

MARKETING STRATEGY TO INCREASE SALES OF YOGA STUDIO: SULLA WELLNESS CLUB

STRATEGI PEMASARAN UNTUK MENINGKATKAN PENJUALAN STUDIO YOGA: SULLA WELLNESS CLUB

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ABSTRACT

A study of Sulla Wellness Club, a yoga studio founded in 2023, shows the key challenges of low customer retention and stagnant growth in the first half of 2024 despite their marketing focus on social media. The study by using a mixed-method approach with qualitative and quantitative methods, a survey of 110 users for internal analysis (STP, Marketing Mix 7P, VRIO) and external analysis (PESTLE, competitor analysis, customer segmentation, Porter's Five Forces) analysis, then integrated the findings through SWOT. The results showed that while the studio had a unique design and variety of yoga classes, limited brand reach outside of the local area, lack of personal engagement, and over-reliance on Instagram limited retention. Only 15% of customers returned for their class, with growth peaking in early 2024. Customers wanted more personalized experiences, loyalty incentives, and community activities. Recommended the marketing strategy including the diversity of digital channels, target content, partnerships, regular events and implement the CRM to personalized the communications and rewards for the loyalty program. Development of new classes and workshops is also recommended. The implementation plan includes growth and retention targets with ongoing feedback mechanisms to adjust strategies based on market trends and customer needs.

Keywords: Yoga Studio, Customer Retention, Strategic Analysis, Digital Engagement, Market Differentiation

ABSTRAK

Studi tentang Sulla Wellness Club, sebuah studio yoga yang didirikan pada tahun 2023, menunjukkan tantangan utama berupa tingkat retensi pelanggan yang rendah dan pertumbuhan yang stagnan pada paruh pertama tahun 2024, meskipun fokus pemasaran mereka pada media sosial. Studi ini menggunakan pendekatan campuran (mixed-method) dengan metode kualitatif dan kuantitatif, survei terhadap 110 pengguna untuk analisis internal (STP, Marketing Mix 7P, VRIO) dan analisis eksternal (PESTLE, analisis pesaing, segmentasi pelanggan, Porter's Five Forces), kemudian mengintegrasikan temuan melalui analisis SWOT. Hasil menunjukkan bahwa meskipun studio memiliki desain unik dan beragam kelas yoga, jangkauan merek yang terbatas di luar area lokal, kurangnya interaksi pribadi, dan ketergantungan berlebihan pada Instagram membatasi retensi. Hanya 15% pelanggan yang kembali untuk kelas mereka, dengan pertumbuhan mencapai puncaknya pada awal 2024. Pelanggan menginginkan pengalaman yang lebih personal, insentif loyalitas, dan aktivitas komunitas. Disarankan strategi pemasaran yang mencakup keragaman saluran digital, konten yang ditargetkan, kemitraan, acara rutin, dan implementasi CRM untuk personalisasi komunikasi dan hadiah dalam program loyalitas. Pengembangan kelas dan workshop baru juga direkomendasikan. Rencana implementasi mencakup target pertumbuhan dan retensi dengan mekanisme umpan balik berkelanjutan untuk menyesuaikan strategi berdasarkan tren pasar dan kebutuhan pelanggan.

Kata Kunci: Studio Yoga, Retensi Pelanggan, Analisis Strategis, Keterlibatan Digital, Diferensiasi Pasar

INTRODUCTION

Sport is an organized and orderly action that plans to work on its actual execution. (Iwandana et al., 2021). Or you could say that you work on your real appearance for a different purpose, for example the choice to work all day

without extreme fatigue. It is also stated that regular exercise can improve lung essence, lower pulse rate, balance blood flow, shape the body, further develop sexuality, improve mental health, lower blood pressure, and improve the future (Apituley et al., 2021).

During the Covid-19 pandemic, consumers in Indonesia are adopting a more 'health and hygiene-oriented lifestyle. Based on a consumer survey across Indonesia by SurveySensum in partnership with the Mobile Marketing Association (MMA), there are 7 keys of health and hygiene activities increasing due to Covid-19. The 7th highest key activity is sports/fitness activity with an 18% increase.

Data from Statista's Global Consumer Survey in 2023 shows that despite the potential health benefits to all, yoga continues to be more commonly practiced by women. The survey also reveals the extent to which the gender gap varies country to country.

on January 1, 2023 a new Yoga studio called Sulla Wellness Club officially opened to the public. In the first year of operating the Yoga Studio, the studio has gained a total customer up to 1,130 Customers and only 15% showing the retention. Coming to the 2nd year, Sulla wants to increase the number of customers in total 2,356 with 40% retention rate. And on the H1 of 2024, the number of customers were stagnant. The Studio's marketing strategy focusing on their activity on Instagram to increase the followers and and to make new customers to join the Yoga Class. They still need to focus on gaining new customers especially in Tangerang Area. Therefore, this research has the following questions: 1. What are the factors that influence the low retention rate of customer numbers of the Sulla Wellness Club? 2. What is the Internal and external factors condition of Sulla Wellness Club? 3. What are the factors that would help the Sulla Wellness Club to increase the number of customers? 4. What is the propose marketing strategy for the Sulla Wellness Club to increase the retention

rate? 5. What is the implementation plan to increase the sales Sulla Wellness Club? From these questions, the author highlights the objectives of this study including: to analyze the internal and external business environment, to determine the most suitable marketing strategy through STP and marketing mix (7Ps) framework, VRIO Analysis, and to formulate an implementation plan to determine Sulla Wellness Club the appropriate retention strategy

LITERATURE REVIEW

Marketing strategy involves planning and executing a combination of segmentation, positioning, and marketing mix to achieve business goals. Based to Kotler and Armstrong (2011), the STP (Segmentation, Targeting, and Positioning) framework and 7Ps of the marketing mix (Product, Price, Place, Promotion, People, Process, Physical Evidence) are crucial in service industries like wellness centers. Additionally, VRIO analysis helps identify unique internal capabilities that can offer sustained competitive advantages. External analyses including PESTEL and Porter's Five Forces help assess market opportunities and threats. Brand loyalty and customer behavior, influenced by perceived service quality and satisfaction, also play a key role in customer retention and business growth.

