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Research Article

Analysis of Factors Influence Pandu Gym Business Development in Kuningan Regency

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ABSTRACT

Problems occurring in the Gym business in Kuningan Regency are related to the quality of the Gym, starting from inadequate the Gym machines, services that do not meet consumer needs, lack of collaboration partner strategies with supplement brands etc. The purpose of this research is to find out what factors influence the development of Gym business in Kuningan district. The type of the research which used by writer is Qualitative method and The data collection method that used by writer is data triangulation method and triangulation method, writer did Interview, observation, and case studies towards informants who live in Kuningan Regency, This research's informant is Niko Senjaya as the owner of Pandu Gym, consumer, Practitioner/Personal Trainer, and Academics/Business Consultans. The Research's result showed that Partners and Collaborations, ongoing Trends on Social media, Consumer's Needs and Satisfactions, have a positive and significant influence towards external factors which influence Gym business development. Gym's machine quality, HR quality development and innovation, Discounts and Services, Direct and Digital Marketing Strategy, Financial and Operational Management, have a positive and significant influence towards internal factors which influence The Gym Business development. This Research has Implications for Gym Businessmen to develop The Gym Business in Kuningan Regency by focusing onto Factors which influence Service Development and others as Promotional Strategies.

Keywords: Analysis of factors, Gym business development

Introduction

Industry fitness Keeps going experiencing growth rapid along with increasing public awareness of the importance of health and an active lifestyle. A *Gym business* is one of the

promising choices, not only as a place to exercise but also as a community center that supports the development of physical and mental health. As reported on Adha's website in 2024 (Adha, 2024), *Gym business opportunities*

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are growing along with the growth amount resident age productivity and increasing community income. Awareness of the importance of health and fitness body the more high, which causes the request for facilities for sports, such as *Gym*, continue to increase. Based on the phenomena that occurred, reported by owned website Mailoa year 2023 (Mailoa, 2023), *Gym* places are classified into 2, the first is an economical *Gym* or known as a *Home Gym*, this *Gym* is classified as economical in terms of price and does not provide facilities such as lockers or bathrooms. The owner only provides a limited number of old heavy equipment and often refers to fitness place or center fitness which has old, poorly maintained, rusty, or even obsolete equipment. This type of *Gym* often does not implement a membership system and promotion via social media. On the other hand, most of these *Mega Gyms* or *Modern Gyms* have prices that are not cheap, namely 500 thousand and above, for... system This *Gym* Membership has Complete facilities compared to other *Gyms* and has strict regulations such as It is not mandatory to check-in before entering the *Gym* area, as reported on Iswari's website in 2024 (Iswari, 2024), *Mega Gym* offers comfort with complete and sophisticated facilities, such as weightlifting and cardio equipment, various studio classes, air-conditioned rooms, clean floors, and safe lockers.

Fitness facilities or *fitness/Gym* places in Kuningan Regency tend to be Still in the stage of development, There are several factors Which very influential development of *business Gyms*, reported by the owned website Rohman In 2023 (Rohman, 2023), it was said that 50% of the poor in Kuningan Regency were farmers. The poverty rate in Kuningan Regency is estimated to reach 13.10% of the total population of around 1.2 million people, showing a fairly significant figure. This situation is further exacerbated by the unemployment rate reaching 16%. It can be concluded that 50% of residents do not consider the *Gym* as a primary or primary need. As reported from Almutaqin's website (Almutaqin, 2024a), the next factor is the low level of development, 72% of the APBD is used for operations such as shopping employees and shopping goods, matter Of course very influential towards the development of the *Gym*

business because the *Gym* is an activity that requires a place. In addition, the low UMR of Kuningan Regency is Rp 2,209,519 in 2025, which in the previous year was only Rp. 2,074,666, this affects the public's interest in working and indirectly influencing development progress, as reported in an article owned by Son and Yes sa (Son & Yes sa, 2020), Improvement mark wages minimum regional push public interest For Work and open a business so that production will increase. Many people may assume that Pandu Motor is a motorcycle repair shop, and this is true. However, the second floor of Pandu Motor is used as place for *fitness* or *fitness*. Reported from the Akizaku Website (Akizaku Sports, 2022).

