

## 7P MARKETING STRATEGY TOWARDS CUSTOMER SATISFACTION AND LOYALTY AT FITNESS CENTER X ON SURABAYA

<sup>1</sup>Stephanie Lauren Tessie, <sup>2</sup>Denny Bernardus<sup>\*</sup>

Ciputra University Surabaya  
INDONESIA

Email: [stephanielauren15@gmail.com](mailto:stephanielauren15@gmail.com), [denny@ciputra.ac.id](mailto:denny@ciputra.ac.id)

### ABSTRACT

*On uncertainty business weather, we need to use integrated marketing mix to get customer 's satisfaction and then we can get our customer's loyalty. Marketer must understand what is the right marketing strategy that used to maintain the business. Marketing mix always be flexible and adapt to every business and country. On manufacture there are 4 aspect of marketing mix. In service industry we need more than that. Marketer need to consider people factor and intangible characteristic of service product. So we know modified marketing mix with 7p's with people, physical evidence and process in addition. On this research, the Author analyze current marketing mix that used by Fitness Center X and analyze how it can impact on customer's satisfaction and loyalty. The author found the marketing mix that used by Fitness Center X can impact on customer's satisfaction and loyalty but it have some pro's and con's from the respondent. On this paper, author gather information from five respondent that contribute on Fitness Center X plus one fitness expert. The respondents are active member, ex-member, active trainer, ex-trainer and fitness expert. The author use triangle method to analyze respondent information. The author found that the product need more improvement on sport equipment and exercise menu to compete with competitor. On people strategy, the author found that some trainer didn't have certified license and the exercise room is relative narrow and hot. The author use information from fitness expert and marketing literature to make some recommendation for new integrated marketing mix for Fitness Center X based on information from respondents.*

**Keywords:** Marketing Mix, Fitness Center, Satisfaction, Loyalty, Service industry, Product, Price, Place, Promotion, People, Physical evidence, Process.

### INTRODUCTION

The number of people who began to be aware of healthy lifestyles and began to exercise regularly, the more prevalent business opportunities in the field of sports is one of the providers of body fitness services or better known as a fitness center. In Indonesia, the fitness center business is also mushrooming in big cities such as Jakarta, Bandung, Surabaya, Semarang, and other cities. For most people of the city, fitness is a new vehicle as a means of sport that is comfortable and practical on the sidelines of busyness and work routine. Fitness can be done by all circles whether students, students, or executives, interested in becoming a fitness center with

various purposes. Among others who want to tighten and build muscle, streamline the body, or just keep fit. The number of sports center facilities with a variety of well-known brands sparked increasing competition among corporations, various services and marketing companies are doing to survive in this business. Improved services are provided so that customers feel comfortable about the services provided and for customers to be loyal to the company.

**Table 1 Data Franchise Fitness Center**

No	Merek	Perusahaan	Mulai beroperasi	Jumlah Gerai
1.	Gold's Gym	PT. Fit & Health	2006	12
2.	Sinergi Fitness	PT. Sinergi Fitness Center	1999	7
3.	Celebrity Fitness / Celebrity Fitness Express	PT Exertainment Indonesia	2003	17
4.	A de Rai Fitness	Klub Aderai	1998	14

Source : [www.waralaba.com](http://www.waralaba.com), 2013

Location choosing is important aspect in fitness center industry to approach the target market. The pricing strategy is necessary aspect to determin profit business and competitiveness advantage. There is come competitor that very strong and close to Fitness Center X.

