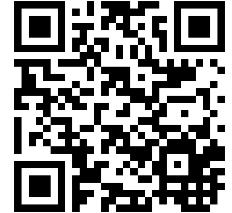


Marketing Strategy and Business Performance in Facing Competition in the Fitness Services Business



Mahendra Adi Nurrohman¹, Chusnul Rofiah²

^{1,2}STIE PGRI Dewantara Jombang,

ABSTRACT: The main aim of this research is to analyze how marketing strategies influence customer satisfaction, loyalty and business growth as well as business performance in facing competition in the fitness services business at the Bagas Fitness Center which is located in Rejosari Hamlet, Tinggar Village, Bandar Kedungmulyo District, Jombang Regency. Qualitative research method with a phenomenological approach, data collection techniques include in-depth interviews with fitness owners and parties involved in managing the Bagas Fitness Center business, documentation and direct observation of interactions with customers and analysis of internal documents related to marketing strategies. This research model uses a simple design. with Triangulation Theory. The data analysis technique used is the Manual Data Analysis Procedure (MDAP). The research method used is a qualitative case study, with data collection carried out through in-depth interviews with Bagas Fitness Center management and staff, as well as content analysis of the social media platforms used. Relevant findings related to marketing strategy and business performance. The research results show that Customers Orientation as a promotional tool is able to increase the visibility of Bagas Fitness Center, increase customer engagement, and strengthen their brand image in the local market. Deep understanding of customer needs, preferences and behavior as the main basis for designing products, services and marketing strategies. By being customer-oriented, companies are not only able to increase customer satisfaction and maintain a strong customer base, but can also create significant competitive differentiation in the market.

KEYWORDS: Marketing strategy, business performance, fitness services, competition, customer satisfaction

I. INTRODUCTION

In the fitness service business, business competition is a major concern that demands continuous adaptation (Glaveli et al., 2023). Fitness centers must continue to develop services, upgrade facilities, and offer innovative exercise programs to remain relevant and attractive to customers amidst intense competition (Peitzika et al., 2020). Adaptation to the latest fitness trends and customer needs is also critical to maintaining a competitive position. Recommendations from satisfied customers due to affordable costs and a pleasant workout experience can be a powerful marketing tool. Customers tend to trust recommendations from friends or family, which can drive more new members to the gym (Jones et al., 2020). Marketing strategies and business performance in facing competition in fitness service businesses such as Bagas Fitness Club are very crucial for the sustainability and growth of the business. In the context of Bagas Fitness Club which is located in remote areas, service differentiation strategies are important (Behnam et al., 2021). This club utilizes the unique Majapahit era Gym concept, which has become an attraction on social media and attracts the interest of teenagers. Promotion through platforms like TikTok, where fitness trends can go viral, helps increase the visibility and appeal of these gyms. In addition, the pricing strategy is very competitive (Polyakova & Ramchandani, 2023), with a daily fee of Rp. 10,000 and monthly Rp. 100,000, making their services more affordable for students and local communities, thereby increasing their appeal and customer base. The presence of the famous bodybuilding athlete, Aden Tiro, who often trains at Bagas Fitness Club, is also an effective marketing strategy. Its presence not only enhances the brand image but also provides added value through direct interaction with customers, who feel motivated and supported by an expert. Structured exercise programs such as Cutting and Bulking, which are designed for various customer needs, show that Bagas Fitness Club is able to meet various customer fitness goals, from weight loss to increasing muscle mass (Calabrese et al., 2021).

To maintain business performance, continuous evaluation of key performance indicators (KPIs) such as customer retention rate, number of new members, and monthly revenue is essential (M. Kim, 2021). This allows Bagas Fitness Club to assess the effectiveness of marketing strategies and make necessary adjustments. Additionally, the use of traditional marketing tools such

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as newsletters, letters, pamphlets and posters in local communities also helps reach a wider and more diverse audience. By combining service innovation, competitive pricing strategies, promotions via social media, and the presence of inspirational figures such as Aden Tiro, Bagas Fitness Club can improve business performance and maintain a competitive advantage in the fitness industry. Continuous evaluation and adaptation of marketing and service strategies is key to facing competition and ensuring sustainable growth (García-Fernández et al., 2020).

Understanding the behavior and needs of fitness center customers is key to developing effective strategies for managing and improving fitness center performance. Instructors have an important role in the customer experience, where their willingness to help and a sufficient number of instructors will influence customer satisfaction and training results (Gu & He, 2021). Customers tend to feel more supported and motivated by having competent and accessible instructors. Gym reception includes aspects such as waiting times, which if too long can reduce satisfaction, as well as increased customer confidence when they feel welcomed and supported by staff who specialize in their field (Yin et al., 2022). Familiarity of service is also important, with mid-market and proximity-based gyms able to attract customers by offering more personal and intimate service. Handling complaints firmly and strategies tailored to the size of the fitness center can increase customer satisfaction and loyalty. An effective approach to handling complaints shows that the fitness center values feedback and is committed to improving service. Customer loyalty can be seen from customer rotation and the loyalty plan implemented (Elsotouhy et al., 2024). An engaging and effective loyalty program can reduce customer turnover rates and increase retention. Human resources also play an important role, where employee satisfaction, their requirements and preferences, as well as adequate training greatly influence the quality of service provided to customers (Damberg, 2022). Satisfied and well-trained employees will be more motivated to provide the best service, which in turn increases customer satisfaction and loyalty. Understanding and managing these factors well can help fitness centers retain and expand their customer base amidst intense competition (Windasari et al., 2021).

Research in the field of marketing and business performance in facing competition in the fitness service business provides significant contributions in several important aspects (Varadarajan, 2020). This research helps identify the most effective marketing strategies in attracting and retaining customers in a highly competitive market (Khan, 2020). Also provides insight into how businesses can improve their operational performance through continuous evaluation of key performance indicators (KPIs) such as customer retention, new member acquisition and revenue (Rossi et al., 2020). This analysis allows management to identify areas requiring improvement and implement the necessary changes to increase the efficiency and effectiveness of services. As well as exploring the impact of service differentiation and innovation in creating competitive advantage. By understanding how unique features, such as a thematic gym concept or the presence of an inspirational figure such as a famous athlete, can attract customer interest and loyalty, businesses can develop stronger and more sustainable strategies (Vrontis et al., 2020). This research is also expected to make an important contribution in building a stronger theoretical basis regarding service marketing and performance management in the fitness industry (Anwar & Shah, 2021). The results of this research are not only useful for academics, but also business practitioners who can use the findings to develop more effective and adaptive strategies in facing changing market dynamics. Thus, research in the field of marketing and business performance in fitness services businesses plays an important role in advancing the industry and helping businesses achieve long-term success (Ozbekler & Ozturkoglu, 2020).

