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Implementation Analysis of the Marketing Mix Strategy for the Begos Restaurant, Makassar City

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ABSTRACT

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This study aims to analyze the implementation of the 7P marketing mix strategy (Product, Price, Place, Promotion, People, Process, Physical Evidence) at Bebek Goyang Sulawesi Restaurant in Makassar City. A descriptive research method with a qualitative approach was employed, where data was collected through interviews and questionnaires administered to management and consumers. The findings reveal that most marketing mix elements have been effectively implemented, particularly regarding product quality, strategic location, and digital media promotions. However, some areas require improvement, such as the pricing strategy, which is perceived as less competitive, and the cleanliness of physical facilities. From the consumers' perspective, the "People" and "Process" elements received high ratings, while the "Price" and "Physical Evidence" elements still need enhancement. This study provides recommendations to improve customer satisfaction through refining pricing strategies, enhancing cleanliness, and innovating promotional efforts. The findings are expected to serve as a reference for the management of Bebek Goyang Sulawesi Restaurant in optimizing its marketing strategy to achieve a competitive advantage in the increasingly competitive culinary industry.

Keywords: Competitive advantage, consumer perspective, culinary industry, marketing mix implementation, strategic pricing

INTRODUCTION

In the competitive culinary industry, effective marketing strategies are vital for a restaurant's success and long-term competitive edge. Marketing helps businesses reach their goals by recognizing consumer trends, competition, and technological shifts, enabling them to adapt and stay ahead. A well-defined marketing strategy also ensures the efficient use of resources and better results. The main goal of marketing is to maximize profits by targeting the right audience and optimizing resources such as budget, workforce, and time [1]. In this highly competitive industry, strong marketing strategies are crucial for restaurants to preserve and strengthen their competitive advantage. Marketing strategy is key to business success because it helps companies understand shifts in consumer preferences, market competition, and technological advancements, allowing them to adapt and remain competitive [2]. Marketing activities achieve greater effectiveness when companies have a clear understanding of their strategies, which enables proper resource allocation and the attainment of business objectives [3]. Marketing includes eight main functions: conventional marketing, stimulus marketing, marketing development, remarketing, synchro marketing, maintenance marketing, demarketing, and counter-marketing [4]. The primary aim of a marketing strategy is to maximize profitability by identifying the appropriate target market and making the best use of company resources, including budget, workforce, and time [5].

A business is considered to be growing and sustainable if it demonstrates key indicators, such as consistent sales growth over time. Sales serve as the lifeblood of a company, as they generate profits that are essential for business development and continuity. By accurately identifying customer needs, preferences, and behaviors, companies can formulate effective marketing communications, offer relevant products and services, and enhance the overall customer experience [6].

The culinary industry is currently experiencing significant growth, driven by rapid technological advancements, digital transformation, and shifting consumer lifestyles and cultural preferences. Recent studies indicate that the success of culinary businesses is increasingly influenced by experiential dining concepts, strong brand identity, digital marketing strategies, and the integration of local wisdom as a source of product differentiation in a highly competitive market.

Bebek Goyang Sulawesi (Begos) Restaurant adopts a casual dining concept grounded in local regional wisdom, supported by a distinctive brand name and competitive pricing strategy to enhance its market positioning. In line with contemporary culinary trends, the restaurant actively utilizes social media platforms and digital review systems as promotional tools, which is reflected in positive customer engagement and ratings on Google, where three operational branches are currently listed.

Furthermore, Bebek Goyang Sulawesi embraces a rural-themed concept with a natural ambiance, aligning with recent studies that emphasize the importance of physical environment and dining atmosphere in shaping consumer satisfaction and repurchase intention. The restaurant also ensures the halal status of all menu offerings, addressing the growing consumer awareness of food safety, religious compliance, and ethical consumption. Over the past decade,

Bebek Goyang Sulawesi has received recognition through the Most Favourite Culinary (MFC) Award in Makassar by Terkini.id, indicating sustained customer preference and brand credibility.

