



Implementation of the 7P MIX Marketing Strategy in Iwabeka Cafe Services to Increase Competitiveness

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ABSTRAK

Globalization drives major changes in the business environment, so companies need to implement adaptive and customer-oriented strategies. In the service industry, success is greatly influenced by an effective service strategy through the 7P Marketing Mix concept, which emphasizes the importance of service quality, human resources, and physical evidence in building customer satisfaction and loyalty. This study analyzes the application of the 7P marketing mix in Iwabeka Coffee & Eatery services in Malang City and its impact on business competitiveness. The method used is descriptive qualitative through in-depth interviews and observations. The results of the study indicate that the 7P marketing mix plays an important role in increasing competitiveness and creating sustainable competitive advantages for cafes.

INTRODUCTION

The implementation of the 7P Marketing Mix enables a business not only to focus on products and pricing, but also on the quality of its human resources, service processes, and physical evidence that can build customer trust and satisfaction. With the right strategy, a business can enhance its competitiveness and achieve sustainable business growth. This encourages companies to adopt innovative strategies and technologies to meet customer expectations. Therefore, understanding and implementing the 7P Marketing Mix is one of the key factors for business success, particularly in the service sector, which emphasizes customer experience that ultimately leads to customer loyalty. In addition, the marketing mix plays a very important role in influencing customers to use the services offered; therefore, the service marketing mix is considered a tool that indicates the level of marketing success (Purbohastuti, 2021). By managing the seven elements of the marketing mix, service companies can deliver superior value compared to competitors, increase customer satisfaction and loyalty, and achieve long-term business objectives. Thus, a business can create a competitive advantage to win the competition.

The service industry plays an important role and functions as a reliable sector in the development of national economies worldwide (Tsai, 2008). One tangible form of this growth can be seen in the café service business, which now not only serves as a place to enjoy food and beverages but has also developed into part of the modern lifestyle. Cafés offer added value in the form of social experiences, comfort, and an atmosphere that supports both recreational and productive activities, such as working or studying. As a result, café service businesses face challenges, namely the increasing number of cafés in major cities such as Malang, driven by the growing lifestyle trend of socializing and working outside the home. This situation leads to intense competition in terms of products, prices, services, and venue concepts. Based on this explanation, the researcher is interested in conducting a study related to the implementation of marketing mix strategies in café services, particularly cafés in Malang, one of which is Iwabeka.

LITERATURE REVIEW

Marketing Mix 7P

The marketing mix is a combination of several variables that can guide a company in influencing its target market (Jain & Jain, 2022). According to Kotler and Keller (2012), the marketing mix consists of integrated instruments used by companies or organizations to achieve their marketing objectives. Meanwhile, Goi (2019) states that the marketing mix is a framework consisting of 7Ps that contribute to managerial decision-making in meeting customer needs. These seven elements were refined by McCarthy (1964) and Booms and Bitner (1980) into Place, Physical Evidence, Price, People, Promotion, Process, and Product. The American Marketing Association (AMA) defines the marketing mix as a sequence of processes in creating products, communicating, distributing, and exchanging value with consumers, stakeholders, and society at large (AMA,

2022). Thus, it can be concluded that the marketing mix is a series of marketing processes designed by companies to achieve their intended objectives.

Product/Service

According to Kotler and Armstrong (2018), a product refers to goods or services offered by a company to meet consumer needs. Fahrizal et al. (2022) state that a product is anything, whether goods or services, offered by a company to be noticed, requested, sought, purchased, used, or consumed by the market to satisfy consumer needs or desires. Products represent one of the core elements offered by companies, either in the form of goods or services (Johnson et al., 2018). According to Darmawan and Grenier (2021), a product is not limited to physical goods but can also be a service or customer experience received after a purchase. In the context of the marketing mix, product is an element that can be managed by a company to influence consumers (Prasetya et al., 2024). Therefore, it can be concluded that a product is a good or service offered or created by a company to meet consumer needs.

