Optimization of Marketing Strategy of Laundry Industry Based on Customer Feedback Information

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Abstract This research delves into the laundry industry, incorporating consumer satisfaction as a mediating variable into the analytical framework by leveraging the 7Ps marketing theory. Through the application of Structural Equation Modeling (SEM), it systematically investigates the influence mechanisms of the seven 7Ps dimensions — Product, Price, Place, Promotion, People, Process, and Physical Evidence — on customer loyalty, comprehensively analyzing direct impact effects and indirect action pathways transmitted through satisfaction. The study employs a questionnaire consisting of 30 items to carry out data collection, covering the full range of 7Ps dimensions, consumer satisfaction, and loyalty indicators (repurchase intention and word-of-mouth behavior). The results of statistical analysis and reliability-validity tests show that the Cronbach's α coefficients of all dimensions exceed 0.8, demonstrating remarkable internal consistency. The Bartlett's test of sphericity and exploratory factor analysis further

validate the structural validity of the questionnaire. The analysis of the structural equation model indicates that the 7Ps marketing mix has a significant direct impact on customer loyalty. It is worth noting that the Process and Physical Evidence dimensions play a key driving role in the marketing mix, among which the Physical Evidence elements have the strongest influence effect on consumer satisfaction. Based on the above findings, the research proposes multi-dimensional optimization strategies for enterprises: streamlining service processes to enhance operational efficiency and constructing a sound information feedback mechanism and standardized problem-solving procedures; optimizing the accessibility of store locations and the usage experience of online channels, and strengthening the quality control system for pick-up and delivery services; paying attention to investments in lobby environment design, equipment maintenance, and packaging aesthetics to fully exert the promoting effect of Physical Evidence on satisfaction; adopting systematic strategies to synergistically optimize each dimension of the 7Ps, enhancing customer loyalty through cultivating synergistic effects, and assisting enterprises in building a sustainable competitive advantage.

Keywords: • 7Ps theory • consumer loyalty • structural equation model • laundry industry • influence mechanism

1   Introduction

In the highly competitive laundry industry, consumer experience undoubtedly serves as the core factor influencing their loyalty. The 7Ps marketing theory offers a comprehensive and systematic perspective for in-depth analysis of the internal relationship between consumer experience and loyalty. By meticulously refining the seven key dimensions of product, price, place, promotion, people, process, and physical evidence, laundry stores are expected to significantly enhance the consumer experience, stand out in the market, and earn the long-term trust and loyalty of consumers.

This study innovatively introduces "consumer satisfaction" as a mediating variable to reveal the underlying mechanism between 7Ps-driven experience and loyalty. Using a rigorous questionnaire survey method, we collected extensive data,

including dedicated items to measure consumer satisfaction. With the aid of structural equation modeling (SEM), we explored the internal mechanisms through which the seven dimensions influence customer loyalty—including both direct effects and indirect effects mediated by satisfaction. Based on this in-depth analysis, the study formulates highly targeted strategies for enterprises.

Adopting a rigorous academic approach, we employed a scientifically designed questionnaire to comprehensively collect data, including satisfaction metrics for mediational analysis. Following data collection, SEM was used to systematically analyze how the seven dimensions affect loyalty—identifying direct impacts and indirect pathways through satisfaction. The research process involved meticulous analysis of each dimension to accurately grasp the nuanced relationships with customer loyalty and the mediating role of satisfaction.

The thesis is structured into seven sections: The introduction details the research background, emphasizing its necessity and significance, while outlining the research framework and highlighting the innovative inclusion of satisfaction as a mediator. The literature review systematically examines prior studies, focusing on research that identifies satisfaction as a mediator in service loyalty models. It synthesizes academic perspectives, analyzes research approaches to the 7Ps theory in service industries, and identifies research gaps to establish the study's theoretical foundation. The research design section explains the selection of questionnaire surveys and SEM, justifying their application and detailing how the questionnaire was customized to measure 7Ps dimensions, customer loyalty, and satisfaction. The questionnaire description covers design rationale, item construction, and measurement indicators for 7Ps dimensions (product, price, place, promotion, people, process, physical evidence), loyalty (repeat purchase and word-of-mouth), and satisfaction as a mediator.

Reliability and validity tests use statistical methods to verify the questionnaire's data quality, ensuring the credibility of subsequent analyses. The SEM analysis interprets the influence paths of 7Ps dimensions on loyalty, clarifying direct and indirect effects through satisfaction. Based on SEM results, the conclusion proposes strategic recommendations, integrating direct optimization of 7Ps and

satisfaction-driven loyalty strategies.

2   Literature Review

In the academic field of marketing, the relationship between the 7P marketing mix and customer loyalty and satisfaction has received extensive attention. A large number of studies have fully verified the wide applicability of the 7P theory in satisfaction research. Hallowell (1996) laid the foundation through empirical research and analyzed the relationship among customer satisfaction, loyalty, and profitability. Ev et al. (2015) focused on different types of retailers and revealed the key role of the 7P elements in the context of urban food specialization. Aldyanza Yusuf et al. (2017) found in the honey product industry that products and promotional activities are closely related to customer satisfaction and loyalty. Surya (2019), taking Grab as the research object, revealed the mechanism by which the 7P marketing mix affects customer loyalty through influencing customer satisfaction. Chen et al. (2019) determined in the Taiwan mobile market that 7P elements such as pricing strategies and service process optimization are crucial for enhancing customer satisfaction and loyalty. Zulhit et al. (2019) confirmed in the bookstore scenario that product variety and the quality of staff services have a direct impact on customer satisfaction and loyalty. Kang (2021) emphasized in the beauty service industry that 7P elements such as the professional skills of employees and the comfort of the service process play a decisive role. Diana et al. (2021) found in the Islamic business of a bank that physical evidence and the standardization of the service process are essential for enhancing customer satisfaction and loyalty. Elgarhy et al. (2022) indicated in the tourism industry that tourism products and promotional activities significantly affect tourists' satisfaction and loyalty. Pratama et al. (2023) verified in the hydroponic vegetable field that 7P elements such as product quality, price rationality, and channel convenience have important impacts. Similarly, Muangmee et al. (2024) investigated the agricultural product sector and found that product quality, promotion, price strategy, and distribution channel effectiveness were significant factors contributing to the success of processed agricultural products in Thailand, thus reinforcing the value of the 7P framework in enhancing customer satisfaction and loyalty.

