

7P MARKETING STRATEGY DESIGN IN AN EFFORT TO INCREASE SALES IN SPA SERVICES: A CASE STUDY AT FRESHMINT SPA LAMONGAN

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Abstract:

This study aims to design a 7P marketing strategy (Product, Price, Place, Promotion, People, Process, and Physical Evidence) to increase sales performance at Freshmint Spa Lamongan. The research is motivated by the growing competition in the local spa industry and fluctuations in customer visits that affect business revenue. Using a qualitative approach with a constructivist paradigm and a case study method, data were collected through in-depth interviews, field observations, and documentation key informants including the owner, employees (therapists), and customers of Freshmint Spa. The data were analyzed through reduction, presentation, and inductive drawing of conclusions. The results indicate that the integrated implementation of the 7P marketing mix can enhance competitiveness and strengthen positive customer perceptions of Freshmint Spa's services. The elements of promotion, people, and physical evidence have the most significant influence on increasing visit frequency and customer loyalty, while process and product play a crucial role in maintaining consistent service quality. The proposed strategy design is expected to serve as a guideline for Freshmint Spa in developing customer-oriented marketing efforts and as a practical reference for similar spa businesses to improve their sales performance sustainably.

Keywords: Marketing Strategy, 7P Marketing Mix, Freshmint SPA, Service Sales, Customer Loyalty.

INTRODUCTION

The public's need for relaxation and body care services is increasing in line with modern lifestyles characterized by high levels of stress and work demands. According to Andi et al. (2023), social and economic changes in recent years have driven a shift in consumer behavior, leading to greater attention to physical and mental health through services such as spas. This demonstrates that the spa

industry is no longer just a beauty service, but has become part of people's lifestyle and health needs.

Spa, as a holistic health service, plays a crucial role in maintaining balance between body and mind. Dwi (2023) explains that the concept of spa, derived from the Latin term *Sanus Per Aquam*, reflects efforts to improve health through water therapy and other modern body care techniques. Furthermore, the Indonesian

Spa Association emphasizes that spa services in Indonesia rely not only on modern techniques but also on integrating local wisdom, such as the use of natural ingredients and traditional massage (Alya, 2025).

The growth of the spa industry in Indonesia is quite rapid. Devi (2021) found that increasing public demand and the tourism sector have significantly contributed to the growth of spa businesses in various regions. ASKI (2023) data shows that the spa industry is experiencing annual growth of around 15%, with the market value of spa products projected to reach USD 2,369 million by 2030. This growth creates significant opportunities for businesses and intensifies competition in the industry. Similarly, Sinarto (2022) noted that East Java has more than 300 spa businesses with thousands of certified therapists, indicating a high level of competition in this sector.

However, the increasing number of business owners also brings new challenges. Nailia (2022) stated that increasingly fierce competition requires spa managers to continuously innovate, understand customer needs, and provide quality services to maintain customer loyalty. This is the case for Freshmint SPA Lamongan, a body care service business experiencing intense competition and fluctuating customer visits. Internal data from Freshmint SPA (2024) shows an unstable monthly transaction volume, impacting revenue in certain months, which experience a significant decline.

One striking indicator was observed in July 2024, when the number of visits reached its lowest point at just 158, well below the monthly target of 250. That month, revenue was also recorded at its lowest all year, at just Rp 16,250,000, a figure that is financially less than ideal for optimal spa operations.

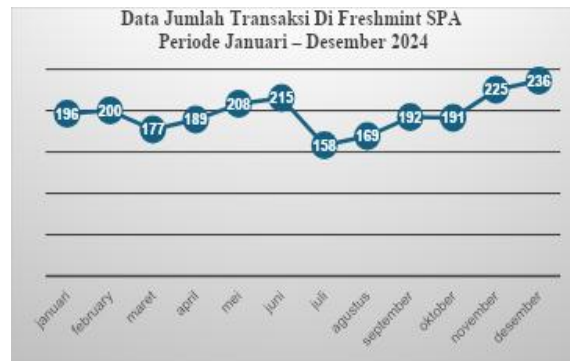


Chart 1. Data on the Number of Visit Transactions at Freshmint SPA for the Period January-December 2024
Source: Freshmint SPA Data (2024)

