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## The demand for fitness services during the covid-19 Pandemic: A case study from Thailand

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### Abstract

The aim of this research is to study the demographic factors of Katuck Fitness's customers and their fitness center management needs during the COVID-19 pandemic. Furthermore, this study investigates motivational factors that correlate with their fitness management needs during this period, using a questionnaire survey of 100 samples. Descriptive statistics used in the analysis include percentages, frequencies, means, and standard deviations, while inferential statistics used are the t-test, F-test, and Pearson correlation coefficient. The results indicate that: 1) The majority of the sample group are single, have a bachelor's degree, are self-employed, have an income ranging from 15,001 to 30,001 THB, use the service 1-2 times per week for 1 hour per session, and primarily engage in cardio exercises. The main reason for using the service is to achieve robust physical health and utilize the fitness facility for exercising. 2) Concerning the motivation factors of Katuck Fitness's customers, the sample group has a high overall motivation level. 3) Regarding the fitness management needs during the COVID-19 outbreak, the sample group displayed a very high overall level of needs. Upon closer examination by category, the highest average was for marketing mix factors, followed by health and safety, and then venue and equipment. 4) Motivational factors have a relationship with the fitness management needs during the COVID-19 pandemic. Specifically, those with external motivations are positively correlated with the fitness management needs in terms of venue, equipment, and pricing. Hence, fitness business operators and staff can use this data to strategically plan to cater to their customers' needs in the context of the COVID-19 pandemic more appropriately.

**Keywords:** Marketing mix, COVID-19, Fitness management

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### Introduction

"Sport City" is another significant project under the 20-year strategic framework (2018-2037) of the country's development plan. The government emphasizes human resource development by promoting the well-being of Thai people in every province, improving their quality of life. Moreover, sports activities are seen as a tool to elevate the country's economy by increasing its value and generating higher domestic revenues. As a result, the country's economy grows hand-in-hand with the health and life quality of Thai people, ensuring sustainable development.

According to a sports business analysis by the Department of Business Development in 2018, it was forecasted that the sports business would expand by 6-7% from the previous year, aligning with market trends. This coincides with the growth of fitness centers that continuously thrive given the current societal focus on health and wellness. This encompasses exercise, clean eating, and fitness businesses adapting to meet consumers' evolving demands. Furthermore, sports industries are evolving to cater to a diverse market. From the statistics on the establishment of fitness centers in Thailand in 2019 (January-May), there were 70 new businesses, an increase of 12 or 20.68% compared to the same period in 2018. From 2017 to 2018, there was an average of 150 new establishments annually.

A total of 816 fitness center businesses were operational, accounting for 0.11% of all active businesses, with a capital value of 8,350.66 million baht or 0.05% of all businesses. The majority operated as limited companies, with 719 or 88.11% having a capital value of 8,180.03 million baht or 97.96%. Most of these businesses have a capital value of less than 5 million baht, accounting for 83.09%. In terms of distribution, most fitness centers are located in Bangkok, with 340 establishments or 41.67%, followed by the southern region with 174 or 21.32% (Department of Business Development, 2019).

Given the current situation of the COVID-19 outbreak, the government has been compelled to implement lockdown measures to control the virus spread. This has also led to the promotion of a 'new normal' lifestyle. As restrictions and activities began to relax, the Emergency Medical and Public Health Operations Center provided guidelines for businesses, consumers, and stakeholders to follow in order to maintain the relaxed measures and control the virus spread. These include social distancing, wearing protective masks, hand hygiene, and limiting the number of participants. Even though Thailand's lockdown has ended, fitness centers might still be impacted. Some members may remain apprehensive about returning to their usual routines, and fitness establishments must heighten their sanitation measures to reassure their clients. However, online fitness businesses have seen a surge, indicating that despite the pandemic, consumers remain health-conscious and eager to exercise. Given the situation, physical fitness centers must adapt their services to fit both physical and environmental needs in this 'new normal' setting. Therefore, this research aims to study customer needs regarding the management of fitness centers during the COVID-19 pandemic. The research findings will guide the improvement and adaptation of fitness center operations to suit the current situation and cater to customer needs.