Price

Price refers to the amount of money charged or the exchange value that consumers must pay in order to own or enjoy a product or service (Kotler & Keller, 2012). Fahrizal et al. (2022) state that price is the amount paid by consumers to obtain the products or services offered by a company. Price is the service cost determined by a company for the services it offers (Lestari et al., 2020). It represents the cost that consumers must bear to obtain the expected service prior to making a purchase (Maleewat, 2023). According to Singh et al. (2022), price is an important factor in service companies as it plays a role in evaluating quality. Therefore, it can be concluded that price is the rate set and paid by consumers to obtain the desired service.

Place

The place element in the marketing mix plays a strategic role in ensuring that products can be accessed by consumers at the right time and location. Place plays an important role in assisting a company in selling its products. Thus, decisions regarding location and distribution patterns become crucial factors in supporting marketing effectiveness (Risanti & Sulaeman, 2023). Place is not only defined as the physical location where a business operates, but also encompasses all processes of distributing goods and services from producers to consumers (Muharromah et al., 2024). Kotler describes distribution as the efforts undertaken by a company to make its products easily obtainable or available to its target consumers. Sutojo (2009) explains that distribution is an effort to ensure that products can be easily found by consumers and to facilitate the purchasing process. In determining a location, producers need to consider place principles such as availability (complete range of services), accessibility (ease of access), equity (fairness and equal access for those in need), and comfort and convenience (a comfortable and pleasant location) (Sari et al., 2023).

Promotion

Promotion refers to information or communication from a seller to consumers aimed at changing consumer behavior and attitudes, so that those who were previously unaware become aware, make a purchase, and remember the product or service (Romadhon & Nawawi, 2022). Companies use promotion as a means of providing information to consumers about the products or services being sold and promoting them (Syarifah et al., 2024). Promotion is also carried out to change consumers' perceptions so that they become more positive toward the offered products or services (Kumalasari et al., 2021). Promotional activities communicate the advantages of the products or services offered and persuade the market to make a purchase (Mego & Facrurezza, 2024). Promotion also consists of sales promotion, advertising, personal selling, public relations, and direct selling (Nasirah et al., 2025).

People

In the service industry, people act as part-time marketers whose actions and behaviors directly affect the output received by consumers (Alma, 2016). People include all parties involved in the business, including customers and staff. A company needs to ensure that all individuals involved in the business, especially staff, possess the necessary skills and knowledge to deliver a positive customer experience (Lestari et al., 2023). People encompass commitment, incentives, appearance, behavior, and any habits attached to consumers or company employees (Farida et al., 2016). The people element includes entrepreneurial skills and competencies, service quality delivered to customers, involvement of the local community in the production process, employee job satisfaction, and the ability to adapt to major changes (Nasirah et al., 2025).

Process (Service Process)

According to Prasetya et al. (2024), process refers to the service delivery process offered by a company to consumers, through which consumers consistently receive value and service quality. Process is the set of service procedures provided to customers for the services offered by a company (Fahrizal et al., 2022). Darmawan and Grenier (2021) state that process is a series of stages designed by a company to create efficient experiences that meet consumer expectations. In service marketing, this process is a combination of procedures, work schedules, systems, and service habits provided to consumers with consistent service standards (Ziyaeava, 2024). Therefore, it can be concluded that process is a series of stages or service procedures offered and delivered by a company to consumers.

Physical Evidence

Physical evidence refers to elements that can be directly perceived by consumers, such as buildings or available facilities (Yusuf, Muhammad, & Yahaya, 2020). According to Hurree (2025), physical evidence includes everything that can be seen, heard, or felt by consumers when experiencing the services provided by a company, encompassing both physical and digital environments. Dynamia (2025) states that physical evidence is anything that influences consumers in making decisions to purchase products and use the services offered by a company, such as the physical environment (interior and

exterior design), staff appearance, documents, logos, and equipment used. The Oxford College of Marketing (2020) defines physical evidence as all tangible forms offered by a company to consumers as a form of assurance, including atmosphere, staff uniforms, menus, websites, testimonials, and product packaging. According to Hurriyati (2020), physical evidence is the physical environment where services are created, such as building or room design and layout, where interactions between service providers and consumers occur, serving as a tangible representation that adds value for consumers. Therefore, it can be concluded that physical evidence refers to tangible aspects that can be perceived by consumers when using the services offered, such as ambiance, design or interior elements, and the company's logo.