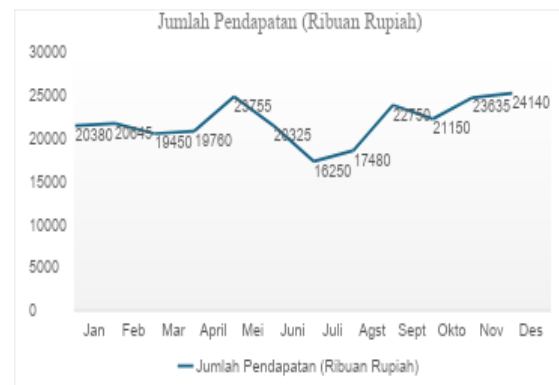


Chart 2. Freshmint SPA Service Sales Revenue Chart for January-December 2024
Source: Freshmint SPA Data (2024)

One contributing factor is an unplanned and poorly integrated marketing strategy. Freshmint SPA's marketing strategy has been simple, relying on promotions via Instagram and WhatsApp Stories, brochure distribution, and word-of-mouth, with no structured planning.

While helpful initially, this approach hasn't reached a wider market. Therefore, Freshmint SPA requires a more targeted and flexible marketing strategy, such as the 7Ps marketing mix approach, which encompasses product, price, place, promotion, people, process, and physical evidence, to increase sales and attract

customers sustainably. (Lestari & Wibowo, 2024).

Previous research consistently shows that implementing the 7Ps is effective in increasing customer satisfaction and customer numbers. Jesica (2023) found that integrated implementation of the 7Ps increased revenue and consumer interest in beauty care services. Similar findings were also described by Nuraini and Fitriana (2024), who stated that the 7P strategy is key to expanding market share and strengthening customer loyalty. Even in the context of small and medium enterprises, Ranong (2021) demonstrated that digital promotion and service quality are crucial to increasing customer satisfaction in small-scale spas.

Although the 7Ps marketing mix has been widely researched in the context of service marketing, most previous studies have relied on quantitative approaches and examined the influence of each element in isolation, especially in large-scale service businesses in urban areas. Research on the holistic implementation of the 7Ps marketing strategy in SPA MSMEs in non-metropolitan areas remains limited, particularly regarding approaches that integrate service digitalization, multisensory customer experience, and local community-based approaches. Therefore, this study fills the gap in the literature by qualitatively exploring how Freshmint SPA in Lamongan adapts and implements the 7Ps marketing strategy.

This study aims to comprehensively analyze the implementation of the 7P marketing strategy at Freshmint SPA, a service MSME in Lamongan. Specifically, this study aims to identify how each element of the 7P mix (product, price, place, promotion, people, process, and physical evidence) is implemented with digital innovation, customer experience,

and a community-based approach to build competitive advantage and increase customer satisfaction.

Based on the explanation above, Freshmint SPA requires a more targeted, comprehensive marketing strategy that aligns with current trends. The 7P marketing mix approach is considered capable of addressing these challenges because it focuses not only on promotion but also encompasses improving service quality, product innovation, improving service processes, and strengthening physical evidence that influences customer perception. With a carefully designed strategy, Freshmint's business is expected to significantly increase customer visits while simultaneously strengthening competition in an increasingly competitive market.

METHODOLOGY

This research uses a qualitative case study approach, based on the assumption that reality in service marketing is both constructive and subjective, understood through customers' social experiences (Creswell & Poth, 2021). This approach aligns with the constructivist paradigm, which views social reality as constructed through interaction, perception, and individual experience within their contexts. Therefore, the researcher acts as the primary instrument, not only collecting data through in-depth interviews, observations, and document analysis but also interpreting the meaning of the information obtained to understand the phenomenon holistically.

Informants were selected using purposive sampling, which involves deliberately selecting data sources based on considerations and criteria relevant to the research objectives. Informants

included business owners, spa employees or therapists, and customers with direct experience with Freshmint SPA services, ensuring more accurate and contextual data.

Operationally, the data analysis in this study followed systematic stages, including data collection and transcription, data reduction, coding, categorization, theme development, interpretation, and drawing conclusions. These stages refer to the analytical framework of Miles, Huberman, & Saldaña (2018), which emphasizes that qualitative data analysis must be conducted in a structured, iterative, and reflective manner to produce valid, organized, and meaningful findings.

