

Customer Satisfaction Based on Marketing Mix Strategy (7P) at PT Tirta Perkasa Sejahtera Bondowoso

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Abstract

This study aims to describe customer satisfaction based on the marketing mix strategy (7Ps) which includes product, price, place, promotion, people, process, and physical evidence at PT Tirta Perkasa Sejahtera Bondowoso. This study uses a qualitative approach with a descriptive research type. Data were obtained through in-depth interviews, direct observation, and documentation related to the company's service and marketing activities. Data analysis was carried out through the stages of data reduction, data presentation, and conclusion drawing. The results show that the marketing mix strategy (7Ps) has been consistently implemented by the company and contributes to the level of customer satisfaction. Customers consider product quality, ease of service access (place), and fast and responsive service processes to be the aspects that most influence their satisfaction. Meanwhile, the promotion strategy and physical evidence elements are considered to still have room for improvement to strengthen the overall customer experience. This study provides an in-depth overview of how the implementation of the 7Ps can increase customer satisfaction and serve as a reference for improvement for companies in designing more effective marketing strategies.

Keywords:

Customer satisfaction; Marketing mix 7P; AMDK; Marketing strategy.

1. INTRODUCTION

In an era of increasingly tight business competition, companies are required to be able to implement effective marketing strategies to maintain and increase customer satisfaction (Hasan & Islam, 2020). Companies today are required to continuously improve their strategies for providing customer satisfaction. Satisfied customers automatically become spokespeople for the products and services they are satisfied with. This also applies to companies engaged in the production and distribution of bottled drinking water, such as PT Tirta Perkasa Sejahtera, located in Tamanan District, Bondowoso Regency. The marketing mix (7Ps) strategy, which encompasses product, price, place, promotion, people, process, and physical evidence, is a crucial element in creating value and a positive experience for customers (Kotler & Keller, 2020).

Customer satisfaction is the main indicator of the success of a marketing strategy (Qomariah, 2016). Customer satisfaction is a person's feeling of pleasure or disappointment that arises after comparing the performance of a product received with their expectations (Harris et al., 2020). Meanwhile, according to Zeithaml et al. (2006) The definition of customer satisfaction is a comprehensive evaluation of the experience of consuming a product or service which reflects the extent to which the service is able to meet or exceed customer expectations.

In the context of the bottled water industry, customer satisfaction levels depend not only on product quality but also on service, ease of access, and customer perception of brand image. Therefore, a thorough understanding of how the 7Ps influence customer satisfaction is crucial.

Although the concept of marketing mix strategy (7Ps) and its relationship to customer satisfaction has been widely researched, most previous studies have shown a different focus. For example, research by (Khatab et al., 2019) Focusing on International Kurdistan Banking in Erbil City Iraq, the service marketing mix has a positive and significant influence on customer satisfaction and recommendations to International Kurdistan Bank to pay more attention to the physical evidence and process aspects in service delivery and the bank's ability to meet customer satisfaction. Meanwhile, a study by (Gunawan et al., 2018) conducted at Private Islamic Religious Universities in Medan City, the results of which show that the marketing mix, service quality, Islamic values, and institutional image have an influence on student satisfaction and student loyalty at Private Islamic Religious Universities in Medan. Therefore, there is a research gap, where there has not been a comprehensive study that analyzes the influence of all 7P elements (Product, Price, Place, Promotion, People, Process, and Physical Evidence) on customer satisfaction, especially in a company with a production and distribution scale of bottled drinking water, namely PT Tirta Perkasa Sejahtera located in Tamanan District, Bondowoso Regency. This gap makes research on the implementation of the 7P strategy as a whole at the company crucial and urgent to be carried out, in order to provide a more specific and relevant strategic contribution for the company in its efforts to improve and maintain customer satisfaction. Based on the background presented, the research questions are as follows:

- How is the marketing mix strategy (7Ps) implemented at PT Tirta Perkasa Sejahtera?
- What is the level of customer satisfaction with PT Tirta Perkasa Sejahtera's bottled water products?
- How does the marketing mix strategy (7Ps) influence customer satisfaction at PT Tirta Perkasa Sejahtera?