Despite the steady growth of the culinary industry in Makassar, recent research highlights that many culinary businesses face challenges related to intense competition, changing consumer behavior, and ineffective marketing strategies. These challenges result in varying business performance, with some enterprises achieving rapid growth while others experience stagnation or failure. Therefore, this study aims to analyze the implementation of the 7P marketing mix-Product, Price, Place, Promotion, People, Process, and Physical Evidence—at Bebek Goyang Sulawesi Restaurant to evaluate its relevance and effectiveness in responding to current culinary industry dynamics.

MATERIALS AND METHODS

This study utilizes descriptive research with a qualitative approach, aimed at describing the phenomenon under investigation. The primary objective of this research is to address the focus of the problem, specifically the implementation of the marketing mix strategy at Bebek Goyang Sulawesi Restaurant in Makassar City. A survey method was employed to collect primary data through interviews or questionnaires with respondents. The collected data were then organized, tabulated, and analyzed. The research was conducted at the Begos restaurant in Makassar City.

Research Procedure

This study uses an accidental sampling technique for consumer sampling. The research population is one management as a producer and 100 random samples of consumers from restaurants. Accidental sampling is a method in which samples are selected randomly, especially when the research involves a large population, and it is not possible to study the entire population due to limited funds, manpower, and time [7]. In such cases, samples are taken from the population. The appropriate random sample size for a population with an unknown size and a 95% confidence level is 100 respondents [8]. To determine the sample size, the Slovin formula can be used, with sample sizes usually ranging from 10-20% of the total population [9]. Thus, the sample size can be calculated using the Slovin formula as follows.

$$n = \frac{N}{1 + N(d)^2}$$

Where:

n = Number of Samples

N = Total Population (100 Consumer visits/day x 30 Days)

d = degrees of freedom 0.1, 0.05, or 0.01

Data analysis is a method used to address the research problem. The mixed-method approach combines both quantitative (number-based) and qualitative (narrative and descriptive) methods within a single study. The purpose of using mixed methods is to leverage the strengths of both approaches to provide a deeper and more comprehensive understanding of the research [10].

After analyzing the data using mixed methods, the next steps to facilitate the research findings include:

1. Data Reduction: Data reduction is a quantitative data analysis technique that involves summarizing, selecting key points, and focusing on relevant aspects of the research. This process discards unnecessary information and organizes the data to reach the final research conclusion.
2. Data Presentation: Data presentation involves organizing and presenting the information collected from observations, interviews, and documentation. This information is arranged to facilitate concluding and taking action, often presented in narrative form or tables within the research.
3. Drawing Conclusions: Concluding is a qualitative data analysis technique that results in actionable insights or decisions.

Thereafter, the Likert scale is used to assign scores to each statement or question item: a score of 4 for "strongly agree," a score of 3 for "agree," a score of 2 for "disagree," and a score of 1 for "strongly disagree." The method employed to identify the tendency of the average score follows the categorization formula (Table 1).

Table 1. Average Score Trend

No	Average Score Tendency	Category
1.	$\geq (Mi + 1.5 SDi)$	Very good
2.	$Mi \pm d (Mi + 1.5 SDi)$	Good
3.	$(Mi - 1.5 SDi) \pm d Mi$	Not Good
4.	$< (Mi - 1.5 SDi)$	Very Not Good

The formula for the ideal mean (Mi) and ideal standard deviation (Sdi) for each variable is as follows:

$$Mi = \frac{1}{2} (\text{Highest score} + \text{lowest score})$$

$$Sdi = \frac{1}{6} (\text{Highest score} - \text{lowest score})$$

In processing the collected data, a data analysis method using a category tendency formula is applied, based on quantitative data from interviews with the management and consumers of Bebek Goyang Sulawesi Restaurant. Conclusions are then drawn, providing answers to the research problem regarding the analysis of the implementation of the marketing mix strategy at Bebek Goyang Sulawesi Restaurant in Makassar City.