These studies span multiple industries and start from different perspectives, focusing on influencing factors, exploring the mechanism of action, or analyzing the mediating effect. Although the research focuses vary, it all indicates that a deep understanding and effective implementation of the 7P marketing mix strategy can significantly enhance customer satisfaction and loyalty, improve corporate profitability, and help enterprises develop steadily in the market competition.

Customer loyalty is a crucial aspect of business success, particularly in the service industry. Several studies have explored the factors that influence customer loyalty with structural equation models. Andreassen et al. (1998) emphasized the importance of corporate image, quality, and customer satisfaction in driving customer loyalty, especially for customers with varying degrees of service expertise. Hellier et al. (2003) developed a general structural equation model that incorporates customer perceptions of equity, value, and brand preference into an integrated analysis of repurchase intention. Salanova et al. (2005) investigated the mediating role of service climate in predicting employee performance and customer loyalty. Back (2005) focused on the effects of image congruence on post-purchase behaviors, such as customer satisfaction and brand loyalty, in the lodging industry. DeWitt et al. (2008) proposed a cognitive appraisal model that highlights trust and emotions as key mediators in the relationship between perceived justice and customer loyalty. Gracia et al. (2011) tested a cognitive-effective-conative model to assess the process of developing customer loyalty, which begins with favorable assessments of service quality, leads to positive feelings toward the establishment, and ultimately results in loyalty behavior. Chang et al. (2011) examined the impact of e-service quality, customer perceived value, and customer satisfaction on customer loyalty in an online shopping environment, highlighting the moderating effects of customer perceived value between satisfaction and loyalty. Overall, these studies underscore the complexity of factors that contribute to customer loyalty and the importance of understanding the underlying mechanisms through structural equation modeling. By identifying and analyzing these factors, businesses can make informed decisions to enhance customer loyalty and drive long-term success in the service industry.

3   Research Design

This research focuses on the correlation between customers' evaluations of the seven dimensions of the 7Ps marketing mix and their loyalty in the laundry industry. By leveraging the scientific approach of Structural Equation Modeling (SEM) and the systematic framework of the 7Ps theory, it delves into how customers' multi-dimensional experience evaluations of laundry services influence their loyalty, with particular emphasis on the mediating role of consumer satisfaction.

As a powerful statistical tool, Structural Equation Modeling enables simultaneous analysis of direct and indirect relationships among multiple variables, offering unique advantages in examining the complex pathways through which the seven 7Ps dimensions (Product, Price, Place, Promotion, People, Process, Physical Evidence) affect loyalty via consumer satisfaction. By collecting extensive customer feedback data—covering evaluations of each 7Ps dimension and overall service experience satisfaction — the model is constructed and calibrated using professional statistical software, allowing precise identification of the impact paths and magnitudes of each marketing dimension on customer loyalty, and distinguishing between direct effects and indirect effects mediated by satisfaction.

The core objective is to clarify the key marketing dimensions influencing customer loyalty, including direct drivers like process efficiency and indirect drivers like satisfaction generated by product quality optimization. This not only facilitates an in-depth understanding of customers' decision-making mechanisms when choosing laundry services but also provides a solid foundation for enterprises to formulate targeted marketing strategies. Based on research findings and the actual operations of the case company, highly targeted optimization suggestions are proposed for each 7Ps dimension, with enhancing consumer satisfaction as a critical intermediate step. Through such targeted measures, enterprises are expected to first improve satisfaction via 7Ps enhancements, then strengthen customer loyalty, gain a competitive edge in the fierce market, and achieve sustainable development.

The study employs a scientific and systematic questionnaire survey method, designing the questionnaire around the seven 7Ps marketing dimensions, two core dimensions of customer loyalty (repeat purchase intention, word-of-mouth behavior), and the mediating variable of consumer satisfaction to construct a comprehensive research framework. The questionnaire uses a 1-5 scale, including 3 items for each of the seven 7Ps dimensions (21 items in total), 3 items for each of the two loyalty dimensions (6 items in total), and 3 additional items for consumer satisfaction (overall satisfaction, satisfaction compared to expectations, and satisfaction compared to ideal standards), totaling 30 items.

The questionnaire design integrates various question types, with 1-5 scale items as the mainstay to quantitatively measure consumers' attitudes and satisfaction levels. A small-scale pre-test is conducted before formal distribution to optimize the questionnaire's content, structure, and wording, ensuring efficient and accurate collection of reliable data. Through in-depth analysis of the recovered data, the study aims to reveal the research object's performance across each 7Ps marketing dimension, the true levels of customer loyalty, and the mediating role of satisfaction, providing a solid data foundation for enterprises to grasp market trends, optimize marketing strategies, and enhance market competitiveness and customer loyalty.

4   Questionnaire Design

4.1   Design Background and Purpose

In today's highly competitive market environment, understanding the mediating role of consumer satisfaction in the relationship between marketing strategies and loyalty is crucial for the survival and development of enterprises. Consumer satisfaction serves as a critical intermediate indicator linking product/service quality (7Ps) to long-term loyalty. While previous research has explored direct effects of 7Ps on loyalty, this questionnaire aims to systematically measure consumer satisfaction as a mediating variable to uncover the underlying mechanism—how 7Ps-driven experiences translate into loyalty through satisfaction.

The questionnaire investigates existing customers' experiences across multiple dimensions, including 7Ps, consumer satisfaction, and loyalty, to:

1. Analyze the direct impact of 7Ps on loyalty;
2. Test whether consumer satisfaction mediates the relationship between 7Ps and loyalty;
3. Identify marketing gaps and propose optimization strategies that leverage both direct and indirect (satisfaction-driven) loyalty pathways.