1.1. Grand Theory

The basis of this research is the Expectation-Confirmation Theory (EDT) put forward by (Oliver, 2010). This is the most widely used grand theory of customer satisfaction. It explains three possible outcomes from this comparison:

- Positive Confirmation: Product performance exceeds expectations (Performance > Expectations), resulting in high levels of satisfaction and even delight.
- Simple Confirmation: Product performance meets expectations (Performance = Expectations), resulting in satisfaction.
- Negative Confirmation: Product performance falls below expectations (Performance < Expectations), resulting in dissatisfaction or dissatisfaction.

The next theory that underlies this research is the Theory of Reasoned Action (TRA) which was put forward by (Ajzen, 2005). This theory also underpins this research. It is based on customer attitudes, product beliefs, and evaluations of consumption experiences. Furthermore, TRA explains that positive experiences shape positive attitudes, which ultimately influence satisfaction and repeat behavior.

1.2. Marketing Mix Strategy Concept (7P)

The concept of the marketing mix was first introduced by McCarthy (1964) with four main elements, namely product, price, place, and promotion. Along with the development of the service sector, (Booms & Bitner, 1981) adding three new elements: people, process, and physical evidence, thus forming the 7P concept. These seven elements are used as strategic tools for companies to influence market response and create value for customers (Kotler & Keller, 2020). The 7P marketing mix is a combination of controllable marketing variables, including service, price, place, promotion, people, process, and physical evidence, which are used to build relationships with customers and improve the quality of the service experience (Zeithaml et al., 2017). The 7P marketing mix is a set of marketing elements consisting of product, price, place, promotion, people, process, and physical evidence, which service companies use to create value and provide optimum satisfaction to customers (Tjiptono, 2014). The 7P marketing mix is a combination of service marketing variables that companies arrange to influence consumers, including: product, price, distribution, promotion, people, processes, and physical facilities, as a tool to achieve marketing objectives (Lupiyoadi, 2019). Many previous researchers have conducted research on the 7Ps of marketing. Some studies on the 7Ps of marketing mix include: (Alwinie et al., 2024; Az-zahra & Aprianingsih, 2023; Elgarhy & Mohamed, 2023; Kusdiana & Yulita, 2024; Namira & Pasaribu, 2022).

1.3. Customer Satisfaction

According to Oliver (2010), Customer satisfaction is a fulfillment response, namely the assessment that the features of a product or service provide a pleasant or unpleasant level of fulfillment. According to Engel et al. (2012), The definition of customer satisfaction is a post-purchase evaluation in which the chosen alternative at least meets or exceeds customer expectations. Customer satisfaction is a condition in which the perceived product performance meets or exceeds customer expectations, thus creating a feeling of pleasure (Tjiptono, 2014). According to Lovelock & Wirtz (2021),

Customer satisfaction is a customer's assessment of service quality based on their perception of the service provided compared to initial expectations. Many previous researchers have conducted research on customer satisfaction. Some of these include: (Qomariah et al., 2022), (Ambarwati et al., 2022), (Purnomo & Qomariah, 2019), (Qomariah et al., 2021), (Wibowo et al., 2021).

1.4. Customer Satisfaction as a Strategic Indicator

In the context of the bottled water industry, customer satisfaction is a key performance indicator for marketing strategies. Satisfaction levels are closely related to:

- Core Product Quality: Quality of taste, packaging, and water clarity.
- Accessibility and Availability: Ease of finding and purchasing the product (place).
- After-Sales Service Quality: Complaint handling, returns process, and customer support (people and process).

High customer satisfaction has long-term impacts, including increasing customer loyalty, encouraging repeat purchases, creating positive word-of-mouth marketing, and reducing customer sensitivity to price. Therefore, the 7P elements must be managed in an integrated manner to ensure consistent performance exceeding or at least meeting customer expectations. If performance meets or exceeds expectations, customers will be satisfied; however, if performance falls short, customers will be disappointed. In the bottled water industry, customer satisfaction is closely related to the quality of taste, packaging, availability, and after-sales service.

