

**CUSTOMER SATISFACTION AND LOYALTY IN THE B2B DIGITAL
TELECOMMUNICATION SECTOR: THE ROLE OF THE 7PS
MARKETING MIX IN INDIBIZ PT TELKOM INDONESIA**

AN INTERNSHIP REPORT

**Presented as Partial Fulfilment of the Requirement to Obtain the Bachelor
Degree in International Undergraduate Program in Management**



By :

CAE WIRE NEGARE

Student Number: 21311575

**INTERNATIONAL UNDERGRADUATE PROGRAM IN MANAGEMENT
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UNIVERSITAS ISLAM INDONESIA
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Written by:

CAE WIRE NEGARE

Student Number: 21311575

Approved by

Content Advisor,



Istyakara Muslichah, S.E., MBA.

Language Advisor,



Alfi Zakiya, S.Kom., S.Pd.

LEGALIZATION PAGE

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A BACHELOR DEGREE FINAL PROJECT

By:

CAE WIRE NEGARE

21311575

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Board of Examiners

Examiner I



Istyakara Muslichah, S.E., MBA.

Yogyakarta, March 9, 2026

Examiner II



Raden Roro Ratna Roostika, S.E., MAC., Ph.D.

Yogyakarta, March 9, 2026

Yogyakarta, March 9, 2026
International Undergraduate Program
Faculty of Business and Economics
Universitas Islam Indonesia

Dean



(Prof. Johan Arifin, S.E., M.Si., Ph.D.)

DECLARATION OF AUTHENTICITY

Herein, I declare the originality of the internship report; I have not presented anyone else's work to obtain my university degree, nor have I presented anyone else's words, ideas, or expression without acknowledgement. All quotations are cited and listed in the bibliography of the internship report.

If in the future the statement is proven to be false, I am willing to accept any sanction complying with the determined regulation or its consequence.

Yogyakarta, 02 February 2026



Handwritten signature of Cae Wire Negare.

Cae Wire Negare

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Yogyakarta, 2 February 2026

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ABSTRACT

This research analyzed the implementation of the 7Ps Marketing Mix in IndiBiz services at PT Telkom Indonesia Witel Yogyakarta and its role in shaping customer satisfaction and customer loyalty in the B2B telecommunications sector. Using a qualitative descriptive case study approach, data were collected through interviews, observations, and documentation. The findings indicated that Product reliability, Process efficiency, People professionalism, Place accessibility, and Physical Evidence significantly influenced customer satisfaction, while customer loyalty remained moderate due to competitive market conditions. The study highlighted the importance of integrated 7Ps implementation to strengthen long-term B2B customer relationships.

Keywords: 7Ps Marketing Mix, Customer Satisfaction, Customer Loyalty,
B2B Telecommunications, IndiBiz

ABSTRAK

Penelitian ini menganalisis implementasi Marketing Mix 7P pada layanan IndiBiz di PT Telkom Indonesia Witel Yogyakarta dan perannya dalam membentuk kepuasan pelanggan dan loyalitas pelanggan di sektor telekomunikasi B2B. Dengan menggunakan pendekatan studi kasus deskriptif kualitatif, data dikumpulkan melalui wawancara, observasi, dan dokumentasi. Hasil penelitian menunjukkan bahwa keandalan Produk, efisiensi Proses, profesionalisme SDM, aksesibilitas Tempat, dan bukti fisik secara signifikan memengaruhi kepuasan pelanggan, sementara loyalitas pelanggan tetap moderat karena kondisi pasar yang kompetitif. Studi ini menyoroti pentingnya implementasi 7P terintegrasi untuk memperkuat hubungan pelanggan B2B jangka panjang.

Kata kunci: Marketing Mix 7P, Kepuasan Pelanggan, Loyalitas Pelanggan,
Telekomunikasi B2B, IndiBiz

TABLE OF CONTENTS

LEGALISATION SHEET	Error! Bookmark not defined.
DECLARATION OF AUTHENTICITY	3
ACKNOWLEDGEMENT.....	6
ABSTRACT.....	10
TABLE OF CONTENTS	11
LIST OF TABLES	14
LIST OF FIGURES	15
LIST OF APPENDICES.....	16
CHAPTER I INTRODUCTION.....	17

1.1	Company Profile	17
1.2	Background	18
1.3	Problem Formulation.....	25
1.4	Research Objectives	26
1.5	Benefits for Students	27
1.5.1	Benefits for the University	27
CHAPTER II.....		29
LITERATUR REVIEW.....		29
2.1	Literatur Review	29
2.1.1	Service Marketing Concept	29
2.1.2	Service Marketing Mix (7Ps Marketing Mix)	30
2.1.3	B2B Marketing (Business-to-Business) from the 7Ps Perspective .	36
2.1.4	Customer Satisfaction	38
2.1.5	Customer Loyalty.....	41
2.1.6	Relationship between 7Ps, Satisfaction, and Customer Loyalty.....	42
2.2	Previous Studies	43
2.3	Framework	45
CHAPTER III		46
METHODOLOGY.....		46
3.1	Research Approach.....	46
3.2	Unit of Analysis.....	46
3.3	Types and Sources of Data.....	47
3.4	Interviews	47
3.5	Observation	50
3.6	Validity and Reliability of Data.....	51
3.6.1	Data Validity	51
3.6.2	Data Reliability	52
3.7	Data Analysis Method.....	52
CHAPTER IV		54
RESEARCH RESULTS AND DISCUSSION		54

4.1	Respondent Profiles	55
4.2	Results of Validity and Reliability Tests.....	55
4.3	Results	56
4.3.1	Summary of the Interview	56
4.4	Customer Satisfaction	80
4.5	Customer Loyalty.....	81
CHAPTER IV		83
RESEARCH RESULTS AND DISCUSSION		83
5.1	Conclusion	83
5.2	Recommendations	84
5.3	Limitations of the Research.....	84
5.4	Practical Implications	85
REFERENCE.....		87

LIST OF TABLES

Table 2. 1 Discuss about Interview question 7P, satisfaction and loyalty.....	47
Table 4. 1 Discuss about Respondent Profile.....	55
Table 4. 2 Discuss about Summary of Interview	72

LIST OF FIGURES

Figure 2. 1 Conceptual Framework..... Error! Bookmark not defined.

LIST OF APPENDICES

CHAPTER I INTRODUCTION

1.1 Company Profile

PT Telkom Indonesia (Persero) Tbk serves as a state-owned enterprise (BUMN) specializing in information technology, communication, and digital telecommunications services throughout Indonesia. The company oversees 12 subsidiaries operating across multiple sectors, generating substantial positive contributions to society. This structure originates from the historical establishment of PN Telekomunikasi under Government Regulation No. 30 dated July 6, 1965, which aimed to fortify the national economy through guided economic principles, prioritizing public welfare, employee stability, and progress toward a just and prosperous society.

Founded in 1961, PT Telkom Indonesia stands as the nation's largest telecommunications provider, delivering diverse services supported by an expansive modern network, including fiber optic systems and 4G/5G technologies. This robust infrastructure enables the company to serve various market segments: individual consumers receive tailored internet and telecom packages for daily needs, such as cable TV and broadband; small and medium sized enterprises (SMEs) gain practical digital growth solutions like business internet packages; and large corporations access integrated communication and cloud solutions for complex operations (Telkom, 2024).

In its ongoing transformation, the Telkom Group adopts a customer centric strategy to enhance adaptability amid rapid changes in the telecommunications industry. Ownership structure comprises 52.09% held by the Indonesian government and 47.91% by public shareholders, supporting strategic agility and innovation.

Complementing its core operations, Telkom actively pursues corporate social responsibility (CSR) initiatives focused on education and community empowerment, such as providing internet access to schools. These efforts do not only advance the

telecommunications sector but also drive digital economic growth and elevate societal quality of life.

1.2 Background

Rapid advancements in information and communication technology have brought major and fundamental changes to the way humans interact, conduct business, and carry out daily activities, marking the beginning of an inevitable era of digital disruption. This digital era does not only demand that every individual and organization simply adapt quickly to innovations and technological progress, but also proactively adopt a digital mindset, master new competencies, and carry out fundamental reconfiguration of their operational models. In the context of a global economy that is increasingly hypercompetitive, digital transformation has evolved from merely a strategic choice into an existential imperative that serves as the primary determining factor in improving operational efficiency, boosting productivity, as well as building and maintaining a company's sustainable competitive advantage amid dynamic markets. As stated by Benayan and Obeidat (2024), digital transformation in the telecommunications industry which serves as the lifeline of the digital economy does not only automate business processes but has changed the overall business landscape, driving organizational culture transformation from hierarchical to agile and data based, and significantly revolutionizing customer expectations and experiences who now desire personal, instant, and omnichannel services. The acceleration of digitalization implementation across various sectors, triggered by the COVID-19 pandemic, further solidifies the vital role of the telecommunications industry as the main pillar of digital infrastructure that does not only support, but also becomes an active catalyst for this transformation process, both in the individual segment (Business to Consumer/B2C) with massive consumer services and in the business segment (Business to Business/B2B) that requires complex and reliable solutions.

As an integral part and main player in national digital development, PT Telkom Indonesia Tbk presents itself as a concrete example and best practice of a national

company that has successfully implemented a comprehensive, sustainable, and future-oriented digital transformation. As the largest telecommunications company and a strategic state-owned enterprise (BUMN) in Indonesia, Telkom Indonesia does not only seek to strengthen its role as a connectivity provider but also visionarily transforms into an integrated and sustainable digital service provider that serves as the backbone of the national digital ecosystem, in line with the view that digital transformation involves fundamental changes in business models, organizational structures, and value creation mechanisms rather than merely the adoption of new technologies (Verhoef et al., 2019). Its ambition to become the preferred leading “digital telco” that accelerates societal progress is realized through a broad portfolio of innovative products and services designed to address the increasingly complex needs of customers in the digital era, ranging from cloud infrastructure, cybersecurity, and Internet of Things (IoT) to big data and analytics solutions.

Among these strategic innovations, IndiBiz emerges as a flagship business line focused on delivering comprehensive digital business solutions, including dedicated internet services with high Service Level Agreements (SLA), managed services for customer IT infrastructure, CCTV-based physical security systems, and various integrated digital solutions tailored for small and medium enterprises (UKM) as well as large corporations. Through IndiBiz, Telkom Indonesia aspires to go beyond its traditional role as an access provider and position itself as a strategic digital transformation partner that delivers holistic added value such as operational efficiency improvements, cybersecurity assurance, end-to-end technology support, and business consulting to enhance customer resilience and sustainability amid market turbulence. This strategic direction is reinforced by the findings of Yacob et al. (2023), which indicated that service quality, trust, and loyalty programs are the main pillars shaping customer satisfaction and loyalty in the digital telecommunications sector, thereby affirming the relevance of Telkom Indonesia’s IndiBiz strategy in fostering long-term business partnerships and a mutually reinforcing digital ecosystem.

In the context of the telecommunications industry, the business-to-business (B2B) segment has characteristics that are fundamentally different from the business-to-consumer (B2C) market, particularly in terms of organizational readiness, leadership orientation, and the strategic shift required when transitioning from B2C to B2B business models (Faizal & Ghazali, 2025). B2B telecommunications services involve more complex and rational decision-making processes, as purchasing decisions are typically made by multiple stakeholders within an organization and are strongly influenced by considerations such as service reliability, Service Level Agreements (SLA), long-term value, and risk mitigation. Competition in the B2B telecom market is also more intense and solution-based, where providers compete not merely on price, but on their ability to deliver integrated, customized, and scalable digital solutions that support clients' core business operations. Consequently, loyalty in the B2B segment tends to be built through long-term contractual relationships, trust, consistent service performance, and strong after-sales support, rather than short-term promotional incentives commonly found in B2C markets. This makes customer satisfaction and relationship management critical strategic assets for sustaining competitiveness in the B2B telecommunications sector.