Development of *Gym Business* in Kuningan Regency tends to be slow, there are only 2 *Gym* places that are classified as *Mega Gym*, namely The Good Wife as reported by (Ciremai News, 2024), The Good Wife is the only *Gym* place specifically for Women in Kuningan Regency which was officially established on January 15, 2024. The second *Mega Gym* is VIP Fitness Studio, as reported from Almutaqins website (Almutaqin, 2024b), this *Mega Gym* was founded on June 9, 2024, this *Mega Gym* is close to one of the cafes which is one of the businesses owned by the *Gym* owner. Problems occurring Still A little *Gym* place Which notices the suitability of tools and places and the lack of promotional facilities, both directly and through social media, And at least implementation membership on a *Gym* with an economic type. This phenomenon can occur due to many influencing factors such as economic factors, lack of promotional facilities to improve the quality of the applicable *Gym places*, and the number of *Gym enthusiasts* in Kuningan Regency. In this context, as reported in Nanda's article (Nanda, 2019), *Gym* business development requires a mature strategy to attract and retain members. Focusing on service innovation, customer experience, and the latest fitness *trends* is the key to competing in an increasingly competitive market. In addition, the use of social media, such as Instagram, Facebook, and TikTok which are used to record or share ongoing activities at the *Gym* makes the condition of this *Gym* can be said to be active and alive. By understanding the needs and desires of the target market, and creating an

environment That supports, business *Gym* can develop and make a positive contribution to society. This introduction will discuss further the strategies, challenges, and opportunities that exist in developing a *Gym* business in the modern era. By adopting a strategic approach And innovative, *business Gym* cannot only reach its objective financially but also make a significant contribution to improving health. Public Development business *Gym* is about creating an ecosystem that supports a healthy lifestyle, where every individual can find motivation and community to achieve their fitness goals. Pandu *Gym* was established in 2007, but Pandu *Gym* is a *fitness* center that is still in the development stage, *Pandu Gym* is one of the fitness centers in Kuningan Regency which is quite famous and is considered to have complete equipment and affordable prices. However, over time many competitors have emerged such as NK *Gym*, a *Gym* that has more and better quality *Gym* space and equipment and is a favorite among young people in Kuningan, about this, Pandu *Gym* has experienced a decline Which Enough rapid from Year yearly, so from That, there needs to be improvement renewal in terms of equipment, management and other factors. Overall, this study focuses on the development of the *Gym business*, especially on the development of the Pandu *Gym business*.

Review Literature

Determinant Factor's Development Business

The business environment includes various factors that significantly affect the course of business in the world of trade. As reported in an article by Rosyafah (Rosyafah, 2022), the business environment is divided into two, namely the internal business environment and the environment external business. The business environment internally covers structure, culture, And source Power organization. Structure is related to communication and the flow of activities, culture includes values and beliefs that shape the behavior of organizational members, and company resources, such as human, organizational, and physical resources, determine the strengths and weaknesses of the company. The external environment is divided into two categories, namely the Remote Environ-

ment and the Industry Environment, the Remote Environment includes political factors, social factors, economic factors, and technological factors. The industry environment includes New entrants and strong suppliers. Strong buyers, Substitute products, and Rivalry among industry members.

Reported in Sugiman's article (Sugiman et al., 2023), the business environment is divided into two, namely the Internal Business Environment and the External Business Environment, the Internal Business Environment includes:

- 1 *Aspect finance* : Aspect finance is stage evaluation For evaluate whether A business that is run Enough profitable For established.
- 2 *Aspects* : Analysis aspect source Power man focus on the extent of availability and readiness power Work support smoothness operational.
- 3 *Aspect Marketing* : Aspects marketing is key main in to design plan establishment company.
- 4 *Aspect operational* : Operational process describe series activity in organization, Which served in a way Details start from input, process, to output.

