amplify customer testimonials and reviews.
People	Solid team and training culture; feedback and motivation systems lacking.	Implement structured employee feedback system, increase team-building activities, conduct periodic performance evaluations and incentive-based development.
Process	Digital reservations work but not yet integrated; overlapping schedules.	Adopt salon management software; integrate automatic scheduling reminders, improve time management protocols; monitor service duration.
Physical Evidence	Aesthetic and clean interior; outdoor and ambient elements underdeveloped.	Improve external landscaping (greenery, garden, water features), maintain interior hygiene, highlight rustic/nature-inspired design as a unique selling point (USP).

Implications of the strategy

The resulting strategy implications include practical recommendations for developing beauty salon marketing, with a focus on enhancing service quality, accessibility, and customer satisfaction. This strategy can be applied to improve the competitiveness and performance of salons in a competitive market

1. Product.

Figure 3. Product Strategy



This strategy is a key differentiator for third place in the beauty market. Benchmarking against competitors can help understand their strengths and weaknesses, as well as identify areas for improvement. Diversification of more personalized products and services, as well as adaptation to the latest beauty trends, will attract the interest of various market segments and increase

customer loyalty. This strategy requires the proper allocation of funds to support business development. The development of new services that cater to market needs and integrate with the latest technologies will strengthen the company's position in the beauty industry, increase its attractiveness, and provide added value for both loyal and potential customers.

2. Price.

Figure 4. Price Strategy



Based on the service program and price dependence, this can be achieved by surveying the prices of local competitors. It aims to set competitive prices without sacrificing the quality of service. In addition, creating a clear and segmented pricing plan based on customer preferences will help ensure the optimal profitability of the service by minimising associated costs. This strategy needs to be strengthened by offering a more structured variety. Bundling programs can provide more options for customers with different pricing preferences. These discounts and special programs must be tailored to customer needs to create more value and increase the attractiveness of services in an increasingly competitive market.

3. Place.

Figure 5. Place Strategy



Increasing service accessibility is an important factor in Salon Maqdisa's marketing strategy. One approach is to collaborate with online motorcycle taxi services and offer exclusive discounts to their users. Additionally, promotions through social media are conducted to enhance visibility and facilitate access to services for customers. Maqdisa Salon can expand its market reach by selling skincare products through marketplaces and offering *home care services*. The company also plans to

open new branches in strategic locations, such as the city centre or the area around the campus, to bring services closer to a broader range of customers while maintaining high service quality.

4. Promotion.

Figure 6. Promotion Strategy



Maqdisa Salon's promotional strategy focuses on increasing the frequency of promotions through social media and digital platforms. It aims to reach more customers by leveraging discount programs and recommendation-based marketing. These promotions not only increase visibility but also support customer loyalty through attractive offers. To increase employee motivation, Salon Maqdisa implements an incentive program in the form of commissions that encourage *upselling* efforts. This strategy aims to maximise sales and provide encouragement for employees to be more active in promoting services and products to customers.

5. People.

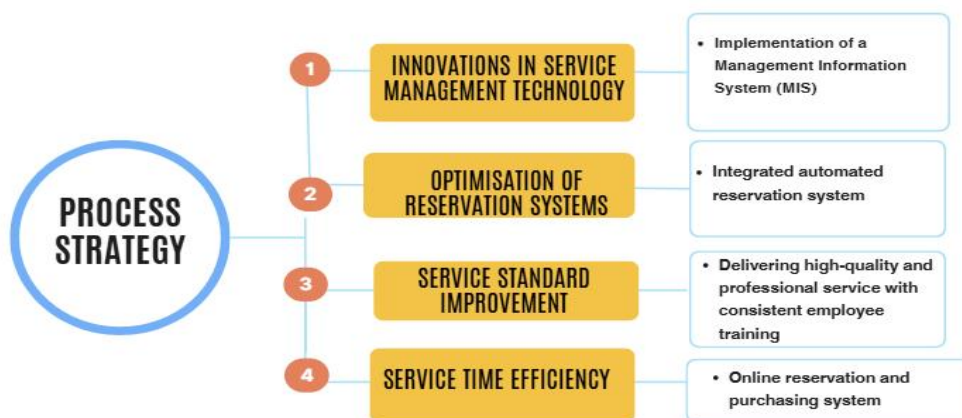
Figure 7. People Strategy



It is essential to enhance staff training to ensure a consistent and Figure 5. People Strategy continuous quality of service. This includes controlling and improving service standards to achieve optimal customer satisfaction. Maqdisa Salon also focuses on developing a positive work culture by strengthening teamwork. Activities such as the annual employee gathering aim to improve the team's motivation and overall performance.