To understand more deeply how these strategies are implemented in the field, the researcher had the opportunity for a four-month internship at PT Telkom Indonesia Witel Yogyakarta. During that period, the researcher was directly involved in IndiBiz marketing and customer service activities. This experience provided a real picture of how marketing and service strategy implementation was carried out at the operational level. The researcher interacted with customers from various sectors such as consulting companies, culinary (F&B), and fashion, which were the main targets of IndiBiz services in the Yogyakarta region. In line with findings by Malek and Dave (2023), the customer-oriented telecommunications industry showed that satisfaction and loyalty were two interconnected elements that became the core of modern business strategies. That research confirmed that there was a shift in focus from acquiring new customers

to effort and to retain existing customers through improved experiences and long term commitments. Through these interactions, the researcher found that customer satisfaction and loyalty were factors that greatly determine IndiBiz's success in maintaining and expanding market share in the B2B segment.

Based on that internship experience, if discussed in terms of the 7Ps Marketing Mix, various complaints and challenges that arose in IndiBiz services can be analyzed through several main interconnected elements. The most relevant element was the Process aspect which was crucial in service quality because it consisted of operational procedures directly experienced by customers from installation to complaint handling. According to Nareswari & Suryaningsih (2024), inefficient processes and slow technical responses were direct causes of declining customer satisfaction. Similar findings were reinforced by Susanto & Khaq (2024) who stated that the implementation of artificial intelligence in customer service can significantly improve process efficiency, especially in accelerating response times and information accuracy, which ultimately had a positive impact on customer satisfaction. Therefore, those research recommended process transformation through a faster, transparent, and digitally integrated complaint handling system as the main solution. In other words, the research explicitly discussed Process improvement as the key to increasing customer satisfaction. Next, the People element played a major role in determining customer perceptions of service quality. Staff professionalism, empathy, and abilities both technicians and customer service were important factors in creating positive service experiences. Research by Agustin (2024) empirically supported this, with findings that work discipline and professionalism had significant and simultaneous effects on employee performance. This was in line with findings by Jyoti et al. (2024) which showed that employee professionalism, courtesy, and problem solving abilities had significant positive correlations with customer satisfaction and played an important role in building long term loyalty in the service industry. Therefore, to optimize the role of people as the frontline of services, continuous employee training and improved

interpersonal communication became crucial steps that can strengthen this aspect and directly impact their performance in the field.

The third influential element was Product because IndiBiz product quality and network reliability were the main values felt by customers. In a technical context, network reliability was a fundamental concept that includes network design and analysis against component failures, with the ultimate goal of producing an "optimal" network design for engineers (Ball et al., 1995). This reliability can be measured objectively through indicators such as outage frequency and duration, as done in research on distribution systems by Azzam (2024). Innovations in services such as dedicated internet, managed services, and additional digital solutions needed to be continuously developed not only as new feature but also by making measurable technical reliability improvements as their foundation. In this way, customers will feel they get more concrete value that matches the price paid. Fourth, the Price aspect also needed attention because some customers consider service costs quite high compared to the technical response speed received. To address this perception gap, value-based pricing strategy became the key solution. As explained by Tatyana (2011), product value-oriented pricing for customers was a source of competitive advantage, where price must reflect the value created and perceived. Implementation of this strategy, along with flexible service package offerings can effectively help balance customer perceptions between the price paid and the benefits as well as service value received.

Place relates to the availability of service access and technical support in various regions which affected the ease of customers in obtaining help or conducting direct consultations. An implementation study by Haekal et al. (2025) showed that developing a website based help center can be an effective solution to increase public service accessibility, transparency, and efficiency. These findings were relevant in a broader context because accessibility is a key element to reach all user groups, including vulnerable groups who often face barriers in accessing essential services, as revealed in research on health facility capacity in the Philippines (Mabalay & De Guzman,

2024). By applying similar principles, IndiBiz can expand and digitize its service access points (touchpoints), so that the "place" where customers interact was no longer physically limited, but can be reached anytime and anywhere online, facilitating the process of obtaining technical assistance. The Promotion element played a role in strengthening communication with customers, especially to explain benefits, added value, and technical support services provided by IndiBiz. More broadly, research by Nguyen et al. (2025) affirmed that the promotion element, as an integral part of the 7Ps marketing mix, had a significant influence in shaping brand equity and consumer commitment. Therefore, clear and educational promotions do not only serve to reduce customer misunderstandings regarding service features and prices but also to strategically build stronger and deeper value perceptions in customers' minds. Finally Physical Evidence such as the appearance of customer service portals, network infrastructure, and supporting facilities, also needed attention to give a professional impression and increase customer trust in IndiBiz's credibility. This principle was aligned with the research of Edeh et al. (2023) in service organizations which found that impression management including that displayed through physical and digital elements can significantly influence organizational goal achievement by forming positive perceptions. Therefore, every physical and digital aspect that interacted with customers must be designed and managed carefully because it is not just a support tool but a silent brand ambassador that directly shapes trust and perceptions of IndiBiz service quality.

Research in the telecommunications industry had so far been dominated by studies focusing on the business-to-consumer (B2C) segment which generally examine factors such as pricing, promotion, service quality, customer satisfaction, and switching behavior of individual users. In contrast, studies on the business-to-business (B2B) telecommunications segment remained relatively limited and tended to concentrate mainly on technical aspects such as network performance, Service Level Agreement (SLA) compliance, and contractual arrangements with comparatively little attention

given to marketing strategy and customer experience perspectives. This tendency had been highlighted by Ijomah et al. (2023), who emphasized the need to integrate marketing and customer-oriented approaches into B2B technology-driven service research. Similarly, Faizal and Ghazali (2025) noted that research on B2B telecommunications often overlooks strategic marketing and relational dimensions, particularly during organizational transitions from B2C to B2B business models. These limitations indicated that the application of marketing concepts, especially the 7P Marketing Mix, in the B2B telecommunications context had not been widely explored. Therefore, this research was conducted to address the limited scope of previous B2B telecommunications research by focusing on customer satisfaction and loyalty as key outcomes in B2B relationships.

Considering the various factors above, it can be concluded that the interconnection between marketing elements and customer behavior was complex and mutually influential. From various findings, it was evident that the relationship among the 7P marketing mix, customer satisfaction, and customer loyalty was mutually influential and inseparable. Research by Anjani et al. (2019) showed that almost all elements in the 7P marketing mix had positive and significant correlations with customer loyalty, with People, Process, and Physical Evidence elements becoming the most dominant factors in forming customer experiences and trust. Each 7P element had different role in shaping the overall customer experience. Qualitative approach was needed to understand customer perceptions and experiences in depth because every customer had different backgrounds, needs, and expectations toward IndiBiz services.

Based on the overall phenomena, this research was directed to deepen understanding regarding the application of the 7P marketing mix in the context of Telkom Indonesia's digital services with a specific focus on the business-to-business (B2B) segment. This research emphasized business customers, particularly small and medium enterprises (SMEs) served by IndiBiz in PT Telkom Indonesia Witel Yogyakarta, which represented a strategic market with unique characteristics, complex

decision-making processes, and long-term relationship orientations compared to individual consumers. Using qualitative approach, this research analyzed how the 7Ps Marketing Mix—Product, Price, Place, Promotion, People, Process, and Physical Evidence—were implemented in IndiBiz services and how their application contributed to customer satisfaction and loyalty in the digital telecommunications sector. Supporting this focus, Al-Dmour et al. (2013) found that service marketing mix elements significantly influenced customer-based brand equity which was a key asset for telecommunications companies in building strong brand strategies and long-term relationships with business customers, especially SMEs that relied heavily on service reliability and trust. Through an in-depth understanding of business customer experiences and perceptions of IndiBiz services in Witel Yogyakarta, this research was expected to provide strategic recommendations for PT Telkom Indonesia in strengthening 7Ps implementation, improving customer satisfaction, and fostering long-term loyalty amid increasingly competitive digital industry competition.

1.3 Problem Formulation

Based on the background described above, the success of IndiBiz PT Telkom Indonesia was not only determined by product quality and technological capability but also by the company's ability to understand how business customers perceive the overall marketing and service strategies applied, as B2B telecommunications services can generate broader value perceptions and behavioral impacts beyond the organizational level, including effects on individual users within client organizations (Lee et al., 2018). Differences in customer perceptions related to service quality, response speed, and communication with Telkom personnel indicated that customers experienced and evaluated IndiBiz services in varied ways. This condition highlights the importance of understanding customer perceptions of the implementation of the 7P Marketing Mix, as these elements collectively shaped customer experiences that influenced satisfaction and in the long term it will have customer loyalty. Moreover, although research on customer satisfaction and loyalty in the telecommunications

industry were widely available, most existing research still focused on the business-to-consumer (B2C) segment while research examining satisfaction and loyalty from a B2B customer perspective remained relatively limited. Therefore, this research was considered important to fill the research gap by exploring how business customers perceived the application of the 7Ps in IndiBiz services and how these perceptions contributed to the formation of customer satisfaction and loyalty in the B2B telecommunications sector.

Based on that phenomenon, the problem formulation in this research was as follows:

- How is the application of the 7Ps Marketing Mix elements (Product, Price, Place, Promotion, People, Process, and Physical Evidence) in shaping and improving customer satisfaction and loyalty of IndiBiz PT Telkom Indonesia (Witel Yogyakarta)?

1.4 Research Objectives

The objectives of this research were formulated to address the problem formulation outlined previously. In general, this research aimed to provide deep understanding regarding the relationship among the 7P marketing mix, customer satisfaction, and customer loyalty in IndiBiz services at PT Telkom Indonesia, Witel Yogyakarta.

Specifically, the objectives of this research were:

- To understand and describe in depth the application of the 7Ps Marketing Mix elements (Product, Price, Place, Promotion, People, Process, and Physical Evidence) in efforts to shape and improve customer satisfaction and loyalty of IndiBiz PT Telkom Indonesia (Witel Yogyakarta).

1.5 Benefits for Students

For the researcher (student), this research provided benefits that were academic and practical, namely:

1. Developing analytical skills and critical thinking, by linking service marketing theory (7Ps Marketing Mix) with real phenomena found during the internship experience at PT Telkom Indonesia.
2. Honing qualitative research skills, especially in conducting in depth interviews, observations, and data analysis through the content analysis method, so that students gain practical understanding of field based research.
3. Serving as a professional learning platform, because students can understand how marketing strategies and customer service are applied directly in the digital telecommunications industry, particularly in IndiBiz services.
4. As future career preparation, the results of this research can enhance students' competencies in marketing management, business communication, and customer service (customer relationship management) that are relevant to current workforce needs.
5. In other words, this research not only strengthens students' theoretical understanding, but also enhances professional capabilities and competitiveness of graduates in the digital industry world.

1.5.1 Benefits for the University

For the University, this research contributes to strengthening the relationship between the academic world and the industrial world, and provides benefits as follows:

1. Enhancing curriculum and learning relevance because the results of this research become real evidence of the application of service marketing theory and customer management in the Indonesian digital telecommunications sector.

2. Serving as a new academic reference for subsequent research in the fields of marketing management, digital business, and customer relationship, especially those using a qualitative approach.
3. Strengthening institutional cooperation between the University and PT Telkom Indonesia both in the form of internship programs, collaborative research, or community service based on the digital industry.
4. Demonstrating the university's contribution to society and the business world by encouraging students to produce scientific works that are not only academic but also have practical value and real impact for companies and society.

CHAPTER II

LITERATUR REVIEW

2.1 Literature Review

2.1.1 Service Marketing Concept

Service marketing is an activity that focuses on the creation, delivery, and exchange of value to consumers through intangible services (Ziyaeva, 2024). Kotler and Keller (2016) defined services as actions or performances that can be offered by one party to another that are essentially intangible and do not result in ownership of anything. In line with that, Ziyaeva (2024) underscored that service marketing in the modern era faces a number of challenges and peculiarities (modern problems) that demand innovative strategic approaches. In the context of service marketing, the main focus does not only lie on the product offered, but also on the experience and level of customer satisfaction generated through interactions between service providers and users.