RESULTS AND DISCUSSION

Overall, the research findings indicate that all elements of the 7P marketing mix interact to shape customer perceptions, service experiences, and purchasing decisions. The following sections provide a detailed description of each element of the marketing strategy.

Product Elements

In terms of product elements, Freshmint SPA's main focus is on providing superior service, service innovation, and service variety, and on expanding customer segments to meet customer needs and preferences. As a provider of body care services, Freshmint prioritizes customer satisfaction, achieved by improving service quality, introducing innovations, and developing a variety of SPA products. Although the current service quality has been assessed as good, continuous improvement efforts are still needed so that Freshmint can maintain its competitiveness and remain

relevant in a competitive market dynamics.

Freshmint SPA's core offerings are reflected in its two signature services: Traditional Massage and Relax Package. Observations show that these two services are the most popular among customers, as they provide a relaxing, refreshing effect after a day of activities. In addition to the quality of the massage techniques, the use of body treatment ingredients is also an important part of the service experience. Field documentation shows various products, such as a whitening body scrub, skin-lightening lotion, and body oil, used during the treatment process. All of these ingredients are arranged on wooden trays in a neat, natural arrangement, creating a clean, hygienic, and aesthetic impression that aligns with the spa's concept of comfort and tranquility.



Figure 1. Essential Oil Aromatherapy Products
Source: Researcher Documentation Results, 2025

Additionally, Freshmint SPA provides customers with a warm herbal drink after their treatment as an added touch of care. Observations have shown that this practice is part of the overall service package, not only enhancing comfort but also enhancing the emotional experience. Small touches like these enhance the value of the service and increase post-treatment satisfaction. This research finding aligns with a study

by Nuraini and Fitriana (2024), which stated that superior service and consistent customer experience are key factors in the success of spa businesses in Indonesia. Service quality, combined with innovation and a deep understanding of customer needs, has been shown to increase loyalty and strengthen a business's competitive position amid increasingly dynamic industry developments.

Price Element

In terms of pricing, Freshmint SPA's pricing strategy focuses on balancing value, affordability, and market appeal. This approach is achieved through three main aspects: affordability, price alignment with the value of the service customers receive, and the use of promotions and discounts as supporting strategies to increase customer interest and visits.

Based on interviews and observations, researchers found that Freshmint SPA customers expressed high satisfaction with the prices offered. Most respondents considered the rates commensurate with the benefits and experience they received. Factors such as the comfort of the rooms, the aromatherapy fragrance, the friendliness of the staff, and the tangible results of the treatments were the main reasons customers felt Freshmint SPA's prices were "fair" and met their expectations.

The research findings also indicate that Freshmint SPA's affordability strategy has been effective. This effectiveness is reflected in the increasing number of new customers and numerous positive reviews in digital media, which assess Freshmint SPA's prices as

"commensurate with the quality of service and comfort provided." This indicates that consistently maintaining a balance between service quality and pricing is a factor in Freshmint's success in competing in the local market.

Field documentation shows that Freshmint SPA uses a clear price list, promotions, and discount programs as part of its marketing communications strategy. These elements not only attract new customers but also support the formation of long-term relationships with existing customers by enhancing perceived value.

FRESHMINT SPA & REFLEXOLOGY Price List	
Hand & Foot Treatment	
• Foot Reflexy	Rp. 70.000
• Hand Massage	Rp. 60.000
• Manicure	Rp. 90.000
• Pedicure	Rp. 100.000
Traditional Massage	
• 45 menit	Rp. 90.000
• 60 menit	Rp. 110.000
• 90 menit	Rp. 140.000
Face Massage & Acupressure	
• 30 menit	Rp. 70.000
• 60 menit	Rp. 120.000
Ear Candle & Head Massage	
• 60 menit	Rp. 130.000
• 90 menit	Rp. 180.000

✦ Jl. Sunan Giri, Ruko LTC no. A-09 Lamongan ☎(0322)319208/08580544300

Figure 2. Treatment Price List

Source: Researcher Documentation Results, 2025.

These findings align with a study by Jessica (2023), which found that a competitive pricing strategy tailored to customers' purchasing power can increase loyalty and expand market reach in the spa services business. Therefore, the combination of affordable prices, high-value services, and targeted promotions is a crucial foundation for Freshmint SPA to maintain its competitive position in the competitive beauty and wellness industry.