4.2   Design Theoretical Basis

This questionnaire is meticulously designed based on the classic 7Ps marketing theory, supplemented by the inclusion of consumer satisfaction as a mediating variable, which is a well-established framework in the field of marketing. The theory consists of seven core elements: Product, Price, Place, Promotion, People, Process, and Physical Evidence. These seven elements are fundamental as they comprehensively cover all aspects of an enterprise's marketing activities. Additionally, consumer satisfaction is introduced to bridge the gap between 7Ps-driven experiences and loyalty, reflecting customers' overall evaluation of service quality. They serve as a holistic lens through which we can fully understand the enterprise's marketing situation, consumer experience, and the psychological mechanism linking strategies to loyalty.

To ensure a thorough and in-depth exploration of each dimension, we have carefully selected three questions for every single one of these seven elements. This approach allows us to capture a multi-faceted view of each aspect. For example, within the "Product" dimension, the three questions might inquire about product quality, product features, and product innovation. In the "Price" dimension, they could focus on price competitiveness, price fairness, and price-value perception. By doing so, we can obtain a comprehensive understanding of each dimension, resulting in a total of 21 questions specifically designed around the 7Ps theory.

In addition to the 7Ps framework, to account for the mediating role of satisfaction

in the loyalty formation process, we have incorporated two additional dimensions: repeat purchase and word-of-mouth communication. These two aspects are widely recognized as crucial indicators of consumer loyalty. Furthermore, three dedicated questions are included to measure consumer satisfaction, capturing its role as an intermediate variable between 7Ps and loyalty. Just like the 7Ps dimensions, we also chose three questions for each of these two sub-dimensions. For the "repeat purchase" sub-dimension, the questions may cover the likelihood of future repeat purchases, the frequency of past repeat purchases, and the influence of brand on repeat purchase decisions. Regarding the "word-of-mouth communication" sub-dimension, the questions could be about the probability of recommending the brand to others, the frequency of sharing positive experiences, and the impact of word-of-mouth on new customer acquisition.

In summary, this questionnaire includes a total of 30 questions: The 21 questions based on the 7Ps theory provide a comprehensive overview of the enterprise's marketing activities, three questions measure consumer satisfaction as a mediating variable, and the additional 6 questions related to consumer loyalty help us understand the long-term relationship between consumers and the brand. This combination of questions enables us to conduct a detailed and all-around analysis of the enterprise's marketing performance, consumer experience, and the dual pathways (direct and indirect via satisfaction) through which 7Ps influence loyalty.

4.3 Questionnaire Structure and Question Design Logic

(1) 7Ps Theory Dimensions

1.   Product The product is the core of an enterprise's marketing. Consumers' evaluations of the product's cleaning effect, service richness, and the quality of cleaning supplies directly affect their satisfaction. Therefore, we designed the following questions:

- "How satisfied are you with the cleaning effect of our products?"

- "How do you evaluate the richness of our product services?"

- "What's your assessment of the quality of our product cleaning supplies?"

2.   Price Price is one of the important factors in consumers' purchasing decisions. A reasonable pricing strategy can improve consumer satisfaction and loyalty. The questions we designed include:

- "Do you think our price - charging standard is reasonable?"

- "How attractive are our price membership discounts to you?"

- "What's your acceptance level of the price for value - added services?"

3.   Place The convenience of the location and related services can affect consumers' purchasing intentions and experiences. The questions in the questionnaire are as follows:

- "Is the location of our store convenient for you?"

- "How do you evaluate our online service channels at the store location?"

- "Are you satisfied with our pick - up and delivery services at the store location?"

4.   Promotion Effective promotional activities can attract consumers to buy products and increase brand awareness. The related questions are:

- "How attractive are our promotional activities to you?"

- "How effective do you think our promotional information channels are?"

- "Do you think the frequency of our promotional activities is appropriate?"

5.   People The professional knowledge, service attitude, and problem - solving ability of employees can leave a deep impression on consumers, which in turn affects their satisfaction and loyalty. The questions are designed as follows:

*   "How much do you recognize the professional knowledge of our staff?"

*   "Are you satisfied with the service attitude of our staff?"

*   "How do you evaluate the problem - solving ability of our staff?"

6.   Process The rationality and efficiency of the service process directly affect consumers' experiences. We set the following questions:

*   "Do you think the total time of the whole service process is reasonable?"

*   "Are you satisfied with the information feedback during the service process?"

*   "How do you evaluate our handling of problems that occur during the process?"

7.   Physical Evidence Physical evidence is consumers' intuitive perception of the enterprise's image and service quality. The questions include:

*   "Are you satisfied with the environment of our store?"

*   "What's your assessment of the condition of our store equipment?"

*   "Are you satisfied with the packaging of the cleaned clothes?"

(2) Consumer Satisfaction Dimension:

*   "How satisfied are you with the overall laundry service you received?"

- "How does the actual service experience compare to your expectations before consumption?"

- "How close does this service come to your ideal laundry service?"

(3) Loyalty Dimensions

1. Repeat Purchase Repeat purchase is an important manifestation of consumer loyalty. By asking the following questions, we can understand consumers' future purchasing intentions:

- "What's the probability that you will make a repeat purchase of our services/products within the next three months?"

- "If you have a very satisfactory experience with us, what's the probability that you will increase your subsequent purchase volume?"

- "Based on your past repeat purchases of our brand, what's the probability that you will try our brand's new products?"

2. Word - of - Mouth Communication Word - of - mouth communication can expand brand influence and attract new customers. The related questions are:

- "What's the probability that you will actively recommend our brand to your relatives and friends?"

- "In the past month, how often did you spontaneously recommend our services/products to new customers?"

- "What's the probability that you will share your positive experiences with us on social media?"

(4) Rating Scale Explanation

Each question in this questionnaire uses a 1 - to - 5 rating scale, which is an application of the Likert scale. However, to adapt to questions involving "probability", "frequency", etc., we re - define the meaning of the ratings as follows:

- 1 point: Extremely low/Almost no possibility/Almost never. For example, for the question "What's the probability that you will make a repeat purchase of our services/products within the next three months?", 1 point means almost no possibility of repeat purchase. For the question "In the past month, how often did you spontaneously recommend our services/products to new customers?", 1 point means almost never recommending.