Lovelock and Wirtz (2021) explained that service marketing has four main characteristics, namely:

1. Intangibility (intangible) – services cannot be seen, touched, or tried before purchase.
2. Inseparability (inseparable) – production and consumption of services occur simultaneously.
3. Variability (variable) – service quality depends on who, when, and how the service is provided.
4. Perishability (perishable) – services cannot be stored for sale or use in the future.

Lovelock and Wirtz (2021) identified four main characteristics of services, namely intangibility, inseparability, variability, and perishability. These characteristics are relevant in the digital telecommunications industry, including services provided by

PT Telkom Indonesia and can be seen in how IndiBiz delivers its services. IndiBiz services are not limited to basic internet connectivity but also include digital service experiences such as network reliability, system performance, and customer service responsiveness. Variability appears because different business customers have different needs, organizational scales, and operational complexities, which affect how services are delivered and evaluated. Perishability is reflected in the use of network capacity and digital infrastructure that cannot be stored or reused once it is not utilized. In the context of digital telecommunications, these service characteristics are manifested through more dynamic, responsive, and technology-based service delivery to business customers.

In the context of B2B telecommunications services, relationship marketing becomes a critical strategic approach due to the long-term and high-involvement nature of business customer relationships (Aka et al., 2016). Trust plays a central role, as business customers rely heavily on service reliability, network stability, and the provider's ability to meet agreed Service Level Agreements (SLA) to support their daily operations (Awatara et al., 2024). B2B telecom relationships are commonly governed by long-term contracts and periodic service renewals which emphasize continuity, commitment, and relational value making customer retention more important than short-term sales acquisition (Lee et al., 2018). In addition, switching costs in the B2B segment tend to be high, not only in financial terms but also in operational risks, system integration efforts, and potential service disruptions, which significantly influence customer retention and switching behavior (Blut et al., 2015). Therefore, consistent service quality, transparent communication, and proactive relationship management are essential in strengthening long-term partnerships and ensuring sustained customer loyalty in the B2B telecommunications industry.

2.1.2 Service Marketing Mix (7Ps Marketing Mix)

The concept of service marketing mix was developed from the traditional 4Ps theory (Product, Price, Place, Promotion) by Booms and Bitner (1981) by adding three

additional elements relevant to the service industry, namely People, Process, and Physical Evidence. These seven elements are known as the 7Ps Marketing Mix, which serves as a strategic framework for managing service marketing effectively. According to Wang (2023), the application of the service marketing mix with these seven elements has proven able to enhance perceived value, satisfaction, and purchase intention of customers in various service industries. His research shows that each element from product to physical evidence contributes significantly to the overall customer experience. Thus, the 7Ps model is considered still relevant in the digital era and can be adapted for various contexts, including the telecommunications sector like IndiBiz Telkom Indonesia.

1. Product

Product in the service context refers to the form of service or solution provided to customers to meet their needs (Chaerudin & Syafarudin, 2021). In Telkom Indonesia's IndiBiz services, the products offered include dedicated internet, integrated CCTV services, managed services, and various digital business solutions such as AI and cloud services. According to Saidani and Sudiarditha (2019) in service marketing, product quality encompasses service performance, added value, and benefits perceived by customers. This is in line with the findings of Naini et al. (2022), who showed that product quality indicators such as response accuracy, product uniqueness, and employee attention have a strong influence on customer satisfaction and loyalty. In a B2B context, particularly for IndiBiz customers, product value is not viewed as a single service, but as an integrated solution through service bundling, such as the combination of dedicated internet, managed services, and security systems that support business operations end to end. This indicates that digital products designed with high reliability, customization, and relevance to business needs will create positive customer experiences, strengthen satisfaction, and foster long-term loyalty toward Telkom Indonesia's IndiBiz services.

2. Price

Price is an important element in the service marketing mix that reflects the value of a service in customers' perceptions, while also representing the financial sacrifice that customers must make to obtain the benefits, quality, and service experience offered (Haitao, 2022). Ginting and Heryjanto (2023) confirmed that price perception has a stronger influence on customer satisfaction than on customer loyalty. A finding reinforced by Tendur et al. (2021) showed that price significantly affects customer satisfaction both individually and together with service quality. These studies indicated that customers tend to feel more satisfied when the price paid is perceived as fair and proportional to the quality and benefits received. Therefore, pricing strategies do not only reflect the economic value of a service, but also act as an important psychological factor shaping perceptions of fairness and satisfaction. In the IndiBiz B2B context, price is commonly tied to contractual agreements, service packages, and value justification based on service reliability, SLA commitments, and business impact. IndiBiz applies a value-based pricing strategy, where prices are set according to the long-term benefits, service continuity, and risk reduction provided to business customers, making price a key consideration in contract renewal decisions and increasing switching costs for B2B customers.

3. Place

Place in the telecommunications service marketing mix refers to the distribution channel system and service access points designed to ensure ease, convenience, and speed for customers in obtaining services and technical support, both through physical and digital channels (Eletxigerra et al., 2017). Telkom Indonesia implements a multichannel distribution strategy by integrating digital channels such as the website, IndiBiz application, and social media with physical channels including Witel offices, resellers, and local business partners. According to Alptekinoğlu and Tang (2004), effective distribution systems increase customer trust and expand market reach, which is consistent with the findings of Santoso and Sudarmiatin (2024) that multichannel

marketing strategies in the Industry 5.0 era play a crucial role in expanding market coverage, creating consistent customer experiences, and improving marketing performance through the integration of online and offline channels. They further explain that the effectiveness of multichannel strategies depends on technology infrastructure readiness, internal coordination, and human resource capabilities in maintaining service consistency across all customer touchpoints. In the B2B IndiBiz context, the Place element is strengthened through dedicated account coverage, channel partners, and centralized call center as well as online complaint-handling systems that enable business customers to access services, technical support, and issue resolution efficiently. Through this integrated approach, Telkom Indonesia ensures that IndiBiz business customers can interact flexibly through multiple access points, thereby enhancing service convenience, operational efficiency, and trust in the long term.

4. Promotion

Promotion in the service marketing mix consists of a series of integrated communication activities carried out by companies to inform, persuade, and remind customers about the benefits, value, and advantages of the services offered, thereby shaping customer perceptions and decision-making processes (Irfani et al., 2024). In the digital era, Telkom Indonesia optimizes Integrated Marketing Communication (IMC) through various digital platforms such as social media, email marketing, webinars, and collaborations with business associations. Rehman et al. (2022) stated that the use of social media in promotional activities increases customer engagement and strengthens brand image, while the growing adoption of digital platforms has encouraged companies to integrate social media into their overall marketing communication strategies to remain competitive. Their study also introduces the concept of integrating IMC with consumer-generated media (CGM), emphasizing active customer participation in shaping brand experiences and identity. In the B2B IndiBiz context, promotional activities are not merely transactional, but are more educational and consultative in nature, focusing on solution education, consultative

selling, and business community webinars that help customers understand how digital solutions can support their operational and strategic needs. Through this approach, IndiBiz positions itself is not only as a service provider but also as a trusted digital transformation partner, thereby strengthening trust, brand credibility, and long-term relationships with business customers.

5. People

The People element in the service marketing mix refers to all employees who are directly or indirectly involved in the service delivery process and who represent service quality in the eyes of customers (Rohit et al., 2025). In IndiBiz services, interactions among sales staff, technical teams, and customer service personnel are critical touchpoints that strongly influence customer satisfaction. Suryani et al. (2022) stated that human resource quality in the service industry has a significant impact on customer satisfaction and loyalty, a finding supported by Anggraini et al. (2024), who showed that employee competence and service quality dimensions—tangibles, reliability, responsiveness, assurance, and empathy—have positive and significant effects on customer satisfaction. These studies explained that professional skills, responsiveness, and empathy from employees lead to positive service perceptions and strengthen customer trust. In the B2B IndiBiz context, People play an even more strategic role, as technicians and field staff often function as relationship holders who interact continuously with business customers, understand their operational needs, and become the main reference point for problem-solving and service continuity. Therefore, the success of IndiBiz digital services depends not only on advanced technology and product offerings, but also on the ability of employees to deliver fast, accurate, and solution-oriented services that support long-term relationships and loyalty among business customers.

6. Process

Process encompasses the systems, procedures, and workflows that ensure smooth and consistent service delivery in the service marketing mix, where customer

involvement becomes an important part of service continuity (Fließ & Kleinaltenkamp, 2002). IndiBiz has implemented process digitalization through online service registration, real-time service monitoring, and digital payment systems to improve efficiency and transparency. Qasim et al. (2025) stated that efficient service processes enhance customer satisfaction and accelerate service innovation, a finding supported by Awuku et al. (2023), who showed that service innovation—including process improvement and the adoption of new technologies—has a significant effect on customer loyalty in the telecommunications industry. These studies emphasized that efficiency and reliability in service processes increase customer comfort and strengthen long-term relationships. In the B2B IndiBiz context, the Process element is particularly critical in activities such as service provisioning, SLA fulfillment, and service recovery when disruptions occur, as these processes directly affect business continuity and operational risk for customers. Therefore, fast, transparent, and well-coordinated processes in IndiBiz services are essential in building trust, maintaining customer satisfaction, and fostering long-term loyalty among business customers.

7. Physical Evidence

Physical evidence in the service marketing mix refers to all tangible cues that customers can observe and use to evaluate the quality of intangible services, such as office appearance, websites, applications, and network infrastructure (Kasigit & Bernarto, 2025). Sarker (2019) stated that physical evidence serves as a symbol of professionalism and service provider reliability, while Yusuf et al. (2020) confirmed that physical evidence significantly influences perceived service quality, customer satisfaction, and organizational profitability. Elements such as adequate facilities, professional appearances, and reliable supporting infrastructure help build customer trust and strengthen competitiveness. In the IndiBiz context, physical evidence is reflected in modern and professional digital interfaces, Telkom-branded network devices, and extensive fiber optic infrastructure across Indonesia. From a B2B perspective, physical evidence also includes business-oriented service portals, SLA

monitoring dashboards, formal documentation, and dedicated service offices or applications that provide transparency, control, and assurance for business customers. These tangible elements reinforce credibility, reduce perceived risk, and support long-term trust, and loyalty among IndiBiz business customers.

2.1.3 B2B Marketing (Business-to-Business) from the 7Ps Perspective

Business-to-Business (B2B) marketing refers to marketing activities directed at organizations, companies, or institutions rather than individual consumers (Alifia & Supriyadi, 2025). According to Kotler and Keller (2016), B2B marketing is characterized by a rational and formal decision-making process, the involvement of multiple decision makers, and a strong orientation toward long-term relationships. Unlike the B2C market, B2B customers place greater emphasis on value justification, service reliability, operational risk, and long-term business impact when making purchasing decisions. These distinctive characteristics require a more structured and relationship-oriented application of the marketing mix. Therefore, in the context of service marketing, the 7Ps Marketing Mix must be adapted specifically to suit the B2B environment.

From a Product perspective, B2B services emphasize integrated and solution-based offerings rather than standalone features (Momeni & Martinsuo, 2019). Services such as IndiBiz are designed as bundled solutions that combine dedicated internet, managed services, and security systems to support business operations end-to-end. Hutt and Speh (2013) stated that B2B products must deliver strategic value by improving efficiency, security, and business sustainability, not merely functional benefits. This solution-oriented approach aligns with the needs of business customers who seek long-term operational support.

The Price element in B2B marketing is generally flexible and negotiation-based, often linked to long-term contracts, service complexity, and usage scale (*Hinterhuber & Liozu, 2015*). Monroe (2003) explained that B2B customers evaluate price based on

the total cost of ownership (TCO), considering long-term value rather than initial costs alone. In this context, value-based pricing, contract structures, and renewal schemes play a critical role, while switching costs further reinforce long-term customer commitment.

In terms of Place, B2B distribution focuses not only on service accessibility but also on relationship proximity (Vinhas, 2023). Distribution channels typically involve dedicated account managers, corporate sales teams, channel partners, and centralized call centers or online complaint-handling platforms. Rosenbloom (2013) emphasized that effective B2B distribution builds relational closeness, enabling providers to respond quickly and accurately to customer needs, which is essential for service continuity.