II. THEORITICAL REVIEW

Focus On Marketing Services

Marketing theory in the context (Macon, 2020) of the fitness service business is closely related to various aspects such as business competition, recommendations, brand image, special offers, social networks, customer acquisition, and the use of traditional tools. Business competition (Dwivedi et al., 2021) is a major concern in marketing theory, where companies must continuously adapt to market trends and consumer needs to remain relevant and competitive. This adaptation can take the form of service innovation, quality improvement, or a more attractive pricing strategy (Zeithaml et al., 2020). Recommendations from customers are very important in marketing, especially when low prices and positive customer experiences are the main factors driving word-of-mouth marketing (Amjad, 2020). This theory suggests that satisfied customers are more likely to recommend a service to others, which can expand the customer base without significant additional costs. Brand image is an important element in marketing theory, where a good first impression can last a long time and influence consumer perceptions of the brand. Events and promotional activities can increase a brand's fame and visibility, helping to build emotional connections with customers. Special offers that are simple and direct and price-oriented can attract the attention of consumers, especially those who are cost-sensitive. Social networks also have a vital role in modern marketing theory. This network helps build a loyal and supportive community, which can increase customer retention and create brand advocates (Rehman et al., 2022). In terms of customer acquisition, marketing theory emphasizes the importance of understanding latent demand and identifying potential customers whose needs have not been met. Marketing strategies targeting this segment can help in attracting new customers and expanding

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market share (Barreda et al., 2020). Traditional marketing tools such as newsletters, letters, flyers and posters remain relevant and effective in reaching various customer segments, especially those with less exposure to digital media. Marketing theory recognizes that a combination of modern and traditional strategies can provide more optimal results (Guha et al., 2021). Overall, marketing theory teaches that a holistic approach that includes innovation, adaptation, and integration of various marketing tools and strategies can help fitness service businesses face competition, attract and retain customers, and build a strong and widely recognized brand (Du et al., 2021).

Customers Orientation

The Customer Orientation of Fitness Centers refers to an approach that places customer needs and satisfaction as the main focus in managing fitness centers (K. Kim & Byon, 2021). Instructors play a crucial role in providing a positive experience for customers. They must not only be skilled at providing guidance on equipment use and exercise techniques, but also have a willingness to assist customers in achieving their fitness goals. In addition, an adequate number of instructors is important to ensure that each customer receives sufficient attention and effective guidance (Behnam, M., Delshab, V., & Tuan, 2022). The reception aspect also greatly influences the customer experience at the fitness center. Waiting time to use the facility should be minimized so that customers do not feel frustrated (Mansouri et al., 2022). Customer confidence in using equipment and facilities also needs to be considered, and instructors must specialize in understanding the customer's individual position and needs to provide appropriate guidance. Familiarity with services is key to differentiating fitness centers in the market. Fitness centers can adopt a mid-market or proximity-based approach, depending on customer profile and preferences in the local area. This includes offering services tailored to customer needs as well as building strong relationships with local communities (Torkzadeh et al., 2022). Complaint management is also important in maintaining customer satisfaction and building loyalty. Fitness centers must have a clear and firm strategy for responding to customer complaints, as well as making improvements based on the size and scale of the center (Vrontis, D., Viassone, M., Serravalle, F., & Christofi, 2020). This can help reduce customer frustration levels and maintain their loyalty in the long run. Customer loyalty in the fitness center context can be measured through customer rotation and loyalty program effectiveness (Dang et al., 2022). Developing a good loyalty plan, such as providing incentives for loyal customers or a referral program, can help maintain a stable customer base and promote the fitness center to more people. Human resource management in fitness centers includes aspects of employee satisfaction, meeting their requirements and preferences, as well as investing in training to improve their skills and motivation (Pandey & Kumar, 2020). Satisfied employees tend to provide better service to customers, which in turn improves the customer experience and helps achieve fitness center business goals. By effectively applying the Customer Orientation of Fitness Centers theory, fitness centers can optimize the customer experience, build strong loyalty, and create a supportive environment for the growth and sustainability of their business in the competitive fitness industry (Yi et al., 2021).

Fitness Centers

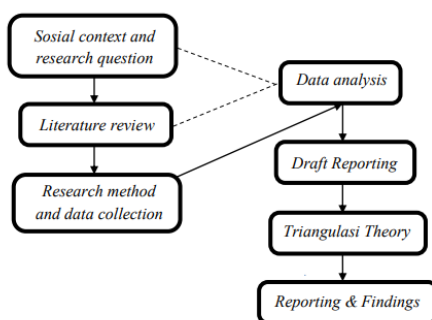
Fitness Centers covers various aspects that are important for understanding the dynamics and factors that influence operational success and customer satisfaction in fitness centers (Yi, S., Lee, Y. W., Connerton, T., & Park, 2021). Fitness centers are facilities designed to provide various types of services and facilities to improve the health and physical fitness of their patrons. Fitness centers focus on providing easy and convenient access for customers to perform physical exercise. This facility includes a gym area with various types of equipment such as treadmills, weights, and other fitness equipment, as well as space for group classes such as yoga, pilates, or aerobics. In this theory, the interior design and physical layout of a fitness center is very important to create a friendly and attractive environment for customers. Another aspect of this theory is the role of instructors and trainers in fitness centers. Instructors not only supervise equipment use, but also provide direct guidance to customers in designing exercise programs that suit their goals (Behnam, M., Pyun, D. Y., Doyle, J. P., & Delshab, 2021). The instructor's skill in teaching and motivating customers is essential to increase the effectiveness of the workout and achieve the desired results. Apart from that, fitness center management needs to pay attention to customer service aspects (Richter, P. C., & Bruehl, 2020). These include wait times for equipment use, cleanliness of facilities, and the availability and quality of personal training. Successful gyms ensure that they are able to respond to customer needs quickly and effectively, and provide an enjoyable and rewarding experience with every visit. Marketing is also an important part of this theory, where fitness centers need to develop strategies to attract and retain customers (Windasari, N. A., Lin, F. R., & Kato-Lin, 2021). This includes promotions via social media, promotional events, as well as the use of loyalty programs and discounts to attract new customers and retain loyal customers. Performance evaluation and human resource management in fitness centers are also crucial. Management should engage in ongoing monitoring and evaluation of fitness center operations, including analysis of facility utilization rates, customer retention, and employee satisfaction (Chiu, W., Won, D., & Bae, 2020). Investing in employee training and development is also important to ensure that they have the skills and knowledge necessary to provide high-quality service to customers. Fitness Centers provides a comprehensive framework for

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managing and developing successful fitness centers. By properly understanding and implementing these aspects, fitness centers can improve customer experience, expand their customer base, and achieve success in the competitive and dynamic fitness industry (Eskiler, E., & Altunışık, 2021).