- 2 points: Relatively low/Not very likely/Rarely. It means a relatively low level in the relevant aspect.

- 3 points: Average/Some possibility/Occasionally. It represents a medium - level probability or frequency.

- 4 points: Relatively high/Fairly likely/Often. It indicates a relatively high probability or frequency in this aspect.

- 5 points: Extremely high/Very likely/Almost always. For example, for the question "What's the probability that you will share your positive experiences with us on social media?", 5 points means very likely to share positive experiences on social media.

This rating scale can quantify consumers' subjective feelings, facilitating subsequent data analysis. We can perform operations such as summing and averaging the ratings of each question to intuitively understand consumers' attitudes and behavioral tendencies in each dimension.

5 Statistical Description and Reliability and Validity Testing of Questionnaire Data

5.1 Statistical Description and Analysis of Questionnaire Data

	x1 1	x1 2	x1 3	x2 1	x2 2	x2 3	x3 1	x3 2	x3 3	x4 1	x4 2	x4 3	x5 1	x5 2	x5 3
mean	2.66	2.59	3.27	2.63	2.68	3.34	2.52	2.58	3.33	2.68	2.67	3.37	2.60	2.66	3.34
Variance	1.45	1.63	1.49	1.68	1.74	1.44	1.52	1.48	1.34	1.54	1.52	1.38	1.49	1.50	1.31
max	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
min	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1

	x6 1	x6 2	x6 3	x7 1	x7 2	x7 3	m 1	m 2	m 3	y1 1	y1 2	y1 3	y2 1	y2 2	y2 3
mean	2.69	2.68	3.35	2.66	2.60	3.33	2.63	2.59	3.32	2.55	2.60	3.30	3.52	3.28	2.96
Variance	1.67	1.67	1.58	1.60	1.56	1.38	1.46	1.62	1.26	1.51	1.44	1.39	1.45	1.44	1.96
max	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
min	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

Table 1: Statistical characteristics table for the data

Most customers exhibit diverse experiences across different aspects, with mean ratings and variances reflecting both central tendencies and consistency of perceptions. In the Product dimension, cleaning effect (x11, M=2.66, V=1.45) shows moderate satisfaction with relatively small dispersion, while service richness (x12, M=2.59, V=1.63) and cleaning supplies quality (x13, M=3.27, V=1.49) have higher means but similar variances, indicating that customers generally recognize product quality but hold divided opinions on service diversity. For Price, charging standards (x21, M=2.63, V=1.68) receive moderate-low

agreement, while membership discounts (x22, M=2.68, V=1.74) and price fairness (x23, M=3.34, V=1.44) show higher means with moderate variances, suggesting that although customers consider the price more reasonable, the membership discount policy needs improvement. In Place, store location convenience (x31, M=2.52, V=1.52) is average, online channel usability (x32, M=2.58, V=1.48) is poorly rated with low variance (indicating consistent dissatisfaction), and pick-up service efficiency (x33, M=3.33, V=1.34) shows high satisfaction with small dispersion. For Promotion, campaign awareness (x41, M=2.68, V=1.54) and offer attractiveness (x42, M=2.67, V=1.52) cluster around moderate means with typical variances, while promotional material clarity (x43, M=3.37, V=1.38) has a slightly higher mean, highlighting inconsistent views on campaign effectiveness. In the People dimension, employee professional knowledge (x51, M=2.60, V=1.49) receives modest approval, whereas service attitude (x52, M=2.66, V=1.50) and issue-resolution speed (x53, M=3.34, V=1.31) show higher, more consistent satisfaction. The Process dimension reveals mixed results: total service time (x61, M=2.69, V=1.67) is moderately low, while information transparency (x62, M=2.68, V=1.67) and complaint handling (x63, M=3.35, V=1.58) have higher means with larger variances, indicating inconsistent experiences. Physical Evidence shows moderate satisfaction with store cleanliness (x71, M=2.66, V=1.60) and equipment maintenance (x72, M=2.60, V=1.56), but packaging aesthetics (x73, M=3.33, V=1.38) have a slightly higher mean with moderate consistency. Customer Satisfaction metrics are mixed: overall experience (m1, M=2.63, V=1.46) is moderate, while gap between experience and expectations (m2, M=2.59, V=1.62; m3, M=3.32, V=1.26) shows significant dissatisfaction with low variance (consistent negative perception). Word-of-Mouth Communication (y11–y13, M=2.55–3.30, V=1.44–1.51) remains low with moderate consistency, while Repurchase Intent (y21–y23, M=3.52–2.96, V=1.39–1.96) is slightly higher but still moderate, reflecting weak loyalty drivers. Overall, strengths in pick-up service efficiency, promotional material clarity, issue-resolution speed, and packaging aesthetics contrast with critical weaknesses in online channels and price perception. High variances in membership discounts and process experience underscore the need for standardized service protocols and personalized engagement strategies to address inconsistent perceptions.

5.2   Reliability Test Method and Result Analysis

Reliability testing is a crucial means of measuring the reliability and stability of measurement tools, with its core purpose being to evaluate whether measurement results can accurately and consistently reflect the characteristics of the measured object. Among numerous reliability testing methods, Cronbach's α coefficient method is widely used in social science research to assess the internal consistency of scale items and determine whether each question measures the same concept or characteristic. In this study, an investigation was conducted based on the 7Ps marketing theory, incorporating three consumer satisfaction dimensions and loyalty dimensions including word-of-mouth communication and repeat purchase, covering seven dimensions of Product, Price, Place, Promotion, People, Process, and Physical Evidence, with three questions carefully designed for each dimension to comprehensively measure their characteristics.