### Objectives of the Study

1. To study the needs of Katuck Fitness customers in terms of managing fitness centers during the COVID-19 outbreak.
2. To investigate factors associated with the needs of Katuck Fitness customers regarding fitness management during the COVID-19 pandemic.
3. To devise a business plan for fitness centers based on the 'New Normal' lifestyle.

### Literature Review

Concepts and Theories related to Consumer Behavior

The concept of consumer behavior, as described by Siriwan Serirat and others (2003), refers to the behaviors exhibited by consumers in their search, consideration, purchase, use, and evaluation of products and services, expected to fulfill their needs and satisfaction. Questions employed to explore these behaviors include the 6Ws and 1H: Who? What? Why? Who? When? Where? And How? These questions aim to uncover the 7 key insights or the 7Os: Occupants, Objects, Objectives, Organizations, Occasions, Outlets, and Operations. Tables and figures showcase how these 7 questions and answers relate to consumer behavior, as well as strategies to align marketing efforts with consumer behavior insights.

### Concepts related to Health Behavior

The National Health Act (2007) defines health as a state of

complete physical, mental, and social well-being. Good physical health implies well-functioning organs, strength, and an absence of disease, allowing the body to perform normally. Good mental health refers to the ability to manage emotions, maintain a positive and clear mindset, and adapt to society and the environment. Good social health means having comprehensive physical and mental well-being and leading a harmonious life within society without causing distress to others. It also involves interacting and adapting well within societal norms.

### Concepts and Theories regarding the Marketing Mix of Services and Motivations

Kotler (1997, p. 92) stated that the marketing mix refers to the variables or marketing tools that can be controlled. Companies typically utilize these in combination to satisfy and address the needs of their target customer groups. Originally, the marketing mix comprised only four variables (the 4Ps): Product, Price, Place (or distribution channel), and Promotion. However, with the evolution of modern marketing concepts, especially in the service industry, three additional variables have been introduced: People, Physical Evidence, and Process. Consequently, this extended marketing mix is referred to as the 7Ps.

### Concept and Theory of Motivation

In Buddhism, the meaning of motivation refers to the force that drives humans to act in response to a particular direction or goal. There are two main sources of this driving force:

1. Negative Motivation or Vice: This level of motivation, at the ordinary person's level, arises from selfish desires such as wanting for oneself, wanting to possess, wanting to enjoy, wanting to be, and wanting to destroy.
2. Positive Motivation or Virtuous Intent: This includes also noble intent, and it's at the noble person's level. It signifies the desire for the intrinsic goodness of things, wanting to do good, loving goodness, seeking goodness, pursuing knowledge, creating for the greater good, and seeking the completeness of something without causing suffering.

Deci (1985)<sup>[6]</sup> defined intrinsic motivation as the individual's need to feel competent and able to decide for oneself. This suggests that behaviors arising from intrinsic motivation are driven by the individual's need to feel competent and self-determining. Taylor & Luthan (1959)<sup>[18]</sup> defined extrinsic motivation as the motivation arising from external pressures or surrounding circumstances, such as money, rewards, and fame. This type of motivation is driven by societal pressures.

### New Normal Behavior

1. The term "New Normal" refers to situations, behaviors, and practices that were previously considered abnormal or unusual but have now become the standard norm. Originally, "New Normal" was a term in business and economics referring to the financial conditions following the global financial crisis in 2007-2008 and the subsequent worldwide recession from 2008-2012. This term has since been adopted in various other contexts to indicate how things that were once deemed unusual can become commonplace, including changes in behaviors and cultures.
2. Recommendations for health, exercise, and recreational activities under the new guidelines and measures.

### Business Model Canvas (BMC)

The Business Model Canvas is a tool that aids in business planning, providing a comprehensive visualization of every aspect of the business. This helps in defining strategies, tactics, evaluating success, and choosing an effective and suitable business model. The Business Model Canvas is segmented into 9 building blocks that interrelate and provide a complete picture of the business. The main components of the BMC include customers, business products/services, the business structure, and financial vulnerabilities. The BMC can be likened to a blueprint detailing how to navigate a business through its structure, processes, and systems, aiding in comprehensive business planning.