The Promotion element in B2B marketing relies more on educational and consultative communication rather than persuasive mass promotion (Rudi et al., 2024). Activities such as solution education, business webinars, proposal presentations, and consultative selling are commonly used to help customers understand service value and applicability. Fill and Turnbull (2019) highlighted that B2B promotion prioritizes personal selling and relationship communication to build credibility and trust over time.

Among all elements, People play a highly strategic role in B2B services because service delivery and value creation largely depend on continuous interpersonal interactions, relationship continuity, and problem-solving capabilities rather than on standardized products alone (Kovalchuk et al., 2023). Sales teams, account officers, technicians, and customer service staff act not only as service providers but also as relationship holders who maintain continuous interaction with business customers. Brady and Cronin (2001) argued that the quality of interpersonal interactions significantly influences trust and satisfaction in organizational relationships, making employee competence, professionalism, and responsiveness critical success factors.

Supporting human interaction, the Process element in B2B marketing must be structured, transparent, and reliable (Hawkins et al., 2015). Service processes involve formal procedures such as service provisioning, SLA fulfillment, and service recovery during disruptions. Bitner et al. (2008) explained that clear and consistent service processes reduce perceived risk and increase professionalism in the eyes of business customers, particularly those whose operations depend heavily on service reliability.

Finally, Physical Evidence in the B2B context functions as a credibility signal that reduces uncertainty in purchasing decisions (Zhou et al., 2024). Lovelock and Wirtz (2021) stated that tangible cues such as professional contract documents, service proposals, certifications, digital service portals, SLA monitoring dashboards, applications, and office facilities help strengthen trust and confidence. For services like IndiBiz, this physical evidence demonstrates capability, transparency, and accountability to business customers.

Overall, the application of the 7Ps Marketing Mix in B2B telecommunications services such as IndiBiz requires an integrated, relationship-oriented, and value-driven approach. Each element plays a complementary role in building trust, ensuring service reliability, and fostering long-term customer satisfaction and loyalty in the B2B telecommunications sector.

2.1.4 Customer Satisfaction

Customer satisfaction is defined as the result of customers' evaluation of their service usage experience compared to their expectations (Oliver, 2015). When service performance meets or exceeds expectations, customers tend to feel satisfied and show a higher tendency toward loyalty. Tien (2023) explained that customer satisfaction in digital services is strongly influenced by service speed, system reliability, and the quality of interactions with service providers. This is consistent with Abd-Elrahman (2022), who found that reliability, security, and convenience in telecommunications

services significantly affect customer satisfaction and loyalty. Thus, improving service quality not only strengthens customer satisfaction but also becomes a fundamental basis for building long-term loyalty.

In the B2B telecommunications context, customer satisfaction has more specific characteristics compared to the B2C market. According to Homburg, Wieseke, and Bornemann (2009), satisfaction in B2B services is closely related to SLA performance, service reliability and uptime, responsiveness in handling problems, transparency of communication, and the quality of long-term relationships between providers and customers. Similarly, Ulaga and Eggert (2006) emphasized that B2B customer satisfaction is formed through consistent value delivery, effective problem resolution, and strong relational support provided by account managers and service teams. Therefore, satisfaction in B2B telco services is not only transactional, but also relational and operational in nature.

As Indonesia's largest telecommunications company, PT Telkom Indonesia Tbk represents an organization that has successfully implemented sustainable digital transformation (Sutomo, 2025). In line with its vision to become the preferred leading digital telco, Telkom offers various integrated digital service innovations to meet the evolving needs of business customers. One of its strategic initiatives is IndiBiz, a digital business solution that provides dedicated internet services, managed services, CCTV, and integrated digital solutions for small and medium enterprises (UKM) as well as large corporations. Through IndiBiz, Telkom positions itself not merely as a connectivity provider, but as a digital transformation partner that delivers added value in terms of efficiency, security, and technological support to ensure business sustainability.

From the perspective of the 7Ps Marketing Mix, customer satisfaction in IndiBiz services is primarily shaped by the Product, People, and Process elements (Kusdiana & Yulita, 2024). From the Product dimension, IndiBiz applies the concept of value-

added services (Estiri et al., 2011), where customers receive not only internet connectivity but also supporting services such as network management and digital security solutions tailored to business needs. From the People aspect, Telkom emphasizes employee professionalism, responsiveness, and relationship orientation, particularly through account officers, technicians, and customer service staff who interact directly with business customers (Brady & Cronin, 2001). These human interactions play a crucial role in building trust and positive service experiences. Meanwhile, from the Process dimension, IndiBiz prioritizes efficient and transparent service systems supported by digital platforms, enabling smooth installation, fast disruption handling, and responsive technical support (Zeithaml et al., 2008). Yacob et al. (2023) further confirmed that service quality, trust, and relationship-oriented programs significantly influence customer satisfaction and loyalty in the digital telecommunications sector.

Furthermore, customer satisfaction in IndiBiz services is also reinforced by Physical Evidence as a supporting element, particularly in the B2B context. Connection stability, the availability of reliable digital infrastructure, service portals, and professional documentation contribute to customers' perceptions of service credibility and reliability. Surahman et al. (2020) explained that companies that deeply understand customer needs and provide consistent service support are more capable of maintaining satisfaction and loyalty. This is in line with Andranurviza et al. (2022), who found that digital innovation and ease of system usage positively influence customer experience and satisfaction. Through the synergy of value-added products, competent people, efficient processes, and reliable physical evidence, IndiBiz is able to create superior and sustainable customer experiences, thereby strengthening satisfaction and long-term loyalty toward Telkom Indonesia's B2B digital services.

2.1.5 Customer Loyalty

Customer loyalty describes customers' commitment to continue using a particular product or service in the future (Sahid & Abadi, 2024), which is reflected through behavioral loyalty, such as continued usage and recommendation behavior, as well as attitudinal loyalty, which is marked by trust, emotional attachment, and positive attitudes toward the brand. Griffin (2016) emphasized that these two dimensions complement each other in forming long-term relationships between customers and companies. Izogo (2017) further showed that service reliability plays a direct role in shaping customer loyalty, while service assurance influences loyalty indirectly through customer commitment, both affective and continuance commitment. These findings indicated that loyalty is not only expressed through repeated transactions, but also through trust and long-term commitment toward the service provider.

In the B2B telecommunications context, customer loyalty has distinctive characteristics compared to the B2C market (*Rauyruen & Miller, 2006*). Loyalty is not reflected in frequent repeat purchases, but rather in contract renewal or extension, continued service usage, reduced customer churn, and a willingness to expand service adoption through upselling or cross-selling of additional solutions. Moreover, loyal B2B customers tend to provide referrals within business networks and maintain strategic partnerships over time. According to Ulaga and Eggert (2006), B2B loyalty is strongly driven by perceived value, switching costs, relationship quality, and the provider's ability to consistently support customer operations. Therefore, loyalty in B2B services such as IndiBiz represents a long-term relational commitment that is built through reliable service performance, effective problem resolution, and trusted account management, rather than short-term transactional behavior. In the B2B context, "repeat purchase" does not refer to frequent or routine buying behavior, but to contract renewal, service continuation, and long-term usage agreements. Thus, B2B loyalty is manifested through renewal decisions, continuity of service relationships, reduced switching

behavior, and customers' willingness to expand their service portfolio via upselling or cross-selling, as well as referrals within professional or business networks.

In the service industry such as telecommunications, loyalty is not only measured by service usage frequency, but also by customers' trust in service stability, after-sales support, and brand reputation (Izogo, 2017). Suriانشa et al. (2024) found that service quality has a significant and positive impact on customer experience, which in turn fully mediates the effect of service quality on customer retention in the retail sector. Although this study is conducted in a retail context, its findings can be used as supporting evidence from service-based industries, indicating that customer loyalty and retention are shaped not merely by repeated usage, but by overall service experiences and perceptions of consistent quality. In the telecommunications and B2B context, these dynamics are even more critical, as service failures may directly disrupt business operations and increase switching risks. Therefore, in IndiBiz services, customer loyalty becomes a key indicator of B2B marketing strategy success, since retaining business customers through reliable service performance, responsive after-sales support, and strong relationship management is more valuable and sustainable than focusing solely on new customer acquisition.

2.1.6 Relationship among 7Ps, Satisfaction, and Customer Loyalty

Various studies indicate that the elements of the 7Ps Marketing Mix have a significant relationship with customer satisfaction and loyalty, although the strength of influence of each element may vary. According to Saidani and Sudiarditha (2019), product, price, distribution, promotion, and process significantly influence customer satisfaction, while People and Physical Evidence elements do not show a strong effect. This suggests that in certain contexts—particularly those dominated by standardized services or transactional interactions—human interaction and physical cues may play a less decisive role. In contrast, Anjani et al. (2019) found that in the traditional market context, People, Process, and Physical Evidence elements are the most dominant factors influencing customer loyalty, emphasizing the importance of interpersonal

interaction, service responsiveness, and tangible service cues. The differences between these two studies highlight that the impact of each 7Ps element is highly context-dependent, influenced by industry characteristics, service complexity, and customer type. This variation strengthens the rationale for further exploration of the 7Ps in the IndiBiz B2B telecommunications context, where services are complex, relationship-oriented, and heavily reliant on service reliability and infrastructure, making it important to empirically understand which 7Ps elements play the most critical role in shaping customer satisfaction and loyalty.

By understanding this interrelationship qualitatively, this research aims to explore customer perceptions and experiences toward the application of 7Ps in IndiBiz Telkom Indonesia services, in order to identify the most influential factors on B2B customer satisfaction and loyalty. Results of similar research conducted by Nirawati and Hasoloan (2024) showed that the application of the marketing mix including product, price, place, and promotion has a positive influence on customer loyalty. That research affirmed that the better the application of marketing mix strategies, the higher the level of customer loyalty formed toward brand or service.

2.2 Previous Studies

Previous studies play an important role in providing a theoretical and empirical foundation for this research, particularly in explaining how the marketing mix influences customer satisfaction and loyalty across different service sectors. Previous research can also enrich the theory used in reviewing the writing of the final project. Kushwaha and Agrawal (2014) found that in the banking service sector, People, Process, and Physical Evidence dimensions have the strongest influence on customer satisfaction, while traditional elements such as product, price, and promotion play a relatively weaker role. Their findings suggested that in high-contact and trust-based service industries, customer satisfaction is largely shaped by service personnel performance, process reliability, and tangible service cues. This research is relevant to the IndiBiz context because both banking and telecommunications are service-based

industries that rely heavily on system reliability, service continuity, and long-term customer relationships.

In contrast, Saiphet (2023) examined the service industry coffee shop in Thailand and found that the core marketing mix elements—product, price, place, and promotion—remain dominant determinants of customer satisfaction and loyalty. Product quality was identified as the most influential factor, while promotional strategies through digital platforms strengthened customer loyalty by enhancing emotional engagement and two-way interaction. These findings implied that in more competitive and digitally driven service markets, customers place stronger emphasis on value offerings and communication effectiveness.

The differences between these two studies demonstrate that the influence of each 7Ps element cannot be generalized across all service sectors. Instead, the dominant drivers of customer satisfaction and loyalty shift according to service characteristics, customer involvement level, and market structure. This variation provides a strong justification for further research in the B2B digital telecommunications sector, where service complexity, contractual relationships, and long-term collaboration distinguish it from traditional consumer or retail-oriented services.

Unlike previous studies that focussed on banking or general service industries, this research specifically examined IndiBiz PT Telkom Indonesia as a B2B digital telecommunications service. In the B2B telco context, customer satisfaction and loyalty are more likely to be influenced by factors such as service reliability, process efficiency, responsiveness, relationship quality, and integrated digital solutions rather than price or promotion alone. Moreover, this research adopted qualitative descriptive approach to explore customer perceptions and experiences in depth, allowing for a richer understanding of how the 7Ps marketing mix is implemented and perceived by business customers.