METHODOLOGY

This study employs a qualitative approach aimed at gaining an in-depth understanding of how marketing strategies, service delivery, and business management are implemented at Iwabeka Coffee, as well as how these aspects influence customer satisfaction and business development. A qualitative approach was chosen because it is capable of describing social phenomena holistically through the perspectives, experiences, and interpretations of actors directly involved in the field.

The data collection methods used in this study include in-depth interviews and direct observation. Interviews were conducted face-to-face with relevant parties. Through these interviews, the researcher sought to explore information related to the promotional strategies employed, customer service processes, and employee recruitment and training systems.

The data obtained from interviews and observations were then analyzed using a descriptive qualitative method, by organizing the data, grouping them according to main themes, and interpreting their meanings in depth. This analysis was carried out in stages, starting from data reduction, data presentation, and finally drawing conclusions.

RESEARCH RESULTS

Iwabeka is a café and eatery located at Jl. Joyo Agung No. 3, Tlogomas, Malang. This café is known for its blend of traditional and modern ambiance and has become a popular destination for enjoying coffee and food, with operating hours from 10:00 a.m. to 11:59 p.m. With its concept, the café provides comfort for visitors, whether for working or relaxing. In addition, the café offers a variety of food and beverage products for customers to enjoy. In carrying out its marketing activities, Iwabeka Café implements the 7P marketing mix to enhance

its competitiveness among cafés in Malang. The seven components of this marketing mix consist of Product, Price, Place, Promotion, People, Process, and Physical Evidence. Based on interviews with Iwabeka’s marketing staff, it is evident that the marketing mix has been implemented using these seven key elements. The following are the results of the interviews conducted by the researcher.

Table 1. Results of Marketing Interviews at Iwabeka

Element	Question	Answer
Products/Services	What products or services does Iwabeka offer and how does it differentiate its products or services from other cafes in Malang?	"Iwabeka offers a product and service simultaneously, there are many products offered ranging from coffee and non-coffee drinks such as Butterscotch and iced Roti Gembira and snacks and heavy meals such as French fries, fried rice, rice bowls, spring rolls and egg rice. If for example, the difference with other cafes is that we have two-way communication with customers through direct feedback and also we conduct an active response survey to customer reviews on Google Maps, not only providing responses in the form of thanks, we also provide vouchers and invitations to return to customers who give negative reviews, after improvements have been made".
Price	What is the cafe's strategy in setting prices to remain competitive in Malang and does Iwabeka offer price promotions such as discounts or savings packages?	"For our pricing, we use a bundling strategy. For around Rp45,000, customers can get a snack, a main meal, and a drink all at once. Furthermore, we also offer price promotions with discounts and savings packages every month. Last month, Iwabeka had a free toast promotion, while this month we've changed it to a free waffle for customers who follow social media accounts like Instagram and TikTok and create stories about Iwabeka."
Place/Place	Why was this location chosen as a	"This location was chosen because it is close to the main highway that

	business location and how does this location affect the number of customers who come?	provides access to the Dau and Batu tourist areas, making it easy for customers to reach. It is also close to major campuses in Malang. Its strategic location also has a significant impact on the number of customers, especially students, which makes this cafe increasingly grow and has great potential to continue attracting consumer interest."
Promotion	What is the main promotional strategy of the cafe to attract new customers among the many cafes in Malang and what promotions are used by the cafe?	"Our main promotional strategy is to focus on social media, such as Instagram (@iwabeka.coffee) and TikTok. We also collaborate with 3-4 micro-influencers each month. We also hold regular local events, such as monthly religious study groups, which help strengthen relationships with the local community. However, of all the promotions we do, social media is the most effective, especially amidst the fierce competition in Malang's cafe scene."
People	How do you recruit and train employees to provide the best service and do employees have a role in creating positive customer perceptions?	"We work in interviews with direct interviews at the workplace, so it is not only based on CVs, and also for the recruitment process is carried out based on the needs of specific positions, such as warehouse, barista, or kitchen staff, by considering experience and expertise, after that the employees we have accepted undergo a month of training focusing on improving service skills and understanding of the operational standards of this cafe, the role of employees here is very important because if there are no employees then the business process of this cafe will not run, and in my opinion, among the