### Research Methodology

This research is a quantitative study using questionnaires as the primary tool for data collection. The questionnaire is divided into 5 sections: Section 1 consists of screening questions; Section 2 focuses on the personal information of the respondents; Section 3 revolves around the motivational factors of the customers; Section 4 concerns the customers' needs for fitness management during the COVID-19 pandemic; and Section 5 gathers additional suggestions regarding fitness management during the COVID-19 outbreak.

The population for this research consists of customers of the Katuck Sport Club located in Thung Song district, Nakhon Si Thammarat province, with an average monthly user base of 100 people. The sample used in the study has been determined using a quota sampling technique. This sample consists of 50 members from the fitness club and 50 non-members.

Statistical tools employed in this research include descriptive statistics for analyzing frequency, average, and percentage values. Inferential statistics were used for analysis employing the t-test (Independent Sample t-test) to compare the average values between two independent sample groups, the F-test (Independent Sample F-test) to compare average values of more than two sample groups, and Pearson's Product-Moment Correlation Coefficient to describe the relationship between the independent variable (X) and the dependent variable (Y).

### Research Findings

#### 1. Analysis of Personal Factors of Customers

Out of the respondents, 50 people, or 50.0%, are members, while an equal number, 50 people or 50.0%, are non-members. In terms of gender, the distribution is even with 50 males accounting for 50% and 50 females making up the other 50%. When considering age, 20 respondents (20%) are below 20 years old; 20 respondents (20%) are between 20-29 years old; another 20 (20%) are between 30-39 years old; 20 respondents (20%) are between 40-49 years old; and the final 20 (20%) are 50 years old or older. Regarding marital status, 55 respondents (55.0%) are single, 43 (43.0%) are married, and 2 (2.0%) are divorced. In relation to education level, 33 individuals (33.0%) have an education level below a bachelor's degree, 56 (56.0%) hold a bachelor's degree, and 11 (an unspecified percentage) have a master's degree. As for occupation, 42 respondents (42.0%) are self-employed; 33 (33.0%) are students; 18 (18.0%) work in government or state enterprises; 4 (4.0%) are private employees; and 3 (3.0%) have other professions.

1.1) Most respondents have an income range of 15,001 –

30,000 THB, with 41 respondents or 41%. 36 respondents or 36% earn less than 15,000 THB, 13 or 13% earn between 30,001 – 45,000 THB, and 10 or 10% earn more than 45,000 THB.

- 1.2) Membership types are divided into monthly members, with 50 individuals or 50%, and per-time members also with 50 individuals or 50%. The frequency of service usage is 1-2 times/week for 46 individuals or 46%, followed by 3-4 times/week for 43 individuals or 43%.
- 1.3) Only 1 individual or 1% uses the service 5-7 times/week. The majority, 79 individuals or 79%, use the service for 1 hour/session, followed by 15 individuals or 15% for 2 hours/session, and 6 individuals or 6% for less than an hour.
- 1.4) The majority of users, 59 individuals or 59%, avail of the service between 16:01 – 21:00 hrs. The subsequent preferred timings are 9:01 – 12:00 hrs by 16 individuals or 16%, 12:01 – 16:00 hrs by 13 individuals or 13%, and 6:30 – 9:00 hrs by 12 individuals or 12%.
- 1.5) In terms of service decision-makers, 39 individuals or 39% decide for themselves. The next major influencers are parents with 27 individuals or 27%, friends with 19 or 19%, spouses or partners with 13 or 13%, and others with 2 or 2%.
- 1.6) Preferred type of service is cardio, chosen by 56 individuals or 56%, followed by weight training with 44 individuals or 44%.
- 1.7) The main reason for using the service is to maintain a strong physical health, chosen by 59 individuals or 59%. Other reasons include sports training and family activities, each chosen by 18 individuals or 18%, weight/fat reduction by 3 individuals or 3%, and health recovery/physical rehabilitation by 2 individuals or 2%.
- 1.8) All respondents, 100 individuals or 100%, use the fitness center as their service venue.
- 1.9) Payment methods are mainly in cash by 70 individuals or 70% and via QR-Code by 30 individuals or 30%.

