

Evaluation of Marketing Management at The HSC Fitness Center, Yogyakarta State University

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ABSTRACT: This study aims to evaluate the marketing management practices of the Health and Sport Center (HSC) fitness center at the Faculty of Sports Sciences (FIKK), Yogyakarta State University (UNY). The research instruments consisted of interview guidelines for managers and visitors. The topics covered relate to context, input, process, and product. Data collection employed a qualitative approach, and data were obtained through interviews. The sampling technique used in this study was purposive sampling, resulting in 20 research participants, comprising 5 managers and 15 visitors to the HSC fitness center. Based on the analysis results, the evaluation of the HSC fitness center's management showed that the context aspect fell into the "good" category. The input aspect fell into the "adequate" category. The process aspect fell into the "adequate" category, and the product aspect also fell into the "adequate" category. Therefore, the overall evaluation result of the HSC fitness center's management is "adequate." There are several recommendations, including determining whether the HSC fitness center's objectives focus on education or purely on business for the context aspect; participating in various management-related training programs particularly in marketing for employees and ensuring a proportional distribution of responsibilities for the input aspect; updating the digital system for marketing implementation for the process aspect; and adding other social media platforms such as Twitter and TikTok, as well as updating the information available on currently used social media platforms for the product aspect.

KEYWORDS: Evaluation, Management, Marketing, Fitness Center, HSC

I. INTRODUCTION

Business competition in Indonesia intensified in 2021. This is highlighted in the 2021 annual report of the Business Competition Supervisory Commission (KPPU), published on its official website in April 2022. This increasingly competitive business environment is forcing businesses to focus on consumer needs and desires. Various business sectors must be able to survive in this competitive environment, of course by utilizing the right marketing strategies. (Pitoy et al., 2016) Companies seeking to compete with rivals to capture market share can employ various marketing strategies. Competitive strategies among companies to capture market share can be implemented through brand positioning and rebranding to become a market leader.

The current challenges facing fitness center operators stem not only from competition but also from the ongoing COVID-19 pandemic. Throughout 2022, the number of confirmed COVID-19 cases in Indonesia saw a sharp increase in mid-June 2022. On Tuesday, June 14, 2022, alone, there were 930 new confirmed COVID-19 cases in Indonesia. The COVID-19 pandemic, which has been ongoing for nearly two years, has had both direct and indirect impacts on society. Various sectors of life including the service industry, agriculture, banking, and other sectors have also been affected.

During the implementation of PSBB and self-quarantine measures, the number of visitors dropped drastically at the HSC (Health and Sports Center) Fitness Center at Yogyakarta State University. As stated by one of the employees at the HSC Fitness Center, the decline in visitors during the pandemic reached as high as 30%. One strategy to reignite consumer interest in visiting the facility is to utilize websites and social media as effective promotional tools. These platforms allow businesses to communicate with customers, gather feedback and suggestions, and develop products aligned with market demand. Promotion is an activity aimed at introducing products—whether goods or services to the public to attract people's interest in learning about, purchasing, and using the products or services provided. Promotion can utilize various media to market products or services, including print media, outdoor media, and social media.

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Based on the researcher's observations, the use of social media particularly Instagram by the HSC Fitness Center at Yogyakarta State University is still not optimal. The HSC State University of Yogyakarta fitness center's Instagram account, @hscfitness_uny, which has 1,080 followers, has yet to post any content. This contrasts with the Instagram account of a similar competitor, @lembahfitnessgroup, which has posted 318 times. The use of social media particularly Instagram offers benefits for companies in conducting marketing during the COVID-19 pandemic, namely by facilitating interaction between business owners and potential customers, as both parties can engage in personal interaction to build a deeper connection. Additionally, Instagram can also serve as a promotional platform to increase the company's visibility among the public.

Based on the issues outlined above, an evaluation of the marketing management at the HSC Fitness Center at Yogyakarta State University is necessary. Evaluation is essential in corporate management to assess performance outcomes. The extent to which the company's goals, objectives, and employee performance are achieved can be determined through performance evaluation (Nugroho et al., 2021). There are six models developed for conducting program evaluations, including: the Responsive Evaluation Model, the CIPP Model, the Discrepancy Model, the Goal-Free Evaluation Approach, the Formative-Summative Evaluation Model, and the Measurement Model. The researcher in this study used the CIPP evaluation model. CIPP is an evaluation model that employs a management-oriented approach, also known as a form of program management evaluation. CIPP can be broken down into context, input, process, and product. It is hoped that conducting an evaluation using the CIPP model will enable the marketing management of the HSC Fitness Center at Yogyakarta State University to move in a better direction and gain wider public recognition.