Environment Business External includes:

- 1 *Newcomer new* : Newcomer new in a industry bring innovation capacity new And ambition For seize share market (market share).
- 2 *Strong Suppliers* : Suppliers can utilize strength bargaining To influence member industries, by raising prices and also lowering the quality of goods and services they offer.
- 3 *Strong Buyer* : Buyer or customer's strength For press price, ask for better quality tall or service additionally, and trigger competition between member industry.
- 4 *Product Substitution* : Product substitution is other alternatives that can be replace product certain For fulfil need Which The same.
- 5 *Competition among member industries* : Competition between member industries appears when a company competes to seize position by using tactics like competition

price, launching products new, and war advertisements.

Categorize factors to be internal And external very useful in facilitating analysis and understanding of the factors that influence the organization, Reported in the article by Fibriyani and Mufidah (Fibriyani & Mufidah, 2018), Internal factors are the main foundation in formulating goals and strategies, which aim to maximize strengths and overcome weaknesses in the organization. Supporting external factors will help the company achieve its goals. The company analyzes the most influential external factors to identify the opportunity that There is outside, then adjusts strategies based on the company's conditions and core competencies to achieve these goals. Due to managerial limitations, several aspects cannot be carried out by Pandu Gym, considering that it is located in Kuningan Regency, which is still in the development stage. This was stated directly by the owner of Pandu Gym.

Social Media

As reported in an article owned by Heaven (Jannah et al., 2022), Strategy *Digital* marketing to increase engagement RACE (reach, interact, Convert, Engagement), steps taken to increase engagement with followers and online audiences by distributing free trial invitations, giving promotion special prices and posting content. As reported in Purrwidiantoro's article (Purrwidiantoro et al., 2016), the application of social media in SMEs provides various benefits, including a product gallery, recording supplier needs, recording distributor needs, conducting surveys on target consumers, and monitoring consumer activities. In addition, social media also functions as a discussion forum, supporting decision-making, providing responses to consumers, recording consumer needs, becoming a marketing and advertising medium, and as a channel For contact personal with consumer. Matter This is related to social media which is used as a marketing communication tool that is tailored to marketing programs and targets, as reported by an article owned by Moriansyah (Moriansyah, 2015), various consequences or results can be achieved through social media marketing include increasing

brand awareness, improving reputation, strengthening relationships, developing brands, and increasing purchase intentions. Meanwhile, Pandu Gym's social media is Instagram, which is used for promotion and to generate interest in customers.

Membership

The use of a membership system in the *Gym business* is based on several things. Theory economy And marketing which supports sustainability. Customer satisfaction theory shows that membership programs can increase member loyalty, as reported in Saputra's article (Saputra, 2020a), The main purpose of a customer loyalty program (Membership Card) is to build strong relationships with customers so that they become loyal customers who support the company in the long term. As reported in the journal of Khaldun and Prihatini (Khaldun & Prihatini, 2016), Satisfaction is a positive feeling felt by consumers. as a result of a comparison between product or service performance expectations. Them. If the performance is less than expectations, customers will feel disappointed, while if it is appropriate or exceeds expectations, consumers will feel satisfied. Satisfaction is defined as an assessment after consuming a product or service, which shows that the product at least meets expectations. Consumers who feel satisfied tend to be loyal and will tend to make repeat purchases from the same producer. Reported to an article by Prasetyo (Prasetyo, 2022), which discusses membership And *Customer Relationship Management (CRM)*, Wrong One the method used company To carry out *Customer Relationship Management (CRM)* and build a connection with consumers is through a membership program or membership.

Entrepreneurship

The development of a *Gym business* is also related to the concept of entrepreneurship and requires special learning related to entrepreneurship, as reported in Harianti's article (Harianti et al., 2020), the implementation of entrepreneurship education in higher education can be an effective solution for overcome problem unemployment, matter This related with article owned by Apriliana and Suwarno

(Aprilia & Suwarno, 2024), which states that entrepreneurship education encourage increased interest in entrepreneurship among students. This is reinforced by the statement reported in the article by Suandi and Suwarno (Suandi & Suwarno, 2022). Students who have received entrepreneurship education have the intention Which more stang For operate a business compared to those who have Not yet followed education. Reported to an article owned by Suwarno (Suwarno et al., 2023), Regarding improving entrepreneurship education, it can be concluded that improving entrepreneurship education can include providing knowledge about the theory and strategies for developing new businesses, as well as an understanding of the requirements and considerations in financing startups. Based on information received from the owner of Pandu Gym, Pandu Gym only has 1 membership package, namely a monthly membership package priced at one hundred thousand rupiah, this price is considered underpriced for a 1-month membership.