#### 2. Information regarding the motivational factors

1. Among the sampled customers, regarding internal motivational factors, it was found that 85 people, or 85.0%, are highly motivated to exercise. 84 individuals, or 84.0%, feel pleased and satisfied in taking care of their health. Moreover, 83 people, accounting for 83.0%, feel pleased and contented when they learn about exercises.
2. Among the sampled customers, concerning external motivational factors, 82 individuals, or 82.0%, believe that regular exercise is crucial. 15 people, representing 15.0%, feel embarrassed if they neglect their health, hence they exercise. And, 3 people, or 3.0%, exercise to receive compliments and rewards.

#### 3. Hypothesis testing based on the research

The distinct demographic characteristics of customers have different fitness management needs during the COVID-19 pandemic. The test results are as follows:

- Gender has a fitness management need during the COVID-19 outbreak in terms of location and equipment.
- Age has a fitness management need during the COVID-19 outbreak in terms of location and equipment.
- Marital status differs in their fitness management need during the COVID-19 outbreak in terms of hygiene.
- Education level has a fitness management need during

- the COVID-19 outbreak in terms of price and promotional strategies.
- Type has a fitness management need during the COVID-19 outbreak concerning location, equipment, distribution channels, and promotional strategies.
  - Frequency has a fitness management need during the COVID-19 outbreak in terms of safety.
  - Duration has a fitness management need during the

- COVID-19 outbreak concerning safety, location, equipment, hygiene, and distribution channels.
- Time of day has a fitness management need during the COVID-19 outbreak in terms of products and promotional strategies.
  - Hypothesis 2: Motivational factors are related to fitness management needs during the COVID-19 outbreak.

**Table 1:** Presents the results of hypothesis testing concerning demographics and motivational factors.

Motivational Factors	Fitness management needs during the COVID-19 pandemic						
	Safety	Venue and Equipment	Hygiene	Product-Related	Pricing	Distribution Channels	Promotional Activities
Intrinsic Motivation		*	*	*	*	*	*
Extrinsic Motivation				*			

From the table 1, it can be discerned that:

The sample group with intrinsic motivation has an inverse relationship with the fitness management needs during the COVID-19 outbreak in terms of safety.

The sample group with extrinsic motivation has an inverse relationship with the fitness management needs during the COVID-19 outbreak concerning safety, hygiene, distribution channels, and promotional strategies. However, the same group with extrinsic motivation correlates directly with the fitness management needs during the COVID-19 outbreak in terms of location, equipment, and price.

## Conclusion and Discussion

**1. Gender Differences in Hygiene Needs:** There are noticeable variations in the fitness management needs during the COVID-19 pandemic, especially in hygiene practices, between different genders. Specifically, the female group places greater emphasis on the cleanliness of contact surfaces, common contact points, sports equipment, dumbbells, barbells, and fitness machines, and the disinfection of these using cleaning solutions. They also prioritize the cleanliness of bathrooms, restrooms, particularly high-touch areas such as faucet handles, urinal flushes, doorknobs, and taps. This focus on cleanliness surpasses that of the male sample group. This observation aligns with the research conducted by, which studied the factors influencing the selection of fitness services by women in Mueang Samut Prakan district, Samut Prakan province. The study concluded that environmental and physical factors play a significant role in a woman's decision to choose a fitness service, emphasizing the importance of cleanliness in bathrooms and showers due to current concerns over disease outbreaks.

**2. Age-based Differences in Facility and Equipment Needs:** Different age groups exhibit varied fitness management needs during the COVID-19 pandemic, particularly concerning facilities and equipment. For instance, the sample group aged 50 and above prioritizes adequate ventilation less than the group aged 40-49. Furthermore, those aged 40-49 have higher fitness management needs during the pandemic than those aged below 20, and the 20-29 age group. This trend might be due to the 40-49 age group's higher propensity to utilize weight training services more than other age groups. This matches Nakaporn Suwanhong's (2008) <sup>[12]</sup> research, which explored the marketing mix factors influencing consumer decisions to choose a fitness center in Bangkok. The study revealed that

respondents of different ages value the marketing mix in terms of location differently.