III. RESEARCH METHODS

In this study, the research method used by researchers is using qualitative research (C. Rofiah, 2023), a phenomenological approach (C. Rofiah, 2024). With the Methods model Simple Research Design With triangulation theory. Simple qualitative research can still be compiled without having to carry out lengthy discussions but can still be accounted for (Rofiah, 2021). This research uses Simple Research Design Methods With Triangulation Theory. Simple qualitative research can still be prepared without having to carry out long-winded discussions but can still be accounted for (Rofiah & Bungin, 2021). When modifying the model from a simple design to a simple design model with triangulation theory/simpleresearch design with triangulation theory. There are 7 main steps, namely the following is an explanation of these steps:



Source: Rofiah & Bungin, 2021

1. Select a social context and develop research questions.
2. Conduct a literature review, in which research questions about social context are answered based on the literature explored.
3. The literature review continues by exploring the research methods that will be used as well as using research methods to collect data in the field.
4. Researchers carry out data analysis in the field and use theory as a pen for data analysis.
5. Researchers prepare a draft report.
6. Researchers carry out theoretical triangulation.
7. Researchers report the results of their research while still including the findings that have been obtained in the field

Research Locus

The focus of the research is the objects and data sources from the place being studied so that the information obtained can provide accurate data and truth in the research. This research was conducted offline at the Bagas Fitness Club in Rejosari Hamlet, Tinggar Village, Bandar Kedungmulyo District, Jombang Regency. This research begins in February 2024 until this research is completed.

Profile of Research Informants:

No	Informant Code	Position	Long Time To Join
1	Bagas Destyan Putra	Owner Bagas Fitness Club	5 years
2	Sulton Faisal	Founding father	5 years
3	Totok	Bagas Fitness Club employee	June 2023

Source: Researcher, (2024)

Data Collection Technique and Triangulation

To obtain data, researchers used the following techniques: 1. In-depth Interview Technique; 2. Direct Observation Technique; 3. Documentation Techniques. Source triangulation and theory triangulation are two types of triangulation used in this research (Rofiah, 2021)

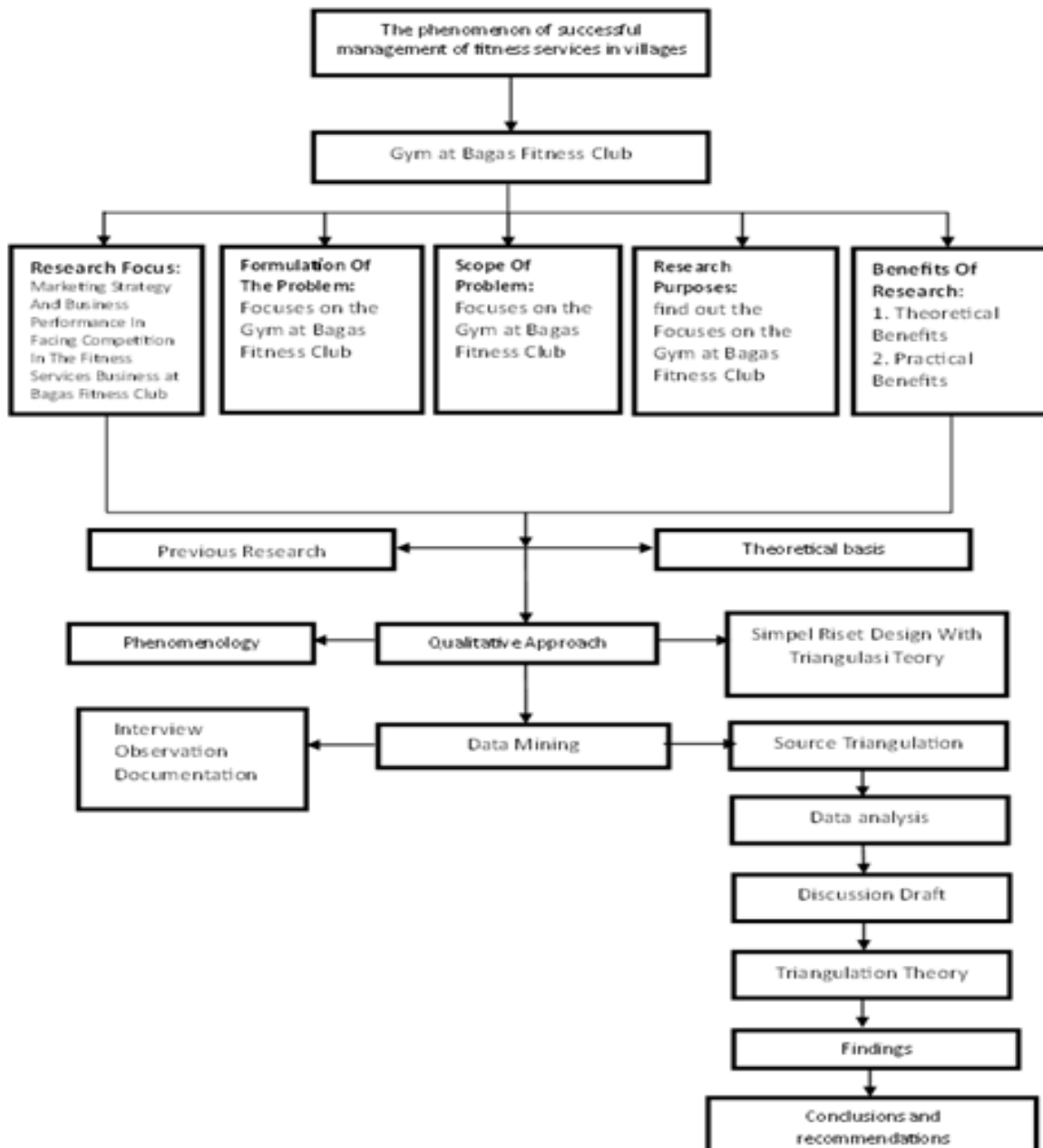
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IV. DATA ANALYSIS TECHNIQUE

In this research, the data analysis used is the Manual Data Analysis Procedure (MDAP) by Rofiah, (2022). According to Rofiah, (2022), the proposed data analysis method is comprehensive and systematic but not rigid; providing a space that designs intuition and creativity as optimally and maximally as possible. This method makes researchers come out of their isolation and the analysis process is seen as a team activity rather than a purely individual process. The analysis process began immediately after the first interview and continued until the data saturation point had been reached. The analysis process consists of four parts: (1) Through preparation of the coding process;(2) Categorization process; (3)The process of determining the theme; (4) Proposition Formation Process.