RESULTS AND DISCUSSIONS

Overview of Respondent Characteristics

The characteristics of respondents in this study include management, which encompasses strategic planning, resource optimization, leadership, and SOP-based human resource development to increase competitiveness, as well as consumers, consisting of individual users of Begos Restaurant products in Makassar. Table 2. shows the characteristics of respondents.

Table 2. Characteristics of Consumers Based on Gender, Education, Age, and Occupation of the Bebek Goyang Sulawesi Restaurant

Characteristics	Category	Total
Gender	Male	72
	Female	28
Education	Elementary School	6
	Middle School	21
	High School	27
	College	46
Age	17-26	30
	27-36	36
	37-46	13
	46-56	15
	> 57	6
Occupation	Self-Employed	42
	Students	28
	Lecturers	6
	Employees	24

Consumer characteristics in this study were based on gender, education, age, and occupation. According to Resmiatni et al. [10], consumer characteristics include gender, age, education, occupation, and consumer experience. Knowledgeable consumers, with knowledge and experience, can make informed choices based on their needs. All residents, regardless of age, are consumers [11]. Therefore, Begos Restaurant must understand the age distribution of the population in the target market area, the distribution of office workers, such as campuses, companies, and others, and the average education level of the area where Begos Restaurant will open its business or branch. According to Imam et al. [12], consumer characteristics consist of several types, as follows:

1. Gender

Table 1, shows that the gender of Begos Restaurant consumers in Makassar City is dominated by males (72%) and females (28%). This indicates that men are more interested in and consume products from Begos restaurants more frequently. According to Rasmikayati et al. [13] (2021), men are consumers who are considered to have the greatest potential to make purchases due to their more dominant behavior towards comfortable, simple, and easily accessible locations. Therefore, men dominate the purchasing of products from Begos restaurants, coming with colleagues and family to enjoy a meal at Begos restaurants. This is also influenced by differences in individual consumption patterns, as they are influenced by the different desires and needs of each man and woman. Those who enjoy vigorous and sporty activities tend to require more energy, while women, who generally have smaller bodies, require less energy than men [14].

2. Education Level

Research results from Table 2 show that, in terms of gender, consumers at Begos Restaurant in Makassar City have the highest percentage of college graduates (46%), while the lowest percentage are elementary school graduates (6%). Formal education is important in

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developing individuals with better insight [15]. Education level is always used as a benchmark for a person's quality. Generally, someone with a higher level of education tends to be viewed as someone with extensive knowledge. Education level influences a person's behavior, both in terms of attitude and decision-making. Generally, people with a broad level of education and knowledge tend to prefer better products with good quality. This is influenced by their experience and knowledge [16].

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3. Age

Based on research on the age of Begos restaurant consumers, it was found that the highest percentage is 36% between the ages of 27-36, followed by 30% between the ages of 17-26, 15% between the ages of 46-56, 13% between the ages of 37-46, and the lowest percentage, aged 57 and over, at only 6%. Age is one of the factors influencing consumer preferences and perceptions in the decision-making process for adopting new products and services. A relatively young person is more likely to accept new things. A person's needs and desires will change with age. A person's interest in desired goods/services is related to age, which is a factor that can influence their perception when making decisions about everything, both products and ideas, as something new. Age can influence a person's tastes or interests in goods and services because it can be influenced by factors such as desires [15].

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4. Occupation

Based on research on the age of Begos restaurant consumers, it was found that 42% were entrepreneurs, followed by students (28%), employees (26%), and lecturers (6%). This occurs because a person's job determines the wages they will receive, which will be used to meet their needs [16]. According to Utama [17], a person's needs can be influenced by their job, which influences their income level. A person's job influences the goods and services they purchase. Marketers can identify occupational groups that have above-average interest in their products. This is in accordance with the location conditions of the Begos restaurant, which is located in an area near offices, hotels, and campus areas.