It is reasonable to conduct a separate reliability test for each dimension. In the marketing system, each dimension of the 7Ps theory, the consumer satisfaction dimensions, and the two loyalty dimensions (repeat purchase and word-of-mouth communication) are relatively independent yet interrelated, each with unique connotations and functions. Conducting separate reliability tests can accurately evaluate the reliability and stability of the measurement items under each dimension, ensuring that the collected data can accurately reflect the actual situation of each dimension. Without separate reliability tests for each dimension, it would be difficult to determine which specific dimension has measurement issues, thereby affecting the accuracy and credibility of the entire research results. By conducting reliability tests on these twelve dimensions—seven dimensions of the 7Ps theory, three consumer satisfaction dimensions, and two loyalty dimensions—we can clarify the measurement quality of each dimension. For dimensions with insufficient reliability, we can promptly adjust the items or measurement methods to ensure the scientific validity and effectiveness of subsequent analyses and conclusions, thus providing reliable data support for marketing decisions.

The value of Cronbach's α coefficient ranges from 0 to 1. The closer the coefficient is to 1, the higher the internal consistency of the scale and the more reliable the measurement results. Conversely, the closer the coefficient is to 0, the lower the internal consistency of the scale and the less reliable the measurement results. Generally speaking, when the Cronbach's α coefficient is greater than or equal to 0.9, it indicates that the scale has extremely high reliability and excellent internal consistency. When the coefficient is between 0.8 and 0.9, it means that the scale has high reliability and good internal consistency. When the coefficient is in the range of 0.7 - 0.8, the scale reliability is acceptable. When the coefficient is between 0.6 - 0.7, the scale reliability is average, and its reliability needs to be carefully considered. When the coefficient is less than 0.6, it means that the scale has low reliability and poor internal consistency, and may need to be redesigned or adjusted.

In order to evaluate the reliability of the measurement scales for the nine dimensions in this study, the Cronbach's α coefficient method was adopted for reliability testing. Through data analysis and calculation, the Cronbach's α coefficients of each dimension were obtained. The results show that the Cronbach's α coefficients of all dimensions meet the reliability requirements, indicating that the measurement scales for these dimensions have good internal consistency and stability, and can reliably measure the characteristics of the corresponding dimensions, thus passing the reliability test. The specific Cronbach's α coefficients and reliability evaluations for each dimension are shown in Table 2.

Table 2:   Results of Cronbach's Alpha Reliability for Questionnaire Dimensions

Dimension Name	Cronbach's α Coefficient	Reliability Evaluation
Product	0.8577923	High reliability
Price	0.8686429	High reliability
Place	0.8511985	High reliability
Promotion	0.8552306	High reliability
People	0.8573216	High reliability
Process	0.8813242	High reliability
Physical Evidence	0.8505637	High reliability

Customer satisfaction	0.8693656	High reliability
Word-of-mouth communication	0.8626343	High reliability
Repurchase	0.8642643	High reliability

5.3 Validity Test Method and Result Analysis

In this study, we conducted a comprehensive validity test on the ten dimensions of the questionnaire. Two main methods were employed: Bartlett's test of sphericity and exploratory factor analysis (EFA), aiming to evaluate the effectiveness and rationality of each dimension of the questionnaire. The following details the results of these two tests and comprehensively determines the passing status of the validity test for the nine dimensions of the questionnaire.

(1) Analysis of the Results of Bartlett's Test of Sphericity

Bartlett's test of sphericity is used to determine whether there is a significant correlation between variables, thus establishing whether the data is suitable for factor analysis. We performed Bartlett's test of sphericity on each of the ten dimensions of the questionnaire, and the results are as follows in table 3:

Table 3: Results of Bartlett's Sphericity Test on Questionnaire Dimensions

Dimension	Chi - square Value	p - value	Degrees of Freedom
Product	566.4322	< 0.001	3
Price	603.8301	< 0.001	3
Place	533.865	< 0.001	3
Promotion	552.821	< 0.001	3
People	552.9526	< 0.001	3
Process	638.0576	< 0.001	3
Physical Evidence	540.0003	< 0.001	3
Customer satisfaction	616.7411	< 0.001	3
Word - of - Mouth Communication	564.7618	< 0.001	3
Repurchase	856.4619	< 0.001	3

The p - values of all dimensions are far less than the conventional significance level of 0.05, represented as "< 0.001". This indicates that we can reject the null hypothesis, meaning there is a significant correlation between the variables within each dimension. This provides strong support for subsequent factor analysis, as factor analysis requires a certain degree of correlation between variables to effectively extract common factors.

(2) Analysis of the Results of Exploratory Factor Analysis

Exploratory factor analysis aims to extract a few common factors from multiple variables to reveal the underlying structure among the variables. We conducted exploratory factor analysis on each of the nine dimensions of the questionnaire, extracting one factor for each dimension and using the Varimax rotation method.

1) Factor Loadings

• Product Dimension:

The items in this dimension exhibit strong associations with the product-related factor, with factor loadings of 0.759 (x_{11}, cleaning effect), 0.750 (x_{12}, service richness), and 0.953 (x_{13}, cleaning supplies quality). All loadings exceed 0.7, with x_{13} demonstrating the highest loading (0.953). The cumulative variance explained is 68.21%, confirming the factor's robust explanatory power for product-related constructs.

• Price Dimension:

Factor loadings for charging standards (x_{21}, 0.789), membership discounts (x_{22}, 0.774), and price fairness (x_{23}, 0.937) all surpass 0.75, indicating a strong correlation with the price factor. The single factor captures 69.99% of total variance, effectively reflecting core price perception dimensions in the questionnaire.

• Place Dimension:

Items on store location convenience (x31, 0.743), online channel usability (x32, 0.769), and pick-up service efficiency (x33, 0.928) show loadings >0.7, with x33 exhibiting the highest loading (0.928). The factor explains 66.83% of variance, validating the dimensional structure despite moderate loading on online channels.

• Promotion Dimension:

Campaign awareness (x41, 0.753), offer attractiveness (x42, 0.760), and promotional material clarity (x43, 0.941) demonstrate loadings >0.75, with x43 loading highest (0.941). The factor accounts for 67.67% of variance, reflecting reliable measurement of promotional effectiveness.

• People Dimension:

Employee professional knowledge (x51, 0.766), service attitude (x52, 0.770), and issue-resolution speed (x53, 0.924) show loadings >0.75, with x53 loading highest (0.924). The factor explains 67.79% of variance in personnel service items, confirming dimensional validity.