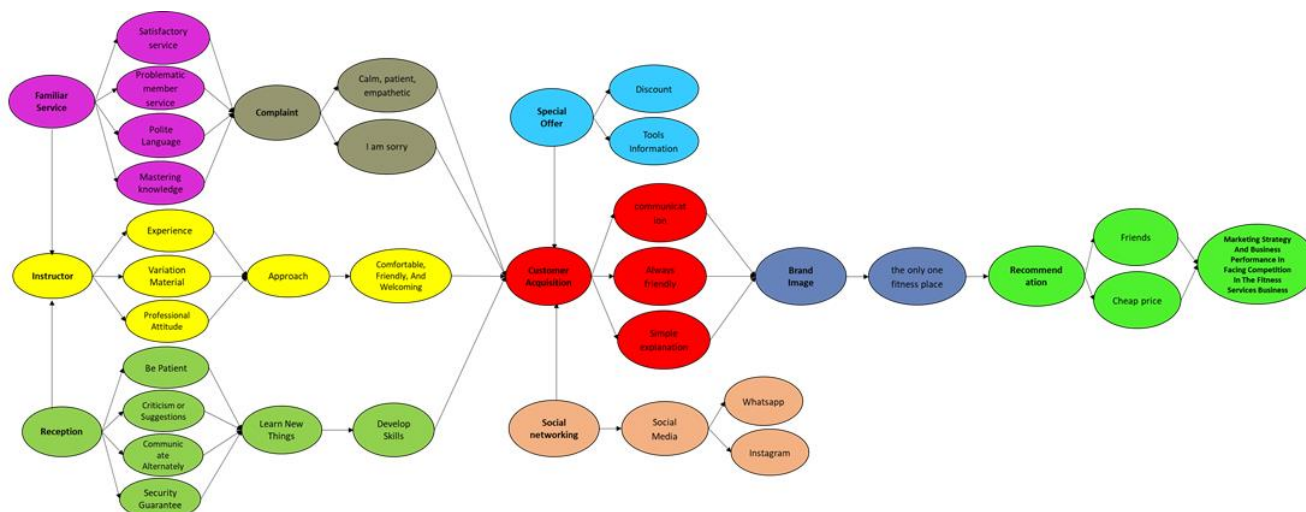
Research Line of Thought

The framework of this research can be described as follows:



Source: Researcher, (2024)

V. RESULTS AND DISCUSSION



Source: Research proposition, 2024

DISCUSSION

Customers of Fitness Centers

Instructor

".....Incidentally, the instructor has been here for 3 years, the material taught has many variations, don't just have a few variations if the person wants to shape their body from thin to fat and vice versa, the instructor has different methods and systems....." (Bagas, 2024)

".....If the instructor here is just Bagas, bro, I accompanied Bagas from the beginning when he opened the gym until he was really able to run this gym himself.....", (Faisal, 2024)

".....1 bro, the instructor, but I'll also help bro if Bagas isn't here....", (Totok, 2024)

Bagas Fitness Center only has 1 fitness instructor, to make customers comfortable, the owner approaches and teaches new members and even guides them from start to finish

Acceptance

"We do this by communicating in turn, bro, providing security guarantees, bro, apart from that, we give bonuses, for example regular practice, we give 1 free visit, we separate criticism and suggestions, bro, knowing which ones can help to improve and which can reduce self-confidence" (Bagas, 2024)

".....In the past... We train it in turns bro, for example there are four people practicing, we train one by one with the same training schedule bro, I'm just confident bro hahaaa... we also have knowledge in the field this sport. If we ourselves are not confident, how will customers trust us, bro hahahaha..." (Faisal, 2024)

".....Let's just relax, bro, the important thing is that we know what customers want, and we also have the knowledge..." (Totok, 2024)

According to Informants I and II, to maintain self-confidence in situations of serving customers by providing security guarantees, apart from that, what strategies do you use to build self-confidence by separating criticism and suggestions?

Familiar Service

"...serve members who have problems without delaying any longer. We provide sufficient instruction to serve members, we must master the knowledge about fitness equipment, bro, providing satisfactory service will make customers feel happy..." (Bagas, 2024).

".....The first thing is that maybe we have to be alert in serving customers, the second thing is that we receive complaints from customers who come here, whether it's about using equipment or something else, maybe a training program, for the third thing, we give a training schedule, sir... so that When they practice, don't wait too long to take turns with the others, we divide them into three, namely morning, afternoon and evening, bro. It depends on us, bro, in my opinion, since I've been serving customers all this time, just relax, maybe at the beginning you'll be confused. because this is the first time, if it has been running this long, as long as we are friendly/kind to customers, customers will also be like that to us..." (Faisal, 2024)

Bagas Fitness Center offers the best customer service with a polite approach

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Complaints

"...To deal with this situation, I remained calm, patient and empathetic. I listen to members' concerns, and I apologize for the inconvenience. I assure members that we are doing everything we can to resolve this issue, if customers feel very upset, we make an apology to help calm their emotions...", (Bagas, 2024)

".....If that's the case, I'll first listen to what customers are complaining about, sir... whether it's equipment problems during training or what, if there's something that the customer doesn't like, we'll apologize, the point is we'll provide the best possible service that we can. Sir, what is clear about equipment, training programs, and how to carry out movements when lifting weights can be correct, because it is very fatal if we misdirect customers who are unfamiliar with the world of the gym, they could get injured, sir...", (Faisal, 2024)

Bagas Fitness Center handles customer complaints calmly, patiently and empathetically. Apart from that, if customers feel very upset, we apologize to help calm their emotions.

Loyalty

".....providing good service, by listening to customers and providing solutions to every consumer problem quickly and precisely, using clear and friendly language in communicating with customers. Provide information in a way that is easy to understand.....", (Bagas, 2024)

"Eee.... if we just consider them friends, bro, they will automatically feel comfortable here because we are alone, for example, when we do anything with people we consider friends, that's nice, bro, and for example if we want to move to another gym, sometimes they are reluctant to us...", (Faisal, 2024)

Bagas Center Fitness maintains customer loyalty by listening to customers and providing solutions as well as providing clear information in a way that is easy to understand

Human Resources

".....It's very important, bro, without our friends we wouldn't be able to run this business, by providing the best service for members, bro.....", (Bagas, 2024)

Bagas Center Fitness considers job satisfaction to be very important

Marketing

Business competition

"...give a smile to create a friendly impression and feel comfortable communicating. with friendly, smooth and polite language, especially when explaining our tools, bro..." (Bagas, 2024)

".....I think it's important, for example like Bagas himself. At first, if you weren't with me, you wouldn't understand how the gym business was run. Not yet, bro, that's why I also set up my own gym business in Sumobito, which Riko was waiting for. I'm here too, and I'm still monitoring Bagas how this gym is running...", (Faisal, 2024)

According to information from informants, communication developed by Bagas Center Fitness in relation to consumers is by giving a smile to create a friendly and comfortable impression for communicating. with friendly, smooth and polite language

Recommendation

".....From a friend who is already a member at Bagas Center Fitness, I think the price is quite cheap, bro, I'm just joining fitness, bro.....", (Bagas, 2024)

"Yes... we're just friendly with the people who train here. The important thing is to be polite, bro. We invite them to joke around a little bit to make them more relaxed. If it suits them, we use language that makes it easy for them to understand what we're saying. I mean...", (Faisal, 2024)

The recommendation to find out about Bagas Center Fitness came from a friend

Brand Image

".....There are still no places of worship here. If you want to worship, you have to go to the mosque across the main road.....", (Bagas, 2024)

".....eeee the impression is good, sir, because we provide a gym here, which in fact turns out to be a lot of local residents who like this weight-lifting sport. So we facilitate them so they don't have to go all the way to the city....", (Faisal, 2024)

According to the informant, supporting facilities are said to be lacking because there are no prayer rooms and non-smoking areas

Employees who do not master handling customer complaints

"...Bagas Fitness Center is the only one in this area, bro, people automatically know about fitness here.....", (Bagas, 2024)

According to informant Bagas Fitness Center is the only fitness center in the Perak area

Special offer

".....By providing information on tools that are quite good.....", (Bagas, 2024)

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"....We offer prices that are very affordable for all groups, from school children to people who are already working. Because our initial target was to facilitate local people in this weight lifting sport, bro, so we don't want to burden them too much with prices..." (Faisal, 2024)

Bagas Center Fitness provides offers directly to consumers at affordable prices

Social network

"....Yes, we made stories on WA, IG, first Facebook too bro....", (Bagas, 2024)

".....Perhaps Bagas itself is providing a promo, sir, for those who have been practicing consistently for over two years, we will reduce the member payment to Rp. 80,000 per month for now..." (Faisal, 2024)

Bagas Fitness Center utilizes social networks as promotional media in the form of WhatsApp and IG.