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Analysis of Marketing Mix Implementation from the Management Perspective of Bebek Goyang Sulawesi Restaurant

This study evaluates the implementation of the seven marketing elements (7P): Product, Price, Place, Promotion, Process, Physical Evidence, and People, from a management perspective in the marketing strategy of Bebek Goyang Sulawesi Restaurant. The analysis offers a comprehensive assessment of the performance of each element, based on the results of the strategy implemented by the restaurant management. The details are presented in Table 3.

Table 3 presents the results of the assessment of the 7P marketing mix variables at Bebek Goyang Sulawesi Restaurant. The table summarizes respondents' evaluations of each marketing mix dimension—Product, Price, Place, Promotion, People, Process, and Physical Evidence—based on the number of assessment items, total scores obtained, and mean values. Overall, the results indicate that the implementation of the 7P marketing mix is perceived positively, with mean scores ranging from 3.57 to 4.00, reflecting a generally good level of performance across all aspects.

Table 3. Analysis of the Implementation of the Marketing Mix from the Management Perspective of the Bebek Goyang Sulawesi Restaurant

No	Assessment Aspects	Number of Respondents	Number of Items	Total Score	Mean
1	Product	1	14	56	4.00
2	Price	1	7	25	3.57
3	Place	1	10	40	4.00
4	Promotion	1	17	65	3.82
5	People	1	9	35	3.88
6	Process	1	8	31	3.87
7	Physical evidence	1	7	25	3.57

Product Strategy Analysis

The product offered by Bebek Goyang Sulawesi is designed to meet consumer needs and desires. A product is defined as anything offered to the market that satisfies consumer needs or wants [18], and its development is influenced by changes in materials and production processes [9]. The product strategy focuses on signature processed chicken and duck dishes, including grilled and fried menu variants adapted from regional culinary practices to suit local consumer preferences in Makassar. This approach is reflected in a *Very Good* consumer evaluation, with an average score of 3.85, indicating strong product relevance and market acceptance supported by continuous market adaptation [19].

Price Strategy Analysis

The pricing strategy at Bebek Goyang Sulawesi is primarily based on a fixed production cost margin of 15%, supported by package pricing aimed at specific customer segments, such as families and coworkers. To increase attractiveness, management applies a 10% discount on selected packages, as price is a key factor influencing perceived value and quality [20]. Promotional discounts are also offered through third-party platforms such as Grab and Gojek, enabling wider market reach and simplifying consumer decision-making while providing up to a 15% discount per purchase [21].

Prices are set by considering production costs, competitor pricing, and consumer purchasing power to balance profitability and customer satisfaction. However, the pricing strategy received a relatively lower consumer evaluation score of 3.14, indicating that prices may be perceived as slightly higher than those of competitors, potentially affecting consumer perceptions [22].

Place Strategy Analysis

The place strategy at Bebek Goyang Sulawesi is implemented through the selection of three branch locations on major roads in Makassar City—Perintis Kemerdekaan Street, A.P. Pettarani Street, and DR. Ratulangi Street—chosen for their high accessibility and traffic volume, which enhances customer reach [23]. Management selected these locations based on their strategic positioning on main roads and their proximity to the production house, supporting efficient production, distribution, and quality control in line with strategic marketing considerations [24].

Quantitative results show that the place element received a *Very Good* evaluation, with an average score of 4.00 on a 1–4 Likert scale, indicating that strategic location selection and distribution effectiveness have successfully improved product accessibility and market reach [25].

Promotion Strategy Analysis

Promotion refers to a set of marketing activities designed to communicate product-related information to shape consumer perceptions and stimulate purchasing responses by emphasizing competitive advantages [26]. The integration of digital technology into promotional strategies has been shown to significantly enhance communication effectiveness and sales performance [27]. At Bebek Goyang Sulawesi, promotional activities are developed in collaboration with advertising agencies to increase awareness of the restaurant's specialty processed duck dishes, communicate product quality improvements, and encourage customer visits through strategic partnerships with various third parties [28].