Methodology Study

The type of research used is Qualitative Research and the data collection methods used are Data Triangulation Method and Method Triangulation.

Triangulation Method

As reported in Arianto's book Qualitative Research Methods (Arianto, 2024), the Triangulation method is one important aspect of research methodology, Because functions as the main tool to test the validity of data in qualitative research. Triangulation is the key to producing research Which is quality And systematic. The Triangulation Method Which is done by the writer covers *Interviews*, Observation, And study data. The author conducted *interviews* using questions from several articles as reference sources:

- 1 As reported in an article owned by The Light (Cahyanti, 2021), the Question used

related factors quality resources human, production, management finance, marketing strategy, and partner systems.

- 2 Related Social Media Factors writer take questions that were raised from article owned by Herdiyani (Herdiyani et al., 2022).
- 3 Regarding membership writer take question as Wrong one Loyalty Strategy customer from article owned by Saputra (Saputra, 2020b).

The author conducted observations on various informants who reside in Kuningan Regency. The author conducted observations on the influencing factors based on the phenomena that occurred in the field. In this study, the author observed various factors that influence the development of business *Gym*, starting from social media factors, customer loyalty and membership, human resources, production And maintenance equipment, management finance And management, marketing strategy, and collaboration partners. Reported an article by Cahyanti (Cahyanti, 2021), which discusses the factors that influence the development of MSMES, the author chose secondary data. Factors that influence development include the quality of human resources, production systems, system management finance, strategy marketing, system partnerships, as well as quality infrastructure And regulation. In between factors, The partnership system has a positive and significant influence on the development of small businesses.

Data Triangulation

Reported from Harahap's Qualitative Research book (Harahap, 2020), it explains that data triangulation is the process of observation carried out, as well as processing data obtained from various research informants. The author conducted data triangulation to various informants, including the following:

Table 1. Identity informant

Name	Informant	Work	Age	Domicile
Nico Good afternoon, SE, MM	Owner Gym	Owner Guide Gym	34	Kuningan
Gray	Consumer 1	Student	21	
Joshua	Consumer 2	Student	22	
Hendricks	Consumer 3	Student	21	
Kasyono	Practitioner/ Personal Trainer	Trainer Gym	40	
Dennis Prathama, SE, MM	Academics/ Business Consultant	Consultant Marketing PT Sanbe	28	

Source: Data Which Processed (2025)

Based on the table above, the informants consist of 3 *Gym* Consumers in Kuningan Regency, 1 *Gym* Business Owner, 1 Practitioner, 1 Consultant Academic Business.

Method Data Analysis

Reported from Rifa'i's journal (Rifa'i, 2023), the author carried out various stages of data analysis starting from:

1. Stage data collection: The author chooses the right method For data collection in research. Qualitative data collection methods are often used in interviews, observation participants, and study cases, The author gathers information or relevant facts to answer questions study, or finish problems faced.
2. Stage Data analysis: After the data is collected, it is carried out This writer groups data and interprets the collected data to obtain an understanding deep about the phenomenon being studied. The reported article owned by Wibowo (Wibowo et al., 2018) author used the method of Root Cause Analysis (RCA) to analyze the data received, assisted using a fishbone diagram, reported from the article owned by

Kuswardana (Kuswardana et al., 2018) fishbone diagram is visual tools used For identify, explore, and describe in a way graphic with Details all reason Which related with a problem.

3. Stage Data reduction : reported from article owned by Rijali (Rijali, 2018) After the data can be analyzed writer do filtering and focusing in sorting data with objective for information the important and profound ones that will maintained For analysis more carry on.

Results and Discussion

Based on the results of the research obtained using interview and observation methods conducted in Kuningan Regency, in this study there are discussion topics that answer Problems occurings of this study, the informants of this study are :

1. Owner of business *Gym* in Kuningan Regency.
2. 3 Consumer *Gym* in KuniganRegency.
3. Practitioner / Personal Trainer.
4. Academics / Consultant Business.