Customer acquisition

"....The first thing is that there must be tips. As professional instructors, so that members feel at home, we must approach it in the sense of greetings and introductions. Both approaches involve teaching new members to train and even guide them from start to finish so that they know the technical techniques, that's right, so that new members don't make mistakes The third technique is that we have to welcome new members so that the members feel at home for years to come to act professionally in the sense that the instructor has to understand fitness science and body anatomy, then how to teach it for 1-2 hours....." (Bagas, 2024)

"....From my experience, we can see from the people, bro, on average the ones who stay here for a long time are the ones who really want to build muscle. Then we ourselves still often communicate with them..." (Faisal, 2024)

Bagas Fitness Center educates potential customers by providing simple explanations about fitness equipment and its benefits

Traditional tools

"....If there are no posters, bro, only nameplates.....", (Bagas, 2024)

"....Currently we only have name boards and banners, there are no posters.....", (Faisal, 2024)

Bagas Fitness Center uses posters to carry out promotions

Triangulation of Theory

Customers of Fitness Centers

A consumer is someone who uses or uses the product or service provided (Burnham, 2020). A consumer is an individual who buys a product or service for himself. A consumer is a decision maker who has full power over the decision to buy or not buy goods or services. According to Tunn et al., (2020) consumers are individuals who buy from other people. So what is called a consumer is a person who is in control of the decision to make a purchase and use the product he or she buys

1. Instructor

Trainers can be individuals or groups who provide various training, as stated by Wackerhage & Schoenfeld, (2021), that "A trainer or instructor is a person or team who provides training/education.

According to Mokmin & Jamiat, (2021), a good trainer is a trainer who can create a conducive learning atmosphere so that participants are motivated to absorb the information presented.

Mopas & Huybregts, (2020) also describes a list of abilities that a trainer needs to have so that training is more effective, namely (1) up-to-date knowledge and technical and social skills (2) Mastering appropriate learning methods (3) Being able to adapt to the needs of participants and organizational cultural environment (4) Sensitivity to aspects outside the organization such as politics or socio-economic conditions (5) Attention to the quality and quantity of material to be transferred.

Bagas Fitness Center instructors based on research results only have 1 (one) instructor.

2. Acceptance

Acceptance in this case is related to self-confidence. According to Oguntuase & Sun, (2022), self-confidence is a person's belief in their ability to display certain behavior or to achieve certain targets. In other words, self-confidence is how we feel about ourselves, and our behavior will reflect this without us realizing it, meaning that self-confidence is an achievement resulting from an education or empowerment process (Wofford, 2021).

Bagas Fitness Center serves many customers with limited time by maintaining self-confidence when facing difficult situations at work trying to learn new things and developing skills

3. Familiar Service

According to Comings, (2023), orientation services are guidance services carried out to introduce new students or someone to the environment they have just entered. Providing orientation services starts from a person's assumption that entering a new environment is not something that can always be easy and enjoyable for each person. It is like someone who comes to a big city for the first time, then he is completely blind, blind about the direction he is going, blind about the streets, blind about this and that. As a result of blindness, it is not uncommon for people to get lost and not achieve what they want to go to. Likewise, for new

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students at school or for people who have just entered the world of work, they do not know much about the environment they have just entered. Bagas Fitness Center offers the best customer service (Comings, 2023)

Service is an important factor for business continuity. Friendly service will make consumers comfortable when using Bagas Fitness Center. According to the results of interviews with the owner, it has employees who are friendly in carrying out their duties.

4. Complaints

The reason customers complain in general is because they feel dissatisfied with the services provided, which results in customers demanding dissatisfaction with the services provided (Azemi et al., 2020). As previously quoted, service is a very important aspect to provide, if the service is good then customers will appreciate and feel satisfied. for the service provided or vice versa, if the service is bad it will end in a protest (dissatisfaction) or what is called a complaint. According to Awa et al., (2021), complaints can be interpreted as an expression or feeling of disappointment. Organizations can collect customer complaints in a number of ways, including suggestion boxes, customer complaint forms, special response channels, websites, comment cards, customer satisfaction surveys and customer exit surveys. . This situation is known as the "Recovery Paradox".

Bagas Fitness Center handles customer complaints by remaining calm, patient and empathetic and not forgetting to apologize for any inconvenience

5. Loyalty

Loyalty is something that companies expect from their consumers, because successful marketing strategies are supported by loyal consumers. The term loyalty has often been used by marketing experts and business practitioners. Loyalty is a concept that seems easy to talk about in everyday contexts, but becomes more difficult when its meaning is analyzed.

According to Atulkar, (2020), loyal consumers are not measured by how much they buy, but by how often they make repeat purchases, including recommending other people to buy. According to Krishnan, (2021), loyalty can be grouped into two groups, namely brand loyalty and store loyalty.

Bagas Fitness Center in Maintaining Customer Loyalty listens to customers and provides solutions

Marketing

According to Sheth & Parvatiyar, (2021) Marketing is the activity of managing institutions and processes for creating, communicating, delivering and exchanging offers that have value for customers, clients, partners and society in general. Marketing is one of the keys to success for a company, where marketing is not just the principle of selling, but how to provide satisfaction to consumers in order to bring profits to the company (Lee, 2024). In the corporate context, marketing can literally be interpreted as a company's efforts to gain profits, consumer satisfaction, or consumer loyalty by providing what consumers want.

1. Business competition

In the world of business competition, it is known as competitive dynamics, which means changes that occur in the competition that occurs in companies competing for customers in certain periods.

The communication developed by Bagas Center Fitness in relation to consumers is always friendly and the strategy used is only through WhatsApp and the owner's IG.

2. Recommendations

One of the fundamental aspects of referral marketing is that reviews and opinions are genuine and arise naturally. So, there's no hesitation in allowing this to be the case when managing a recommendation marketing strategy: nothing could be further from the truth. Encourage users to share information about products or services through incentives. For example, giving promotional codes or discounts to user followers who register via a certain link. This action is easy to do thanks to consumer review campaigns : participants receive products to test for free in exchange for honest and sincere opinions posted on various e-commerce sites.

The recommendation for Bagas Center Fitness comes from a friend who is already a member. Apart from that, the prices offered by Bagas Center Fitness are quite cheap.

3. Brand image

According to Lin et al., (2021), brand image is the public's perception of a company or its products. Image is influenced by many factors that are outside the company's control. An effective image will influence three things, namely: first, establishing the product's character and proposed value. Second, convey the character in a different way so that it is not confused with a competitor's character. Third, it provides emotional power that is more than just a mental image. In order to function the image must be conveyed through every available means of communication and brand contact.