RESEARCH METHODS

This study uses a mixed-method approach, namely a combination of qualitative and quantitative methods in a complementary manner to obtain a more complete, in-depth, and valid understanding of the integrated marketing communication (IMC) strategy in increasing brand awareness and sales at Sulla Wellness Club. The

research framework can be seen in Figure.

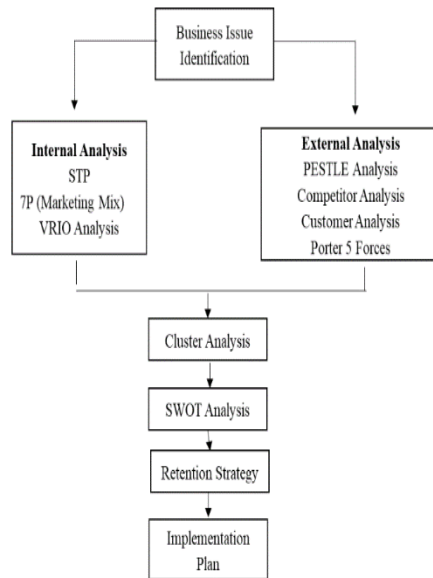


Figure 1. Research Design Framework

The data collection method consists of primary and secondary data. Primary data that collected through questionnaire for 110 respondents, include the members who have joined in Sulla Yoga Studio classes and non-members who are potential to join the yoga class in the future. The respondents were selected using Slovin's formula to ensure an adequate sample size from the target population of approximately 110 people. Respondent profile data was also used for cluster analysis to identify homogeneous groups based on visit frequency, class types, motivations, satisfaction, and loyalty. For in-depth interviews with internal staff of Sulla Yoga Studio to gain any insights about the current challenges and opportunities for improvement to enhance customer awareness. Secondary data are gather from variety of sources like journals, books, articles, and online resources, as well the internal data from the Sulla Wellness Club.

To validate the accuracy and reliability of the data, validity and reliability tests were used. Validity is

using the Pearson correlation coefficient, and reliability was measured with Cronbach's Alpha, with a threshold of $\alpha \geq 0.7$ considered acceptable.

RESULTS AND DISCUSSIONS

A. Internal Analysis

The internal analysis will includes explanation of STP Analysis, And Marketing Mix 7P through this sub section

Segmenting, Targeting, Positioning (STP) Analysis

The STP model is used to identify the market segmentation opportunity, choose potential segment, and determine the suitable positioning strategy to the target consumers. This approach will help Sulla Wellness Club to plan a marketing strategy that is a perfect fit for them.

- **Segmenting**

segmentation process focus on demographic, psychographic, and behavioral variables. Customers are primarily urban, mid-to-upper-income women aged 25–40, with high wellness awareness and flexible work arrangements. Psychographically, they seek emotional balance, physical health, and stress relief.

- **Targeting**

Targeting strategies identify two core segments which is Professionals and freelancers who located or working in South Tangerang and Health-conscious individuals familiar with yoga or exploring it as a lifestyle activity.

- **Positioning**

Positioning is focused on offering a holistic wellness experience through yoga, with an open-space studio environment that differentiates Sulla from traditional fitness centers. However, this positioning lacks

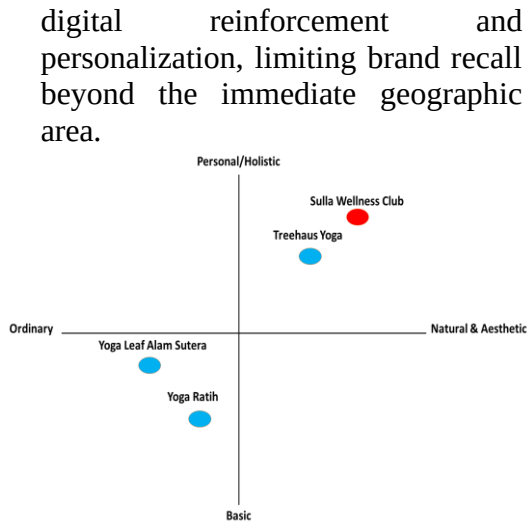


Figure 2. Competitive Positioning Map Analysis

Marketing Mix (7Ps) Analysis

● Product

Products in the context of yoga studios include different types of class services, user experience, and emotional added value provided during the interaction process. Sulla's actual products are divided into categories based on the type of yoga classes and additional services: Yoga Classes Based on Ability Level, Classes Based on Style & Purpose, Plans and Support Service.

● Price

Sulla's pricing strategy already reflects its positioning as a premium yoga studio with a personal and high-quality approach. However, there is a need for flexibility in price promotions to reach light users or novice customers.

● Place

For Sulla Wellness Club, the distribution of services focuses on the studio's physical location, reservation system, and potential for digital expansion. Currently, Sulla's main distribution channel is direct delivery via on-site classes. This approach provides complete control over the quality of service, but limitations at a single physical point limit business scalability. Therefore, the digitalization

of distribution is an important strategic step to increase reach and efficiency.

● Promotion

The Integrated Marketing Communication (IMC) strategy implemented by Sulla Wellness Club focuses on combining various communication channels that complement each other to convey brand messages consistently and effectively. Based on Kotler's approach, a good IMC should integrate advertising, sales promotion, direct marketing, and events in an integrated manner. Current promotions are quite effective in building a natural and relatable brand image, but they are not optimal in converting new customers due to the lack of a targeted paid digital marketing strategy. The use of a more structured, data-driven, and loyalty-based promotional approach will help increase the customer base and strengthen long-term relationships with customers.

● Process

In the service marketing mix, the Process element refers to the entire flow of activities, procedures, mechanisms, and service experiences that customers go through from pre-service, during service, to post-service. Clarity and convenience in the process will greatly affect customer satisfaction, operational efficiency, and customer retention rates.

● Physical Evidence

Sulla Wellness Club successfully leverages the studio's physical evidence and visual aesthetics to reinforce the promised holistic experience. However, the digital side as *extended physical evidence* still needs to be improved so that the studio's professional image can also be felt by potential customers who have never come in person.