Table 2. Recapitulation results study

Question	Results
1. Content Which usually attractive to consumers and easily understood For interact	All over informant answer instagram content like workout videos
2. Why is sharing content, especially on social media, an important strategy in expand network market A company	All informants answered the audience's interest in visual content on social media.
3. How is the media content? persuasive social can influence decision consumer	The majority of informants responded with interesting social media content. influence

Question	Results
	decision consumer
4. How can companies build emotional connections with consumers through social media or content? interesting For make it easier for them to make decisions	All informants answered with interactions involving consumers, but perhaps in different ways.
5. How can companies craft <i>Gym content</i> that is relevant to different audiences, like beginner, athlete, or person with objective health special	The majority of informants answered by classifying specifically according to needs.
6. How can Gyms utilize social media to convey information? in a way fast to customers, such as schedule changes, new classes, or special events?	The majority of informants answered that they used Instagram social media to find out the latest information. Practitioners respond by providing information directly. Without use media
7. How social media makes it easier for <i>gyms</i> to promote and attract new customers by method Which more effective compared to traditional methods?	The owner responded by holding a promotion for new customers Third, consumers and academics responded using Instagram/Tik-Tok Which own feature add
8. What method best for <i>Gym</i> to increase visibility they in media social and reach a larger audience organically (without paid advertising)	The majority of informants answered by creating interesting content. Practitioners respond by providing services so that customer interest occurs in general. direct Which involving bond emotional
9. How Gyms can use social media to listen to feedback member in a way direct and fast to improve service they	The majority responded by implementing direct interaction with consumers and through social media.
10. So far where <i>cashback</i> offers via membership cards can influence decisions potential customers to register as <i>Gym members</i> ?	The majority answered that <i>cashback</i> /discounts have a big influence and are an attraction for consumers, however, the third consumer informant answered that <i>cashback</i> does not have much influence on decisions, but it is something that has a big influence and determines... is distance/location <i>Gym</i> And facility <i>Gym</i> the
11. How <i>gym</i> can provide information regarding the existence of new equipment or new tools used based on need they?	All informants responded by providing information in detail. direct or through social media
12. How <i>Gym</i> can offer different services to members who are members of the membership compared to non-members?	The majority of informants answered that non-members need to be given a trial so that they can develop an emotional interest in the <i>gym</i> , and for those who are already members, they need to be given a trial. additional facilities/equipment such as towel
13. What can Gyms do to ensure that members make repeat purchases, such as class packages or access to premium facilities?	The three consumer and practitioner informants answered that the <i>gym</i> must ensure and check the validity period of members in order to provide membership for the following

Question	Results
14. How <i>Gym</i> can recognize new <i>trends</i> that are developing through social media?	month. <i>Gym</i> Owners and Academics responded by providing offer like discount
15. How <i>Gym</i> can evaluate whether the business idea already in accordance with member needs?	The majority of informants answered by conducting evaluations and interactions. with consumer so that knowing whether members' needs have been met
16. How <i>Gym</i> can count cost operations and revenue to ensure that the business is profitable especially in program members membership?	The majority of informants answered by conducting evaluations and interactions. with consumer so that knowing whether members' needs have been met
17. How much manpower is needed to run a <i>Gym</i> efficiently, and how to determine staffing needs based on job descriptions starting from admin, content media, etc?	The majority of informants answered by carrying out good management of finances and operations.
18. What can be done to develop the quality of employee human resources so they can compete? In industry <i>Gym</i> or there are no dark members etc.	The majority of informants answered that the total workforce required was 6-9 people, depending on needs.
19. How to manage the equipment used in the <i>Gym</i> to ensure quality equipment in good condition or safe to use	The three consumer informants answered can be applied There are innovations such as cards to facilitate operations
20. When time which appropriate to decide how to make a major investment <i>Gym</i> or opening a new branch	The majority of informants answered the need There is training And training
21. Strategy marketing what the most succeed in interesting new members and retain members long?	The majority of informants answered that equipment management needs to be checked for <i>maintenance</i> .
22. What are the main benefits of partnering or cooperating or collaborating with brand supplement fitness for business <i>Gym</i>	The majority of informants answered that new branches were opened when demand was high and for equipment when it had reached its age limit.
23. How to manage the equipment used in the <i>Gym</i> to ensure quality equipment in good condition or safe to use	The answers from all informants varied, ranging from giving discount, guidance free For member new, <i>marketing</i> content through social media
24. When time which appropriate to decide how to make a major investment <i>Gym</i> or opening a new branch	All informants answered that there are many benefits from partnering, starting from being able to hold events that... sponsored And helpmarketing second split party