**Table 2 Membership Price of Fitness Center Comparison on Surabaya 2016**

Fitness Center	Admin Fee	Membership Fee (/month)
	Rp. 199.000	Rp. 385.000 – Rp. 446.000 (one club) Rp. 580.000 (all club) Rp. 625.000 (VIP club)
	Rp. 684.000	Rp 280.000 (one club) Rp 495.000 (all club)
	Rp. 25.000	Rp. 475.000 (Regular) Rp. 250.000 (Student) Rp. 600.000 (Temporary)

sources: [www.harga.web.id](http://www.harga.web.id)

In business the products or services quality, cannot be separated from the quality of services provided. Quality is key to customer satisfaction and loyalty. If the consumer is satisfied then he will show the possibility to buy again the product, even forward the information to others around him. While dissatisfied consumers will do the opposite. In this case the service is considered very necessary to pay attention to the quality of the service itself, because satisfied consumers are likely to make use of further services. Service is not just how employees deal with customers but applies as a whole, is the provision of good facilities and qualified employees can improve customer satisfaction. Fitness Center X is a body fitness services company located in Surabaya city, located in G-Walk area of West Surabaya and has approximately 600 to 700 member each year. Fitness Center X owners have started this service business since last July 2013, due to the existence of business opportunities in this field. According to the database of number of members on each month, there is an increase and decrease in member visits. This is due to the number of similar businesses that lead to competition between companies. The existence of competition between similar companies

trigger members to try to other fitness centers or decide to switch back using the fitness center in Fitness Center X and because there is a gap in this service. In its development, this becomes a big enough problem for the businessman provider of sports facilities (fitness center). Here's the monthly Fitness Center X's data from August 2015 to July 2016: Customers measure the performance or achievement of the company in different ways, or can also misrepresent the quality of the service. It will certainly attract consumers to make purchasing decisions is the quality of products or services offered by the company. Companies that are able to compete in the market are companies that can provide quality products or services. Service is an absolute must by every company. Fitness center services should not only fixated on sports infrastructure but also provide services to improve the satisfaction of its members. It can be utilized by service providers to provide services that meet the expectations of the community as users of sports services. The development of the industrial sector including sports services cannot be separated from the demand to keep paying attention to the quality of service. Exceptional service should pay attention to the price, due to the speed of service requested by the customer that the more expensive tariff is charged to the service that requires the quickest solution. Location becomes a determinant for consumers in reaching the intended service, strategic location close to the market and easy to reach become the reason for consumers to become customers who will make repeat purchase continuously. Determining the location of a place for each business is an important task for marketers, because wrong decisions can lead to failure before the business begins. Choosing a trading location is an important decision for a business that must persuade customers to come to the business place to meet their needs. With the right company location determination, it will be able to serve customers satisfactorily, acquire enough manpower, acquire good goods at competitive prices, and enable the expansion of the company. Price is also very determine customer satisfaction in the use of these sports services, because the amount of member fees set related to the level of income owned by the customer. The higher cost of fitness services will result in customers having to think twice in the use of the fitness services, and vice versa if the cost of the use of fitness services is lower then customers tend to utilize the services of fitness without doing more consideration. The membership price is Rp 700.000, - for 10 class sessions and Rp. 2,838,000, - for 12 personal trainer sessions. Meanwhile, incidental or per-time is Rp 275.000, - for Personal trainer and Rp 100.000, - for class, Fitness Center X gives competitive membership price. The company provides a fairly competitive price against its members to remain loyal. A consumer-oriented company should always think about satisfaction, and what services are favored by consumers so that it is not only satisfied that it can, but be loyal and return to the company to make purchases or re-consumption.

## **LITERATURE REVIEW**

### **Service Marketing**

Zeithmal and Bitner (2003: 3) describe the services marketing are all economic activities whose results are physical or construction products, which have time consumed along with time produced, and provide added value in the form (convenience, convenience, health, etc.) Which is essentially intangible. Service marketing can also be interpreted as "any action or deed that can be offered by a party of other parties that is essentially intangible and does not produce something" (Amstrong & Kotler, 2006). Marketing services are economic activities in the form of intangible products that the process of production and consumption together and not give ownership of something. According to Kotler and Keller (2009: 39-42) services have four different characteristics that greatly affect the design of marketing programs, including intangibility; inseparability; variability/ heterogeneity/inconsistency; perishability.