Figure 3. Sulla Wellness Club Studio

● People

The people element in Sulla Wellness Club has become a major force in shaping customer experience and loyalty. Strong interpersonal relationships with class participants are its own selling point. However, in order to increase the scale and consistency of service quality, it is necessary to strengthen the HR management system based on service and technology standards.

VRIO Analysis

VRIO is a strategic analysis tool used to identify whether an organization's resources and capabilities can be a long-term competitive advantage. In the context of the Sulla Wellness Club, this analysis refers to the internal strengths that are already possessed as well as the managerial challenges in making optimal use of them.

The results of VRIO's analysis show that Sulla Wellness Club has several resources that are valuable and relatively rare, especially the natural studio atmosphere, a loyal customer community, and its positioning as a yoga place that is oriented towards healing and mindfulness. These elements are not easy for competitors to imitate because of the emotional attachment that has been formed with customers, as well as the brand image that has been associated with comfort

and personal connection. However, some of these resources have not been fully supported by adequate internal systems and structures (organization). For example, even though active communities have been formed, the absence of a CRM, automated reservation system, and systematic loyalty program makes this potential competitive advantage not able to be fully utilized. This makes these advantages only temporary (temporary advantage), not sustainable (sustainable advantage). In addition, resources such as instructor quality and class variety have value, but they are not scarce and can be easily replicated by competitors. Meanwhile, aspects such as limited promotion on social media and unpreparedness for operational digitalization are internal weaknesses that must be addressed immediately to increase competitiveness.

Table 1. VRIO Analysis Result

Resources/Capabilities	Valuable	Rare	Inimitable	Organized	Strategic Advantages
1. A natural and relaxing studio atmosphere	Yes	Yes	Yes	No	Temporary competitive advantage
2. Active & loyal customer community (Sundaze event)	Yes	Yes	Yes	Yes	Continuous competitive advantage
3. Professional and mindful instructor	Yes	No	No	Yes	Short-term advantages
4. Manual reservation & payment system	Yes	No	No	No	Internal weaknesses
5. Varied and inclusive yoga classes	Yes	No	No	Yes	Competitive advantages, but easy to replicate
6. Promotion only through Instagram	No	No	No	No	Doesn't support competitive advantage
7. Brand positioning as a place of healing and mindful	Yes	Yes	Yes	No	Potential for excellence if supported by a strong system

B. External Analysis

The external analysis of Yoga Studio : Sulla Wellness Club will be discussed throughout this subsection. Yoga Studio would be able to take preventive actions and seize opportunities by analyzing their external factors. The analysis will include PESTEL analysis, Competitor Analysis, and Customer Analysis.

PESTEL Analysis

PESTLE (Political, Economic, Social, Technological, Legal, Environmental) analysis is a strategic tool used to understand external factors that affect business operations and strategies (Xu, 2022). In the context of a yoga studio like Sulla Wellness Club, the application of PESTLE analysis helps in identifying opportunities and threats that arise from the macro environment.

● Political

Political factors play an important role in supporting or hindering business growth, especially in the service sector such as wellness and run. In the Indonesian context, the government shows policy directions that tend to support a healthy lifestyle and the development of the preventive health sector. This is reflected through government initiatives such as *Germas* (Healthy Living Community Movement) initiated by the Ministry of Health (KEMENKES), where physical activity is one of the main focuses to reduce the risk of non-communicable diseases.

● Economic

Economic factors are external aspects that greatly affect the operations and pricing strategies in service-based businesses such as yoga studios. As a studio that targets the middle to upper-class market, stable economic conditions and the growth of purchasing power in this segment are crucial for maintaining business sustainability (Bank Indonesia, 2023).

● Social

Yoga is particularly popular among urban women from the upper-middle class, who generally have higher access to health-related information and a greater awareness of self-care (Wijaya & Dwita, 2024). This aligns with Sulla's target demographic—young to

early adult women with an educated, active lifestyle and a high openness to wellness trends.

● Technological

Technology factors play a crucial role in the development of the service industry, including the and wellness industry such as yoga studios. Digital transformation has changed the way customers interact with services—from information retrievals, reservations, payments, to post-service feedback systems (Kotler & Keller, 2016).

● Environmental

Public awareness of environmental sustainability continues to increase, especially among young consumers and the upper middle class, which is Sulla's main target. In this context, customers judge services not only by the direct benefits, but also by the ecological impact of the business activity (Peattie & Belz, 2010). Sulla has been strategically positioned to adopt the values of mindfulness and harmony with nature—reflected in the studio's open-plan location that blends in with the natural elements of the Alam Sutera region.

● Legal

The legality aspect includes various regulations that regulate business operations nationally and locally. In the context of yoga studios, compliance with business licenses, sports activity permits, and classroom capacity are fundamental things that affect business sustainability (Lovelock & Wirtz, 2016). Failure to meet these requirements can lead to administrative sanctions and even operational closure by local authorities. In addition to operational permits, tax aspects are also a concern, including obligations to income tax, VAT, and appropriate financial reporting. In the digital era, tax obligations also include online transactions and digital promotion.

Porter's Five Forces Analysis

To understand the strategic position of Sulla Wellness Club in the industry, specifically yoga studios, Porter's Five Forces framework was used. This analysis aims to assess the level of competitiveness and potential external pressures that can affect profitability and business continuity. Here are the five main strengths analyzed:

1. Threat of New Entrants – Medium

The yoga studio industry has a relatively low barrier to entry because it does not require complex technology or large capital. Many freelance instructors can open their own classes or form small yoga communities. Nonetheless, building a loyal community of customers, a distinctive studio atmosphere, and a mindful positioning like Sulla's takes time and consistency, so it remains a barrier to indirect entry. Therefore, the threat of new entrants can be categorized as moderate.

2. Bargaining Power of Buyers – High

Sulla's customers have plenty of alternative options, from other yoga studios, gym classes that offer yoga, to digital platforms like YouTube or even free yoga mobile apps. The high substitution options and low switching costs make customers have high bargaining power. The findings from the study also show that most customers tend to be sensitive to price and quality of promotions, which reinforces this conclusion.