Bagas Center Fitness is the only fitness center in Bandar Kedungmulyo so consumers' impressions of Bagas Center Fitness are quite good.

4. Special offers

Special Offers to attract consumers and encourage purchases. Bagas Fitness Center provides special offers by providing information on equipment that is quite good and provides discounts for doing regular exercise.

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5. Social networks

A social network or social network is a social structure formed from nodes (which are generally individuals or organizations) tied by one or more specific types of relationships such as values, visions, ideas, friends, descendants, and so on. Social network analysis views social relationships as nodes and ties. Nodes are individual actors in the network, while ties are the relationships between these actors. There can be many types of ties between nodes. Research in various academic fields has shown that social networks operate at many levels, from the family to the state, and play an important role in determining how to solve problems, run organizations, and the degree of success of an individual in achieving their goals.

Bagas Center Fitness utilizes social networks as promotional media through WhatsApp and IG

6. Customer acquisition

Customer acquisition is used to measure how capable a company is of attracting new customers (You & Joshi, 2020). Customer acquisition refers to the process of bringing in new customers or clients for your business. This is usually achieved when a customer purchases your product for the first time, or subscribes to a service.

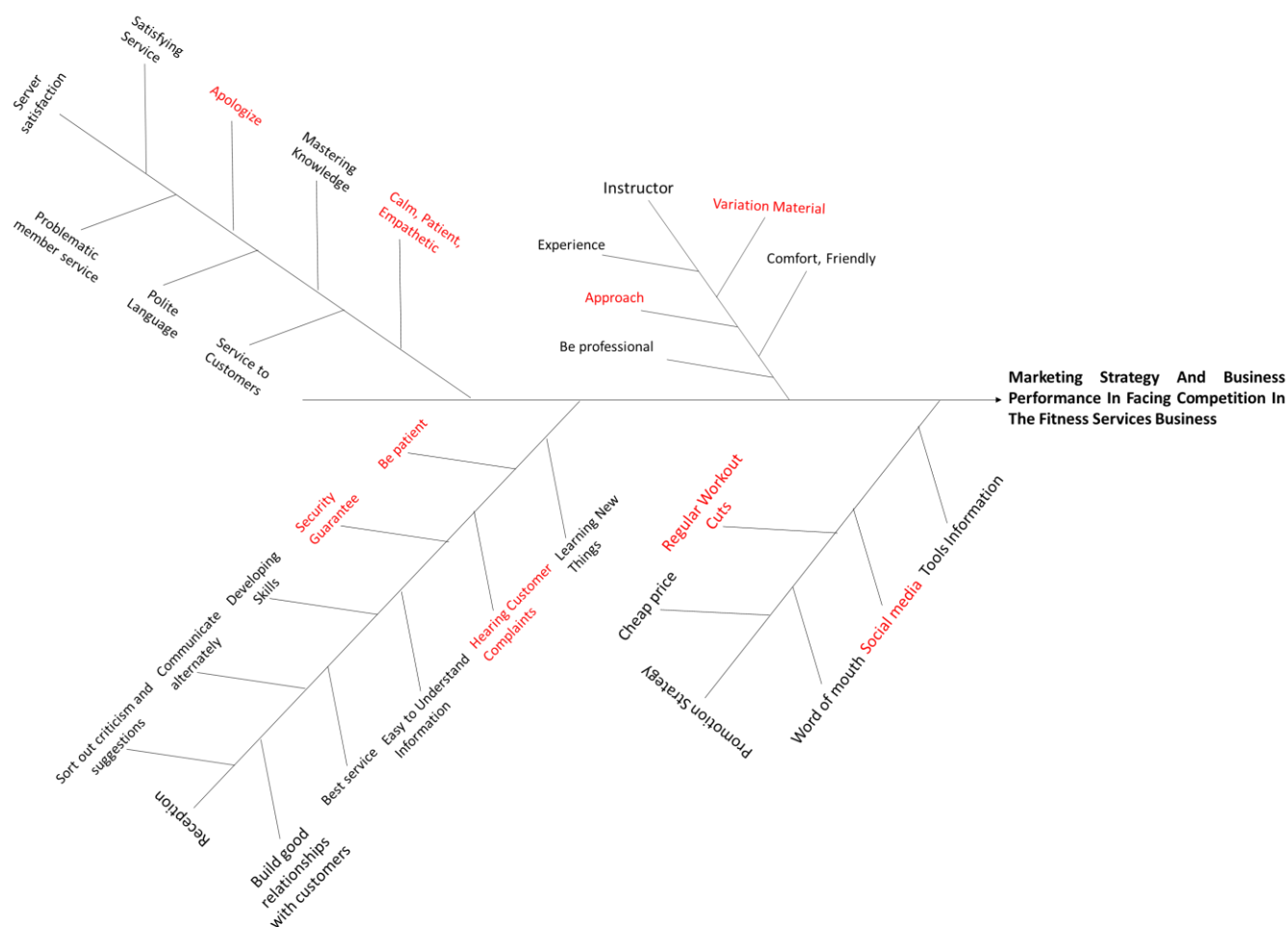
Bagas Center Fitness educates potential customers with simple explanations about fitness equipment and its benefits

7. Traditional tools.

Marketing includes activities related to the act of creating use or benefit due to place, time and ownership. Marketing moves goods from one place to another, stores them and then creates changes in ownership, through the act of buying and selling those goods. Marketing is a commercial activity related to the flow of goods and services between producers and consumers. According to Lahtinen et al., (2020) the marketing mix is a good marketing tool including price, product, promotion, distribution which combined to produce the response desired by the target market.

Bagas Center Fitness uses signage to carry out promotions

Findings



Source: researcher's Marketing Strategy And Business Performance In Facing Competition In The Fitness Services Business findings, 2024

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In this research it was found that

