

## **ABSTRACT**

*Indonesia, with 15.5 million tourists in 2023, holds significant potential in the aviation sector due to its reliance on air transportation as an archipelagic nation and its strategic position in Asia. Soekarno-Hatta Airport, particularly Terminal 3, has the opportunity to become a regional hub if it can compete with world-class airports like Changi and Hamad. However, Terminal 3 faces passenger complaints regarding tenant facilities (32%), staff service (25%), and environmental comfort (18%), which affect customer satisfaction and loyalty as well as its Skytrax ranking. This study examines the impact of the 7P elements (Product, Price, Place, Promotion, People, Process, Physical Evidence) on customer satisfaction and loyalty using a quantitative approach through a descriptive survey method.*

*Using a sample of 400 respondents collected via an online questionnaire, data were analyzed with SEM-PLS to assess the relationships among independent variables, the intervening variable (customer satisfaction), and the dependent variable (customer loyalty). The findings reveal that customer satisfaction is the main factor influencing loyalty (path coefficient 0.748, p-value 0.000). The most influential 7P elements are physical evidence (facilities, design, cleanliness), process (service efficiency), and product (service quality). Other elements, such as price, place, people, and promotion, show no significant impact.*

*The study recommends prioritizing improvements in facilities, services, and products to enhance customer experience, while other elements should still be evaluated. Customer satisfaction plays a key role in strengthening the relationship between the 7P elements and loyalty, supporting Soekarno-Hatta Airport's competitiveness on a global scale.*

**Keywords:** *7P, customer satisfaction, customer loyalty*