### **Marketing Mix**

Marketing mix strategy was first introduced by Borden inspired by Culliton's (1948) research on good business executives described as a mixer ingredients that combine various strategies to

achieve goals and face competition. Borden uses business mixer ingredients concept in marketing program and successfully formulate the concept of marketing mix and element of marketing mix element (Borden, 1965) Marketing mix according to Borden (1965) is a combination of various strategies of marketing programs that are used to achieve goals. McCarthy (1964) categorizes the marketing mix element to 4p and defines the marketing mix as a control variable that can be coordinated and combined by the company to satisfy the target market. Armstrong and Kotler (2006) add the definition of marketing mix as a set of controlled marketing variables and combined by the company to respond to market target demands. In the beginning, the Marketing mix introduced by Borden (1965) consists of 12 elements: 1) Product planning, 2) Pricing, 3) Branding, 4) Channel of distribution, 5) Personal selling, 6) Advertising, 7) Promotion, 8) Packaging, 9) Display, 10) Servicing, 11) Physical handling, 12) Fact finding and analysis. In the next several periods McCarthy (1964) grouped 12 elements of Borden into 4P marketing mix consisting of several categories: product, price, place, and promotion. Each category is a combination of several marketing program elements. For example promotion mix consists of marketing advertising program lever, publicity (branding), personal selling, sales promotion (Armstrong & Kotler, 2006). McCarthy's 4P concept got some criticism. Some studies suggest that 4P is still too simple and lacks all the needs of the target market (Kent, 1986). Some argue that 4P is less effective in service marketing areas because it does not consider participant factors in which the service industry makes market targets very often in contact with participant Booms and Bitner (1981). Therefore, in marketing services Booms and Bitner add 4P concept to 7P by adding Process, Physical Evidence, participant.

#### **Product**

Goods or services sold in the market to be consumed by consumers to meet their needs are called products (Armstrong & Kotler, 2006). In addition, the product according to David Cravens (1996: 3) is anything that has value in a target market where its ability to provide benefits and satisfaction including objects, services, organizations, places, people and ideas. Product decisions include the determination of physical offerings, brands, packaging, warranties and after sales services. Product development can be done after analyzing the needs and wants of the market. According to Borden (1984), products should be quality that can attract customer loyalty, among others through the design and the name of the product.

#### **Price**

Price is the value charged to the service or product provided to the customer. Price has a significant impact on customer psychology and influences the decision to buy back the product (Kotler et al., 2008). Product pricing decisions depend on many factors, including customer purchasing power, product costs, and product shipping costs (Parasuraman & Grewal, 2000). Price is the main factor behind customer satisfaction and loyalty, where customer satisfaction and loyalty will be easy to get if the customer feels that he has benefited from the product he bought (Peter & Donnelly, 2007).

#### **Place**

The place in the marketing mix is called the distribution channel, the channel where the product reaches the consumer. The definition of Sumarni and Soeprihanto (2010: 288) about distribution channels is a channel used by producers to channel the product from producer to consumer or user industry. According to David W. Cravens (1996: 27) the distribution is an organization network that performs functions that connect manufacturers to end users.

#### **Promotion**

According to David W. Cravens (1996: 76) promotion is to inform people about products and convince buyers in the target market of a company, channel organization and the general public to buy their goods. Included in promotional activities include advertising, direct selling, and publicity.

### **Participant**

In marketing services, the marketing mix concept framework was added by Booms and Bitner (1981) with participant, physical evidence, process. Adding 7P to the service industry. Booms and Bitner (1981) explains that the participant aspect is all human beings who play a role in the distribution of value services called personnel and other customers. In the service industry (especially in high contact service such as restaurant, education, barber shop, consulting, fitness center) where direct service production is consumed by consumers, the role of personnel is very important in influencing consumer perceptions about product quality (Rafiq and Ahmed, 1995). In the service industry, employees inherit the product and product quality can not be separated with the quality of its service providers. (Berry, 1984). Therefore, it is very important for the company to pay attention to the quality of the employees and monitor the performance of the employees that can improve the quality of service. Participant concepts also include customers who buy services and other customers. Marketing managers should focus not only on customer-service provider interactions, but also on the behavior of relative customers (Rafiq and Ahmed, 1995). For example, the number, type and behavior of other customers in a restaurant will affect the customer's appetite.