1. **Approach:** tips used by Bagas Fitness Center to make customers comfortable. approach or strategy used by Bagas Fitness Center to make customers feel comfortable. Bagas Fitness Center, which is located in Rejosari Hamlet, Tinggar Village, Bandar Kedungmulyo District, Jombang Regency, adopts various tips and strategies to increase customer comfort. Bagas Fitness Center pays attention to the quality of instructor service. Instructors who are friendly, knowledgeable, and willing to help make customers feel more confident in performing their workouts. This creates an open and supportive environment, where customers feel comfortable to ask questions or ask for help without hesitation. Bagas Fitness Center not only strives to increase customer comfort, but also to build a reputation as a friendly, clean and efficient fitness center. This approach not only helps them attract more customers, but also maintains a loyal customer base by providing a satisfying and positive experience with every visit.
2. **Variety of materials:** Bagas Fitness Center instructors prepare materials and train their customers by providing varied materials. "Variety of materials" in the context of Bagas Fitness Center refers to the variety of materials prepared by instructors and used to train their customers. Bagas Fitness Center, located in Rejosari Hamlet, Tinggar Village, Bandar Kedungmulyo District, Jombang Regency, takes steps to ensure that the training they provide is not only varied, but also relevant and effective for various fitness levels and individual goals. Apart from that, Bagas Fitness Center also ensures that the materials provided include information about nutrition, diet and a healthy lifestyle. This is important because optimal fitness includes not only physical exercise but also a balanced diet and lifestyle. Instructors at these fitness centers play a role in providing comprehensive education to their customers, helping them understand the importance of these aspects in achieving their fitness goals. Variety in material also includes the use of different training techniques to avoid boredom and maximize results. Instructors at Bagas Fitness Center are trained to adapt workouts to suit customers' abilities and comfort, so they stay motivated and engaged in their fitness programs. Bagas Fitness Center takes a holistic approach in providing diverse and relevant exercise material, with the aim of increasing exercise effectiveness, meeting individual needs, and promoting an overall healthy lifestyle. In this way, they have not only built a reputation as a professional and experienced fitness center, but also as a friendly and supportive place to achieve personal fitness and health goals.
3. **Security guarantee:** security of fitness equipment at the Bagas Fitness Center. This fitness center provides guaranteed safety with several proactive measures. First, they ensure that all fitness equipment is in good condition and functioning properly before being used by customers. This includes a regular maintenance routine and periodic checks to ensure that each piece of equipment is working safely and efficiently. Apart from that, Bagas Fitness Center also implements a policy of monitoring and controlling the use of equipment. This security guarantee also includes a quick response to problems or events that may occur. Bagas Fitness Center has established procedures to handle emergency situations and coordinate evacuations if necessary, ensuring that every customer feels safe and protected during their time at the facility. By prioritizing equipment safety as a top priority, Bagas Fitness Center not only provides a comfortable and effective training experience for its customers, but also builds trust and a reputation as a safe and professional fitness center. This approach not only reflects their commitment to customer well-being, but also secures their position in the competitive and dynamic fitness industry.
4. **Patience:** the attitude of controlling emotions and remaining focused on the task. At Bagas Fitness Center, this attitude of patience is very important in the context of providing the best service to customers and maintaining a positive atmosphere in the fitness center. Instructors and staff at Bagas Fitness Center are expected to show patience in interacting with customers. This includes providing clear explanations about equipment use, listening attentively to customer questions or concerns, and providing appropriate guidance appropriate to the customer's level of understanding and physical readiness. Additionally, patience is also important in dealing with daily challenges that may occur in a fitness center, such as equipment jams, customer delays, or technical problems. Instructors and staff are taught to remain calm and not get emotional, so they can handle situations effectively without disrupting the customer experience. By adopting this attitude of patience, Bagas Fitness Center creates a supportive and enjoyable environment for their customers. They not only build good relationships with customers, but also ensure that every visit to the gym is a positive and satisfying experience.
5. **Mastering knowledge:** Bagas Fitness Center has a customer service role. Customer service roles at Bagas Fitness Center include providing customers with personalized recommendations on exercise programs that suit their goals, assisting them in setting realistic health goals, and providing information on ways to improve their exercise results. By ensuring that they master the necessary knowledge, Bagas Fitness Center not only provides a high-quality customer experience, but also builds customer trust and loyalty. This way, they encourage customers to reach their fitness potential with comprehensive support and guidance from their well-trained customer service team.
6. **Calm, patient, empathetic:** Currently there is a Bagas Fitness Center that handles customer complaints calmly, patiently and empathetically. The staff at Bagas Fitness Center are trained to deal with customer complaints calmly and patiently. They listen

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attentively to complaints or problems expressed by customers, without showing defensive or blaming reactions. This attitude helps create an open and supportive environment, where customers feel heard and valued. In addition, an empathetic approach is also important in understanding the customer's perspective. Bagas Fitness Center staff strives to understand customer feelings and experiences in depth, so they can respond appropriately and provide satisfactory solutions. This includes providing a clear explanation of the steps that will be taken to resolve the problem and communicating the resolution process transparently to customers. By adopting a calm, patient and empathetic attitude, Bagas Fitness Center not only manages complaints effectively, but also builds strong relationships with customers. This attitude not only reduces the potential for conflict, but also increases customer satisfaction and strengthens the fitness center's reputation as a place that cares and is responsive to customer needs and problems.

7. Apologize: Bagas Fitness Center handles difficult or angry customers by always apologizing. Bagas Fitness Center is taught to acknowledge and apologize if there are errors or inconveniences experienced by customers. This approach helps calm the situation and shows the gym's responsible attitude and commitment to quality customer service. Apart from that, apologizing also reflects an attitude that respects the customer's experience. Bagas Fitness Center understands that every interaction with customers is an opportunity to build trust and maintain positive relationships. By consistently apologizing, they demonstrate a willingness to learn and improve their service for customer satisfaction. Thus, the approach of always apologizing at Bagas Fitness Center not only helps manage difficult situations, but also strengthens relationships with customers. This attitude promotes a proactive and responsive service culture, which is one of the pillars in maintaining their reputation as a caring and professional fitness center.
8. Listening to customers: For the continuity of Bagas Center Fitness How to Maintain Customer Loyalty by listening to customers and providing solutions to every consumer problem quickly and accurately. The importance of listening to customers is reflected in their approach to customer service. Staff at Bagas Fitness Center are trained to actively listen to input, complaints and suggestions from customers. This includes listening attentively, thoroughly understanding the challenges faced by customers, and offering appropriate and timely solutions. These gyms understand that by listening effectively to their customers, they can build strong, sustainable relationships. By providing fast and accurate solutions to every problem that arises, Bagas Fitness Center not only improves customer experience, but also strengthens their loyalty to this fitness center's services. Therefore, the approach to maintaining customer loyalty at Bagas Fitness Center is based on a commitment to continue listening and responding well to every customer need and problem. This is an effective strategy to increase customer satisfaction and ensure that Bagas Fitness Center remains the first choice for them in achieving their health and fitness goals.
9. Developing and busy: employees and owners feel satisfied working at Bagas Center Fitness because Bagas Center Fitness is more developed and busy. Bagas Fitness Center is developing positively, this development includes an increase in the number of customers, increased activities and fitness programs offered, as well as wider recognition from the public for this fitness center. In addition, the density of activity at Bagas Fitness Center creates a dynamic environment and allows employees and owners to feel maximally motivated and involved. They can see the results of their hard work and dedication in building and developing Bagas Fitness Center into a successful and popular fitness center. Thus, employee and owner satisfaction at Bagas Fitness Center is not only driven by visible developments and busy activities, but also by their sense of accomplishment and positive contribution to the success of this fitness center. This confirms that Bagas Fitness Center is not only a workplace, but also a community where all members feel proud and inspired to contribute positively.
10. WA and IG: Strategy used to attract Bagas Center Fitness consumers through WA and IG. Use WhatsApp to send special promotions, information about training schedules, and direct customer service. By using group features and direct messages, Bagas Fitness Center can directly interact with potential customers, answer their questions, and provide the necessary information quickly. Additionally, Instagram is used as a platform to build brand image and attract a wider audience. Bagas Fitness Center actively posts interesting content such as exercise photos, customer testimonials, and fitness tips. They also use features like Instagram Stories and IGTV to educate and entertain their audience, and keep engagement high. By utilizing WA and IG effectively, Bagas Fitness Center not only expands their marketing reach, but also builds closer relationships with potential consumers. This strategy helps them to stay relevant in the competitive fitness industry and continue to expand their customer base in innovative and modern ways.
11. Friends: Bagas Center Fitness consumers through Friends. Bagas Fitness Center relies on recommendations from friends or relatives who are already customers to attract new consumers. This strategy focuses on building a solid community around the fitness center. Satisfied and active customers at Bagas Fitness Center are encouraged to tell their friends about their positive experiences. They might invite friends to try training together or tell them about promotions and special programs offered by Bagas Fitness Center. By leveraging these social connections, Bagas Fitness Center can build trust and increase their appeal among the local community. Recommendations from friends or family often influence purchasing decisions more than

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traditional promotions. Thus, this "Friends" strategy helps Bagas Fitness Center to expand their customer base organically and sustainably.