By positioning mixed findings from previous research as context-dependent, this research aimed to extend service marketing theory by providing empirical insights from the B2B digital telecommunications sector. Specifically, this research seek to qualitatively examine how each 7Ps element—particularly product, people, process, and promotion—was applied in IndiBiz practices and how these elements shaped business customer satisfaction and loyalty amid increasing digital competition in Indonesia (Nirawati & Hasoloan, 2024).

2.3 Framework

The conceptual framework presented in Figure 2.1 constitutes the stages of the research on 7P, customer satisfaction, and customer loyalty from IndiBiz PT Telkom Indonesia Witel Yogyakarta.



Figure 2.1 Conceptual Framework

CHAPTER III

METHODOLOGY

3.1 Research Approach

This research used qualitative method with descriptive case study approach to understand in depth how the application of the 7Ps marketing mix played a role in improving customer satisfaction and loyalty of IndiBiz PT Telkom Indonesia Witel Yogyakarta.

The qualitative approach was chosen because it provided an opportunity for researchers to explore informants' views, experiences, and perceptions in depth regarding IndiBiz services. According to Ardiansyah et al. (2023), qualitative research aimed to describe and interpret social phenomena comprehensively based on the experiences and perspectives of individuals involved in them.

In line with that, Nassaji (2020) stated that qualitative research focuses on data collection through interviews, observations, not with statistical analysis. Hanyfah et al. (2022) also affirmed that descriptive qualitative research is used to interpret phenomena based on existing data without manipulating the researched variables.

Thus, this research aimed to provide an in-depth understanding of how the application of the 7Ps Marketing Mix elements Product, Price, Place, Promotion, People, Process, and Physical Evidence was associated with the satisfaction and loyalty of IndiBiz Telkom Indonesia's business customers (B2B). Data collection focused on B2B customers' perceptions across the 7Ps service journey touchpoints.

3.2 Unit of Analysis

The unit of analysis in this research was business customers (B2B) of IndiBiz who used digital services of PT Telkom Indonesia Witel Yogyakarta. Those customers included small and medium enterprises (UKM) as well as companies that utilized IndiBiz products such as dedicated internet.

The selection of this unit was based on its relevance to the research objectives, namely to understand how the application of 7Ps Marketing Mix shaped customer satisfaction and loyalty in the digital telecommunications service sector. IndiBiz customers were selected as main informants because they had direct experiences that can provide in-depth insights about service quality, marketing strategies, and the value they perceive.

3.3 Types and Sources of Data

The type of data used in this research was primary qualitative data obtained directly through interviews and observations of IndiBiz customers in Yogyakarta. Apart from that, the research also used secondary data in the form of internal reports, IndiBiz promotional materials, and relevant fields to strengthen the validity of the research.

3.4 Interviews

Researchers used qualitative methods by following systematic and ethical data collection procedures (Hitchings & Latham, 2020), where data collection was conducted after the internship period ended so that researchers could remain objective toward respondents. Informants in this research consisted of B2B IndiBiz customers from the Food & Beverage (F&B) sector, who were selected to obtain their experiences and perceptions. The data collection technique used is interviews consisting of two parts of questions: first, related to respondents' background, business, position, length of running the business, type of IndiBiz used, and length of IndiBiz wifi usage; and second, questions related to 7P Satisfaction and Loyalty taken from the article (Kushwaha & Agrawal, 2014).

TABLE 2. 1 DISCUSSION ON INTERVIEW QUESTION 7P, SATISFACTION AND LOYALTY

Latent variables	Question 7P, Satisfaction and Loyalty
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Product	What is your opinion regarding IndiBiz products (network stability when used in your business, whether network problems often occur) and during WiFi installation, was there any difficulty during installation? Are you satisfied or not with the quality of IndiBiz products and the installation process?
	What is your opinion regarding the added value of IndiBiz WiFi products? Is the price of IndiBiz WiFi/CCTV that you use appropriate with the price that you pay? Are you satisfied or not with the added value provided by IndiBiz products?
Price	What is your opinion, is the IndiBiz WiFi price included cheap price, medium price, or expensive price? Are you satisfied or not with that price compared to the quality that you obtain?
	If according to you the IndiBiz price is considered expensive, do you still feel satisfied or not with the quality of service received? If medium, does IndiBiz product have advantages from other internet provider that make you satisfied or not? If cheap, do you feel satisfied or not with the price and service provided by IndiBiz?
Place	What is your opinion with Telkom office services? Do you feel satisfied or not with that location?
	What is your opinion regarding the accessibility of Telkom, both physical offices and online services such as WhatsApp, Instagram, or TikTok? Based on that ease, do you feel satisfied or not with the service access provided by Telkom?
Process	What is your opinion regarding the Telkom service process, is it easy or difficult? Do you feel satisfied?

	<p>What is your opinion regarding the Telkom service process, is it fast or not? For example, when conveying problems online? Are you satisfied?</p>
	<p>What is your opinion regarding the Telkom service process, is it already comfortable?</p>
People	<p>What is your opinion regarding the attention of Telkom employees when serving customers? Are you satisfied?</p>
	<p>What is your opinion regarding the courtesy of Telkom employees when serving customers? Are you satisfied?</p>
	<p>What is your opinion regarding the willingness to help Telkom employees when serving customers? Are you satisfied?</p>
	<p>What is your opinion regarding the response speed of Telkom employees when serving customers? Are you satisfied?</p>
Promotion	<p>What is your opinion regarding advertisements from Telkom about IndiBiz? From where did you learn about this IndiBiz product, whether from friends, brochures, television, or advertisements on social media? Based on the information or advertisement that you saw, do you feel satisfied or not with the way Telkom promotes IndiBiz products?</p>
	<p>What is your opinion regarding Telkom's social concern? Do you know that Telkom has social activities and cares about the environment as well as society? Do you feel satisfied or not with the social image owned by Telkom as IndiBiz service provider?</p>
	<p>What is your opinion regarding the impact of Telkom's marketing strategy in promoting IndiBiz toward your business? Is the impact positive or negative, for example like having</p>

	discounts when first subscribing? Do you feel satisfied or not toward that promotion strategy?
Physical evidence	What is your opinion regarding the physical evidence or facilities owned by Telkom, is it already modern? For example buildings, assets, up to IndiBiz WiFi modem equipment used, according to you is it already sufficiently advanced? Do you feel satisfied or not with those facilities?
	What is your opinion regarding the technology used by Telkom, such as IndiBiz devices and network systems, is it already modern or still old? Based on that, do you feel satisfied or not with the technology used by Telkom?
Satisfaction and Loyalty	What is the overall satisfaction that you feel?
	What is your loyalty in continuing to use IndiBiz in the future?
	What are the factors from the 7Ps of IndiBiz and Telkom that have already been asked previously, which make you satisfied and loyal?

3.5 Observation

Observation method was conducted to obtain direct understanding regarding the implementation of IndiBiz services in the field.

According to Listiawan (2016), observation is the activity of data collection by observing and recording phenomena systematically. The researcher conducted observations on the service process, customer interactions with Telkom staff, and the condition of supporting facilities at Witel Yogyakarta office.

These observations were also used as a cross-check mechanism to compare information obtained from respondents during interviews with actual service practices observed during the internship period, thereby ensuring consistency between stated

experiences and real service implementation. The results of this observation were used to strengthen findings from interviews and provide real context to the application of the 7Ps Marketing Mix.

3.6 Validity and Reliability of Data

3.6.1 Data Validity

Face validity is one form of instrument validity that assesses to what extent the research measurement tool, such as a questionnaire or interview guide, appears at face value to be appropriate and relevant for measuring the researched variable. Face validity emphasizes the clarity of question wording, the suitability of indicators with the research concept, as well as the level of item comprehensibility by respondents, so that every statement constructed appears capable of representing the measured construct. In this research, the face validity test was conducted at the initial stage of instrument preparation by consulting with the supervising lecturer, in order to obtain assessments and input regarding the accuracy of content, language clarity, and relevance of each question item with the research objectives. Based on the results of that consultation, the researcher made improvements and refinements to the instrument so that the instrument used is feasible, easy to understand, and conceptually aligned with the research variable; thus, able to produce valid data that can be scientifically accounted for.

In addition, the researcher also conducted member checking, which is requesting confirmation from informants regarding the results of data interpretation to align with their experiences and views. The interview guide had been verified by the supervising lecturer to ensure compliance with methodological standards.

In addition to face validity and member checking, this research also applied method triangulation to enhance data validity. Method triangulation was conducted by combining data obtained from in depth interviews with findings from direct

observations carried out during the internship period, which were systematically recorded in observation notes and activity log books. This approach allowed the researcher to cross check between what informants stated during interviews and the actual service practices, interactions, and operational processes observed in the field. By comparing interview data with observational evidence, the researcher was able to minimize potential subjectivity and strengthen the credibility of the findings, ensuring that the interpretation of the application of the 7Ps Marketing Mix and its association with customer satisfaction and loyalty reflected real conditions in IndiBiz service implementation.

3.6.2 Data Reliability

Reliability in qualitative research is aimed at maintaining the consistency and traceability of the research process.

According to Mueller (2000), the use of detailed research protocols helps maintain the consistency of data collection and analysis procedures. The researcher maintains reliability through:

- a. Use of consistent interview guides.
- b. Establishment of uniform time, location, and duration of interviews.
- c. Complete recording and transcription of interviews.
- d. Application of transparent and systematic thematic coding system.

These steps help reduce researcher bias and ensure that the obtained data can be accounted for.

3.7 Data Analysis Method

Data analysis in this research used content analysis to identify patterns, tendencies, and meanings that emerge from interview results. This method was chosen because it is capable of processing qualitative data systematically through

categorization, coding, and interpretation processes; thus, providing an in-depth picture of the researched phenomenon.

Referring to the content analysis approach according to Krippendorff (2013), the analysis process in this research was carried out through several main stages. First, the data familiarization stage, which was reading all interview transcripts and field notes to comprehensively understand the context and content of the data. Second, the initial coding stage, which was assigning codes to meaning units that were relevant to the research focus, such as service quality, response speed, process reliability, price perception, and customer experience. Third, the categorization stage, which was grouping codes that had similarities into broader categories. In this research, the main categories included elements of the 7Ps Marketing Mix. Fourth, category review, which was ensuring that the categories were consistent, non-overlapping, and truly represent the emerging data. Fifth, defining and naming categories, which was giving clear labels and definitions to each category so that interpretation was more directed and valid. Sixth, report compilation, which was integrating content analysis results into the research discussion systematically according to the objectives, research focus, and problem formulation.

This analysis process ensured that the research results were in-depth, had adequate validity, and were able to realistically describe how the application of the 7Ps Marketing Mix is associated with customer satisfaction and loyalty of IndiBiz at PT Telkom Indonesia.

CHAPTER IV

RESEARCH RESULTS AND DISCUSSION

This section examined the research findings through the process of data collection and analysis related to customer satisfaction and loyalty in the digital telecommunications sector, specifically the role of the 7P marketing mix in the IndiBiz service of PT Telkom Indonesia. The research results were synthesized systematically to reveal significant patterns and meanings. Data collection was conducted through direct observation and in-depth interviews with respondents who were users of the IndiBiz service.

In this research, the researcher used the triangulation method to enhance data validity and richness by involving respondents from diverse business backgrounds. According to Bryman (2004), triangulation is closely related to measurement practices in social and behavioral research that demand data collection through various sampling strategies so that data can intersect in different times and social situations. This approach was applied to strengthen the credibility of findings regarding how elements of the 7P marketing mix (Product, Price, Place, Promotion, People, Process, and Physical Evidence) influence customer satisfaction and loyalty.

This research involved respondents from the business sector to obtain a more comprehensive and in depth understanding of how IndiBiz PT Telkom Indonesia's marketing strategies influence customer perceptions. The triangulation strategy in this research was carried out by collecting data from respondents with different business backgrounds to identify similarities and differences in their experiences related to service quality, price, promotional activities, service processes, and physical evidence of services provided by IndiBiz.