Place Element

At Freshmint SPA, the element of place is realized through two main focuses: selecting a strategic and accessible location and implementing a digital reservation system that makes it easier for customers to book services. These two aspects complement each other, creating comfort and efficiency while strengthening the business's professional image in customers' eyes.

Field observations indicate that Freshmint SPA is located in an area easily accessible by both private vehicles and public transportation. The front of the building appears clean. Furthermore, documentation in the form of Google Maps screenshots indicates that Freshmint SPA is officially registered on the platform. Including the location on Google Maps makes it easier for customers to find the spa quickly and conveniently through digital navigation. This demonstrates that Freshmint SPA not only relies on a strategic physical location but also utilizes online mapping technology to facilitate customer access.



Figure 3. Front view of Freshmint SPA
Source: Researcher documentation results, 2025.

In addition to location access, implementing a digital reservation system is another crucial aspect in supporting service convenience. Through

the online booking feature, customers can schedule treatments at their preferred time without visiting the location in person. This system provides efficiency for both parties: customers gain convenience and certainty about service schedules, while spas can organize therapist schedules more structured, reducing the risk of long lines or customer overcrowding, and facilitating more systematic customer data recording for marketing analysis.

These findings align with research by Wulandari and Prabowo (2021), which showed that the use of digital technology in service reservation systems can improve customer satisfaction and company operational efficiency. Digital technology is considered capable of providing easy access, speed of information, and an overall better customer experience. Therefore, the combination of strategic location and digital innovation is a crucial factor in strengthening Freshmint SPA's service value and enhancing its competitiveness in the increasingly competitive spa industry.

Promotion Elements

Freshmint SPA's promotional strategy encompasses four main aspects: leveraging digital promotional media, implementing discount strategies, promoting through customer recommendations (word of mouth), and collaborating with external partners. These four components work synergistically to expand market reach, build customer relationships, and strengthen the brand's position in the competitive local spa industry.

In practice, Freshmint SPA uses social media platforms such as Instagram

and WhatsApp Business as primary channels to market its services, share visual content, and communicate information about the latest promotions. Furthermore, word-of-mouth recommendations from customers are one of the most effective forms of promotion. Interviews indicate that most new customers learn about Freshmint SPA through recommendations from friends or family.

Based on field documentation, Freshmint SPA consistently runs thematic promotions to attract customers. Some of these include special Ramadan promotions offering more affordable treatment packages, a 21% discount promotion in April to commemorate Kartini Day as a token of appreciation for women, and a 10% discount in July published through its official Instagram account. These programs reflect Freshmint SPA's efforts to maintain promotional relevance and strengthen emotional connections with customers through seasonal campaigns.



Figure 4. Example of Seasonal Discount Promotion

Source: Researcher documentation results, 2025.

The study's findings indicate that implementing a discount strategy proved effective in attracting price-sensitive customers without compromising their perception of service quality. The discount

program also significantly increased the number of transactions during specific periods, particularly on weekends or holidays, when service demand tends to increase. This supports the conclusion that a well-designed promotional strategy can create added value for customers while simultaneously driving increased company revenue.

These findings align with research by Nuraini and Fitriana (2024), which found that strategically managed discount-based promotions can increase purchasing interest and customer loyalty without compromising perceptions of service quality. Therefore, the combination of digital promotions, themed discounts, customer recommendations, and external collaborations is a crucial foundation for strengthening Freshmint SPA's overall marketing strategy.

People Element

In the people aspect, Freshmint SPA implements several human resource management strategies focused on work standardization and service consistency, competency development and work efficiency, motivation and a reward system, and the establishment of a positive work culture. These four aspects are designed to ensure the quality of interactions between therapists and clients is maintained and provide an optimal service experience.

Freshmint SPA has a professional human resource management system through clear standard operating procedures (SOPs) that cover cleanliness, massage techniques, communication procedures, and service ethics. To maintain consistent service quality, therapists receive regular training that

strengthens technical skills and develops soft skills such as empathy, friendliness, and the ability to understand customer needs. The business owner also emphasizes the importance of a family-like work environment to maintain motivation and high morale.

The study results show that regular training positively impacts therapists' skills and professionalism. Customers rate Freshmint SPA therapists as not only friendly and skilled but also able to adapt their service style to each client's individual characteristics. This customization is a crucial factor in creating a personalized treatment experience and increasing customer satisfaction.