The quantitative analysis indicates that the promotion element achieved an average score of 3.78 on a 1–4 Likert scale, placing it in the *good* category and reflecting the effectiveness of the restaurant's promotional activities in reaching consumers and building brand awareness [29]. Furthermore, the use of digital channels such as social media and online platforms enables more direct and personalized communication, which positively influences consumer perceptions and purchasing behavior [30].

People Strategy Analysis

Marketing strategies that emphasize the people element highlight the critical role of employees in shaping positive customer experiences through direct interaction and service quality. Employee training and development are therefore essential, as well-trained personnel are more likely to deliver consistent and satisfactory service [8]. At Bebek Goyang Sulawesi Restaurant, initial training is provided to ensure employee alignment with the company's vision, mission, and Standard Operating Procedures, while regular training programs aim to enhance motivation, service performance, and error reduction [31]. Routine coaching conducted two to three times per week at each branch, supported by monthly compliance evaluations, strengthens employees' understanding of their roles and responsibilities and contributes to maintaining high human resource quality, which directly influences customer interaction and corporate image [32].

Quantitative findings indicate that the people element received an average score of 3.88 on a 1–4 Likert scale, reflecting strong performance in service delivery. Nevertheless, further improvements may be achieved through more intensive product knowledge training and the enhancement of service-support systems to improve efficiency and better meet customer expectations [33].

Process Strategy Analysis

The process element of the marketing mix refers to activities related to the production and delivery of products, including service flow, accessibility, and transaction efficiency, which aim to enhance customer convenience and encourage repeat purchases [18]. At Bebek Goyang Sulawesi Restaurant, service processes encompass standardized procedures and delivery mechanisms, where employee management and transparent communication play key roles in ensuring service quality and customer trust, despite challenges arising from varying employee experience across branches [34]. Quantitative findings show that the process element achieved a high evaluation, with an average score of 4.00 on a 1–4 Likert scale, indicating strong customer satisfaction, although continued improvements in service consistency and technology adoption are necessary to strengthen service performance and corporate image [35].

Physical Evidence Analysis

The physical evidence element of the marketing mix refers to tangible attributes such as product design, packaging, and the restaurant environment that shape customer perceptions and strengthen brand identity, thereby influencing satisfaction and loyalty [5]. At Bebek Goyang Sulawesi Restaurant, management emphasizes a traditional and natural ambiance through interior design, lighting, and seating arrangements as part of its branding strategy to create a positive and memorable dining experience.

Quantitative results indicate that the physical evidence element received an average score of 3.46 on a 1–4 Likert scale, suggesting the need for improvement. Management has therefore planned enhancements to layout, lighting, seating capacity, and waiting areas to improve comfort, product presentation, and overall customer experience [36].

Analysis of Marketing Mix Implementation from Consumer Perspective of Bebek Goyang Sulawesi Restaurant

This study assesses the implementation of the seven marketing elements (7Ps)—Product, Price, Place, Promotion, Process, Physical Evidence, and People—within the marketing strategy of the Sulawesi Goose Duck restaurant from the consumer perspective. The analysis offers a comprehensive evaluation of each element’s performance, based on the strategies executed by management, and examines their success from the viewpoint of the restaurant’s consumers. The data for this study are aligned with consumer perspectives, aiming to provide insights that address the research question regarding the effectiveness of marketing strategies at the Sulawesi Goose Duck restaurant in Makassar City. The results, based on consumer perspective data, are presented in Table 3.

The analysis of the implementation of the marketing mix at Bebek Goyang Sulawesi Restaurant based on consumer perceptions. The table systematically summarizes consumers’ assessments of each marketing mix component, offering insight into the effectiveness of the restaurant’s marketing strategies as experienced by its customers.

Table 3. Analysis of the Implementation of the Marketing Mix from the Consumer Perspective of the Bebek Goyang Sulawesi Restaurant.