1.5. Previous Research

Several previous studies have shown that marketing mix strategy has a significant influence on customer satisfaction. Research by (Sudari et al., 2019) produced a study that found that product, promotion, place, and price influence customer loyalty through customer satisfaction in food and beverage MSMEs in Malaysia. Research by Putra et al. (2019) stated that product, location, and process did not influence the satisfaction of students in the UNP Master of Management Program, while the promotion, physical evidence, and employee variables influenced satisfaction. Research by Mujiyanti et al. (2019) stated that the marketing mix has been shown to be positively related to consumer satisfaction. Research by (Amelia et al., 2024) which states that the product (X1), place (X2), and price (X4) variables have a significant influence on the level of customer satisfaction at Akira Our Shop Banyuwangi. Research by (Sulaiman & Hindardjo, 2019) which state that the dimensions of the marketing mix ie place and physical evidence (infrastructure) affect tourist satisfaction in North Lombok Regency after the disaster. Meanwhile research by (Garg et al., 2016) which state that marketing mix elements do not have a significant effect on customer satisfaction but have indirect effect on it from 350 consumers of durables products in Punjab (India). Research by Az-zahra & Aprianingsih (2023) which is done on Perihal Kopi state that 7P marketing mix has a significant effect to customer satisfaction and repurchase intention. Research conduct by Kusdiana & Yulita (2024) carried out on service users at the Malang Customs Office, state that Products and promotions do not have a direct influence on service user satisfaction, while the variables of price, place, people, process and physical evidence have an influence on service user satisfaction. Research conduct by Elgarhy & Mohamed (2023) states that all dimensions have positively affected tourist's satisfaction directly. Research conducted by Alwinie et al. (2024) stated that the marketing mix that affects consumer satisfaction includes product, promotion, process, people, and physical evidence. Meanwhile research by Namira & Pasaribu (2022) stated that product, process and physical evidence have a positive and significant impact on both customer satisfaction and customer loyalty.

1.6. Framework

Based on previous theory and research, it can be concluded that the marketing mix strategy (7Ps) plays a significant role in influencing customer satisfaction. Each element in the 7Ps contributes to customer perceptions of the value and quality of the service received. Therefore, this research framework illustrates the relationship between the 7Ps and customer satisfaction at PT Tirta Perkasa Sejahtera.

2. RESEARCH METHOD

This research uses a qualitative approach with a descriptive approach. The qualitative approach aims to understand phenomena in depth, comprehensively, and contextually through in-depth data collection (Sugiyono, 2018). Meanwhile, the descriptive type aims to describe and analyze in detail the implementation of the marketing mix strategy (7P) and how this implementation shapes customer satisfaction at PT Tirta Perkasa Sejahtera, focusing on the interpretation of meaning and understanding. The location of this research was carried out at PT Tirta Perkasa Sejahtera which is located in Tamanan District, Bondowoso Regency.

In qualitative research, data sources are divided into two: primary data, which can be words and actions obtained directly from informants through in-depth interviews and observations. Secondary data, which

consists of written supporting data such as internal company documents, reports, photographs, and literature relevant to the 7Ps and Customer Satisfaction.

The informant selection technique used purposive sampling, which is based on specific research considerations and objectives. Key informants were management or staff directly responsible for implementing the 7P strategy (i.e., Marketing Manager, Distribution/Sales Supervisor). Key informants were customers deemed to have significant knowledge and experience related to PT Tirta Perkasa Sejahtera's products and services.

Data was collected until data saturation was reached (no significant new information emerged), including through the following methods:

- In-depth interviews: Structured and unstructured interviews were conducted with key informants and key informants to obtain detailed information regarding the implementation of each 7P element and their experiences influencing satisfaction.
- Participatory observation: Researchers were directly or indirectly involved in observing business processes, distribution, services, and physical evidence (physical environment) at PT Tirta Perkasa Sejahtera.
- Documentation: Collecting written documents and data related to company strategy, pricing policies, and operational reports.

2.1. Data Validity Check

To ensure the validity and credibility of the findings, triangulation techniques were used: a) Source Triangulation: Comparing information obtained from various informants (for example, comparing marketing staff statements with customer statements). b) Technical Triangulation: Comparing information obtained through different data collection techniques (for example, comparing interview results with observation results).