**3. Different marital statuses have varied needs for fitness management during the COVID-19 pandemic, especially in terms of hygiene:** It can be explained that the sample group with divorced status places importance on cleaning bathrooms and toilets, focusing on high-contact areas such as flush handles, urinal levers, doorknobs, faucets, using disinfectants. They also prioritize cleaning the surfaces of facilities and commonly touched areas, including cleaning gym equipment, dumbbells, barbells, and other contact surfaces, more than the group of users who are single or married.

**4. Different educational levels have varied demands for fitness management during the COVID-19 pandemic in terms of pricing:** It can be described that the sample group with a bachelor's degree values and benefits received less than the sample group with an educational level lower than a bachelor's degree. This is because the latter often has their expenses covered by their parents, who assess the value and benefits derived from the products and services received. Additionally, different educational levels also have varied demands for fitness management during the COVID-19 pandemic in terms of marketing promotion. The sample group with a bachelor's degree places higher importance on being responsive to customer inquiries and providing good feedback than the sample group with a master's degree. This is because those with a bachelor's degree want information on health care during the COVID-19 pandemic, while those with a master's degree already possess this information.

**5. Different professions do not have varied demands for fitness management during the COVID-19 pandemic**

**6. Different incomes do not have varied needs for fitness management during the COVID-19 pandemic:** This aligns with the research of Phachana Phadai, who studied the relationship between the 7C's marketing mix and the behavior of using First Fitness gym services in Bangkok. The study found that different income levels do not differ in their behavior towards using the First Fitness gym services in Bangkok. This is because all sample groups with different incomes aim generally for robust physical health and disease prevention, resulting in uniform demands for fitness management during the COVID-19 pandemic.

**7. Different categories have distinct fitness management needs during the COVID-19 pandemic in terms of location and equipment;** It can be explained that the sample

group who are monthly members prioritize having adequate ventilation more than the sample group who pay per visit.

In terms of distribution channels, the per-visit sample group values the convenience of transportation to the fitness center and the accuracy of the products and services, such as receiving the correct product and convenience in purchasing products and services, e.g., products being always available for purchase, more than the monthly membership sample group. This aligns with the research by Phronwimon Khothsongwan, who studied factors influencing the decision to use fitness centers in the Mueang district of Uttaradit province, and found that users prioritize a convenient location.

In terms of marketing promotions, the per-visit sample group places importance on genuinely recognizing the brand's products and receiving proper information, maintaining good relations between the customer and the brand, receiving full and clear answers to their questions, and being impressed from their first service experience more than the monthly membership group. This is consistent with the research by Wongkamun (2015) [21], who studied the satisfaction of users of fitness centers at Rajabhat University, Chiang Rai. He found that promotional activities, like providing information about programs and workout equipment, are crucial.

**8. Different frequencies have different safety-related fitness management needs during the COVID-19 outbreak:** It can be elaborated that the sample group who visit 5-7 times a week emphasize having a registration system upon entering and exiting, controlling the number of participants to avoid congestion, ensuring at least 2 meters of social distancing during workouts, providing handwashing stations with 70% alcohol gel or disinfectants throughout the service areas including restrooms, shower rooms, and changing rooms, and ensuring adequate ventilation more than the sample groups who visit 1-2 times a week or 3-4 times a week. This is because the group who visits 5-7 times a week is more health-conscious and thus prioritizes safety.

**9. The time spent by different sample groups shows varying priorities in fitness management during the COVID-19 pandemic:** Concerning safety, the group spending 1 hour/session emphasizes more on screening for symptoms such as fever, cough, shortness of breath, and colds than those who spend less than 1 hour/session. Similarly, the group spending 2 hours/session gives more importance to symptom screening than the group spending less than 1 hour/session. This is consistent with the research of Nareset Khamonsut and Jiraporn Angsuwichakul, which studied the factors influencing behavior in gym membership applications. They found that gym members prioritize safety and the standard of the fitness equipment.

Regarding the venue and equipment, the group that spends 2 hours/session values proper ventilation and the regular inspection of equipment to ensure it's safe for use. They also expect the provision of handwashing stations with soap, 70% alcohol gel, or disinfectants in various service areas, including restrooms, showers, and changing rooms, sufficient for the number of visitors. They prioritize cleanliness of common areas and frequently touched surfaces more than those who spend 1 hour/session. This is because the longer duration of the visit increases the importance of these factors over those who visit for only 1 hour.