Source: Data Which Processed (2025)

Discussion

To analyze the factors that influence the development of the *Gym business*, the *Root Cause method is used*. Analysis with help *Fishbone* diagram Based on the results of interviews and observations conducted, the author analyzed that there were internal

factors. and factors External that can develop *Gym business*.

Factor External Which influence is:

- 1 Partners And collaboration
- 2 *Trends* that currently develop in media social.
- 3 Need and Satisfaction Consumers.

Temporary That factor Internal Which influence is:

- 1 Quality equipment *Gym*.
- 2 Development quality And innovation HR.

- 3 Offer Discount And Services.
- 4 Strategy marketing in a way direct and *Digital*
- 5 Management finance and operational

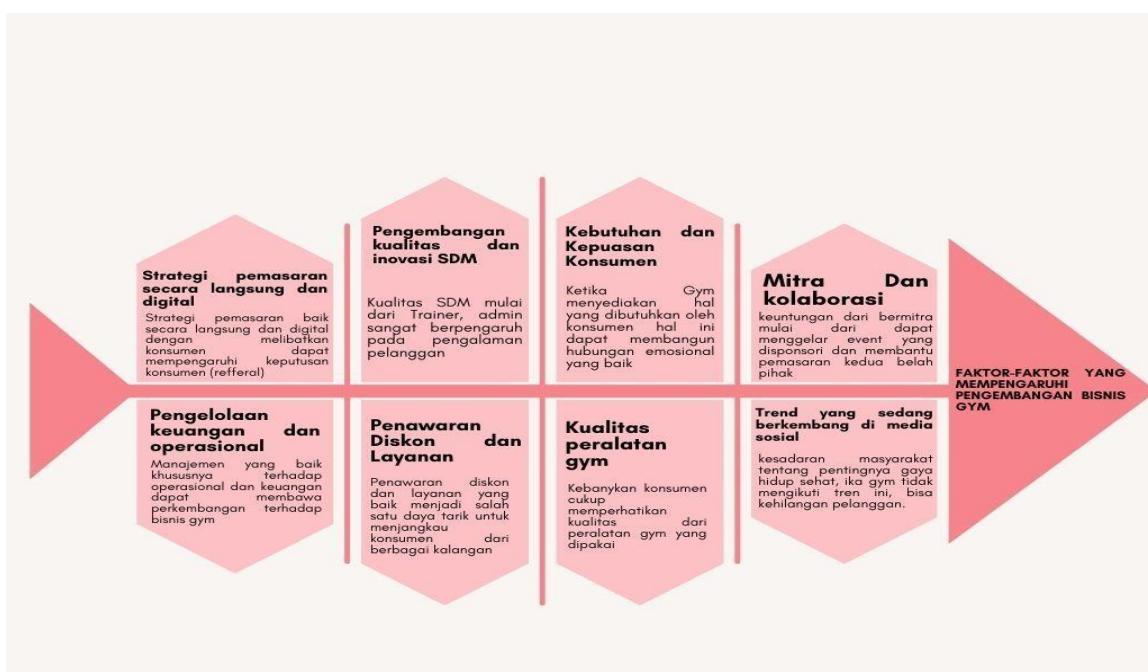


Figure 1 Diagram Fishbone
Source: data processed (2025)

Based on data accepted from 3 Consumers, Owner *Gym*, 1 Practitioner Trainer And 1 Academics Consultant business can concluded that:

1. Partners And Collaboration is strategy Which profitable second split parties and can each other help marketing Good from party *Gym* or supplement brand party, based on response from a number of informant collaboration This is very much needed so that the place *Gym* in sight complete and can roll out various events.
2. Current *trend* growing on *social* media need given attention more specifically For owner business *Gym* as a development strategy business, then from That *Gym* need Staff Special who monitors Current *trend* applicable Because matter This be one of Power pull consumer to *Gym*.