II. METHOD

This study is evaluative research aimed at assessing the objectives, implementation, and impact of a program as a basis for policy improvement and program development. The study was conducted at the HSC Fitness Center, Yogyakarta State University, in March 2023. The study population included all managers and visitors of the HSC Fitness Center at Yogyakarta State University. The sample was selected using purposive sampling, with criteria including managers who hold managerial authority and are currently active, as well as visitors who actively use social media (Instagram, TikTok, and Google Maps) and are willing to participate as respondents. The study sample consisted of one fitness division manager, two fitness instructors, two front desk officers, and 15 visitors. The research procedure began with the development of instruments based on the CIPP evaluation model, followed by expert validation, instrument revision, and data collection. Data were collected using interview guidelines designed in accordance with the CIPP components, resulting in qualitative data in the form of narratives from the respondents. Data analysis was conducted using the Miles and Huberman qualitative analysis technique, which includes the stages of data collection, data reduction, data presentation, and drawing conclusions (Sugiyono, 2019).

III. RESULT AND DISCUSSION

A. RESULT

This study involved 20 respondents, consisting of 5 managers and 15 members of the HSC Fitness Center at Yogyakarta State University. The managers were selected because they have authority over the management and implementation of marketing strategies, while the members were selected as service users who could evaluate the marketing initiatives that had been carried out. This composition of respondents provided a comprehensive perspective, as it encompassed both the service provider's and the consumers' viewpoints.

Of the 15 HSC Fitness Center members who served as respondents, the majority were new members in 2023. A total of 12 people (80%) joined in January, February, and March 2023, while only 3 people (20%) had been members prior to 2023. This indicates that most respondents have relatively recent experience using HSC Fitness Center's services; thus, their evaluations reflect current marketing and service conditions following the return to normal operations after the COVID-19 pandemic.

This composition of respondents also supports the objectives of the evaluative study, as feedback from new members can provide insight into the effectiveness of marketing strategies in attracting new customers, while long-time members can offer comparisons regarding the quality of service and marketing strategies implemented over time. Thus, the data obtained can provide more comprehensive information regarding the implementation of HSC Fitness Center's marketing management based on the Context, Input, Process, and Product (CIPP) evaluation approach.

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Table 1. Human Resource Characteristics

Characteristic	Frequency (n)	Percentage
Managers	5	25%
Members	15	75%
Total	20	100%
Members who joined before 2023	3	20% of members
Members who joined in 2023 (January–March)	12	80% of members

B. DISCUSSION

1. Context

The HSC UNY Fitness Center was established based on a Presidential Decree regarding the promotion of sports and encouraging the public to engage in physical activity; it was on this legal basis that the university administration issued a decision to establish the HSC UNY Fitness Center. The HSC UNY Fitness Center operates under the auspices of the UNY Faculty of Sports Science and Health (FIKK); accordingly, one of the primary reasons for its establishment is to serve as an educational facility and laboratory, which is expected to facilitate research for students and faculty. Although situated within an educational setting, the HSC UNY Fitness Center remains focused on business operations and community service. A decision regarding the HSC Fitness Center's focus whether to pursue a purely business-oriented or educational direction must be made because the center has dual objectives. While it is the right of every company to have multiple objectives, having objectives that are not too broad or diverse will help the company concentrate on what is considered essential to achieving its primary goal (Singh & Singh, 2021). Coordination among all members is necessary to implement changes aligned with the organization's objectives (Jalagat, 2016). This can be achieved by aligning perspectives regarding the organization's objectives between the Faculty of Sports Science and Physical Education (FIKK) and the HSC fitness center's service unit specifically, whether the center should be oriented toward business operations or community service. According to management, the location of the new HSC Fitness Center provides members with a comfortable environment for exercising; key highlights include its location, ample parking, and equipment that is comprehensive and meets international standards. Additionally, the HSC Fitness Center offers members a free service in the form of training records, which can help them achieve their goals. The research subjects in this case, the members stated that several factors attracted them to join the HSC Fitness Center. The most cited reason by members was the comprehensive facilities, a comfortable space for exercising, and the spacious layout, ensuring members do not feel cramped while working out. Its strategic location is a major draw for many members; the HSC Fitness Center is situated among numerous campuses and residential areas, making it convenient for members to commute. Many members noted that the prices offered by the center are very affordable and commensurate with the facilities provided.