2.2. Data Analysis Techniques

This qualitative research uses a data analysis model (Miles and Huberman model) which is carried out interactively and continuously from data collection to completion.

Tabel 1. Questions for Key Informants (Internal Company) Focus: Implementation of the 7P Strategy

Variable	Sample Interview Questions
Product	How does your company determine water quality standards and product packaging? What are your product's advantages over competitors?
Price	What pricing strategy is used (e.g., cost-plus, market-based, or volume-based)? Are there any special discount programs for distributors or loyal customers?
Place	How are distribution channels organized to ensure product availability throughout the Tamanan region? What are the main obstacles encountered in the distribution process?
Promotion	What promotional media is most effective for introducing your product? Describe your budget and key promotional messages.
People	How does the company train employees (especially sales and delivery) to provide good service? How does the role of employees influence customer satisfaction?
Process	Describe the process from ordering to product delivery. How does the company handle customer complaints or urgent requests?
Physical Evidence	What physical elements are considered important to building brand image (e.g., office appearance, delivery truck branding, or employee uniforms)?

Tabel 2. Questions for Key Informants (Customers) Focus: Customer Experience and Satisfaction

Variable	Sample Interview Questions
Product	How would you rate the taste and packaging of PT Tirta Perkasa Sejahtera's drinking water? Is the quality consistent over time?
Price	Is the price of this product commensurate with the quality and benefits you receive? Are you sensitive to price changes?
Place	How easy was it for you to get this product (availability)? Was the delivery always on time and as promised?
Promotion	Describe your experience interacting with sales or delivery staff. Was the ordering/complaint process quick and easy?
Physical Evidence	What impression do you have when you see the physical appearance (e.g., delivery vehicles or staff appearance) that represents the company?
Customer satisfaction	Overall, how satisfied are you with PT Tirta Perkasa Sejahtera's products and services? Why? Based on your experience, would you recommend this product to others?

3. RESULTS AND DISCUSSION

3.1. Description of Research Location

PT Tirta Perkasa Sejahtera is a bottled drinking water (AMDK) processing and distribution company operating in Tamanan District, Bondowoso Regency. This company was established in response to the increasing public demand for hygienic and affordable drinking water products in rural and semi-urban areas. The company's history can be traced back to about a decade ago when the public's need for clean water increased due to limited sources of potable water. The company then developed a production system based on layered filtration, reverse osmosis (RO), and a sterilization process using ozone which is considered safer and able to maintain water quality according to the standards of the Minister of Health Regulation No. 492 of 2010. Over time, this company expanded its marketing reach to various villages in Tamanan District and then expanded distribution to surrounding districts in Bondowoso.

PT Tirta Perkasa Sejahtera's organizational structure is simple yet functional. At the top is the President Director, who is responsible for overall company management and strategic decision-making. The Director then oversees three main divisions: the Production Division, the Marketing Division, and the Administration and Finance Division. The Production Division is responsible for water treatment, machine maintenance, quality control, and packaging. The Marketing Division manages promotional activities, the distribution network, customer relations, and market monitoring. The Administration and Finance Division manages financial records, raw material purchasing, legal documentation, and company administration. Each division has a section head who coordinates technical staff, machine operators, and distribution personnel. This lean structure facilitates cross-sector coordination and provides greater flexibility in quickly addressing customer needs, especially given the company's proximity to rural areas that require responsive service.

3.2. Product Implementation Findings

In-depth interviews with the head of production and direct observations of the water treatment plant indicate that PT Tirta Perkasa Sejahtera primarily offers bottled drinking water in gallons, medium-sized bottles, and cups. Gallon water is the most popular product, used by the majority of households and culinary businesses in the Tamanan District. Field observations indicate that the water quality produced has undergone multiple filtration processes, including silica sand filtration, activated carbon, micro-membranes, reverse osmosis, and ozonation for sterilization. Interviewed customers cited the neutral and odorless taste of the water as the primary reason they chose PT Tirta Perkasa Sejahtera products over more expensive brands. In terms of packaging variety, the company offers 220 ml cups, 600 ml and 1500 ml bottles, and refillable gallons. While most customers found this variety sufficient, some noted that the label design and packaging needed improvement to be more attractive and establish a strong brand identity. However, reliable water quality remains a dominant factor in shaping positive perceptions of the company's products.