3. Bargaining Power of Suppliers – Low to Medium

In the context of Sulla, the main suppliers are yoga instructors, equipment providers, and studio site owners/managers. Due to the large number of freelance instructors on the market and the general availability of yoga equipment, the

bargaining power of suppliers is not very dominant. However, if Sulla is highly dependent on a particular instructor (who has a strong emotional connection to the community), then there can be a specific dependence that increases their bargaining power.

4. Threat of Substitutes – High

Substitute products for yoga studios are plentiful and easily accessible. Users can choose to practice self-paced yoga through online videos, apps like DownDog or Calm, or even replace yoga with other activities like pilates, gym, or meditation. This creates a high level of pressure on physical studios, especially when it comes to maintaining loyalty and creating emotional value that can't be obtained from digital substitution.

5. Industry Rivalry Intensity – High

The yoga studio industry, especially in the Tangerang and Jakarta areas, has a high level of competition. Studios such as Treehaus Yoga, Soulbox, Yoga Leaf, and classes from popular influencers offer a wide variety of options. Because the main differentiation is only in atmosphere, experience, or teaching style, competition often occurs on price, flexible schedules, or community strength. This puts high pressure on all market participants to continue to innovate.

Competitor Analysis

After identifying the profiles of the main competitors operating in a similar segment to Sulla Wellness Club, the next step is to conduct a strategic comparison based on several important variables that influence customer preferences and decisions in choosing a yoga studio. These variables include product and service aspects, pricing, location and accessibility, promotions,

and approaches to customer experience. In terms of products and services, Sulla Wellness Club offers a fairly complete variety of yoga classes, including classes that are rarely available in other studios, *Flow to Yin*, and *Feel Good Flow*, with a mindful and inclusive approach. Studios like Yoga Leaf or Treehaus also offer a variety of classes, but generally still focus on conventional yoga styles like Hatha and Vinyasa. Sulla stands out for its emotional and personal approach to customers, which creates a safe and warm atmosphere—in keeping with the brand's values as a holistic sanctuary.

Table 2. Strategic Comparison Matrix of Sulla Wellness Club Competitors

Aspects	About the Wellness Club	Yoga Leaf Alam Sutera	Yoga by Rath (Online Yoga Influencer)	Treehaus Yoga
Place	Dedicated yoga studios, small communities	Dedicated yoga studio	Online & physical pop-up classes	Boutique yoga studio with natural, intimate atmosphere
People	Urban women 25–35 years old, mindful, upper-middle class	General, regular yoga lovers	General, yoga beginners or followers	Women 25–40 years old, mindful segment, seeking emotional and spiritual wellness
Class Type	Vinyasa, Hatha, Flow to Yin, Gentle Flow	Vinyasa, Hatha, Basic Flow	Basic Flow, Relaxation, IG Live Class	Yin, Vinyasa, Hatha, Sound Healing, Chakra, Prenatal
Approach	Holistics, Personal, Inclusive, Mindfulness	Traditional, functional	Accessible, casual, social engagement	Reflective, healing, focused, slow & soulful
Physical Evidence	Open, natural, natural lighting studio	Indoor, simple, conventional studio	Online-based, flexible setting	Indoor–outdoor, wood & greenery themed, cozy, premium aesthetic
Price per Class	Rp135,000–155,000 (drop-in)	Around IDR 125,000–150,000	Free – IDR 75,000 (online), up to 150,000 (offline)	Rp175,000–190,000 (drop-in)
Product	Bundling 4, 8, 15 classes	Bundling 5, 10, 20 classes	Occasional packages (based on events)	Bundling 4, 8, 12 classes
Process	Manual on WA and via Website-	Manual (WA/Instagram)	Manual via DM or Google Form	Manual (WhatsApp/DM), no automation
Promotion	Instagram, community, events (Sundaze Festival)	Social media, regular promotion	Social media, influencer engagement	Organic social media, storytelling, spiritual facilitator collaboration

Costumer Analysis

The customer analysis of Sulla Wellness club, based on 110 respondent, distribution in this study showed that the majority of respondents were women, namely 105 people or equivalent to 95.45% of the total respondents, while men were only

4.55% or 5 people. The dominance of women in this demographic indicates that Sulla's marketing and service design approach has been in line with the characteristics of its main market. In terms of work, the most respondents came from the employee group, which was 62 people or 56.36%. This indicates that yoga is in demand among active professionals who are likely to face work pressure and need relaxation activities that help manage stress. The rest of the group included college students (19.09%), housewives (6.36%), and a number of other professions such as doctors, psychologists, and architects, albeit in smaller numbers. Meanwhile, in terms of age, the majority of respondents were in the range of 25–35 years, namely 72 people or 65.45%, while the rest were aged 18–24 years as many as 38 people or 34.55%. This age range reflects the younger generation and early adults who generally already have a high awareness of mental and physical health, and have enough purchasing power to access premium yoga services such as those offered by Sulla Wellness Club. In terms of monthly spending ability, data shows that the majority of respondents have expenses of more than IDR 5,000,000, namely 64 people (58.18%). Meanwhile, 36 respondents (32.73%) were in the spending range between Rp 10,000,000 – Rp 20,000,000, and the rest were in the higher range. These findings indicate that most of the respondents are from the upper middle class, who have good enough purchasing power to take premium yoga classes like those offered by Sulla Wellness Club. In terms of workplace location, the majority of respondents are known to work in Jakarta as many as 65 people (59.09%), followed by Tangerang as many as 26 people (23.64%). A small number of

others came from remote locations (2.73%), or had not worked (12.73%), and only 1 person each from Bekasi and Depok. The data also shows that the majority of respondents already have prior knowledge about the existence of yoga studios, with 106 respondents (96.36%) answering "Yes", and only 4 respondents (3.64%) are not yet aware of the related information. This shows that brand awareness of yoga studios in general is already very high among respondents.