New members who joined in 2023 said that when they first became members, they received excellent service from the staff and personal trainers at the HSC Fitness Center. Members reported that they received body composition measurements and calculations and were provided with exercise programs tailored to their needs, as outlined by management in their training records. The points outlined above represent the "Strengths" and "Opportunities" within a business; in the field of management, these two aspects are linked to "Weaknesses" and "Threats." A Strengths-Opportunities (SO) analysis leverages the fact that strengths can help create opportunities (Bull et al., 2016). Therefore, the strengths outlined above need to be maintained and further enhanced to position the HSC Fitness Center as the fitness center of choice among the public.

Although there are many appealing aspects to joining the HSC Fitness Center, some members have raised several concerns. Long wait times when the facility is crowded are the most frequently cited issue by members. In addition, some equipment does not function properly, such as treadmills that have been out of order and unusable for some time, and an incomplete selection of barbells. Although the environment is comfortable and the air is fresh, one of the air conditioning units is not working, which is deeply regretted by some members. Regarding these malfunctioning facilities such as the air conditioning and treadmills management stated that repairs at the HSC Fitness Center cannot be carried out as quickly as at other independent fitness centers. The HSC Fitness Center is still integrated with FIKK UNY, so administrative processes take some time. Another issue that requires more attention from management is the HSC Fitness Center's operating hours. Some members noted that they often set aside time to exercise on weekends, but the center is only open Monday through Saturday.

Based on the discussion above, the "context" aspect of the HSC Fitness Center falls into the "good" category. A recommendation is to define the HSC Fitness Center's purpose: whether it focuses on education or is purely business oriented. If the focus is on education, one strategy could be to expand or develop a new fitness center that provides services and quality

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aligned with students' needs. Conversely, if the HSC Fitness Center focuses purely on business, developing a new facility could maximize profits by leveraging available resources.

2. Input Aspects

One of the factors that attracts consumers to become members is the excellent service provided by HSC Fitness Center staff. The friendliness and assistance offered by staff at the HSC Fitness Center are a unique draw for members, ultimately leaving a positive impression. Indirectly, this excellent service serves as an effective form of word-of-mouth (WOM) marketing among consumers. However, some members regret that the HSC Fitness Center's marketing efforts through physical media are still lacking. The absence of information around the HSC such as billboards or banners makes it difficult for new members to locate the fitness center. Although some members noted that Google Maps and related information about the HSC Fitness Center are helpful, the majority stated that the information provided by management needs to be improved to better attract other customers.

Another marketing channel that management has not given sufficient attention to is social media marketing. Yet, social media marketing is one of the strategic steps that the management of an organization can take. Even members who are active UNY students were unaware of the fitness center's services on campus. Furthermore, information boards regarding HSC's fitness services are only available inside the HSC building; therefore, outdoor signage such as posters, banners, and billboards could be utilized as marketing tools. Members' awareness of the center stemmed from information shared by peers, also known as word-of-mouth (WOM) marketing. Only two out of the fifteen respondents learned about the UNY HSC Fitness Center through social media. The social media platforms used by members here for marketing via electronic word-of-mouth (eWOM) include Twitter and Instagram.

This lack of marketing management is supported by the manager's statement that the specific budget allocated for the HSC Fitness Center's marketing efforts has not been utilized optimally. No dedicated staff member has been assigned to manage marketing and the HSC Fitness Center's social media accounts. Employees with high affective commitment will go the extra mile for their organization (Swalhi et al., 2017). Therefore, the HSC Fitness Center needs to appoint a dedicated marketing manager who is committed to the role. The suboptimal allocation of this dedicated marketing budget undoubtedly has a significant ripple effect on the marketing process at the HSC Fitness Center. There are currently no employees at the HSC Fitness Center with a background in marketing management. Most employees hold degrees from the Faculty of Sports Science (FIKK) at UNY. According to one manager, in 2019, there was a specialized training program for employees on organizational marketing management. Undoubtedly, if such training were conducted again, it would be highly beneficial in enhancing the marketing knowledge of HSC Fitness Center managers. As mentioned by one member, when they inquired about HSC Fitness Center services via Instagram direct message (DM), there was no response from management for a considerable amount of time. This certainly creates a negative impression of HSC Fitness Center due to the lack of listed management contact information.

Based on the discussion above, the "Input" aspect of the HSC Fitness Center falls into the "adequate" category. The recommendation is to participate in various management-related training programs particularly in the field of marketing for employees and to assign responsibilities to each employee proportionally.