No	Assessment Aspects	Number of Respondents	Number of Items	Total Score	Mean
1	Product	100	10	34.63	3.46
2	Price	100	7	23.37	3.33
3	Place	100	7	24.15	3.45
4	Promotion	100	16	56.21	3.51
5	People	100	12	42.61	3.55
6	Process	100	16	56.63	3.53
7	Physical evidence	100	9	32.26	3.58

Product Strategy Analysis

Managing product development within marketing involves creating products that meet consumer needs by modifying existing offerings or adding new features. The goal is to design products that offer unique advantages and stand out from competitors [4]. Bebek Goyang Sulawesi Restaurant employs a product differentiation strategy, helping consumers easily recognize its offerings. This approach addresses market demand while making the restaurant's products more appealing. Bebek Goyang Sulawesi Restaurant introduces product variants, such as different chili sauces, to cater to the local market's preferences in Makassar, where spicy flavors are popular. The menu includes grilled and fried chicken and duck, complemented by various chili options. Consumer feedback, however, indicates inconsistencies in taste, particularly with the chili sauces and portion sizes, which do not always align with consumer expectations. These variations may negatively impact the company's ability to manage its product offerings effectively.

Quantitative research reveals that consumers generally view the restaurant's products positively, with an average score of 3.46, placing it in the "Good" category. However, some aspects, such as uniqueness, design, and packaging, received lower scores, suggesting room for improvement. The highest-rated aspects were product aesthetics (3.60) and product safety (3.57). These findings indicate the need for innovation and consistency to better align with consumer preferences and enhance satisfaction. By continuously innovating and expanding product variations, the company can strengthen consumer loyalty and appeal [37].

Price Strategy Analysis

Price plays a significant role in consumer purchasing decisions, reflecting the perceived value or cost of acquiring goods or services. In pricing strategies, three main considerations are important: affordability, alignment of price with product quality, and competitiveness with other market offerings. It is essential to consider how price affects consumer behavior and the potential impact of price changes on sales [30]. Bebek Goyang Sulawesi restaurant implements competitive pricing by considering customer purchasing power and offering various pricing packages, such as family deals, discounts, and loyalty programs. Despite this, consumer feedback suggests that the prices are perceived as not fully aligned with the product's value. Some consumers indicated that the prices could be adjusted to enhance their overall experience and improve perceptions of

value. When prices do not match perceived product quality, it may negatively affect the restaurant's image and sales performance.

Quantitative research on the price element of the restaurant's marketing strategy shows an average score of 3.33 on a Likert scale of 1-4, placing it in the "poor" category. The highest-rated aspect was competitive pricing, scoring 3.44, followed by psychological pricing at 3.38, and penetration pricing at 3.35. These findings suggest that while competitive pricing is a key factor, consumers perceive the overall pricing structure as inadequate. Some respondents noted that the restaurant's prices were higher compared to competitors. Based on these insights, management can reconsider the current pricing strategy, potentially adopting more competitive pricing and promotional strategies to improve consumer satisfaction and increase market competitiveness [37].

Place Strategy Analysis

The selection of a business location plays a critical role in attracting customers. Ideally, the location should be easily accessible, preferably near major roads or highways, to increase foot traffic and improve customer acquisition. According to Rakshit et al. [38], the location of a business significantly affects its productivity and ability to meet goals. In service or product-based businesses, factors such as easy access, high visibility, and adequate parking are essential considerations for success. Bebek Goyang Sulawesi Restaurant implements a Place marketing strategy by selecting three strategic locations: Jl. Perintis Kemerdekaan, Jl. A.P. Pettarani, and Jl. DR. Ratulangi, all situated along main roads in Makassar City. These locations enhance accessibility and foot traffic. [6]. Emphasizes that a successful business location prioritizes high customer volume and ease of access, both of which are key factors in the restaurant's strategic choice of its venues.

Quantitative research reveals an average consumer rating of 3.45 for the restaurant's "place" element, categorizing it as "good." While the location is generally deemed accessible, consumers raised concerns regarding parking and seating during peak hours. Some also mentioned the location's distance from the city center as a challenge, resulting in longer travel times and higher costs. Improving parking, expanding the distribution network, and increasing the number of outlets, especially in areas closer to potential customers, would address these concerns and enhance consumer satisfaction [4]. Additionally, customer comfort and store visibility require attention, as these areas received the lowest ratings, suggesting opportunities for improvement [39].