12. The only one: Bagas Fitness Center has increased its fame in the community because it is the only fitness center in the surrounding area. Bagas Fitness Center gains a competitive advantage by having no direct competitors around them. This situation provides an advantage for Bagas Fitness Center in attracting customers from the surrounding area who want to exercise and care for their health. Being the only fitness center also creates an opportunity to build closer relationships with the local community, as they become the go-to choice for fitness needs in the area. With this "The only one" status, Bagas Fitness Center can take advantage of their position to increase visibility and build a reputation as a trusted and well-known fitness center among local residents. It can also enable them to develop more programs and services that fit the unique needs of their communities, thereby strengthening customer relationships and loyalty in the long term.
13. Regular exercise discounts: Bagas Fitness Center carries out price-oriented marketing by providing discounts for regular exercise. This strategy is to encourage customers to remain consistent in exercising at their fitness center. Discounts for customers who exercise regularly provide incentives for them to utilize Bagas Fitness Center services more regularly. This not only improves customer health and wellbeing, but also helps in building sustainable healthy habits. From a marketing perspective, this strategy helps Bagas Fitness Center to attract and retain customers by offering significant added value. These discounts can be a deciding factor for many people in choosing their fitness center, especially for those looking for a way to manage their monthly costs without sacrificing quality of service. By implementing discounts for customers who exercise regularly, Bagas Fitness Center not only strengthens relationships with existing customers, but also increases their appeal as a top choice in the local fitness industry. This strategy shows their commitment to supporting healthy and active lifestyles among their community.
14. Simple explanation: Bagas Center Fitness educates potential customers with a simple explanation of fitness equipment and its benefits. Bagas Center Fitness utilizes this approach to explain the function and how to use each fitness equipment directly to potential customers. This approach aims to eliminate confusion and make it easier to understand the benefits of exercise using the fitness equipment available at the center. By providing simple and clear explanations, Bagas Center Fitness can help potential customers to feel more comfortable and confident when using these fitness equipment. In addition, this approach also helps in building better relationships between Bagas Center Fitness staff and potential customers, as well as providing added value in their efforts to attract and retain new customers. Thus, this strategy of providing a simple explanation not only increases understanding about fitness, but also strengthens Bagas Center Fitness' position as a reliable source of information and guidance in achieving personal fitness goals.

VI. CONCLUSION

Conclusions from research on Marketing Strategy and Business Performance in Facing Competition in the Fitness Services Business provide several important conclusions. First, an effective marketing strategy is essential in attracting and retaining customers in this competitive market. Fitness service businesses such as the Bagas Fitness Center in Jombang Regency, with its unique location in Rejosari Hamlet, Tinggar Village, Bandar Kedungmulyo District, shows that the use of social media such as WhatsApp (WA) and Instagram (IG) can be an effective tool for increasing visibility and engagement. customer. Second, the importance of adapting to market changes and customer needs. Bagas Fitness Center has successfully adapted to the local market with a discount strategy for customers who exercise regularly and a simple approach in explaining the benefits of fitness equipment to potential customers. This not only increases customer loyalty but also maintains their competitiveness in the ever-changing fitness industry. Third, marketing strategies that focus on customer experience and building a strong brand image have also proven effective. Bagas Fitness Center uses customer testimonials, informative content, and direct interactions via social media to build closer relationships with customers and build positive brand awareness. Lastly, in the face of intense competition, a comprehensive strategy that includes not only marketing but also superior customer service and continuous innovation is necessary. Bagas Fitness Center shows that by focusing on customer satisfaction, adapting to market changes, and effective use of social media, they can remain competitive and grow in this competitive fitness industry. Overall, this research confirms that the integration of appropriate marketing strategies with strong business performance can provide a competitive advantage for fitness service businesses in facing market challenges and intensive competition.

SUGGESTION

Based on research on Marketing Strategy and Business Performance in Facing Competition in the Fitness Services Business. For current or future research objects, it is recommended to explore more deeply the use of digital technology and social media as a more effective marketing tool. Bagas Fitness Center has successfully used WhatsApp and Instagram to increase their visibility;

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Future research could consider integrating other digital marketing strategies such as local SEO, paid advertising, or other social media platforms that are relevant to the target audience.

For future researchers, it is important to consider the factors that influence customer purchasing decisions in the fitness industry, such as price, service quality, and customer experience. Providing more in-depth data regarding customer perceptions of the value they receive from fitness services, as well as factors influencing customer satisfaction and loyalty, will provide valuable insight for the development of more effective marketing strategies.

Additionally, future research could further explore the influence of brand image and customer testimonials in building customer trust and engagement. An in-depth analysis of how brand image can influence customers' perceptions of service quality and their decisions to become repeat customers could be a valuable contribution to the fitness industry as a whole.

Finally, broader and more comprehensive research involving multiplex research objects from different geographic locations or types of fitness businesses (e.g., large fitness centers versus boutique fitness studios) can also provide a more comprehensive understanding of the market dynamics and different marketing strategies involved. can be applied.

By considering these suggestions, future research in this area is expected to make a better and deeper contribution to understanding how fitness service businesses can improve their performance in the face of increasingly fierce competition in today's global marketplace.

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ATTACHMENT

Question Guidance

Topic	Question
<i>Customers of Fitness Centers</i>	1. Instructors (Willingness to help; Number of instructors)
	2. Acceptance (Waiting time; Confidence; Specializing in their position)
	3. Familiar Services (Mid-market centers; Proximity-based centers)
	4. Complaints (Assertive; Strategy according to center size)
	5. Loyalty (Customer rotation; Loyalty plan)
	6. Human resources (Employee satisfaction; Requirements/preferences; Training)
	7. Instructors (Willingness to help; Number of instructors)
<i>Focus On Marketing Services</i>	8. Business competition (Primary concern; Adaptation)
	9. Recommendation (Cheap; Customer experience)
	10. Brand image (First impression lasts over time; Event: increases brand fame)
	11. Special offers (Simple and direct; Price oriented)
	12. social networks (Important for the center)
	13. Customer acquisition (Latent demand; Potential customers)
	14. Traditional tools (Bulletins, letters, pamphlets, posters)



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