Regarding the experience of yoga, as many as 99 people (90%) of respondents stated that they had had experience in yoga classes before, while only 11 people (10%) had never tried it. One of the interesting aspects that was also analyzed in this study was the extent of respondents' social involvement in yoga activities, which was represented by the variables of membership of more than one person in the same yoga studio. Based on the data, as many as 44 respondents (44.55%) stated that they had more than one member (friends, partner, or family) who also participated in yoga activities, while 61 respondents (55.45%) participated in yoga individually. In terms of the frequency of practicing yoga, respondents showed a fairly even distribution, reflecting the diversity of intensities of engagement in yoga activities. A total of 41 respondents (37.27%) stated that they practiced yoga 1-3 times a week, while 40 respondents (36.36%) did yoga once a month. The rest, namely 29 respondents (26.36%), admitted to only doing yoga once in two months, and none of the respondents did yoga more than four times a week. On the other hand, respondents' perceptions of the health effects of yoga showed very positive results. A total of 39 people (35.45%) stated that yoga had a very large impact, and 44 people

(40.00%) considered the impact to be large, while 22.73% stated that the impact was quite large. Furthermore, the perception of yoga's high benefits is also the basis for building customer retention.

C. SWOT Analysis

SWOT analysis was used in this study to evaluate the internal and external strategic position of Sulla Wellness Club as a yoga studio located in the Alam Sutera area. This model groups research findings into four categories: strengths, weaknesses, opportunities, and threats. This information was collected from various analysis sources, such as STP, Marketing Mix (7P), PESTEL, VRIO, competitor analysis, respondent survey results, and regression test results and cluster analysis.

Table 3. SWOT Analysis

Strengths	Weaknesses
The majority of customers are on target: women aged 25–35 years, upper middle class, yoga experienced (Respondent Characteristics, STP – Segmenting & Targeting)	The dimensions of Product, Place, People, Process, and Physical Evidence do not significantly affect the Retention Rate (Marketing Mix – Regression Results)
The studio atmosphere is open and natural, supporting the practice of mindful yoga emotionally and spiritually (Marketing Mix – Physical Evidence, STP – Positioning)	Promotions are still limited organically, there is no formal referral system and paid advertising (Marketing Mix – Promotion, Competitor Analysis)
Promotion and Price Dimensions Proven to Have a Significant Effect on Retention Rate (Marketing Mix – Regression Results)	The business is still small-scale and based on a single physical location (Competitor Analysis, PESTEL – Environmental)
Repurchase Intention from customers significantly increases loyalty (Brand Loyalty – Regression Results)	Beginner customer sensitivity to class drop-in pricing (Marketing Mix – Price, Customer Analysis)
All items in the questionnaire are valid and reliable (Validity & Reliability Test – Customer Analysis)	Reliance on physical studios can limit market expansion and reach (Marketing Mix – Place, PESTEL – Environmental)
There have membership/loyalty system based on points or levels (Marketing Mix – Price, Customer Analysis)	
Opportunities	Threats
Increasing public awareness of holistic health post-pandemic (PESTEL – Social)	Competition with premium yoga studios like <u>Yoga Leaf Alam Sutera</u> , <u>Treehaus</u> (Competitor Analysis)
Potential target market of Jakarta and BSD workers who are looking for a studio with a relaxed atmosphere (Respondent Characteristics – Work Location, STP – Targeting)	Digital yoga alternatives such as YouTube, Zoom classes, and low-priced or free apps (Competitor Analysis, PESTEL – Technological)

D. Validity and Reliability Analysis

The validity test aims to measure the extent to which the items in the questionnaire are able to represent the construct or variable to be measured. In

this study, there are two main independent variables, namely Marketing Mix and Brand Loyalty, and one dependent variable, namely Retention Rate. The validity test was carried out using the Pearson Product Moment Correlation method, and the results showed that all items in each variable had a significance value (Sig. 2-tailed) of 0.000 and a strong correlation value to the total construct score, so that it was declared valid.

Validity Testing

The validity test is used to determine whether each item in the questionnaire accurately reflects the variable it is supposed to measure. If $r \text{ count} \geq r \text{ table}$ (with significance level $\alpha = 0.05$ and $N = 110$), the item is considered valid. Items were tested for variables associated with the Marketing Mix (7Ps) and Brand Loyalty (i.e., satisfaction, emotional connection, and intention to repurchase). All items showed a correlation coefficient higher than the critical value ($r \text{ table} \approx 0.187$), indicating a strong and statistically significant relationship between individual items and the total construct. Therefore, all questionnaire items were declared valid and suitable for further analysis.

Reliability Testing

The reliability test was conducted to evaluate the internal consistency of the questionnaire, i.e., how well a set of items measures a single latent construct. The Cronbach's Alpha coefficient was used for this purpose. Interpretation of Cronbach's Alpha: $\alpha \geq 0.9$: Excellent, $0.8 \leq \alpha < 0.9$: Good, $0.7 \leq \alpha < 0.8$: Acceptable, $0.6 \leq \alpha < 0.7$: Questionable, $\alpha < 0.6$: Poor. With the result, Marketing Mix 7Ps dimension: Cronbach's Alpha = 0.875 (Good). Brand Loyalty dimension: Cronbach's

Alpha = 0.862 (Good). Retention variables: Cronbach's Alpha = 0.804 (Acceptable–Good). These results indicate that the questionnaire items used in this study are highly reliable, and the internal consistency among items measuring each construct is strong.

E. Cluster Analysis

The cluster analysis is a statistical methodology to identify groups of customers who have similar needs and preferences. This study uses a combination of hierarchical clustering and K-means clustering methods by using IBM SPSS 30 to identify customer segmentation. Hierarchical clustering with Ward's linkage method is used to determine the optimal number of clusters, while K-means clustering is implemented to classify respondents into predetermined clusters.