### **Physical Evidence**

Physical evidence according to Booms and Bitner (1981) refers to an environment in which services are delivered from service providers to consumers and visible goods that facilitate performance and communication in service. Physical evidence is an important aspect of the service industry because consumers need visible clues to assess service quality. The more intangible the services offered, the more the need for higher physical evidence to make services more visible (Shostack, 1979). As an example of the banking industry, providing credit card and ATM card services and savings account books as physical evidence to make banking services visible and consumers can trust the bank. The physical environment (building, decoration, furniture, layout) is also a consumer assessment tool for assessing service quality as examples such as the comfort of the physical environment in restaurants, hotels, retailing, tourist resorts is a tool that determines good or bad service quality (Rafiq and Ahmed, 1981).

### **Process**

The procedures, mechanisms and flow of activities required in service delivery refer to the process concept in the 7P concept framework developed by Booms and Bitner (1981). As an example of the process of taking your own food at Mc Donald's fast food outlet, consumers have to queue up for order and then serve the food within 3 minutes and then the consumer is free to eat wherever they want. This process is very different from the process of receiving food at full-service restaurants served by waiters and have to wait for about 20-30 minutes of food. This service process will be assessed by consumers in terms of convenience, convenience, speed, accuracy of the process (Rafiq and Ahmed, 1991).

### **Customer's Satisfaction**

Customer satisfaction can be the basis for the realization of loyal or loyal customers. Philip Kotler (1997) suggests that consumer satisfaction is the level of one's feelings after comparing perceived performance or results compared with expectations. Satisfaction is defined as a person's pleasure or disappointment of comparing perceived product performance in relationships and expectations. In Kotler's other opinion of satisfaction, it is a function of perceived performance and expectations. If the performance of a product or service is lower than expected, consumers will feel dissatisfied. If performance is as expected then consumers will feel satisfied, if performance exceeds expectations, then consumers will feel very satisfied (funed) (Kotler, 2001). The concept of customer satisfaction is abstract. Many experts provide definitions of customer satisfaction. Day (in Tjiptono, 2004: 146), defines customer satisfaction or customer dissatisfaction is the customer response to the perceived nonconformity evaluation

between the previous expectations and the actual performance of the perceived product after usage. Customer satisfaction will be influenced by product delivery system, product or service performance, corporate image, product / brand image, price value associated with value received by customer, employee achievement, competitive advantage and weakness. This is in line with what Philip Kotler, 1993 (in Pratiwi, 2010: 37) states that the key to retaining customers is customer satisfaction. Satisfied customers will: repurchase, inform the company about good things to others (recommendations), pay less attention to competitor brands and advertisements, and buy other products from the same company.

### **Customer's Loyalty**

Customer loyalty is the reaction or result of the creation of customer satisfaction as the implementation of the success of quality services in meeting customer expectations (Pratiwi, 2010: 41). Loyal customers are those who are enthusiastic about the brand or the products they use. Customers who are loyal to the purchase decision, no longer consider the factors that are distinguished in the determination of choice because it has been embedded in him that the product or service purchased in accordance with expectations and needs. Customer loyalty reflects the intended behavior of a product or service. The intentions behaving here include the possibility of upcoming purchases or renewal of service contracts or vice versa, as well as how customers will switch to service providers or other brands (Selnes, 1993, in Sinaga, 2010: 44). Retailing behavior in strong brand sensitivity behavior is categorized as loyalty, in which consumers tend to buy or reuse the same brand and consider brand choice to be very important to them. In contrast, repeat purchases in weak brand sensitivity situations are categorized as inertia, ie consumers tend to buy back the same brand, but they do not consider brand names important, because they can not distinguish between different brands (Fibrianto, 2011: 35). Griffin argues (in Musanto, 2004) that a customer is said to be loyal or loyal if the customer shows a regular purchase behavior or there is a condition in which the customer requires at least two times at a certain interval.