3.3. Pricing Implementation Findings

Qualitative data obtained from interviews with marketing managers indicates that PT Tirta Perkasa Sejahtera's pricing strategy is oriented towards local purchasing power. The price of refill gallons is set lower than that of regional competitors, making it more affordable for residents of Tamanan District. Customers reported that they felt the prices offered were "quality-appropriate" and not burdensome. Some even considered the prices more economical because the delivery service was free of additional fees. Under certain conditions, the company offers discounts to retailers or restaurants that make regular, large purchases. These discounts are considered a fairly effective strategy for retaining loyal customers. Customer perceptions of the price can be summarized as "affordable, consistent, and fair." No customers felt the prices were too high, but some customers stated that varying price packages or monthly subscription programs might provide added value for consumers who require intensive water supplies.

3.4. Location Implementation Findings

PT Tirta Perkasa Sejahtera's distribution strategy appears to place a strong emphasis on proximity to the target market. The factory's location on the main road in Tamanan District facilitates easy distribution access. Field observations indicate that the delivery fleet is limited but capable of reaching most villages in the district. Customers reported relatively fast delivery times, especially when ordering by phone. Observations at several distribution points indicated the company's strong coverage in residential areas, small shops, and convenience stores. While product placement in stores is simple, it still facilitates impulse purchases for customers. However, some customers reported minor issues related to delivery delays during peak demand, particularly on certain days such as weekends. This suggests that distribution management still needs capacity strengthening.

3.5. Promotion Implementation Findings

Field findings indicate that PT Tirta Perkasa Sejahtera still relies on simple promotional strategies based on interpersonal relationships and word-of-mouth marketing. Interviews with the marketing department revealed that they have not yet fully utilized social media, although some customers have voluntarily recommended the company through their personal accounts. Formal promotions, such as brochures or banners, are only carried out at specific events, such as the opening of new distribution areas or the launch of seasonal promotions. In some stalls, promotions are carried out in the form of small banners displaying the company logo. Customers stated that the company's reputation is shaped more by their personal experiences using the product, rather than commercial advertising. Thus, informal promotions are more dominant than paid promotions.

3.6. People Implementation Findings

Research results indicate that the quality of interactions between customers and employees is a significant factor in determining positive perceptions of the company. Several customers emphasized that the gallon delivery couriers are known for being friendly, polite, and willing to assist with installing gallons into dispensers at no additional cost. Interviews with staff revealed that the company instills service principles based on friendliness and politeness. Although formal training is not routine, daily work practices foster a strong service culture. Customers reported feeling more comfortable with their subscriptions due to the fast and responsive service, especially when they require urgent deliveries. This demonstrates that the "people" element is a qualitative advantage of the company.

3.7. Process Implementation Findings

Direct observations of the production flow indicate that PT Tirta Perkasa Sejahtera's service process is quite structured. Orders are processed by phone, text message, or by direct purchase at the factory. Employees manually record each order and assign delivery tasks to couriers based on predetermined routes. On the production side, water treatment is carried out repeatedly and routinely according to company operational standards. Interviews revealed that the company checks water quality every morning and evening before packaging products. Customers interviewed reported that the service process is relatively fast and that delivery errors are rare. However, some customers noted that a digital ordering system might help expedite communication and reduce miscommunication during peak hours.

3.8. Physical Evidence Implementation Findings

Field observations revealed that PT Tirta Perkasa Sejahtera's physical facilities are relatively simple but clean and functional. The production area appears well-organized, with water treatment machines arranged sequentially according to process stages. The customer waiting area, although small, is quite comfortable and clean. Product packaging is informative, displaying the company logo, production date, and legality information. Customers appreciated the cleanliness of the production area and felt confident that the water produced meets hygiene standards. However, several customers expressed their concern that the packaging design could be updated to make it look more professional and easily recognized among the many drinking water products on the market.