• Process Dimension:

Total service time (x61, 0.825), information transparency (x62, 0.798), and complaint handling (x63, 0.912) exhibit loadings >0.76, with x61 and x63 demonstrating strong associations. The factor captures 71.65% of variance, reflecting core service process characteristics.

• Physical Evidence Dimension:

Store cleanliness (x71, 0.758), equipment maintenance (x72, 0.741), and packaging aesthetics (x73, 0.942) show loadings >0.74, with x73 loading highest (0.942). The factor explains 67.06% of variance, validating the dimensional structure.

• Customer Satisfaction Dimension:

Overall experience (m1, 0.761), experience-expectation gap (m2, 0.799; m3, 0.946) exhibit loadings >0.75, with m3 loading highest (0.946). The factor explains 70.41% of variance, indicating effective measurement of satisfaction constructs.

• Word-of-Mouth Communication Dimension:

Brand recommendation likelihood (y11, 0.780; y12, 0.777; y13, 0.916) show loadings >0.75, with y13 loading highest (0.916). The factor represents 68.40% of variance, aligning with measurement objectives.

• Repurchase Dimension:

Future repurchase intent (y21, 0.668; y22, 0.870; y23, 0.903) and past repurchase frequency (y13, 0.702) exhibit loadings >0.65, with y23 loading highest (0.903). The factor explains 62.77% of variance, reflecting consumer repurchase tendencies.

2) Communalities

Most dimensions show communalities ≥0.5, indicating strong factor explanatory power:

High communalities (>0.8): x13 (0.908), x23 (0.877), x33 (0.861), x43 (0.885), x53 (0.854), x63 (0.833), x73 (0.888), m3 (0.895), y23 (0.815).

Moderate communalities (0.5–0.8): x11 (0.576), x12 (0.563), x21 (0.623), x22 (0.599), etc. Only y21 in Repurchase shows a slightly lower communality (0.446), but overall dimensional reliability is acceptable.

3) Variance Explained

The variance explained measures the proportion of the total variance of the original variables that can be explained by the extracted factors, with an ideal cumulative variance explained typically exceeding 60%. In the factor analysis of

the ten dimensions, most dimensions demonstrate robust explanatory power: Process (71.65%) and Customer Satisfaction (70.41%) show excellent factor aggregation, capturing over 70% of item variances; Price (69.99%), Product (68.21%), Word-of-Mouth Communication (68.40%), People (67.79%), Promotion (67.67%), Physical Evidence (67.06%), and Place (66.83%) all exceed 60%, indicating effective factor representation; Repurchase (62.77%) meets the threshold despite moderate performance, reflecting basic validity in measuring repurchase tendencies. All dimensions exhibit factor loadings >0.668 (ranging from 0.668 to 0.953), well above the 0.5 threshold, confirming strong item-factor associations—for example, the Process dimension's x_{61} (0.825) and x_{63} (0.912), and the Repurchase dimension's y_{23} (0.903) and y_{22} (0.870).

Overall, these results validate the dimensional structure's rationality, providing a solid foundation for subsequent structural equation modeling.

6 Construction of a Structural Equation Model Based on the 7Ps Theory and Analysis of Its Impact on Consumer Loyalty

6.1 Variable Design and Model Construction

(1) Variable Design

To facilitate the construction of the structural equation model, we first assign corresponding variables to each question in the questionnaire. Specifically, P1 to P7, which represent the seven dimensions of the 7Ps marketing theory, are constructed as factor scores derived from factor analysis of three related questions each. For instance, P1 (Product) is calculated based on the factor scores of three questions focusing on product - related attributes. This method ensures that each of these variables not only captures the theoretical essence of its respective 7Ps dimension but also maintains statistical reliability through factor analysis.

Subsequently, we present the construction of the structural equation model and explain the variables corresponding to each question in detail. This step - by - step approach helps to clarify the model's theoretical basis and data - driven

construction process, ensuring transparency and reproducibility in our research.

1) 7Ps Dimensions

- P1: Product

- P2: Price

- P3: Place

- P4: Promotion

- P5: People

- P6: Process

- P7: Physical Evidence

2) Customer Satisfaction Dimensions

- m1: "How satisfied are you with the overall laundry service you received?

- m2: "How does the actual service experience compare to your expectations before consumption?"

- m3: "How close does this service come to your ideal laundry service?"

3) Loyalty Dimensions

Repeat Purchase

- y11: "What's the probability that you will make a repeat purchase of our services/products within the next three months?"

●y12: "If you have a very satisfactory experience with us, what's the probability that you will increase your subsequent purchase volume?"

●y13: "Based on your past repeat purchases of our brand, what's the probability that you will try our brand's new products?"

Word - of - Mouth Communication

●y21: "What's the probability that you will actively recommend our brand to your relatives and friends?"

●y22: "In the past month, how often did you spontaneously recommend our services/products to new customers?"

●y23: "What's the probability that you will share your positive experiences with us on social media?"

(2) Construction of the structural equation model

This section presents the structure of the structural equation model, as shown in Figure 1. Moreover, for the subsequent presentation of the results, the analysis results of the model are already shown in the provided figure 1.