## **RESEARCH METHODS**

This study uses a consumer approach in which a qualitative descriptive approach that presents a systematic review of scientific information derived from the subject or object of research (Sanusi, Anwar, 2011: 13).

### **Research Subject**

The total subjects of this study were 5 people: one active member of Fitness Center X randomly selected, one ex-member of Fitness Center X who used to be an active member and now has moved to the competitor's fitness center X which will also be selected randomly , One Fitness Center X employee who will be randomly selected to find out the conditions internally, one ex-employee of Fitness Center X who is now a competitor of Fitness Center X, and one Fitness Expert resource person to cross check the findings of the average consumer With the expert in their field to get the results that not only meet the expectations of consumers, but also in accordance with the theory from the point of view of an expert.

### **Research Object**

The object of this study is the marketing strategy of Fitness Center X. The research on the object is devoted to the customer's loyalty through customer satisfaction by using the marketing mix (marketing mix method) or 7P.

## **RESULT**

### **Data Gathering**

To test the research framework, the researcher assesses the perception of fitness center X members about the marketing mix strategy. Then the researchers assess the level of member

satisfaction and member loyalty level. To assess the perception of fitness center X members, researchers used descriptive qualitative approach where respondents' perceptions on aspect aspects in marketing mix strategy described based on information from respondents in accordance with the study criteria. The data collected are primary data that comes from interviews with resource persons, the interview process is determined in accordance with the schedule of resource persons and the desired source Qualitative research is used to examine the condition of natural objects, where researchers are key instruments (Sugiyono, 2010: 15). The goal is to understand a phenomenon by emphasizing the process of deep communication interaction between researchers with the phenomenon studied (Herdiansyah, 2010: 9). This study uses a consumer approach in which a qualitative descriptive approach that presents a systematic review of scientific information derived from the subject or object of research (Sanusi, Anwar, 2011: 13).

**Tabel 3. Respondent Data**

<b>Informan</b>	<b>Fitness Experience</b>	<b>Name</b>	<b>age</b>	<b>Jabatan / pekerjaan</b>	<b>Coding</b>
Active Member	2 years	Heny	35 Yo	Housewife	AM
Ex-member	4 years	Shandy	36 Yo	Housewife	EM
Active Worker	2 years	Elga Rahman	24 Yo	Supervisor Knowledge Division & Development Training Department Fitness Center X	AK
Ex-Worker	4 years	Ahmad Agung	25 Yo	Personal Trainer at Celebrity Fitness	EK
Fitness Expert	10 years	Susana Tatto	37 Yo	Fitness Consultant & Personal Trainer, Director Fitness Center X	FE

Sources : Informan Data

Interview result is analyzed by data triangulation method to obtain validity and reliability of information to be analyzed by writer.

**Respondent response to marketing mis**

In this study, the results of the interviews were analyzed by citing information from informants. Then the researcher summarized the assessment of 7p marketing mix into the pros and cons categories. The following is the presentation of the summary results and cons of respondents' assessment of Marketing Center X's marketing mix.

**Table 4. Marketing Mix Pros and Cons at Fitness Center X**

<b>Marketing Mix Strategy</b>	<b>Pros</b>	<b>Cons</b>
Product	- Focus TRX suspension - Effective functional training - Brand Fitness Center X is quite familiar in western Surabaya	- Need update the popular training variation, the completeness of the product is still lacking - Fitness Center X does not have insurance services for members
Price	- Competitive price around	- Increasing Price policy charged on long-time

	Rp 700.000,- per 12 sessions - Easy payment method	member , the price of services for each session is less favored for members who are actively practicing
Place	- Strategic location near where the target consumer lives - Easy and safe vehicle access	
Promotion	- Provide an attractive sales promotion - Spread flyers to public places (Church) , use social media to communicate marketing messages and sales promotions	Range of flyer spread is still in narrow scope - Trainer friendly and polite
People	-Trainer friendly and polite - Trainers have a high commitment in training - Trainer look attractive and convincing	- Only a few trainers with complete certificate in accordance with standard fitness training requirements issued by APKI (Association of Indonesian fitness trainers)
Physical evidence	- Clean exercise room - Comfortable lobby Certificate stamped in lobby	- Narrow exercise room - Selection of yellow color for the blinding room of the eye when exercising
Process	- Fun training process	- Consultation with less active trainers

Source : Internal Data Analysis.