Table 4. Cluster Result

Cluster	Respondent (N)	Percentage (%)
1	59	53,64
2	51	46,36
Total	110	100,00

Table 5. Cluster Characteristic

Dimension	Variable	Cluster 1	Cluster 2
Gender	Male	1,8%	2,7%
	Female	31,8%	63,6%
Work	Employees	22,7%	33,6%
	Internship	0,0%	0,9%
	Housewives	0,9%	5,5%
	Student	3,6%	15,5%
	Others	2,7%	6,4%
	Not Working	0,9%	1,8%
	Art Worker	0,0%	0,9%
Age	Doctor	1,8%	0,9%
	Psychologist	0,9%	0,0%
	Architect	0,0%	0,9%
	18-24 Years	10,0%	24,5%
Spending	25-35 Years	23,6%	41,8%
	> Rp. 5.000.000	20,0%	38,2%
	Rp. 10.000.000 - Rp. 20.000.000	10,9%	21,8%
	Rp. 20.000.000 - Rp. 50.000.000	2,7%	4,5%
	> Rp. 50.000.000	0,0%	1,8%
	Tangerang	4,5%	19,1%
Office Location	Jakarta	25,5%	33,6%
	Remote	0,0%	2,7%
	Not Working	2,7%	10,0%
	Bekasi	0,9%	0,0%
	Depok	0,0%	0,9%
Information	Yes	31,8%	64,5%
	No	1,8%	1,8%
Experience	Yes	27,3%	62,7%
	No	6,4%	3,6%
> 1 Member	Yes	20,9%	23,6%
	No	12,7%	42,7%
Frequency	1-3 times on weeks	6,4%	30,9%
	Once month	10,9%	25,5%
	twice month	16,4%	10,0%
Health Effect	Sangat Besar	6,4%	29,1%
	Besar	17,3%	22,7%
	Cukup	9,1%	13,6%
	Kecil	0,9%	0,9%

Table 6. Result of Cluster Analysis

Variable	Item	Cluster 1	Cluster 2
Product	The yoga program offered by Sulla Wellness Club is according to my needs.	4,64	3,76
	The variety of yoga classes at Sulla Wellness Club provides many interesting options.	4,82	3,96
	The Fluid Flow class at Sulla Wellness Club is very interesting (Every Monday, 09.00)	4,25	3,29
	The Basic Flow class at Sulla Wellness Club is very interesting (Every Tuesday, 08.00)	3,96	3,13
	The Flow to Yin class at Sulla Wellness Club is very interesting (Every Tuesday, at 19.00)	4,18	3,15
	The Vinyasa Beginner class at Sulla Wellness Club is very interesting (Every Wednesday, 08.00)	3,96	3,25
	The Vinyasa 101 class at Sulla Wellness Club is very interesting (Every Wednesday, 19.00)	4,25	3,29
	The Feel Good Flow class at Sulla Wellness Club is very interesting (Every Thursday, at 08.00)	4,04	3,25
	The Balanced Vinyasa class at Sulla Wellness Club is very interesting (Every Thursday, 19.00)	4,35	3,36
	The Gentle Hatha class at Sulla Wellness Club is very interesting (Every Friday, at 08.00)	3,96	3,33
	The Moonlit Flow class at Sulla Wellness Club is very interesting (Every Friday, at 19.00)	4,47	3,42
	The Ashanga Led class at Sulla Wellness Club is very interesting (Every Saturday, 07.30)	4,42	3,56
	The Dynamic Vinyasa Flow class at Sulla Wellness Club is very interesting (Every Saturday, 10.00 am)	4,69	3,87
	The Sunnet Vinyasa class at Sulla Wellness Club is very interesting (Every Saturday, 16.00)	4,49	3,73
	The Mindful Morning Flow class at Sulla Wellness Club is very interesting (Every Sunday, at 08.00)	4,71	3,80
	The Beginner's Yoga class at Sulla Wellness Club is very interesting (Every Sunday, 10.00 am)	4,53	3,65
	I am satisfied with the quality of the instructors and yoga programs available.	4,73	3,89
	The quality of yoga services I received was comparable to my expectations.	4,82	3,82
	The Sulla Wellness Club yoga bathroom facilities support my comfort and safety.	4,25	3,73
	The price of Membership Bundling at Sulla Wellness Club is in line with the benefits I get.	4,49	3,65
	The price of Sulla Trial Package Membership at IDR 300,000 / 3 Classes / For 1 Month is very attractive to me.	4,80	4,25
	I would recommend the Sulla Wellness Club loyalty program to my immediate family or relatives	4,78	3,55
	The Sulla team was very responsive and helped me in supporting the loyalty program.	4,75	3,69
	I find the information about the Sulla Wellness Club loyalty program to be easily accessible and understandable.	4,69	3,62
	The benefits or rewards in loyalty programs that are most obtained are very attractive.	4,78	3,47
	It is likely that I will remain a Sulla Wellness Club customer in the next 12 months because of the loyalty program.	4,40	3,07
Retention Rate	I feel that the loyalty program of the Sulla Wellness Club makes me less interested in moving elsewhere.	4,13	2,82
	Sulla Wellness Club's loyalty program makes me more confident and confident to continue using Sulla Wellness Club's services.	4,58	3,20
Process	I often see Sulla Wellness Club promotions on social media or the internet: Facebook	2,75	1,93
	I often see Sulla Wellness Club promotions on social media or the internet: Twitter	2,67	1,98
	I found Sulla Wellness Club through the recommendation of you/Friends/ Co-workers	4,51	3,75
	I found Sulla Wellness Club through the official website.	3,22	2,25
	The promotional information from Sulla Wellness Club caught my attention to try its services.	4,64	3,53
	I feel that the promotions offered encourage me to subscribe/take classes.	4,62	3,56
	The registration process for yoga classes at Sulla Wellness Club is easy and efficient.	4,76	3,93
People	The class schedule offered is clear and easy to follow.	4,82	3,98
	The reservation or class booking system runs smoothly and with minimal friction.	4,85	3,87
	The yoga instructors at Sulla Wellness Club are very competent and professional.	4,89	3,96
Physical Evidence	The staff or service officers provide friendly and helpful service.	4,82	3,85
	The appearance of yoga staff and instructors presents good and comfortable neatness and cleanliness.	4,87	3,95
	Sulla Wellness Club's yoga studio has a clean, tidy and soothing physical environment.	4,69	3,98
	The yoga equipment at Sulla Wellness Club is clean and adequate.	4,51	3,82
Brand Perception	Sulla Wellness Club's website or social media reflects the quality and brand identity well.	4,89	3,89
	I am very familiar with the bundling program or membership card offered.	4,65	3,40
	The quality of Sulla's products and services is very satisfactory.	4,78	3,64
	I am very satisfied with the use of the benefits of the loyalty program provided.	4,65	3,55
Emotional Satisfaction	Our Loyalty Program brings me closer emotionally to the Sulla Wellness Club brand.	4,64	3,31
	I am very appreciated as a member of the Sulla Wellness Club loyalty program.	4,69	3,45
	I am very satisfied when using the Sulla Wellness Club loyalty program.	4,69	3,42
Repurchase Inten	I will most likely continue to use the Sulla Wellness Club loyalty program.	4,49	3,38
	I will take advantage of the points or benefits from the	4,60	3,58
Place	300,000 / 3 Classes/ For 1 Month is very attractive to me.		
	The price of Sulla Membership Bundling Package at IDR 500,000 / 4 Classes/ For 1 Month is very attractive to me.	4,53	3,85
	The price of Sulla Membership Bundling Package at IDR 950,000 / 8 Classes/ For 2 Months is very attractive to me.	4,51	3,56
	The price of Sulla Membership Bundling Package at IDR 1,500,000 / 15 Classes/ For 3 Months is very attractive to me.	4,40	3,53
	Sulla Wellness Club offers competitive prices compared to other yoga studios.	4,45	3,53
	The way to pay for classes at Sulla using QRIS is very efficient.	4,91	4,20
	The way to pay for classes at Sulla using a Virtual Account is very efficient.	4,89	4,04
	The way to pay for classes in Sulla using Gopay/Ovo is very efficient.	4,82	4,02
	The way to pay for classes at Sulla using Credit Card is very efficient.	4,65	3,84
	I am interested in using the Membership Trial Package Sulla payment method for IDR 300,000 / 3 Classes / For 1 Month.	4,73	4,04
	I am interested in using the Membership Bundling Package Sulla payment method for IDR 300,000 / 4 Classes / For 1 Month.	4,47	3,53
	I am interested in using the Sulla Bundling Package membership payment method for IDR 950,000 / 8 Classes/ For 2 Months.	4,36	3,20
	I am interested in using the Membership Bundling Package Sulla payment method for IDR 1,500,000 / 15 Classes / For 3 Months.	4,25	3,22
	The location of Sulla Wellness Club is easy for me to reach.	4,51	3,60
	The location of Sulla Wellness Club is quite strategic and close to where I live.	4,31	3,31
Promotion	The parking lot at Yoga Studio Sulla Wellness Club is quite spacious and comfortable.	4,69	3,91
	I received a promotional ad from Sulla Wellness Club.	4,25	3,31
	I often see Sulla Wellness Club promotions on social media or the internet: Instagram	4,42	3,71
	I often see Sulla Wellness Club promotions on social media or the internet: TikTok	3,89	3,09