By applying method triangulation through the use of interviews and observations, this research was able to provide a broader and more holistic picture of customer satisfaction and loyalty in the digital telecommunications sector, while also enhancing the credibility and trustworthiness of the research findings.

4.1 Respondent Profiles

Interview sessions were conducted in person (offline) with five respondents, each lasting around one hour. All respondents were business customers who used the digital telecommunications service IndiBiz PT Telkom Indonesia. The respondents came from business sectors, namely Food and Beverage (F&B).

This diversity of backgrounds allowed the researcher to explore more deeply how the implementation of the 7P marketing mix by IndiBiz affected customer satisfaction and loyalty in various types of businesses; thus, producing richer and more relevant findings.

TABLE 4.1 DISCUSS ABOUT RESPONDENT PROFILE

Parti- cipants	Gender	Years of Experience in Industry	Position	Subscription Duration of IndiBiz	Business Respondents
1	Male	3	Owners	> 1 years	F&B
2	Male	2	Owners	> 6 months	F&B
3	Male	5	Owners	± 2 years	F&B
4	Male	2	Owners	> 3 months	F&B
5	Female	4	Owners	> 1 years	F&B

4.2 Results of Validity and Reliability Tests

Validity testing in this research was conducted through a process of face validity by repeatedly consulting with the supervising lecturer and by referring to established

theoretical indicators of the 7Ps Marketing Mix, customer satisfaction, and customer loyalty as proposed by Kotler and Keller (2016). Based on the results of these consultations, all interview questions were considered appropriate and relevant to represent the research concepts. To ensure data reliability, this research emphasized the consistency of data collection and analysis procedures, starting from the preparation of the interview guide, the application of uniform interview techniques, and the use of the same thematic framework in data coding. Data triangulation was also applied by combining in depth interviews with observations conducted during the internship period, which were systematically recorded in observation notes and activity log books. This triangulation allowed the researcher to cross check information obtained from respondents with actual service practices observed in the field. Interviews were conducted online via Zoom with a duration of 15–30 minutes, followed by manual transcription and thematic coding to identify key patterns related to the 7Ps elements, customer satisfaction, and customer loyalty. Through these procedures, the research data were considered credible, consistent, and reliable to support qualitative analysis.

4.3 Results

4.3.1 Summary of the Interview

4.3.1.1 Product

Most respondents stated that the strength of the IndiBiz service lied in network stability, ease of service access, and the use of modern technology and infrastructure. Respondents 1, 2, 3, and 5 expressed their positive experiences. The following were their responses:

Respondent 1

“The internet connection is stable and rarely disconnects. The installation process is also fast and the explanation is clear, so I am satisfied with the service.”

Respondent 2

“The connection is stable for my business needs and the installation process is neat and fast. Overall, I am satisfied.”

Respondent 3

“According to me, the network is stable and works well for online transactions. The technicians work efficiently, and I am satisfied using IndiBiz.”

Respondent 5

“I use this service for CCTV and cashier systems, and everything runs smoothly. The installation process is fast and safe, so I am satisfied.”

In addition, most respondents also highlighted that the added value in the form of CCTV services, managed services, and technical support strengthens their overall experience with the product.

However, there Respondent 4 mentioned the weakness that hinder the full satisfaction. Issues such as occasional network disruptions, administrative complexity, and concerns about service competitiveness in the future were frequently mentioned. Respondent 4 shared his negative views. The following was the response:

Respondent 4

“Sometimes there are disruptions at night, although not often. Yesterday's installation process did take a bit longer than I expected, so I am satisfied but not one hundred percent.”

Most respondents stated that the strength of the IndiBiz service in terms of added value lies in the existence of additional services such as CCTV, managed services, and technical support that are felt to be beneficial for business operations. Respondents 1, 2, 3, and 5 expressed their positive experiences. The following were their responses:

Respondent 1

“According to me, additional features like CCTV and monitoring are very helpful, so it's not just the internet that I get. Because of that, I feel satisfied.”

Respondent 2

“The additional services are quite helpful for my business, so the price I pay feels worth it. In general, I am satisfied.”

Respondent 3

“The additional features provided is useful and I really use them for business operations. So according to me, the value is commensurate and I am satisfied.”

Respondent 5

“The added value like CCTV and technical assistance is very noticeable in its benefits, so I feel helped and satisfied with this service.”

However, Respondent 4 also expressed more neutral view regarding the utilization of these additional features. He felt that he had not fully utilized all available services. Respondent 4 shared his experience as follows:

Respondent 4

“Actually, there are additional features offered, but not all of them I use, so I am still unsure whether it is really worth the price.”

4.3.1.2 Price

Most respondents stated that the IndiBiz service price is considered quite commensurate with the quality and benefits obtained. Respondents 1, 2, 3, and 5 expressed their positive experiences. The following were their responses:

Respondent 1

“According to me, the IndiBiz price is still reasonable because the network quality is quite stable and meets business needs.”

Respondent 2

“The price is still reasonable for business services, especially with the additional facilities provided.”

Respondent 3

“If compared to the benefits I get, the price according to me is quite commensurate.”

Respondent 5

“I feel the price paid matches the service quality I receive, so quite satisfied.”

However, Respondents 4 also stated that the service price was considered relatively expensive compared to other providers. Respondent 4 expressed their negative views. The following was the response:

Respondent 4

“According to me, the price is a bit expensive if compared to other providers, especially with certain additional costs.”

Most respondents stated that the IndiBiz service pricing structure is quite clear and transparent; thus, making it easier for them to understand the costs to be paid each month. Respondents 1, 2, 3, and 5 expressed their positive experiences. The following were their responses:

Respondent 1

“The price information given at the beginning is quite clear, so I do not feel confused with the monthly costs.”

Respondent 2

“The explanation about subscription fees and packages is quite transparent, so I can estimate business expenses.”

Respondent 3

“I feel the offered pricing scheme is quite easy to understand and not confusing.”

Respondent 5

“According to me, the price details conveyed are already quite clear and open.”

However, Respondents 4 stated that there were still additional costs that were felt to be not explained in detail from the beginning. Respondent 4 expressed his negative views. The following were their responses:

Respondent 4

“There are some additional costs that according to me are not explained from the beginning, so it feels less transparent.”

4.3.1.3 Place

Most respondents stated that the ease of access to office locations and the availability of IndiBiz services become one of the main advantages in using this service. Office locations that were easily reachable as well as online service support were considered very helpful. Respondents 1, 2, 3, and 5 expressed their positive experiences. The following were their responses:

Respondent 1

“The IndiBiz office location is easy to find and quite close to my business place, so if there is any need, I can come directly.”

Respondent 2

“I feel helped because the service office is easily accessible and now many processes can be done online.”

Respondent 3

“Access to services is quite easy, both through the office and online, so it does not trouble me.”

Respondent 5

“Services can be accessed easily, especially since there is already a digital service that facilitates administrative matters.”

However, Respondent 4 stated that the service coverage in some areas was still limited; thus, complicating the service process. Respondent 4 expressed his negative view. The following is the response:

Respondent 4

“In my area, the service coverage is still limited, so sometimes it is a bit difficult if you need direct assistance.”

Most respondents stated that the ease of access to online services (such as WhatsApp, website, and social media) becomes an important factor in using IndiBiz services. Respondents 1, 2, 3, and 5 expressed positive responses. The following were their responses:

Respondent 1

“I often use WhatsApp to contact the service, and usually it is responded quickly, so very helpful.”

Respondent 2

“Services via WhatsApp are quite responsive, so I do not need to come directly to the office.”

Respondent 3

“I feel online access is very practical, especially via WhatsApp, so more time saving.”

Respondent 5

“I usually use online services and according to me they are quite easy to access and the information is clear.”

However, Respondent 4 stated that online service response was sometimes slow; thus, less helpful in urgent conditions. Respondent 4 expressed his negative experience. The following is the response.

Respondent 4

“Sometimes responses from online services are a bit slow, so less helpful when needed quickly.”

Some respondents also hoped that the speed of online service responses can continue to be improved to enhance customer comfort.

4.3.1.4 Process

Most respondents stated that the IndiBiz service process is considered quite easy and clear, especially in terms of registration flow, service activation, and disruption handling. Respondents 1, 2, 3, and 5 expressed their positive experiences. The following were their responses:

Respondent 1

“The registration process is quite clear and not complicated, so I easily understand the stages.”

Respondent 2

“The flow is neat and structured, from the beginning until the service is active it is not too confusing.”

Respondent 3

“According to me, the process is quite fast, especially during service activation, so no need to wait long.”

Respondent 5

“I feel the service flow is simple and easy to follow.”

However, Respondent 4 felt that the administrative process was still quite complicated and time consuming, especially when disruptions or service changes occur. Respondent 4 expressed less positive experiences. The following is the response:

Respondent 4

“According to me, the process is still a bit long, especially if there are issues that need to be followed up.”

Some respondents also suggested that complaint handling procedures can be shortened to make services more efficient and comfortable for customers.

Most respondents stated that the speed of the IndiBiz service process is quite good, particularly in terms of initial response and follow up from the technical team. Respondents 1, 2, 3, and 5 expressed their positive experiences. The following were their responses:

Respondent 1

“The response is quite fast, especially via WhatsApp or CS, so not too long waiting.”

Respondent 2

“Every time I report a disruption, it is usually responded quickly and technicians are immediately scheduled.”

Respondent 3

“According to me, the handling process is quite prompt, so problems do not drag on.”

Respondent 5

“The handling is quite fast, so it does not disrupt my business operations.”

However, Respondent 4 assessed that the service process speed was still not consistent at certain times. Respondent 4 expressed different view. The following is the response:

Respondent 4

“Sometimes when it is busy, the response becomes slow, so less comfortable when needing it quickly.”

Based on interview results, most respondents stated that the complaint and problem resolution process flow is already quite clear and directed. Respondents 1, 2, 3, and 5 expressed their positive experiences. The following were their responses:

Respondent 1

“If there is a problem, I know where to report and how the procedure is.”

Respondent 2

“The flow is clear, from reporting to resolution there is information.”

Respondent 3

“I feel the complaint process is easy to understand and not confusing.”

Respondent 5

“I can easily follow the process from beginning to end.”

On the other hand, Respondent 4 who feel that the complaint flow can still be made simpler so customers do not feel confused. Respondent 4 expressed his opinion as follows.

Respondent 4

“According to me, the flow can be shortened further so customers do not get confused and do not wait too long.”

4.3.1.5 Promotion

Most respondents stated that sources of information regarding IndiBiz are easily obtained through social media, business associates, and brochures. Respondents 1, 2, 3, and 5 expressed their positive experiences. The following were their responses:

Respondent 1

“I knew about IndiBiz from business associates, the information is quite clear and easy to understand.”

Respondent 2

“I got info from business friends; the promotion helps explain the offered services.”

Respondent 3

“I learned about IndiBiz from business relations and the information is quite convincing.”

Respondent 5

“I knew from brochures and social media; the information is easy to understand.”

However, Respondent 4 felt that promotional information was still not fully complete and required additional explanation. Respondent 4 expressed the view as follows:

Respondent 4

“The information is quite clear, but there are still things that need to be asked to understand better.”

Most respondents stated that social programs conducted by IndiBiz give a positive image to the company and increase customer trust. Respondents 1, 2, 3, and 5 expressed their positive experiences. The following were their responses:

Respondent 1

“I have seen IndiBiz social activities and according to me it shows the company's care. That makes me trust the service more.”

Respondent 2

“The social programs conducted are quite good and beneficial for society. For me, it adds positive value to IndiBiz.”

Respondent 3

“I see IndiBiz involved in social activities and that makes the company look more caring towards customers and the environment.”

Respondent 5

“According to me, social activities like this are good because they show company responsibility, so I feel more comfortable using the service.”

However, Respondent 4 stated that information regarding IndiBiz social programs was still not very visible and not yet felt directly. Respondent 4 expressed the following view:

Respondent 4

“I rarely see information about IndiBiz social programs, so I do not really feel the impact directly.”