Figure 5. Training Certification
Source: Personal data at Freshmint SPA

The findings of this study align with those of Nuraini and Fitriana (2024), which stated that competency development and increased employee performance efficiency significantly impact customer satisfaction and competitive advantage in the spa industry. Therefore, structured, service-quality-oriented HR management is key to Freshmint SPA's success in maintaining its reputation and competitiveness in the personal care industry.

Process Elements

For Freshmint SPA, every service process is designed to provide a pleasant, standardized, and comfortable experience, from the reservation stage to the moment the customer leaves. This effort is achieved through several key strategies: standardization and consistency in service procedures, efficiency and digitalization of the reservation process, innovation in the payment system, and strict adherence to cleanliness and hygiene. All of these strategies aim to create a smooth, efficient service flow that meets customer expectations for spa service quality.

The service process at Freshmint SPA is carried out systematically through the stages of reservation, welcoming customers, brief registration, treatment delivery, and closing. Customers can easily schedule appointments through WhatsApp Business, including selecting a therapist based on their preferences. For payment, Freshmint SPA offers cash and cashless payment options, providing flexibility and convenience. After the treatment, customers receive a warm herbal drink as an added touch of care and an integral part of the overall service experience.



Figure 6. Customer Welcome Process
Source: Personal Data, October 2025.

This finding is consistent with research indicating that digitalization in

service reservation systems can improve operational efficiency, shorten customer wait times, and enhance satisfaction with the overall service experience (Nuraini & Fitriana, 2024).

Physical Evidence Elements

In terms of physical evidence, Freshmint SPA focuses on four key aspects: aesthetic, calming room design; a clean spa environment; a relaxing atmosphere and sensory experience; and the professional appearance of staff, reflecting service quality. These four aspects are designed to create a harmonious spa experience and provide a positive first impression for customers.

Field documentation shows that Freshmint SPA's interior design emphasizes a clean, tidy, and comfortable atmosphere. The selection of neutral colors, combined with wood elements and touches of green, creates a natural, calming impression and a relaxing atmosphere from the moment customers enter the room. Based on interviews, customers assessed that Freshmint SPA's interior design provides a calm, aesthetic, and hygienic atmosphere, which ultimately increases comfort and satisfaction during treatments.



Figure 7. Interior Design at Freshmint SPA
Source: Freshmint SPA Data, October 2025.

The consistent interior design, aligned with Freshmint SPA's brand

identity, contributes to a positive visual experience and reinforces the business's professional image. Researchers believe that the harmonious visual appearance and aesthetics of the space are among Freshmint SPA's strengths, distinguishing it from local competitors. However, regular updates to decorative elements are necessary to maintain a fresh, relevant look aligned with modern interior design trends.

These findings align with research by Jessica (2023), which states that an attractive, harmonious, and brand-consistent room design can enhance customers' perceived value and emotional experience during spa services. Thus, professionally managed physical evidence not only supports customer comfort but also strengthens Freshmint SPA's competitive advantage in the personal care industry.

CONCLUSIONS

This study concludes that Freshmint SPA successfully implemented a comprehensive 7P marketing strategy by strengthening the elements of product, price, place, promotion, people, process, and physical evidence. The development of superior services, treatment innovations, and a variety of thematic packages supported by an affordable and flexible pricing strategy has increased customer interest. The integration of digitalization through the Smart Booking System, Find & Relax QR Spot, and social media campaigns demonstrates Freshmint's ability to adopt a modern marketing approach at the local level. Internally, strengthening HR competencies and standardizing service processes also encourage the creation of a consistent and quality customer experience.

This study has several limitations, including limited time for data collection due to scheduling interviews with owners and employees who have busy operating hours. This prevented a full in-depth analysis of each element of the marketing strategy. Furthermore, the use of a qualitative approach with a limited number of informants makes the research findings contextual and not yet generalizable. The limited availability of secondary data and internal documentation also led the study to rely heavily on interviews and field observations. Nevertheless, this study still provides a comprehensive overview of the implementation of the 7P marketing mix strategy in spa businesses in the local context.

Given these limitations, further research is recommended to expand the scope and recruit more informants to yield more comprehensive results. The use of mixed methods with additional quantitative data, such as customer satisfaction levels and sales growth, could also strengthen validity and provide a broader contribution to the development of marketing strategies in the spa industry.

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