3.9. Customer Satisfaction Research Findings

3.9.1. Interpreting Customer Experiences

Interviewed customers provided relatively consistent views regarding their experiences using PT Tirta Perkasa Sejahtera products. Some customers expressed satisfaction with the clean, odorless, and safe water quality. Positive experiences were largely attributed to the speed of the delivery service, which was considered very helpful, especially for families experiencing sudden water shortages. Some customers also expressed that the company maintained the quality of the water's taste over time, thus building long-term trust. Interpretations of customer experiences generally indicated a match between initial expectations and the actual conditions they experienced. Customers who had previously used competing products reported feeling more comfortable with PT Tirta Perkasa Sejahtera due to the more personal interaction and relatively stable prices.

3.9.2. Key Factors of Satisfaction and Dissatisfaction

The factors most frequently cited as determining factors of customer satisfaction are friendly and responsive employee service, consistent water quality, and affordable prices. Many customers emphasize the friendliness of the courier delivering the gallons as an added value that keeps them loyal. Furthermore, fast service contributes to customer satisfaction. On the other hand, dissatisfaction is more often related to packaging and late delivery on certain days. While these complaints are not dominant, they still indicate that distribution effectiveness and product aesthetics still need improvement. In general, the 7P elements that most influence satisfaction are people, process, and product.

3.10. Discussion

3.10.1. Analysis of 7P Implementation in Theoretical Perspective

Field findings indicate that the implementation of PT Tirta Perkasa Sejahtera's marketing mix strategy aligns with the 7P concept developed by Booms & Bitner. In terms of product, the company successfully meets customer needs through water quality that meets hygienic standards, in line with the theory that product quality is the core of customer satisfaction. The pricing strategy implemented is relevant to the principle of value-based pricing that emphasizes perceived affordability. The place aspect aligns with distribution theory that emphasizes product accessibility to consumers. The promotional strategy carried out through interpersonal relationships aligns with service marketing theory that emphasizes the importance of word-of-mouth as an effective means of promotion in the local market. The people element is the company's main strength because friendly personal service aligns with the theory that human interaction greatly influences service quality. The fast service process aligns with the principle that efficient service flow helps increase customer satisfaction. Meanwhile, clean physical evidence supports a professional impression according to the physical evidence theory in service marketing.

3.10.2. Analysis of the Relationship between 7P and Customer Satisfaction

According to Kotler & Keller, customer satisfaction is strongly influenced by the comparison between expectations and perceived performance. Research findings indicate that people, process, and product elements contribute the most to positive disconfirmation. Customers perceived the courier's friendliness and speed of service to exceed their initial expectations, resulting in high satisfaction. A neat production process and consistent water quality reduced the risk of distrust and created a comfortable experience. Price also generated positive disconfirmation because customers felt the price paid was equivalent to, or even lower than, the benefits received. Conversely, minor dissatisfaction arose in the physical evidence aspect, which requires special attention to provide consumers with a better visual experience. The link between the implementation of the 7Ps and customer satisfaction appears strong because each element supports each other in shaping the overall customer perception of the company.

3.10.3. Comparison with Previous Research

The results of this study align with previous research on the implementation of the marketing mix in MSMEs and drinking water retail businesses. Previous research revealed that product quality and interpersonal service are the dominant factors influencing customer loyalty in the local drinking water industry. The findings from PT Tirta Perkasa Sejahtera corroborate these findings, particularly regarding the people aspect, which is highly valued by customers. Previous studies also indicate that affordable prices and fast distribution have a significant impact on customer retention, a finding also found in this study. However, other studies have emphasized the importance of strengthening digital promotions to enhance brand image, and in the context of PT Tirta Perkasa Sejahtera, this has not been optimally implemented. Therefore, the findings of this study complement previous research by confirming that interpersonal promotions are still dominant in rural markets, but the potential for developing digital promotions remains open for the future.