		existing marketing mix strategies, employees are the most important element." Pr
Process/Service Process	How does the service flow work from when customers arrive until they leave, and what steps does the cafe take to maintain service efficiency every day?	"We provide service starting from when customers arrive at the parking area, where we arrange for motorbikes to be on the right and cars in the front. Customers will then be directed to the cashier to place their orders. The cashier will also explain the menu in detail. Once customers have ordered, they can immediately sit down because all orders will be delivered directly to their table. And when customers are finished, our employees will also be responsible for cleaning up unused tables. For example, if the cafe is busy, the cashier will also help with seating arrangements. Meanwhile, for efficiency, we implement a work shift system to ensure optimal employee performance. There are three shifts with working durations ranging from 6 to 8 hours per shift. This system is implemented to adjust the workload and prevent fatigue, so that the service provided to customers remains friendly and high-quality."
Physical Evidence	What facilities does this cafe provide and how does it provide brand identity?	"Iwabeka provides several facilities for customers to enjoy, starting from the location that can be chosen from indoor, outdoor, or semi-outdoor, there are toilets and prayer rooms, in addition to additional facilities such as free HVS paper and a printing place. For our brand identity, we have a logo that has a sun and moon symbol that represents "Isuk Bungi", which means from morning to night. In the center there is also a coffee bean icon with

		the words Coffee & Eatery, because we sell coffee and also heavy meals which are both mainstays."
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DISCUSSION

Based on the interview results presented in Table 1, the discussion can be explained as follows. Product refers to the type of service or offering provided by a business. Products or services play a primary role in a business, as without them the business process cannot operate. Iwabeka offers products and services simultaneously, with products consisting of both food and beverages. The food items include French fries, fried rice, rice bowls, spring rolls, and egg rice, which are among the most popular choices for customers. In addition, Iwabeka offers a variety of coffee-based and non-coffee beverages, including several signature drinks such as Butterscotch and *Es Roti Gembira*. Iwabeka also introduces innovations such as the *Kopag* (Kopi Pagi / Morning Coffee) concept to reach customers who visit in the morning. Furthermore, Iwabeka actively provides services through two-way communication with customers via direct feedback and social media surveys, such as on Instagram, to understand menu preferences and desired innovations. This participatory approach helps the café remain relevant and adaptive to changes in local market tastes. This finding is consistent with studies showing that high-quality products or services contribute to business competitiveness (Putri & Oktaviannur, 2025; Wardani, 2024).

Price refers to the value assigned to a product or service. Pricing at Iwabeka is considered affordable, especially for students. This is evidenced by the implementation of a bundling package strategy, where for approximately IDR 45,000 customers can obtain a snack, a main dish, and a beverage at the same time. This strategy is considered effective because it creates a sense of value and is more attractive than purchasing items individually. In addition, Iwabeka implements price promotions by offering discounts and varied value packages each month so that customers do not feel bored with repetitive promotions. This statement is supported by the study of Zaman et al. (2023), which found that setting competitive prices can be a source of competitive advantage, even when the products or services offered are similar to those of other cafés in Malang.

Place refers to where the exchange process of products or services occurs. Consumers can directly see the products offered at the point of sale (Kasmir, 2016). Iwabeka is located in a strategic area, chosen because it is close to a main road that provides access to the tourist areas of Dau and Batu, making it easily accessible to customers. In addition, Iwabeka provides several seating options, including indoor, semi-outdoor, and outdoor areas. With these various room options, consumers have greater flexibility and choice. This is supported by the study of Fauzan et al. (2021), which states that a strategic location, attractive interior design, and multiple seating options facilitate consumer access to products or services and serve as added value for Iwabeka in gaining a competitive advantage.