Promotion Strategy Analysis

Promotion is a critical element of the marketing mix, used to inform and persuade the market about a company's products or services through various advertising, promotional, and publication efforts across multiple platforms [9]. Bebek Goyang Sulawesi Restaurant's promotional strategy is divided into internal and external factors. Internal factors involve promotional activities managed by the company, while external factors include third-party efforts through platforms such as Gojek, Grab, and Shopee Food. Effective promotion relies on clear, accurate, and transparent messaging to engage consumers.

Consumer feedback suggests opportunities for improvement in the restaurant's promotional strategy. Respondents noted that while promotions are attractive, there is a lack of creativity compared to competitors. Suggestions included enhancing branding to generate curiosity and using more innovative strategies, such as interactive media or influencer collaborations. These approaches could broaden consumer reach and increase engagement, highlighting the need for more dynamic and engaging campaigns.

Quantitative research indicates that the restaurant's promotional strategy scored 3.51 on a Likert scale of 1-4, placing it in the "good" category. This score reflects the effectiveness of the company's efforts in meeting consumer expectations, though respondents expressed a desire for more creativity in promotional content. The highest-rated promotional activities were the Partnership Program (3.65), Special Purchase Offers (3.62), and Direct Marketing via third-party platforms (3.60). However, elements such as Charity Campaigns (3.29) and Sponsorships (3.37) received lower ratings, suggesting these activities were less effective in attracting consumer attention. Enhancing promotion strategies through innovation and consumer engagement could further drive sales and improve brand image [7].

People Strategy Analysis

Employees are vital in delivering services and shaping a company's image. Proper training enhances employee performance and service quality, creating a positive impression and meeting consumer expectations. Employee training and development are crucial components of the marketing strategy, as well-trained employees typically provide superior customer service [8]. The interaction between employees and customers significantly affects customer perceptions of a brand. Therefore, it is essential that employees possess strong interpersonal skills and can effectively manage various situations. Strategic human resource management focuses on selecting, training, motivating, and developing employees to establish a service-oriented culture, foster strong customer relationships, and differentiate the company in a competitive market [40]. Consumer feedback indicates that the service at the restaurant is generally well-received. Customers appreciated the informative menu presentation, which included recommendations and promotions, offering a variety of choices. However, some customers suggested improvements in the accuracy of waiting times, particularly during peak hours when longer waits were experienced. They also recommended optimizing service management to address these delays more effectively. High-quality service is essential for company growth and sales, as it plays a crucial role in shaping consumer perceptions. These perceptions directly influence consumer trust and the likelihood of repeat visits. Therefore, the effectiveness of the "people" element in service delivery is essential to achieving the company's desired profits [41].

Quantitative research on the "people" element revealed an average score of 3.55 on a Likert scale of 1-4, categorizing it as "very good." This score reflects the positive impact of employee interactions on the overall consumer experience. Consumers particularly appreciated the staff's friendliness and professionalism, especially in handling complaints, contributing to overall satisfaction [31]. The highest-rated aspect was employees' interpersonal communication skills, with an average score of 3.72. The second-highest score, 3.69, was associated with employees' effectiveness in managing customer complaints, followed by 3.65 for service training that enhances employee performance. These results emphasize the importance of staff

knowledge and responsiveness to customer needs in meeting consumer expectations [22]. The lowest-rated areas included employees' politeness (3.31), confidence in providing information (3.34), and empathy for customer needs (3.51). Although the overall rating for the "people" element was very good, improvements in these areas, particularly employee empathy, are recommended [42].