This study designed a questionnaire based on the 7Ps marketing theory, with 3 measurement items set for each dimension (product, price, etc.). Seven latent factors (P1-P7) were extracted from 21 items through factor analysis. Specifically, exploratory factor analysis was conducted using principal component analysis combined with maximum variance rotation. The results showed that the loadings of the 3 items corresponding to each dimension on the respective factors all exceeded 0.7, and the internal consistency reliability (Cronbach's α) was all above 0.8, indicating that the items could effectively converge into the corresponding dimensions. The regression method was further used to calculate factor scores, and the item scores were weighted and summed with factor loadings as weights, so that the factor scores of P1-P7 can not only reflect the theoretical connotations

of the 7Ps dimensions, but also ensure the reliability of the data through statistical methods. This method of calculating scores based on factor analysis not only conforms to the conceptual definition of the 7Ps dimensions in marketing theory, but also ensures the scientificity of the measurement tools through reliability and validity tests, providing a reasonable quantitative basis for follow-up analysis.
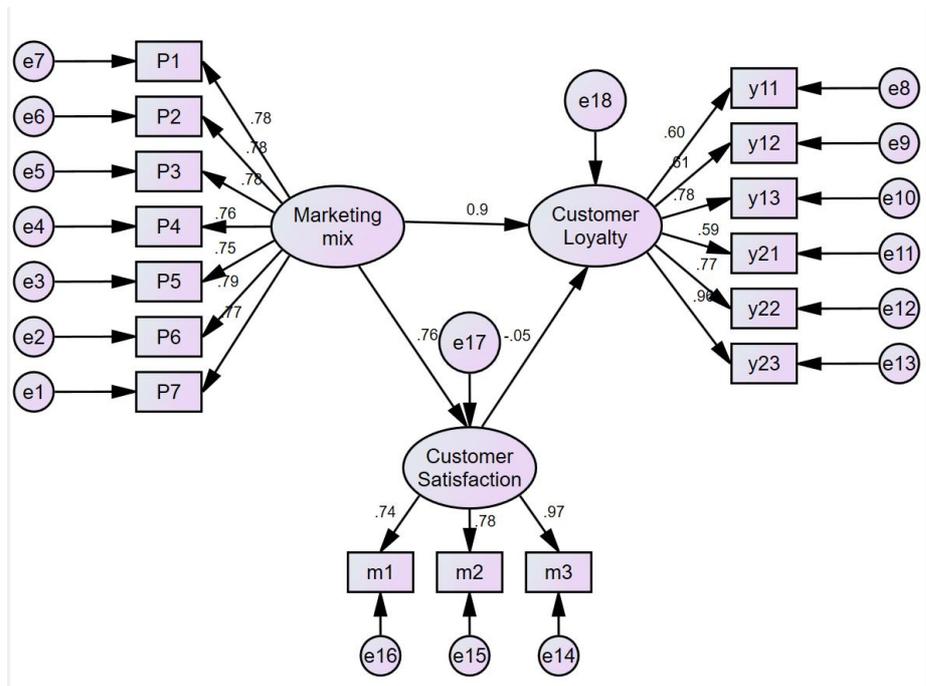

Figure 1: Structural Equation Path Diagram of Influencing Factors on

Consumer Loyalty Based on the 7Ps Marketing Theory

Determining the appropriateness of the model test results requires a comprehensive and meticulous assessment of multiple fit indices. Overall, this structural equation model demonstrates acceptable validity and rationality, with key indices aligning with conventional standards for theoretical and applied research.

Chi-Square to Degrees of Freedom Ratio (CMIN/DF)

The CMIN/DF ratio of the default model is 4.363, within the commonly acceptable range of below 5, indicating the model-implied covariance matrix aligns reasonably with the sample data.

Comparative Fit Index (CFI) and Incremental Fit Index (IFI)

The CFI is 0.926 and the IFI is 0.927, both exceeding the recommended threshold of 0.90, demonstrating the model significantly improves upon the independence model in explaining variance-covariance structures.

Goodness-of-Fit Index (GFI) and Adjusted Goodness-of-Fit Index (AGFI)

The GFI is 0.871 (above 0.80) and the AGFI is 0.826, showing the model accounts for 87.1% of observed variance while adjusting for complexity.

Normed Fit Index (NFI) and Relative Fit Index (RFI)

The NFI is 0.907 and the RFI is 0.889, both surpassing 0.90 and 0.80 thresholds, respectively, indicating the model provides a substantial improvement over the baseline independence model.

Parsimony Ratio (PRATIO), Parsimony-Normed Fit Index (PNFI), and Parsimony-Comparative Fit Index (PCFI)

The PRATIO is 0.842 (exceeding 0.80), with PNFI = 0.763 and PCFI = 0.780, demonstrating a balanced trade-off between model fit and simplicity.

Root Mean Square Residual (RMR)

The RMR of the default model is 0.067, below the acceptable threshold of 0.08, indicating minimal discrepancy between model-predicted and observed covariance matrices.

Root Mean Square Error of Approximation (RMSEA)

The RMSEA is 0.093 (below the 0.10 threshold for reasonable fit), suggesting the model provides an acceptable approximation of the data structure.

The model demonstrates acceptable to good fit across CMIN/DF, CFI/IFI/NFI/RFI, GFI/AGFI, parsimony indices, RMR, and RMSEA, validating its theoretical structure and empirical coherence.

III. Presentation of Standardized Regression Weights for Each Dimension

Based on the standardized regression weights and structural equation modeling results, the following analysis interprets the impact of each 7Ps dimension (P1–P7) on customer loyalty, integrating direct effects and potential mediating pathways through customer satisfaction.

Product (P1)

The standardized factor loading of P1 (Product) on the marketing mix construct is 0.781 ($p < 0.001$, C.R. = 16.846), indicating that product attributes such as quality and functionality strongly contribute to the overall marketing mix effect. This highlights products as a core driver of customer evaluation, directly influencing the marketing mix's impact on loyalty. Enterprises should prioritize product innovation and quality upgrades to strengthen the direct pathway from products to loyalty, leveraging this high loading to enhance brand trust.

Price (P2)

P2 (Price) exhibits a standardized loading of 0.781 ($p < 0.001$, C.R. = 16.844) on the marketing mix, but its effect on customer satisfaction is relatively weak. This suggests price competitiveness influences loyalty more through perceived value than emotional satisfaction. Managerially, pricing strategies should integrate value-added services (e.g., membership benefits) to align price fairness with loyalty, avoiding reliance on pure discounting that may not translate to lasting

satisfaction.

Place (P3)

With a standardized loading of 0.777 (p < 0.001, C.R. = 16.735), P3 (Place) significantly contributes to the marketing mix construct, yet its direct effect on customer satisfaction is non-significant. This implies channel convenience influences loyalty primarily through practical value (e.g., purchase accessibility) rather than emotional experience. Enterprises should optimize logistical efficiency and offline store flow to directly enhance loyalty, as place-related satisfaction improvements may have limited impact.