Most respondents stated that IndiBiz promotions have a positive impact, especially in the form of initial subscription discounts that help reduce customers' initial costs. Respondents 1, 3, and 4 expressed their positive opinions. The following were their responses:

Respondent 1

“I am satisfied because I got a discount at the beginning when subscribing, so the initial cost feels lighter.”

Respondent 3

“I am satisfied because I got a discount at the beginning of the subscription, so it feels more affordable for my business.”

Respondent 4

“I feel satisfied because the initial discount helps me try the service without too much cost burden.”

However, some respondents stated that although the promotions given are quite good, the impact on business development is not yet felt, so their satisfaction level is only moderately satisfied. Respondents 2 and 5 expressed more neutral or less positive opinions. The following were their responses:

Respondent 2

“The promotion is quite good, but the impact on my business is not yet very significant, so I feel only moderately satisfied.”

Respondent 5

“The promotion is decent, but I do not really feel a big impact on the business, so my satisfaction is average.”

Based on those findings, it can be concluded that IndiBiz promotions are generally considered helpful in terms of initial costs, but the long-term impact on business performance is still felt not maximal by some customers.

4.3.1.6 Physical Evidence

Most respondents stated that the IndiBiz physical facilities appear professional and neat; thus, fostering customer trust. The following were their responses:

Respondent 1

Physical facilities like the office and equipment used appear neat and professional, so I trust their service.

Respondent 2

The office appearance is quite modern and the staff look professional, giving a satisfying impression.

Respondent 3

The IndiBiz office and equipment appear well maintained and professional, providing a comfortable experience.

Respondent 5

The office is very professional, from the interior to the equipment used by technicians. This adds to my trust.

However, Respondent 4 expressed that the physical facilities, although adequate, do not always give a strong impression. The following is the response:

Respondent 4

The office is ordinary but still clean and organized. Quite sufficient, though not too special.

Most respondents also assessed that the technology infrastructure used by IndiBiz is already modern and supports service stability. The following were their responses:

Respondent 1

The infrastructure is modern, especially the fiber network which is stable. The modem also never has problems.

Respondent 2

The technology used appears quite advanced and so far there have been no significant obstacles.

Respondent 3

IndiBiz uses devices that already follow the latest standards and the connection is stable.

Respondent 5

The devices appear sophisticated and the connection is stable for my business needs.

However, there was also a respondent who highlighted that although the technology was already modern, sometimes old devices were still found or additional maintenance was needed. The following was his response:

Respondent 4

I still found some old devices at the beginning of installation, although they can still be used.

4.3.1.7 Customer Satisfaction

Most respondents stated that overall they feel satisfied with the IndiBiz service because it meets their business needs. The following were their responses:

Respondent 1

Overall, I am satisfied because the service so far meets my business needs. So, I will continue the subscription without hesitation.

Respondent 3

For now, I am satisfied. So, I will continue the subscription. The service helps keep my business operations stable.

Respondent 5

I am satisfied with the IndiBiz service and intend to continue the subscription because it already suits my business needs.

However, some respondents stated that their satisfaction is not yet fully maximal and there is still room for improvement. The following were their responses:

Respondent 2

I feel quite satisfied with the service provided. However, I still see future developments before deciding to continue full subscription.

Respondent 4

I am quite satisfied, but not yet fully convinced to continue because I am still considering other providers that may offer more competitive services.

4.3.1.8 Customer Loyalty

Most respondents expressed their intention to continue using the IndiBiz service in the future because they have experienced the quality and comfort of the service. The following were their responses:

Respondent 1

I will continue using IndiBiz because I already trust its quality, especially since I have been using this service for a long time, so it feels safe.

Respondent 5

I will continue using IndiBiz because I already trust its quality and feel comfortable since the beginning of subscription.

However, some respondents were still cautious and stated that their loyalty depends on future service developments. The following were their responses:

Respondent 2

I am still considering, depending on future service improvements. If it continues to improve, maybe I will continue.

Respondent 3

Honestly, if IndiBiz does not follow modern technological developments, I might switch to another service. So, I am still seeing the situation.

Respondent 4

I am still considering it. If the service and technical response become faster, there is a possibility I will continue, but not certain now.

Based on the interview excerpts above, it can be concluded that the respondents' perceptions of IndiBiz services had been analyzed and classified into the indicators of the 7Ps Marketing Mix, customer satisfaction, and customer loyalty. Each respondent's statement was then coded and summarized to identify response tendencies and the frequency of key themes appearing in each variable. The results of this processing were presented in a table to provide a more concise, structured, and comparative overview of the respondents' perception patterns regarding the implementation of the 7Ps and their relationship to the level of customer satisfaction and loyalty toward IndiBiz.

TABLE 4.2 DISCUSS ABOUT SUMMARY OF INTERVIEW

Variable	Description	Respondents					Total
		1	2	3	4	5	
Product	Network Stability	√	√	√		√	4
	Value added	√	√	√	√	√	5
Price	The price matches the quality	√	√	√		√	4
	High price				√		1
	Medium price	√	√			√	3
	Low Price			√			1
Place	Location Access	√	√	√		√	4
	Ease of access to online services	√	√	√		√	4
Process	administrative convenience	√	√	√		√	4
	online response time	√	√	√		√	4
	service process suitability	√	√	√	√	√	5
People	Employee attention	√	√	√		√	4
	employee politeness	√	√	√	√	√	5
	willingness to help	√	√	√	√	√	5
	response speed	√	√	√		√	4
Promotion	Friend's Promotional Media	√	√	√			3
	promotion through social media				√	√	2
	Promotion through brochures					√	1

	Positive image and publicity	√	√	√	√	√	5
	Benefits of promotion	√		√	√		3
Physical Evidence	facility satisfaction	√	√	√	√	√	5
	product modernity	√	√	√		√	4
Satisfaction Loyalty	Satisfaction	√				√	2
	Moderately satisfied		√	√	√		3
	Short term subscription		√	√	√		3
	maintaining the subscription	√				√	2
Loyalty	Loyalty (Long term Subscription)	√				√	2

The results of the product variable analysis indicated that the stability of the IndiBiz network is perceived very positively by most respondents. Network reliability was considered capable of optimally supporting daily business activities. In addition, respondents emphasized that the added value provided—particularly technical support and after-sales services from Telkom—contributed significantly to overall service quality. This perception led customers to view the balance between service quality and price as fair, with IndiBiz services regarded as providing value commensurate with the costs incurred.

Regarding the price variable, respondents expressed diverse perceptions. Most respondents perceived the IndiBiz pricing as appropriate and aligned with the benefits received. Several respondents considered the price to be moderate or affordable, while a minority viewed it as relatively expensive or cheap. These varied perceptions suggested that price sensitivity among business customers differs depending on business scale and expectations.

In terms of place, most respondents provided positive assessments of service accessibility. The physical location of Telkom service offices was generally considered easy to reach, facilitating direct service access when needed. In addition, digital access through online service channels was perceived as practical and responsive, enabling customers to obtain assistance efficiently without visiting the office. This indicated that both physical and digital distribution channels function effectively in supporting service delivery.

The process variable also showed favorable results. Most respondents expressed satisfaction with administrative procedures, which were perceived as simple and easy to understand. Service response speed, particularly through online channels, was viewed as fast and responsive. Respondents further indicated that service processes align well with their business needs, supporting continuity of their operational activities.

For the people variable, respondents consistently highlighted positive interactions with Telkom employees. Most respondents appreciated the attentiveness, politeness, and friendliness of staff during service encounters. Employees were also perceived as willing and ready to assist customers, demonstrating professionalism in handling requests and complaints. Response speed from employees was generally rated positively, reinforcing customer confidence in service reliability.

With respect to promotion, respondents obtained information about IndiBiz services through various channels. Most respondents learned about IndiBiz through personal recommendations, while others were informed via social media and printed promotional materials. Telkom's corporate social image was perceived very positively, with respondents acknowledging the company's social responsibility initiatives. Several respondents also noted that promotional programs, particularly discounts, provided tangible benefits by helping reduce operational costs.

The physical evidence variable received consistently positive evaluations. Respondents perceived Telkom office facilities as clean, well-organized, and comfortable, creating a favorable service environment. In addition, the technology and devices used by Telkom were generally viewed as modern and capable of effectively supporting service performance. These tangible elements reinforced positive perceptions of service quality.

Overall, the assessment of the 7Ps marketing mix revealed positive customer perceptions across multiple key elements. Product quality—particularly network stability and added value—was strongly appreciated. Price was generally considered reasonable, while place was valued for both physical accessibility and digital convenience. Process efficiency and service flow suitability were viewed positively, and the people element stood out through courteous and responsive staff behavior. Promotion contributed mainly through corporate image and selective benefits, while physical evidence strengthened service impressions through modern facilities and infrastructure.

In terms of customer satisfaction, minority respondents had positive feelings toward IndiBiz services, ranging from satisfied to quite satisfied. This indicated that the services provided largely meet customer expectations. However, when examining customer loyalty, particularly long-term subscription intentions, the findings were more moderate. Some respondents expressed commitment to continue using IndiBiz services, while others indicated hesitation due to market competition and the availability of alternative providers. This suggested that high satisfaction does not automatically translate into strong long-term loyalty.

Qualitative analysis further indicated that Product, People, Process, Place, and Physical Evidence elements were perceived as the most relevant and positively evaluated aspects by IndiBiz customers. This finding aligned with Kushwaha and Agrawal (2015), who found that these elements play a significant role in shaping

customer perceptions in service contexts, while price and promotion tend to have a weaker role. Based on these findings, Telkom was recommended to prioritize the development and optimization of these key elements to strengthen customer satisfaction and foster long-term loyalty in the B2B telecommunications market.

4.3.1.9 Discussion of the 7Ps Marketing Mix Implementation in IndiBiz Services

The 7Ps Marketing Mix (Product, Price, Place, Promotion, People, Process, and Physical Evidence) played an essential role in shaping customer perceptions and was closely associated with customer satisfaction and loyalty (Ghabban, 2025). Effective integration of these elements enabled service companies to deliver superior value, build trust, and develop long-term relationships with customers. From a theoretical perspective, this relationship had been supported by earlier studies such as Booms and Bitner (1981), which emphasized that service quality is formed through product consistency, appropriate pricing strategies, effective promotion, accessible locations, employee competence, efficient service processes, and adequate physical service evidence. More recent research by Az-Zahra and Aprianingsih (2023) also indicated that the application of the 7Ps marketing mix is strongly associated with customer satisfaction and repurchase intention.

Regarding Product, IndiBiz service showed good product quality through a stable internet network, business support features, as well as reliability of installation and maintenance. The majority of respondents confirmed that the network owned by IndiBiz is stable and able to support their business activities optimally. All respondents agreed that the added value from Telkom service support contributes significantly to quality. This aligned with the concept that consistent service product quality is able to improve value perception and customer satisfaction (Hakim et al., 2024).

Regarding Price, IndiBiz offered competitive prices and rates commensurate with the service quality provided to business customers. Analysis showed that the majority of respondents stated that the set prices are already in accordance with the value and

benefits they receive; a small portion of respondents rated the price relatively expensive, while some others rated IndiBiz prices affordable to cheap. This variation in price perception showed differences in business scale, service needs, as well as customer expectations toward benefits of used digital services. Consistency between price and service benefits played an important role in forming positive customer perceptions toward overall services because B2B customers tended to evaluate prices based on long term value and its contribution to business performance. This aligned or related to the view that suitability between price and service benefits (value for money) becomes the main factor in building satisfaction and customer acceptance of service products, especially in the B2B market (Aprianto & Sukoco, 2024).

Regarding Place, physical service locations such as easily accessible Telkom offices, as well as digital access through WhatsApp and social media, played an important role in supporting customer ease in obtaining information or service support. Data showed that the majority of respondents rated Telkom office locations are easy to access; thus, making it easier for business customers to conduct consultations, coordination, or direct service problem resolution. In addition, respondents also confirmed that online service access is rated practical and responsive, which allows customers to get services without space and time limitations. The combination of physical presence and digital channels created service distribution flexibility relevant to B2B customer needs that demand speed and reliability. This aligned or related to the view that effectiveness of service distribution channels, both physically and digitally, can improve comfort, accessibility, and service quality perception in customers' eyes, especially in technology-based service contexts (Alabi et al., 2024).