4. CONCLUSION

The results of a qualitative study on the implementation of the marketing mix strategy (7Ps) at PT Tirta Perkasa Sejahtera indicate that the company has consistently implemented all elements of the marketing mix, although several aspects still require improvement. In terms of product, the company has successfully maintained drinking water quality standards through a multi-layer filtration process, which customers consider safe, hygienic, and stable over time. The variety of packaging provided is sufficient to meet local market demand, particularly the gallon size, which is its flagship product. In terms of pricing, the company employs an affordable pricing strategy tailored to the purchasing power of the Tamanan District community, creating a positive perception of the product's value compared to competitors.

Distribution, or "place," is carried out by a delivery fleet capable of reaching most areas in the Tamanan District. The strategic location of the factory strengthens distribution effectiveness, although increased vehicle capacity is still needed to address spikes in demand at certain times. The company's promotions tend to be simple and based on personal relationships and word-of-mouth recommendations. Despite its limited digital marketing efforts, this trust-based approach still positively impacts the company's image. In terms of people, the friendliness and responsiveness of employees, particularly the gallon delivery couriers, are a key value highly appreciated by customers. A culture of courteous, prompt service and maintaining good relationships provides an experience that strengthens customer loyalty to the company.

The company's service process is quite systematic, based on a simple and easily accessible ordering process. Water treatment is carried out routinely according to established standards, ensuring consistent quality. Regarding physical evidence, clean and well-organized production facilities provide customers with confidence in product quality, although the packaging label design is deemed to require further development to be more attractive and professional.

Based on data interpretation, it can be concluded that the most dominant factors in creating customer satisfaction are employee service quality (people), consistent water quality (product), affordable prices

(price), and fast service (process). These four elements play a significant role in shaping positive customer perceptions and are key indicators of the company's success in maintaining customer loyalty. Meanwhile, physical evidence and promotion elements still show a need for improvement, particularly in visual branding and the use of modern promotional media.

The findings of this study have several managerial implications that can serve as a basis for continuously improving companies' marketing strategies. For product purposes, companies need to maintain water hygiene standards while improving their packaging to be more competitive in an increasingly competitive market. Developing modern, informative, and attractive label designs will strengthen brand identity and enhance the product's visual appeal. For pricing, companies can maintain an affordable pricing strategy while considering special subscription schemes for household customers and businesses requiring regular supplies. Simple loyalty programs, such as periodic discounts or a bonus gallon after a certain amount of purchase, can improve customer retention.

For place and distribution purposes, companies are advised to increase their fleet size or implement more efficient route scheduling to reduce delivery delays during peak hours. Implementing a simple app-based digital recording system can facilitate real-time order monitoring. For promotion, companies can begin utilizing digital platforms such as WhatsApp Business, Facebook Pages, or Instagram to expand their reach and build their brand image. Digital promotions also enable companies to interact with customers more quickly and in a structured manner.

For the people aspect, it is crucial for companies to conduct regular basic service training so that employees can maintain high-quality interactions with customers. Training on service ethics, effective communication, and product understanding will enhance staff professionalism. In terms of processes, digitizing the ordering process can be a strategic step to increase efficiency. Regarding physical evidence, companies can undertake minor renovations to service areas and improve the appearance of production spaces to better meet good manufacturing practice (GMP) standards. Strengthening this physical evidence will enhance perceptions of quality and enhance long-term customer trust.

Companies are advised to maintain key competitive advantages, such as friendly service, consistent water quality, and affordable prices. Improving physical facilities and updating packaging are highly recommended to ensure companies excel not only in service but also in product aesthetics. Developing a digital ordering system and expanding marketing strategies through social media can also help companies compete with other bottled water brands. Furthermore, companies can consider product diversification, such as premium mineral water or water with added minerals, to reach a wider market segment.

Future research can use a quantitative approach by examining the relationship between the marketing mix elements (7Ps) and customer satisfaction using a standardized survey instrument. The study could expand the sample to other sub-districts to examine differences in customer satisfaction levels across different distribution areas. Furthermore, further qualitative research could be conducted with other bottled water companies to understand variations in the 7Ps strategy across different industry contexts, thereby providing a more comprehensive picture of marketing practices in the bottled water sector at the local level.

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