Promotion refers to the media used by a business to market its products or services, or in other words, the tools used to communicate with consumers. The main promotional activities carried out by Iwabeka focus on social media, particularly Instagram (@iwabeka.coffee) and TikTok. In addition, Iwabeka collaborates with micro-influencers through a content barter system, where influencers are invited to create promotional content on Instagram and TikTok. Beyond online promotion, Iwabeka also organizes regular local events, such as monthly religious gatherings, which help strengthen relationships with the surrounding community and enhance the café's social appeal. These strategies are considered effective because they expand audience reach and increase brand awareness organically, making promotion the most influential element in attracting new customers amid the intense competition in Malang's café industry. This finding aligns with the study by Arista et al. (2025), which states that effective promotion can increase competitiveness and sales volume.

People refers to individuals who produce products or deliver services offered by a business. Iwabeka applies a *work-in interview* method, which involves direct interviews at the workplace rather than relying solely on CVs. Recruitment is conducted based on the needs of specific positions, such as warehouse staff, baristas, or kitchen staff, while considering candidates' experience and expertise in the relevant fields. After being hired, new employees undergo a one-month training period focused on improving service skills and understanding the café's standard operating procedures. Additionally, performance evaluations are conducted every two weeks to review employee performance. These evaluations are coordinated by BIC Operations, the party responsible for ensuring that all employees consistently provide services in accordance with established standards and maintain a friendly attitude toward customers. Thus, Iwabeka places strong emphasis on service quality, including employee expressions and friendliness. This is consistent with the findings of Anjani et al. (2018), which state that the *people* element plays an important role in shaping positive customer perceptions that ultimately influence business competitiveness.

Process refers to the activities involved in delivering services from a business to consumers. The customer service process at Iwabeka begins when customers arrive at the parking area. Parking arrangements are separated for motorcycles (on the right side) and cars (at the front). Customers are then directed to the cashier to place their orders. At this stage, the cashier offers ongoing promotions and new menu items, explains menu details, and informs customers that their orders will be delivered directly to their tables. When the café is crowded, the cashier also assists in managing seating arrangements based on the number of visitors and space availability. After the orders are delivered, staff are responsible for clearing the tables once customers have finished. Thus, the entire service process runs systematically from arrival until customers leave the café. The study by Fajriani et al. (2025) also indicates that a well-managed service process is one of the factors that strengthens competitiveness in businesses, including cafés.

Physical Evidence refers to the service environment provided by a business as well as supporting elements such as facilities. Iwabeka offers various facilities for visiting customers, including parking areas, Wi-Fi, toilets, a prayer room, and

a comfortable environment suitable for working or relaxing. In addition, Iwabeka has a distinctive logo that represents its brand identity. The importance of physical evidence in supporting service quality is also supported by the study of Pratama et al. (2020).

CONCLUSION AND RECOMMENDATIONS

Based on the research findings described above, it can be concluded that Iwabeka implements a marketing mix strategy consisting of seven components – Product (Product/Service), Price, Place, Promotion, People (Employees), Process (Service Process), and Physical Evidence – in the service offerings provided to enhance competitiveness and create a competitive advantage in winning the café business competition in Malang City. The results also indicate that among the seven components, several elements are considered the most important and effective, namely people, creative promotion, and service differentiation, in maintaining competitiveness amid the large number of cafés in Malang.

The practical implication for café management is that the implementation of the marketing mix plays a very important role in enhancing competitiveness. Academically, the findings of this study reinforce marketing mix theory, which states that the components of people, promotion, and products (services) play a significant and effective role in creating consumer interest. Therefore, based on the results and conclusions presented, the application of the marketing mix has a crucial role in service businesses, as it can enhance competitiveness and create a competitive advantage that enables businesses to succeed in competition.

FUTURE RESEARCH

This study provides understanding and contributions, particularly regarding the implementation of the 7P marketing mix. However, it also has several limitations that should be addressed by future research, including the limited research object, as only one case was examined, which restricts representativeness and the generalizability of the findings. Therefore, future researchers are encouraged to conduct comparative studies across various service businesses to identify significant differences in the effectiveness of the 7P elements.

Methodologically, future studies may adopt a mixed-methods approach by combining quantitative findings on the 7P elements with in-depth qualitative interviews with marketing managers. This approach aims to achieve a richer understanding of practical challenges and internal strategies in managing the marketing mix.

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