Regarding Promotion, IndiBiz promotions were perceived as informative but not yet optimal in building emotional bonds or strong brand engagement. Interview results indicated that promotional information is obtained through various sources, with most respondents learning about IndiBiz through recommendations. Although all respondents held a positive social image of Telkom, only some respondents felt that

promotional programs, such as discounts, provided tangible benefits for their businesses. This indicated that the effectiveness of promotional messages can still be improved. Based on these findings, IndiBiz needed to strengthen value communication by clearly emphasizing functional benefits, business impact, and problem-solving value rather than focusing solely on price incentives. More explicit communication regarding how promotions supported operational efficiency, cost control, and business continuity would make promotional efforts more relevant and meaningful for B2B customers, thereby increasing perceived value and engagement (Ma et al., 2025).

Regarding People, the human resource aspect was rated positively, as reflected in the polite attitudes, helpfulness, and fast responses demonstrated by IndiBiz staff in serving customers. All respondents gave positive assessments of employee politeness and readiness to assist, indicating strong professionalism and service orientation. Most respondents also stated that employees provided good attention and were able to respond quickly to customer needs and complaints, which created comfort and enhanced customer trust in the service. These positive interpersonal interactions not only support smoother service processes but also strengthen relationships between customers and service providers, ultimately contributing to higher customer satisfaction. However, the findings suggested that these strengths can be further optimized through more structured and consistent communication, as well as stronger account management practices. Clear communication and dedicated account management would help ensure continuity of information, better understanding of customer needs, and more proactive handling of issues, thereby reinforcing long-term relationships and sustaining customer satisfaction. This was in line with the view that the quality of interpersonal interactions between employees and customers is a key factor in shaping positive service experiences and customer satisfaction in the service industry (Wallace & De Chernatony, 2009).

Regarding Process, service processes were generally rated as quite good, although several customers still experience complaints related to administrative

bureaucracy and delays in certain problem resolution cases. These findings indicated that while the service system had functioned adequately, improvement was still available in terms of process efficiency and consistency of execution. Most respondents expressed satisfaction with the ease of administrative procedures and the responsiveness of online service channels and they perceived that the implemented service processes have met their operational needs. However, recurring delays in handling specific issues highlighted the importance of strengthening process reliability. Therefore, improvements were particularly needed in the service ticketing system, clarity of escalation procedures, and consistency of resolution time. Clearer process flow and more predictable handling timelines were essential to ensure smoother service recovery and to reinforce positive customer perceptions of service quality, in line with the views of Fließ and Kleinaltenkamp (2002) and Zhou et al. (2012).

Regarding Physical Evidence, physical evidence such as service offices, modem devices, and fiber optic infrastructure provided professional and modern impressions that shaped customers' initial perceptions of service quality. All respondents expressed satisfaction with physical office facilities, which are considered clean, neat, and well organized, while most respondents also perceived the technology used as reflecting modern service standards. This indicated that physical evidence functions not only as a service complement but also as a representation of the company's credibility and capability in delivering reliable digital services. However, the presence of some devices that required updates suggested potential risks to long-term service quality perceptions if not promptly addressed. Based on these findings, strengthening transparency through clear Service Level Agreement (SLA) information and periodic service performance reporting could further reinforce physical evidence. Visible and accessible documentation of network performance, maintenance schedules, and service reliability could serve as tangible proof of service commitment, thereby enhancing customer trust and reinforcing perceptions of professionalism in technology-based services (Zhou et al., 2024).

Based on 7Ps analysis, IndiBiz implementation efforts had generally contributed to service satisfaction improvement, but there were still gaps that could affect optimal customer satisfaction levels, especially related to price and promotion perceptions. To encourage higher and sustainable customer satisfaction, more aligned and consistent integration efforts among all 7Ps elements were needed. This harmonization aimed to strengthen consistency and overall service experience quality, so every customer interaction with the brand could deepen satisfaction feelings and customer loyalty.

4.3.1.10 Discussion of Customer Satisfaction and Loyalty toward IndiBiz Services

Based on research results, the implementation of 7Ps had a significant influence on the formation of IndiBiz customer satisfaction. Positive perceptions emerged from product quality, price suitability, ease of service access, staff professionalism, as well as supporting physical evidence. This aligned with the research by Saptaji et al. (2024) which found that marketing mix and service quality together drive increased satisfaction and loyalty in the scientific laboratory services industry.

There were several factors that affected the decline in loyalty levels. Occasional network disruptions, length of certain administrative processes, as well as ineffective promotions had the potential to reduce customer emotional satisfaction levels. The research by Zhou et al. (2012) emphasized that slow service recovery processes can trigger negative emotions that impact intentions to reuse services as well as word of mouth recommendations.

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which found that marketing mix and service quality together drive increased satisfaction and loyalty in the scientific laboratory services industry. In addition, there were several factors that affect the decline in loyalty levels. Occasional network disruptions, length of certain administrative processes, as well as ineffective promotions had the potential to reduce customer emotional satisfaction levels. The research by Zhou et al. (2012) emphasized that slow service recovery processes can trigger negative emotions that impact intentions to reuse services as well as word of mouth recommendations.

4.5 Customer Loyalty.

Research findings on long-term customer loyalty showed varied results, reflecting the dynamic nature of relationships between business customers and service providers. From five respondents, only two expressed a strong commitment to continue using IndiBiz services in the long term, indicating the emergence of loyalty built on trust and relatively consistent service experiences. Meanwhile, the remaining respondents demonstrated conditional or short-term loyalty, where continuation decisions remain subject to ongoing evaluation of service performance, innovation, and alignment with evolving business needs.

This finding was particularly noteworthy as customer satisfaction levels tend to be relatively high, yet had not fully translated into stable and sustained loyalty. Several factors might explain this condition. First, respondents indicated awareness of increasingly competitive market offerings, where competitors actively provided attractive promotions, service upgrades, or more flexible pricing schemes that invited comparison. Second, as customers' businesses grow, their operational needs also evolved particularly in terms of higher bandwidth capacity, enhanced network security, and integrated managed services, which were not always perceived as fully addressed by existing IndiBiz solutions. Third, loyalty in B2B services appeared to be strongly shaped by critical service moments rather than solely by stable day-to-day service

performance. Customers tended to evaluate providers based on how effectively service recovery was handled during disruptions or urgent problems, making responsiveness and problem resolution at critical times a decisive factor.

Additionally, B2B loyalty decisions were often not determined solely by the individual users interviewed, but also by organizational-level considerations such as management policies, budget allocation, and strategic vendor evaluation. Therefore, even when users felt satisfied operationally, long-term loyalty remained contingent on broader organizational assessments of long-term value, reliability, and strategic fit. This supported the view that B2B customer loyalty is rational, evaluative, and dynamic, formed through consistency of quality, sustainable value creation, and the provider's ability to adapt to changing business environments, rather than being driven by momentary satisfaction alone (Lelasari & Bernarto, 2023).

CHAPTER V

RESEARCH RESULTS AND DISCUSSION

5.1 Conclusion

Based on the research findings and analysis, this research suggested that the application of the 7Ps Marketing Mix in IndiBiz services at PT Telkom Indonesia Witel Yogyakarta was generally perceived positively by participants and was closely associated with satisfactory service experience. Participants reported that satisfaction is primarily shaped by strong performance in core service elements, particularly Product (network reliability), People (employee attitude and responsiveness), Place (physical and digital accessibility), Process (administrative ease), and Physical Evidence (professional appearance of facilities). These elements contributed to positive technical and interactional experiences perceived by business customers.

However, the findings also indicated a gap between perceived satisfaction and the formation of long-term customer loyalty. While satisfaction levels tended to be high, participants' reported loyalty remained moderate, with only some expressing unconditional long-term subscription commitment. This gap appeared to be associated with perceived issues in the Price element, which some participants viewed as not fully commensurate with value received and the Promotion element, where communication was perceived as informative but not yet effective in conveying deeper value or building strong relational bonds. These findings supported the view that satisfaction alone did not automatically translated into sustainable loyalty, particularly in B2B service contexts.

Overall, the findings suggested that while the implementation of the 7Ps had established a solid foundation of customer satisfaction, stronger alignment and integration among all elements were needed to better support long-term loyalty. In particular, strengths in service quality and human interaction needed to be consistently

reinforced by pricing perceptions and value-oriented marketing communication that resonated with business customers' expectations.

5.2 Recommendations

Based on the findings, strategic recommendations for PT Telkom Indonesia Witel Yogyakarta focussed on two main areas. First, the integration between Price and Promotion elements should be strengthened by adopting value-based communication strategies. Promotion activities should not only inform but also clearly articulate how network reliability, service support, and operational stability contributed to customers' business performance, thereby providing clearer justification for pricing. Additionally, offering more flexible service packages and relationship-oriented engagement programs—such as customer forums or business-focused webinars—may help strengthen relational ties with customers.

Second, continuous improvement across service elements remained essential. In the Process aspect, clearer and more transparent service requests and complaint-handling flows were recommended. For Physical Evidence, regular updates to devices and infrastructure were necessary to maintain a modern and credible service image. Furthermore, ongoing human resource development should continue with greater emphasis on understanding customers' evolving business needs. Through more coherent synergy among all 7Ps elements, IndiBiz may be better positioned to convert existing satisfaction into more sustainable long-term customer loyalty.

5.3 Limitations of the Research

This research had several limitations that should be acknowledged. First, the small number of participants limited the transferability of the findings, as the research was designed to gain in-depth insights rather than broad generalization. All participants were SME customers, predominantly from the F&B sector in the Witel Yogyakarta area which may shape specific service expectations and value perceptions.

Second, from methodological perspective, the research relied primarily on single customer perspective and reflected perceptions captured at one point in time. As a non-longitudinal qualitative study, it did not capture changes in satisfaction or loyalty over time. Although credibility was enhanced through interviews and observations, future research involving more diverse customer segments, multiple organizational perspectives, and longitudinal designs would help strengthen the robustness and applicability of the findings.

5.4 Practical Implications

Based on the results of this research, the recommendations given were mainly suitable for IndiBiz customers from small and medium enterprises (SMEs) in food and beverage (F&B) sector in Yogyakarta area. Therefore, these recommendations should be viewed as initial guidelines where implementation needed to be done gradually and adjusted to local conditions. There were two main things that needed to become priorities. First, the company must maintain and standardize the quality of its core services. Because IndiBiz's superiority lied in product quality, staff performance, and ease of service access, resources must be focused on maintaining consistency of those three things. This could be done by simplifying service processes through applications or special online portals for SME customers so that submissions, complaints, and network monitoring are more centralized and transparent; updating outdated hardware at customer locations so they appear more professional and reliable; and enhancing staff training so they not only understand technical aspects but also understand the way of working and difficulties faced by F&B business actors, including their price sensitivity. Second, the company needed to change the way of communication and offer packages that were more suitable for the SME segment. To overcome weaknesses in terms of price and promotion, the approach must be changed to communication that more emphasizes benefit value. That means, promotions must be able to clearly show how IndiBiz services help customer business success, for example by creating case examples, testimonials, or simple calculation tools that show stable networks can

reduce the risk of failed online orders or prompt staff can save operational time. In addition, the company can offer more flexible service packages that can be customized with the scale and specific needs of F&B SMEs, so the price feels more reasonable. Creating groups or special forums for F&B SME customers to share experiences with each other can also be a good way to build relationships while getting input for service development. Overall, the above recommendations should be tried first and evaluated for their effectiveness specifically for the F&B SME segment in Yogyakarta. It should be remembered that success in this segment cannot automatically be applied to large corporate customers or other areas. Therefore, its implementation must be accompanied by strict monitoring and evaluation. The results of this trial can later be used as a basis for adjusting strategies to reach other types of customers, always consider the characteristics and needs of each segment. In essence, this research emphasized the importance of a more specific approach tailored to customer characteristics in building business customer loyalty.

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