Based on cluster analysis conducted on 110 respondents using a combination of Hierarchical Clustering (Ward's method) and K-Means Clustering (k=2) methods, two main customer segments from Sulla Wellness Club were obtained. The distribution of respondents in the two clusters was quite balanced, namely Cluster 1 amounting to 59 respondents (53.64%) and Cluster 2 with 51 respondents (46.36%). Furthermore, each cluster was further analyzed based on their demographic characteristics, behavior, and perception of Marketing Mix, Brand Loyalty, and Retention Rate.

Cluster 1 is made up of customers with high levels of satisfaction, loyalty, and retention, while Cluster 2 shows a more neutral to low perception of almost all of the metrics measured. This analysis confirms that there are two customer segments with different needs, perceptions, and loyalties. Cluster 1 is a loyal customer, who highly value the quality of the product, the studio atmosphere, and the warmth of the service. Cluster 2 consists of passive or neutral customers, who tend to be emotionally unbound and require a promotion-based strategic approach, price flexibility, and increased service value. These findings reinforce the need for segment-based personalization strategies, with different approaches for each cluster to improve promotion effectiveness, customer experience, and overall retention rates.

F. Solution Plan and Proposed Implementation Plan

In this analysis, to tackle the business challenges, the strategic marketing framework, namely the STP tool as strategic decision and marketing mix (7Ps) as tactical execution, is defined, enabling the company to strengthen its competitive advantage.

Proposed STP (Segmentation, Targeting, Positioning)

To design a targeted marketing strategy, the STP (Segmentation, Targeting, Positioning) approach is used as the initial foundation. Segmentation is carried out based on consumer demographics, lifestyle, and behavior.

● Proposed Segmentation

Cluster 1 – Loyal Enthusiasts
Are customers with high scores in the dimensions of brand loyalty, satisfaction, and engagement. They appreciate the quality of the instructors, the atmosphere of the classroom, as well as the emotional approach of the services provided. Sulla's positioning that prioritizes emotional attachment and community is very relevant to their needs. Strategy for Cluster 1: Strengthen loyalty through an exclusive member program, Offer special classes or community events such as yoga retreats or mindful talks. Use them as a brand advocate through a referral or testimonial system. Cluster 2 shows low to moderate scores in terms of satisfaction, loyalty, and attachment. Usually a user who tries to go through an event or promotion, but is not emotionally attached yet. Strategy for Cluster 2: Focus on conversion through first-timer promotions, yoga benefits education, and fun first experiences, Optimize the use of digital media to convey positioning more attractively, Provide incentives, such as advanced class discounts or free community access.

● Proposed Targeting

The main target of Sulla Wellness Club is urban women aged 25–35 who have an active lifestyle, are health-conscious, and are looking for emotional balance. This segmentation is divided into several sub-segments such as office workers, beginners, and event-

based users. Based on the positioning results, Sulla positions itself as "a holistic yoga sanctuary"—a yoga studio that combines a mindful approach, personalized service, an open natural and aesthetic atmosphere, and a supportive community.

● Proposed Positioning

Sulla's positioning emphasizing the value of natural, mindful, and community can reach the two clusters differently: For Cluster 1, this positioning strengthens the reason why they remain loyal. For Cluster 2, this positioning is a "curiosity trigger" and offers a different experience from a regular yoga studio that is more mass and generic. With this approach, Sulla not only retains loyal customers, but also opens up opportunities to expand the customer base with the right conversion strategy.