#### **Respondent Satisfaction and Respondent Loyalty**

Based on the results of interviews with active members and ex-members, researchers can describe the satisfaction felt by consumers and consumer loyalty in fitness center X. The following explanation from the source of consumer satisfaction on Fitness Center X services and the reasons:

"Yes I am satisfied" (AM, C-5, 112)

"Yes I am satisfied" (EM, D-5, 112)

"Some are satisfied and some are not. Customer is satisfied usually because of the results obtained from the TRX exercise. But for the unsatisfied usually due to the less widespread and less clean "(AK, E-5, 110)

"For ministry not all members are satisfied" (EK, F-5, 110)

The informants largely describe that consumers are satisfied with Fitness Center X. As for the dissatisfaction of members due to less widespread and less clean place according to active employees. For more details, the following explanation of satisfaction and dissatisfaction reasons member on Fitness Center X service:

"Because the trainer is patient and really really in training. The number of members who exercise only 15 so I get enough attention from trainers and trainers can know one by one member and direct well "(AM, C-5, 114)

"Yes satisfied, from the aspect of the product TRX is very successful in maintaining ideal body weight and lower blood sugar. Besides, the Trainer is patient, patient and caring in my training. Then from Fitness Center X location adjacent to where I live. An intensive collective training process with 15 members only. "(AM, C-6, 118)

"Because the trainer is professional and TRX can provide optimal results on my body health. My weight became ideal and my body was tight again. In addition, my friends and relatives practice a lot here, so it's like my private fitness place." (EM, D-5, 114)

"... But there needs to be additional additional classes like boxing and zumba" (EM, D-5, 116)

".... But for the unsatisfied usually due to the less widespread and less clean" (AK, E-5, 110)

"Updates to sports equipment, bathroom cleanliness, dressing room and room should be maintained from morning to night, when making policies should be negotiated first with employees and also members" (EK, F-5, 112)

The informants describes the satisfaction of Fitness Center X service because the TRX training effectiveness performed by the member gives optimal result and helps the member achieve their training goal. The dissatisfaction caused by the lack of variation of the exercise menu, the lack of exercise area, the cleanliness of the room that is less awake throughout the day, less terupdatenya sports equipment, policy making is less open. Loyalty behaviors undertaken by members may be in the form of recommending Fitness Center X to their colleagues. Here's a description of the loyalty behavior of members from resource persons:

"Yes" (AM, C-6, 122)

"Yes" (EM, D-5, 122)

"Yes. Many brothers, friends and fellow members are invited to join in Fitness Center X. besides many members who educate their friends about the importance of regular exercise for health and fitness body" (AK, E-6, 120) "Willing" (EK, F-6, 120)

Based on the informant's information, member's loyalty can be realized in the behavior of recommending Fitness Center X service to colleagues, relatives, and friends. In addition, many members are educating friends and relatives about the benefits of regular exercise for the health of the body and the benefits of TRX training to their relatives.