3. Needs and Satisfaction Consumer is factor priority main for owner business *Gym* will but *Gym* need notice a number of matter start from proximity *Gym* with candidate consumer as well as provide things needed by consumers as well as build connection good emotional with consumers.
4. Quality equipment *Gym* is one of the internal factors that must be noticed by *Gym* starting from Equipment maintenance *Gym* and quality equipment . Based on information Which accepted, all informant agreed that quality equipment *Gym* and Maintenance affect comfort consumer in do activity.
5. Development HR quality and innovation is one of the things that can increase experience consumer *Gym*, based on the data received development HR such as Admin, Trainer need verified And need existence training so that No happen

members dark And direct members on pattern right and healthy life.

6. Offer Discounts and Services Things that affect decision consumers, will but based on the data received specifically For third Consumer answer that offer discount / cashback no influential to decision consumer, distance to place *Gym* and hanging how much in his favor cashback affects decision consumers
7. Strategy marketing in a way direct And *Digital* is end spear all over business, will but For business marketing direct Which can done with involving consumers who

have There is For bring in consumer new is with referral, based on information received marketing strategy This often done on business *Gym*.

8. Management finance And operational is not quite enough answer owner business business *Gym*, thing this is very influential to sustainability business The *gym*, based on data received by *Gym* Owner Informants and academics consultant business, as a *gym* owner you need to do checking finance every end month to find out the benefits obtained , as well

Table 3. Root Cause Analysis (Cause, Effect, Current Control, Recommendation)

SOURCE/PROB GLUE	CAUSE	EFFECT	CURRENT CONTROL	RECOMMENDATIONS
Not Maximizing Collaboration Strategy	Lack of education about Partner Potential	<i>Gym</i> will be difficult if you want to hold an event involving consumers etc.	<i>Gyms</i> should maximize Strategy Collaboration partners	<i>Gym</i> is necessary carry out collaboration in order to reach the target market market the wider one
Not enough follow the current trends in social media	Lack of human resources who can able to follow developments bro the	<i>Gym</i> can lose in its main function is For fitness	Start following the emerging trends	Need to hire <i>Digital</i> creator specialist
Unmet consumer needs and satisfaction	Less constructive good relationship with consumers (just formality)	<i>Gym</i> can lose in consumer	Notice things related to needs and customer satisfaction	Building relationships good emotional as one of the strategies to retain consumers
High consumer demand for equipment upgrades	Lack of attention to <i>tool maintenance</i>	Influence consumer comfort in their activities	Start checking and maintaining equipment <i>Gym</i>	Replace equipment that is no longer suitable used or renovate the place temporarily
HR <i>Gym</i> who are less competent in improving consumer experience	Lack of training for human resources	It is prone to dark members if the admin is not competent, and there is a lack of consumer satisfaction.	Conduct training repeat against Human resources that cause problems	Hire certified trainers and hire competent admin staff

SOURCE/PROB GLUE	CAUSE	EFFECT	CURRENT CONTROL	RECOMMENDATIONS
		Director <i>Gym</i> by someone <i>Trainer</i>		
Offer less effective membership discounts	Consumers care more about the <i>distance to the gym</i> than the location. discount offer	Can't reach you distant consumers	Consider and change strategy the	Implement a <i>referral system</i> for consumers so that discount offers can continue to run
Under Maximizing Marketing <i>Digital</i>	Lack of human resources who is an expert in handling the media social	Consumer interest in the <i>Gym</i> as a means for marketing slightly reduced	Start using social media as a additional means for marketing	<i>Gym</i> must more focus to Media social as a means of <i>digital</i> marketing and need specialist <i>Digital creator</i>
No doing bookkeeping and not paying attention to operational integrity	<i>Gyms</i> don't pay much attention to this problem.	Can't find out <i>the Gym's expenses</i> and income	Getting started with bookkeeping and provide more focus on operations	Special <i>Gym</i> Owners need to do bookkeeping and pay attention to operational needs because it is very important. have an impact on business continuity <i>Gym</i> the

Surce: Data Which Processed (2025)

As seen from Table 3, factors That influence business development The *gym* has because And consequences.