Process Strategy Analysis

The "process" element in the marketing mix is a critical component for enhancing sales, as it ensures consistency and quality from the beginning of the marketing effort to the delivery of products or services to consumers. At Bebek Goyang Sulawesi Restaurant, this process is structured around standard operating procedures (SOPs), rigorous quality control, efficient time management, organized inventory systems, responsive order-taking, and smooth payment processing. A well-designed process chain is essential for maintaining the restaurant's business operations and shaping consumer perceptions about the restaurant's service quality. All of these factors contribute to a positive customer experience and play a crucial role in forming the public's opinion of the restaurant.

A well-managed process supports a positive customer experience by providing consistent and efficient service. Interview feedback from customers highlighted the smoothness of the process, from being greeted upon arrival to the ease of ordering and payment. Consumers appreciated the structured service flow and variety of payment options, as well as the cleanliness and comfort of the restaurant. However, some consumers noted technical challenges with the online purchasing system, citing slow or unresponsive functionality at times. A quantitative study showed that the process element in the restaurant's marketing strategy received an average score of 3.53 on a Likert scale of 1-4, categorizing it as "very good." This suggests that most customers are satisfied with the service process, although improvements in the digital system would enhance the overall customer experience and support consumer loyalty [17]

Further customer feedback analysis revealed strengths and areas for improvement in the service process. The highest-rated aspects include efficient order fulfillment according to customer requests (3.72), quick responses to customer feedback (3.69), and adherence to promised service deadlines (3.60). However, consumers reported some confusion in the service flow, particularly for new customers at the physical location, indicating that the clarity of instructions could be improved. The lowest-rated aspect was the responsiveness of service to customer requests (3.31), followed by employee interactions (3.34) and the handling of customer complaints (3.51). These results suggest that while the overall process is well-regarded, there is room for improvement in service responsiveness and employee interaction quality [9]. By refining the purchasing system, enhancing service flow clarity, and streamlining operations, the restaurant can further enhance the customer experience and strengthen its brand image.

Physical Evidence Analysis

Physical evidence, as an important element of the 7P marketing mix, plays a crucial role in shaping consumer perceptions and experiences at Bebek Goyang Sulawesi Restaurant. Upon entering, visitors are immediately greeted by a distinctive and inviting interior, featuring natural elements with dominant wood tones and Sulawesi ethnic touches. The layout is well-organized, allowing easy navigation and access to available seating. Proper lighting ensures a bright but comfortable ambiance, enhancing the dining experience. The ergonomic furniture further contributes to consumer comfort [43].

The restaurant's consistent use of visual identity, such as logos, colors, and graphic elements, strengthens its brand image, making it easily recognizable to consumers. Additionally, neat employee uniforms and other supporting attributes, such as tablecloths, napkins, and food packaging, further reinforce the restaurant's visual identity [44]. The presence of well-maintained facilities, including clean restrooms, free WiFi, and a comfortable waiting area, adds to the overall dining experience. These elements contribute to a positive perception of the restaurant as a place that values both comfort and quality [45].

Quantitative research reveals an average score of 3.58 for the physical evidence elements, indicating that consumers find the restaurant's facilities generally satisfactory. However, improvements in cleanliness and comfort, particularly in high-traffic areas, are still needed. The highest-rated aspect was the decoration and atmosphere, which scored 3.66, while lighting received a slightly lower score of 3.47. Consumers desired a more professional and organized physical environment, noting that some visual elements, such as lighting and color, did not always align with the company's brand image. Overall, while the physical evidence elements are effective, there is room for improvement in visual appeal and comfort to better meet consumer expectations [46].

CONCLUSIONS

The conclusion of this study indicates that, although several aspects still require improvement, such as pricing strategy and store cleanliness, most other aspects, including product quality, location, promotion, human resources, and service, have met or even exceeded consumer expectations. Therefore, future improvements should focus on areas that have been rated less favorably in order to enhance customer satisfaction.

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AUTHORS' CONTRIBUTIONS

All authors designed the study, drafted and revised the manuscript, performed the experiments, and analyzed the data. All authors have read and approved the final manuscript.

COMPETING INTERESTS

The authors have to declare that they have no competing interests.

ETHICAL CLEARANCE

In this study, research permission was obtained from the research subjects using a questionnaire.

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