6. Process.

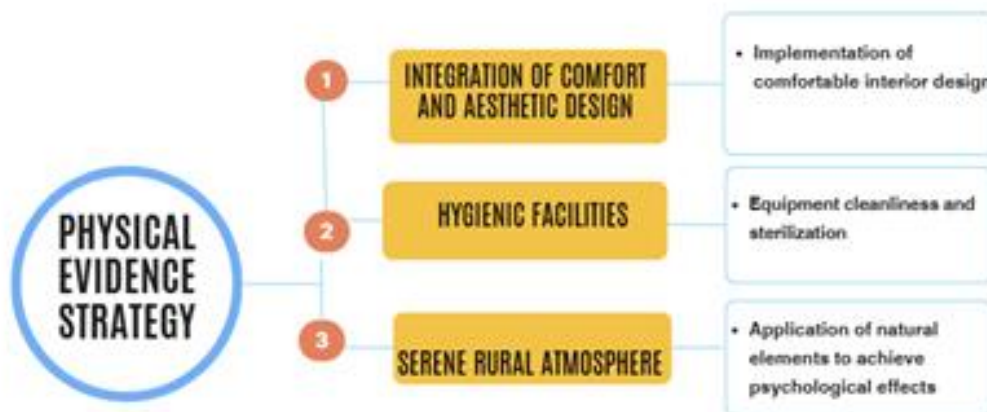
Figure 8. Proces Strategy



Investing in the procurement of management information systems (SIM) is essential to improve operational efficiency and service quality. With supporting technology, the service management process will be more organised and responsive to customer needs. What is crucial is to improve the customer experience. A more efficient reservation system will ensure comfort and speed of service. In contrast, regular training for service staff will ensure high-quality standards and keep pace with the latest developments in the beauty industry.

7. Physical Evidence.

Figure 9. Physical Evidence



The integration of comfort and aesthetics in the design of Maqdisa Salon aims to create a beautiful and rustic atmosphere while also maintaining hygienic facilities. To improve the customer experience, information about these designs and facilities is conveyed through social media or posters. Maqdisa Salon utilizes social media and posters to build customer trust by displaying a comfortable atmosphere and clean facilities, thereby improving the overall customer experience.

Table 4. Summary of Strategic Recommendations Based on 7P Marketing Mix

7P Element	Key Findings	Strategic Recommendation
Product	Service variety needs expansion (hair, spa); high interest in personalized and innovative treatments	Add hair & body treatments, develop skin care product mini-packages, offer home care and online consultation services with aesthetic consultant
Price	Customers are price-sensitive; bundling and seasonal discounts attract attention	Maintain affordable pricing, strengthen bundling with products, implement segmented pricing based on customer type
Place	Location is strategic but distant for some; accessibility needs improvement	Open new branches in urban/strategic locations, partner with ride-hailing platforms, offer home delivery and care services
Promotion	Active on social media, but content and interaction inconsistent; discount and referral programs effective	Improve visual content; run paid ads (e.g., Google Ads), optimize referral systems, increase use of incentive-based promotions and TikTok Live
People	Strong teamwork and basic training in place; feedback and team-building are limited	Conduct regular training and coaching; implement employee feedback systems, organize team gatherings to boost motivation

		and collaboration
Process	Online booking via WA/Instagram exists but no integrated management system; scheduling issues persist	Invest in salon management software, integrate automatic reminders; optimize scheduling system, conduct regular training to improve service consistency
Physical Evidence	Interior is clean, aesthetic, and comfortable; external area and ambiance need enhancement	Maintain interior quality, improve outdoor design with natural elements, promote salon ambiance on social media, highlight hygiene to strengthen salon's professional image

CONCLUSION

This study concludes that the integrated implementation of the 7P marketing strategy comprising Product, Price, Place, Promotion, People, Process, and Physical Evidence is effective in enhancing the competitiveness and service quality of beauty salons. Each element plays a vital role in shaping a comprehensive, customer-oriented marketing strategy through innovative services, affordable pricing, strategic locations, active promotion, effective human resource management, efficient operational processes, and a clean, comfortable physical environment. Theoretically, this research contributes to the service marketing literature by emphasizing the importance of a holistic application of the 7P framework, particularly in small, regional salons within developing economies unlike previous studies that often focus on individual elements. Practically, the 7P strategy offers a valuable framework for improving customer loyalty, operational efficiency, and market positioning in increasingly competitive industries. However, this study has limitations in data depth due to the limited availability of informants and the single-case study design. Future research is recommended to involve more diverse customer segments, apply longitudinal approaches, and conduct comparative studies across salons or digital marketing strategies to better understand the long-term impact and dynamics of competition within the beauty service industry.

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