Not maximizing the potential from partnering

Not maximizing the potential from partnering due to a lack of knowledge about the potential of the partner itself results in difficulties in holding events.

Gym does not follow current trends

The *Gym* does not follow current trends in media social, because of *Gym* lacks HR Which is capable of Following the development of *Digital*, this causes the loss of the main function of the *Gym* as a fitness place, in addition to the unfulfilled needs and satisfaction of consumers caused by the *Gym* not building a good relationship with consumers which results in the *Gym* losing consumers.

High consumer demand for equipment and maintenance

Other problems such as high consumer demand for equipment renewal caused by the *Gym* not checking and maintaining the equipment, will result in disturbing consumer comfort in doing his activities.

Quality Human resources

Things this too related to quality Human resources who are less competent in improving consumer services due to a lack of training for human resources such as admins and trainers, this will result in members being vulnerable to embezzlement due to poor data collection and administration. And lack of satisfaction among consumers with directions Which given by a Trainer.

Discount and membership offers

Based on the data received by the author, discount and membership offers have little influence on consumer decisions, this is because consumers prioritize the distance of the *Gym* compared to price offers such as discounts,

which results in the *Gym* not being able to reach a wider market.

Maximizing Digital Marketing

Other things related to HR also often occur, this occurs in the lack of Maximizing *Digital Marketing* which is caused by the lack of HR who is capable of handling social media, this has an indirect effect on consumers, namely a slight decrease in consumer interest in the *Gym*.

Financial bookkeeping and Operational Control

Problems related to not doing financial bookkeeping and operational needs also need to be highlighted, matter This due to internally that the *Gym* does not pay enough attention to this problem, this problem results in the *Gym* not being able to know the expenditure and income, this is also related to the profits obtained by the *Gym* not being able to be known.

Conclusion and Suggestion

A related problem is the lack of maximizing strategy partners, The owner Pandu *Gym* needs to collaborate to reach a wider market share because collaboration is a strategy that benefits both parties. The developing *trend also requires more attention and things that can be done especially as the Gym owner is hiring staff experts in Digital Creator* because it will make it easier to provide recommendations for strategies related to social media. About consumer needs and satisfaction, it is necessary to build positive interactions or relationships because this is a strategy that makes consumers consider There is, Pandu gym owners must increase interaction with customers and build good relationships. Matter This is Still related to consumers namely *Gym* needs to pay attention to consumer demand for tool renewal, when the tool is no longer in optimal condition, it would be better if the equipment is maintained or replaced with a new one, this will significantly affect consumer comfort. About HR, developing HR quality and innovation is one of the things that can improve the experience consumers need existence development HR like Admin, Trainer needs to be verified And there needs to

be training so that it doesn't happen dark members and direct members to a correct and healthy lifestyle.

Offers discounts Which not enough effective need done compilation strategy repeated by attracting consumers using existing consumers, this system is called a referral. *Gyms* must also maximize digital marketing because, in the current digital era, it is very effective to do marketing in a way Digital, matter Which must be done especially as the owner *Gym* is to hire a Digital creator Which competent and can help access digital marketing. The last problem that is the responsibility of the *Gym*, especially the owner, is to do financial bookkeeping every month to know the expenses and income obtained and pay attention to the operational needs of the *Gym*.

Related theory loyalty customer, study furthermore needs study further related to membership factors, whether membership factors can influence customer decisions, and how effective the use of referral strategies is to attract new consumers using loyal consumers. One thing that can be a strategy to evaluate how effective this referral strategy is, the gym owner must set clear goals starting from increasing the number of consumers, paying attention to the quality of gym machines, and getting positive feedback that improves the customer experience.

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