3. Process Aspect

Information can be obtained from various sources, such as print media, outdoor media, social media, and information from others. Most members learn about HSC's fitness center services from others, such as friends, parents, or fitness trainers. For some people, the surrounding environment plays a role in providing more reliable information.

Apart from their immediate surroundings, there are a few members who decided to join the HSC fitness center based on their own research. "Own research" here means that they sought out data regarding fitness center services that suited their needs at the time. These members stated that they obtained information about the fitness center from Google and social media. Although Google and the HSC fitness center's social media accounts can attract some consumers, other members noted that the quality of the information provided by management is not up-to-date and is not yet optimal. A member who joined in 2023 noted that the HSC fitness center's Instagram account has become active again in recent months, whereas previously it was very inactive. According to management, the social media platforms used for marketing by the HSC fitness center were not regularly monitored due to a transition from the previous staff to the new team.

Another obstacle faced by HSC Fitness Center management in marketing is a lack of creativity on the part of the management in creating marketing materials, resulting in information that some members find uninteresting. Companies and brands must develop digital content marketing strategies as a marketing medium (Nieves-Casasnovas & Lozada-Contreras,

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2020). Therefore, in the marketing process, HSC fitness employees should strive to learn about digital content marketing as a leading marketing method.

The exclusive reliance on cash payments is another obstacle frequently faced by management. Consumers increasingly prefer cashless payments for their financial transactions (M. Rahman et al., 2020). According to management, some members have inquired about cashless payment methods, but HSC Fitness Center has not yet been able to accommodate these requests, even though in today's digital age, cashless payments are a more effective and efficient method.

Nevertheless, excellent service from management including both fitness instructors and staff remains a unique selling point for HSC Fitness Center. This aligns with the view expressed by (DAM & DAM, 2021) that service quality takes precedence over customer satisfaction and customer loyalty. Staff who are always helpful and provide guidance to members are one of the key factors in this marketing process. New members without a background in fitness feel very satisfied with the assistance they receive from the staff. It is this sense of satisfaction among consumers that leads to indirect word-of-mouth marketing among consumers.

Based on the discussion above, the process aspect of the HSC fitness center falls into the "good" category. A recommendation is to update the digital systems used in marketing at the HSC fitness center, both directly and indirectly. Obtaining information from others to facilitate efficient and effective operations can be achieved by managing an information management system (M. A. Rahman & Anisah, 2020).

4. Product Aspects

In recent years, online marketing communications have featured video, audio, and other technological innovations (Duffett, 2017). Google is one of the most widely used platforms by members to search for information related to HSC fitness center services, compared to other social media platforms. Some members noted that the content and information available on Google are sufficient to meet visitors' needs regarding an overview of the HSC fitness center, such as its operating hours, location details, available equipment, and reviews from other customers—which tend to be positive and satisfactory.

Unlike Google, Instagram is a social media platform that some members consider less than optimal. The information on Instagram is not very informative because it lacks more detailed information, such as live updates on the status of the HSC fitness center at specific times. In fact, one member mentioned that these live updates could help motivate them to exercise. The content shared with consumers can capture their attention but may be neglected soon (Dwivedi et al., 2015). Live updates represent one content development option that management can utilize to bring a fresh perspective to fitness center marketing. Members hope that improvements and updates to the Instagram account will expand the market reach beyond previous levels.

Management stated that they are currently in the process of developing their Instagram presence. Instagram, which was previously very inactive, has begun to be revitalized in recent months. The messages conveyed through content marketing must be tailored to the chosen marketing platform (Plessis, 2017). Management must understand the characteristics of content that appeals to HSC fitness center members or prospective customers, whether through social media or print media. One manager even noted that the Instagram development process over the past two months has yielded positive results, with several customers inquiring about HSC fitness center services via Instagram. Additionally, the numerous mentions of the HSC fitness center in others' Instagram and TikTok content are gradually increasing the center's revenue.

Based on the discussion above, the product aspect of the HSC fitness center falls into the "good" category. A recommendation is to add other platforms, such as Twitter and TikTok, as part of marketing efforts, and to update the information available on current social media channels for example, by posting real-time activity updates to Instagram Stories at specific times.

V. CONCLUSIONS

Based on the results and discussion above, the evaluation of HSC Fitness Center's marketing management shows that the context aspect falls into the "good" category, the input aspect into the "adequate" category, and the process aspect into the "adequate" category. Therefore, the overall evaluation of HSC Fitness Center's marketing management falls into the "adequate" category because, in general, marketing has been planned and scheduled by management; however, the results achieved during implementation are not yet optimal.

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