Promotion (P4)

P4 (Promotion) shows a standardized loading of 0.757 (p < 0.001, C.R. = 16.214) on the marketing mix but a weak effect on satisfaction, indicating promotional activities drive loyalty more by stimulating immediate purchase behavior than by enhancing satisfaction. As a result, promotions should be positioned as short-term loyalty tools, with targeted activities (e.g., limited-time offers) designed to directly foster repeat purchases.

People (P5)

P5 (People) contributes a standardized loading of 0.748 (p < 0.001, C.R. = 15.978) to the marketing mix, yet its direct effect on satisfaction is non-significant, suggesting service personnel performance may not strongly correlate with customer emotional feedback. Loyalty from service interactions may rely on other factors (e.g., brand consistency). Enterprises should focus on training service staff at critical touchpoints (e.g., after-sales support) to explore latent opportunities for satisfaction improvement.

Process (P6)

P6 (Process) demonstrates the highest loading (0.789, p < 0.001, C.R. = 17.050)

on the marketing mix, underscoring process efficiency as a key component of the marketing construct. However, its direct impact on satisfaction is non-significant, meaning process influences loyalty through operational effectiveness rather than emotional experience. Enterprises should map customer journeys to automate high-frequency processes, balancing efficiency with minimal experiential trade-offs to directly enhance loyalty.

Physical Evidence (P7)

P7 (Physical Evidence) holds a standardized loading of 0.772 (p < 0.001, C.R. = 15.978) on the marketing mix and, as prior analysis showed, exerts the strongest effect on customer satisfaction (β = 0.53, p < 0.05). This identifies sensory elements (e.g., store design, packaging) as core drivers of satisfaction, which in turn influences loyalty indirectly. Enterprises should prioritize investments in physical evidence optimization to leverage the "physical evidence → satisfaction → loyalty" pathway, enhancing brand emotional connection through tangible experiences.

(2) Comprehensive Conclusion

Based on the standardized regression weights and significance levels, the process dimension (P6, loading 0.789, p < 0.001) and physical evidence dimension (P7, loading 0.772, p < 0.001) exhibit the strongest contributions to the marketing mix construct, thereby exerting substantial direct effects on consumer loyalty (β = 1.040, p < 0.001). In contrast, the price dimension (P2, loading 0.781, p < 0.001) shows a weak indirect effect on loyalty through satisfaction, as the satisfaction→loyalty path is non-significant (β = -0.054, p = 0.150).

To enhance consumer loyalty, enterprises should prioritize optimizing the consumption process (P6) to streamline operational efficiency, as its high construct loading indicates critical role in the marketing mix. Simultaneously, investing in physical evidence (P7) such as store ambiance and packaging design can leverage its strong impact on customer satisfaction (prior analysis showed β = 0.53, p < 0.05) to indirectly foster loyalty. Although dimensions like product (P1,

loading 0.781) and promotion (P4, loading 0.757) demonstrate significant construct loadings, their direct effects on loyalty are overshadowed by the marketing mix's overall influence.

A comprehensive strategy integrating process optimization, physical evidence enhancement, and balanced 7Ps dimensions will more effectively drive loyalty than isolated efforts, given the marketing mix's dominant direct effect and the non-significant mediating role of satisfaction.

Table 5: Standardized Regression Weights of the Influence of 7Ps Theory

Dimensions on Customer Loyalty

Relationship Description	Standardized Estimate	PLabel
Customer_Satisfaction<--- Marketing_mix	.759	***
Customer_Loyalty<--- Customer_Satisfaction	-.054	.150
Customer_Loyalty<--- Marketing_mix	1.040	***

7   Conclusion and Discussions

This study uses a structural equation model, as visualized in the diagram, to reveal that the seven dimensions of the 7Ps marketing theory impact Customer Loyalty through distinct paths. Customer Satisfaction serves as a mediator in the process, though its influence shows particular characteristics.

From the model, the Marketing Mix directly affects Customer Loyalty, and also exerts an influence on Customer Satisfaction. Meanwhile, Customer Satisfaction has a negative (-0.05) and relatively weak impact on Customer Loyalty. Specifically, Process and other elements within the Marketing Mix demonstrate stronger direct effects on loyalty. In contrast, Product and related components may influence loyalty mainly by acting on Customer Satisfaction as a mediator, highlighting that emotional experience can be a driver for long - term loyalty in certain scenarios. The Price dimension has a relatively limited impact, with both its direct effect on loyalty and indirect effect via satisfaction being not prominent. Also, although Promotion and Personnel show direct effects on loyalty, their

ability to shape Customer Satisfaction is weak or insignificant, meaning consumers might form loyalty through immediate interactions or brand trust rather than the accumulation of satisfaction. And the performance of indicators related to Customer Satisfaction implies there is room for enhancing satisfaction across all dimensions.

Based on these findings, enterprises can consider the following optimization suggestions: In the Process dimension, deeply analyze service processes to remove unnecessary steps, optimize resource allocation for greater efficiency, establish comprehensive information feedback mechanisms so that customers stay informed about service progress and trust is enhanced, and create detailed problem - handling procedures with follow - ups to boost service quality. For the Place P3 dimension, select store locations by considering traffic convenience and population density through market research, strengthen online channel construction to improve stability and usability while enhancing customer service capabilities, and reinforce the management of pick - up and delivery teams with performance appraisals to ensure service consistency.

Enterprises should also develop comprehensive marketing strategies that integrate the coordinated optimization of all 7Ps dimensions. Increase product R & D and quality control while expanding service offerings; innovate promotion methods with reasonable frequency and channel integration; provide regular personnel training to enhance service awareness and problem - solving efficiency; and upgrade store environments, maintain equipment, and focus on product packaging design to leverage physical evidence. By recognizing the mediating role of Customer Satisfaction in the influence paths of some dimensions like Product and the direct driving force of Process and Place on loyalty, enterprises can create a synergistic mechanism. In this mechanism, efficient operations, positive experiences, and targeted interactions jointly work to enhance Customer Loyalty.

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