Proposed Marketing Mix 7Ps

Cluster 1 is Loyal Customers with High scores on almost all dimensions: product, service, loyalty, retention, and Objective is Maintain satisfaction & strengthen emotional relationships so that they become brand ambassadors.

Table 7. Strategy for Cluster 1

Variable	Strategy for Cluster 1
Product	Offer exclusive classes or member-only events such as sunrise yoga or thematic classes.
Price	Reward tiers or special points system for loyal customers (e.g. birthday discounts, class bonuses).
Place	Create a priority reservation system or early-access slots for classes that fill up quickly.
Promotion	Encourage participation in refer-a-friend programs with exclusive incentives (free classes, merchandise).
Process	App-based membership dashboard for convenience.
People	Assign a known "favorite" instructor by this cluster to a specific community class.
Physical Evidence	Give a personal touch in the studio: locker name tags for permanent members, merchandise for loyal members.
Brand Loyalty	Create storytelling that highlights the "member journey" through digital content & testimonials.
Retention Rate	Hold regular community days each month to strengthen emotional bonds & prolong retention.

Cluster 2 is Neutral or Passive Customers with Moderate to low scores

on most variables, especially brand loyalty & retention Objective: Increase engagement, service value education, and conversion into repeat customers.

Table 8 Strategy for Cluster 2

Variabel	Strategy for Cluster 2
Product	Provide <i>this cluster-specific trial class</i> , for example "Intro to Yoga" at an affordable price.
Price	Introduce a <i>savings or initial bundling plan</i> such as 3 classes for 2, or a 50% discount for the first month.
Place	Explicitly convey location and ease of access in promotions.
Promotion	Actively promote via targeted Instagram Ads and educate on the benefits of yoga on a regular basis.
Process	Provide a tutorial on the reservation & payment process (it can be in the form of a video) so that it doesn't get confusing.
People	Offer a <i>Q&A session with the instructor</i> after class or a mini-workshop to build trust.
Physical Evidence	Provide a trial kit or <i>free yoga mat</i> for beginners to create a positive initial impression.
Brand Loyalty	Build an educational program about the long-term benefits of yoga and share testimonials from other members.
Retention Rate	Send a reminder email/ WhatsApp follow-up after the first class to invite you to come back.

G. Proposed Implementation Plan of Marketing Strategy

The implementation strategies prepared in this study are designed as a direct response to the findings of various analysis results—both from quantitative approaches such as regression and cluster analysis, as well as qualitative approaches such as STP, 7P marketing mix, PESTEL, and competitor analysis. The entire strategy aims to answer the two main problems faced by Sulla Wellness Club, namely the suboptimal customer retention rate and limitations in the service and digital marketing system. Based on STP's analysis, Sulla Wellness Club has a clear market segmentation, namely urban women aged 25-35 years who care about health and mindful lifestyle. However, findings from the positioning and competitor analysis show that the differentiation value that Sulla seeks to offer—as a holistic, personalized, and natural yoga space—has not been fully communicated optimally. This is reflected in the low influence of brand

perception on customer retention based on regression results.

Table 9. Implementation Plan Timeline

N o	Strategy	2025						2026					
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
1	Segment-Based Personalization (berdasarkan cluster)												
2	Segmentation-Based Digital & SEO Campaigns												
3	Trial Package Offers & Price Incentives												
4	Diversification of Services: Meditation, Wellness Collab												
5	Experiential Loyalty Program												
6	Community Activation: Sundaze Event, Healing Circle												
7	HR Training & SOP Standardization												
8	Periodic Strategy Evaluation & Adjustment												

CONCLUSION AND RECOMMENDATION

A. Conclusion

The results of the regression analysis showed that the retention rate of Sulla Wellness Club customers was significantly influenced by two main variables: promotion and brand loyalty, especially the sub-variables of repurchase intention and emotional satisfaction. Meanwhile, variables such as process, product, and physical evidence do not show a statistically significant influence, although they are still operationally important. In addition, the results of the cluster analysis divided customers into two groups, namely Cluster 1 (loyal) and Cluster 2 (neutral/passive). Cluster 2 showed low scores on loyalty, brand perception, and intent to make a repeat purchase, which reinforces the finding that emotional engagement and

promotional effectiveness are still the main drawbacks in customer retention.

In the 7P Marketing Mix analysis, the aspects that were assessed as the strongest were: Product (diverse and quality classes), People (professional instructors), Physical Evidence (a comfortable and natural studio). Process (Automatic and Integrated Payment System). However, there are major drawbacks to: Promotion (still limited and undirected), Price (less flexible for new customers), Place (location is good, but still underutilized in brand communication). For Cluster 2 (neutral): Focus on conversions through trial discounts, yoga benefits education, and convenient services (digital reservations, segmented promotions). Build trust and initial value through fun classroom experiences and price incentives. This study concludes that the decline in customer retention of Sulla Wellness Club is not due to product quality, but rather to a lack of effective promotion, emotional engagement, and an efficient service system. By understanding the differences in customer characteristics through cluster analysis and integrating them into STP and 7P-based marketing strategies, Sulla can improve operational systems, increase loyalty, and expand the market in a sustainable manner.

B. Recommendation

Based on the findings and analysis in this study, Sulla Wellness Club is advised to immediately digitize its service system, including reservations and payments, to improve efficiency and customer convenience. Marketing strategies need to be personalized according to customer segmentation outcomes, with different approaches for loyal customers and passive customers. Digital promotion should be professionally strengthened

through segmented ad campaigns and content that builds brand awareness. To strengthen customer engagement, experiential loyalty programs need to be developed, for example through exclusive class access or an active customer community. In addition, Sulla is encouraged to diversify its services, such as adding meditation classes or collaborations with healthy lifestyle brands. Improving the quality of human resources through routine training and service standardization is also important to maintain service consistency. regular evaluation of the strategy is necessary so that all initiatives remain relevant and responsive to changing market needs.

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