### **7Ps Integrated Marketing Mix Recommendation for Fitness Center X**

Based on the results of interviews and analysis of the pros and cons of marketing mix strategy the researcher can propose some proposed improvement of marketing mix to fitness center X as follows:

1. Provide a certified and experienced fitness trainer with at least a minimum of one year training experience with CFT, CPR, STS, SNA certification. (People and physical evidence)
2. Adding a popular and popular community training program that is Zumba, Strong by Zumba, Yoga, and Boxing (product). With the provision of experienced trainers and additional programs, the quality of services offered will increase. This is in accordance with marketing expert's statement, "Because of the simultaneity of production and consumption, the firm's personnel occupy a key position in influencing customer perceptions of product quality. In fact, those products are inseparable from the quality of the service providers (Kotler and Keller, 2013: 45)."
3. With the addition of programs and using an experienced fitness trainer, operational costs will also increase. Due to maintain a qualified trainer, the trainer's allowance is quite high. Therefore, researchers suggest the application of higher pricing when compared with competitors. (Price)
4. To provide differentiation, a safe service for the elderly member can be a differentiator with competitors. Researchers provide input to the fitness center to add a medical check up process before the exercise to determine the physical readiness of members before doing

the exercise. This process has never been done by another fitness center. This is expected to reduce the risk of accidents during sports such as heart failure in the elderly member. This process can be done by testing blood pressure, heart rate test and member breathing test. (Process)

5. To maintain the comfort of exercise, researchers suggest fitness center X to choose a new, wider place with a fresh air circulation and cleaner bathroom facilities. (Physical evidence)
6. If you can choose a new location, the researcher suggests choosing a location adjacent to a shopping center, place of worship or school. This is because the place becomes a place of day-to-day activities target market, especially housewives. (Place)
7. Researchers also proposed the design of the exercise to be more private as a differentiator with competitors. Fitness center X can create new procedures by limiting maximum number of members in a class maximum of 20 people. (Process)
8. To support the private class, the fitness center can design a more private room with the use of window film for exercise activities are not visible from outside the room. (Physical evidence)
9. To convince the member that the quality of professional trainer, fitness center X can display the certificate of trainer certificate and the hall of fame of the trainer with its portfolio so that member is confident and believe in the quality of fitness service. (Physical evidence)
10. Social media is currently the fastest and cheapest communication channel in delivering promotional messages. Target fitness center market in western Surabaya the majority often use Instagram as a means of social with their colleagues and relatives. Fitness center X can use Insta story some sports activities together by members then distribute the activity to members who are on the move with the permission of members of course to maintain privacy. Instastory is distributed is expected to attract follower members to be interested in fitness center X. (promotion)

### **Summary**

Based on the results of the study, it can be seen the effectiveness of marketing mix that has been developed by fitness center X can give satisfaction to its members and later can increase the loyalty of its members. But there are still some cons of some marketing mix strategy fitness center X which became the concern of members in choosing a fitness center. The most important cons of here is the experienced and certified trainers are still lacking in the fitness center X. The experienced fitness center switched from the fitness center X because of the difference in benefits. In addition, the other marketing mix cons is the practice menu only one variant. Sometimes members want to try the fun and relaxing exercise menu. Many members who train in fitness center with varied program will be a one stop training center and he will usually move there. In this research there is something quite interesting, the biggest motivation of fitness center X members is to keep the body fit and body posture to stay ideal. In addition, the reason of customer satisfaction is more care and politeness from trainer in smaller class, it is necessary to build a private class service consisting of 15-20 people. Private class can give more attention to the members during practice. Another differentiation that X gyms can offer is to keep exercise safe by adding a medical check-up before exercise to save a heart attack and retiree.

The suggestions in this study are as follows:

1. The theoretical suggestion of this research is the highly developed services industry in Indonesia needs more research developed for marketing services. The application of 7P is a strategy that consists of several dimensions. Each of the 7p dimensions must relate to one another mingle and balance each other to cover the weakness and increase the company's strength. In the next research needs implementation of quantitative test to know the

significance of influence 7P marketing mix towards satisfaction and loyalty society in Surabaya.

2. Suggestions for practitioners, especially the management of the fitness center X are those that provide something different from competitors when offering a higher price. Offer higher prices with higher quality also for customers to repeat training. Means of advice to make differentiation is to provide safe services for elderly members with a medical check up process before the exercise, create a private class with 15-20 people so that trainers can focus more on all members, providing experienced and certified trainers so that members can reach Their goals are happy and optimal.

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