In terms of hygiene, the group that spends 1 hour/session prioritizes cleaning of surfaces and common touchpoints, as well as cleaning sports equipment, dumbbells, barbells, and

other gym apparatus with disinfectants. Cleaning of restrooms and showers, focusing especially on high-touch areas like flush handles, door handles, and taps, is more emphasized by them than by those who spend less than 1 hour/session. This aligns with the research by Bodin Charoenpradapkul and Pakdee Manahiran, who studied factors affecting customer service choices in Bangkok, focusing on gym-goers at 'Fitness First'. They discovered that customers always prioritize the cleanliness of the facility, especially restrooms and showers.

Regarding the distribution channels, it can be explained that the group of customers who use the service for 2 hours per session places importance on the accuracy of products and services, such as receiving the correct products, less than the group who use the service for 1 hour per session. This aligns with the research of Bodin Charoenpradapkul and Phakdi Manahiranwet who studied the factors influencing customer behavior in selecting services in the Bangkok area. In a case study of Fitness First service users, it was found that the clients place significance on operating hours that match their needs. This is because the group of customers who use the service for 2 hours per session have a good understanding of exercising and using the equipment, whereas the group that uses the service for 1 hour per session tends to need more guidance.

**10. Different time slots demonstrate varied needs for fitness management during the COVID-19 pandemic, both in terms of products and promotional marketing**

Regarding products, the sample group using services from 16:01 to 20:00 prioritizes knowledgeable and skilled employees in fitness centers who are courteous in service and understand the customers' needs and objectives for exercising. This contrasts with the sample group that visits between 07:00 to 10:00. This aligns with the research of Pornwimon Khosongsaun, which studied the factors affecting decisions to use fitness centers in the Mueang district of Uttaradit Province. The study found that customers place importance on staff personalities, good interpersonal relationships, cheerful demeanor, and experienced trainers who possess knowledge about exercises. The rationale is that the sample group visiting between 16:01 to 20:00 aims to learn about exercising and health management, thus emphasizing these aspects more than the group visiting between 07:00 to 10:00.

In terms of marketing promotions, the group visiting from 16:01 to 20:00 values staff's willingness to answer customer inquiries, provide good responses, create positive first impressions, and genuinely recognize the brand's products more than the sample group visiting from 10:01 to 13:00. This is consistent with the research of Jirasak Chapromma, which studied the factors influencing decisions to use 24-hour fitness centers among consumers in Bangkok. The research indicated that customer responsiveness, the ability of staff to provide recommendations, address issues, and assist users effectively, impacts the decision to use fitness centers. Since the sample group visiting between 16:01 to 20:00 aims to understand exercising and health management, they prioritize these aspects more than the group visiting between 07:00 to 10:00.

**Factors influencing the desire for fitness management during the COVID-19 pandemic include**

**1. Internal Motivation:** This comprises the joy and satisfaction when engaging in physical exercises, enthusiasm

towards exercising, and the pleasure and satisfaction from taking care of one's health. These factors have an inverse relationship with the need for fitness management during the COVID-19 virus outbreak concerning safety. The findings suggest that as internal motivation decreases, there's an increased need for safety. This is because the sample group sees the value in having a strong physique and recognizes the importance of ensuring the health safety of others. When the level of internal motivation drops, there's a heightened need for safety to protect oneself and others. This aligns with Rice's (1966) psychological concept of self-worth, which is about recognizing one's value, having a positive outlook, taking responsibility for oneself and others, self-acceptance, and adaptability.

**2. External Motivation:** This involves the belief in the importance of exercising, leading to regular physical activity. It also encompasses the feeling of embarrassment if one neglects their health, exercising to gain praise, and rewards. These factors have an inverse relationship with the demand

for fitness management during the COVID-19 pandemic in terms of safety, hygiene, distribution channels, and marketing promotions. The results show that when external motivation decreases, there's an increased need for safety, hygiene, distribution channels, and marketing promotions. This is because the sample group is externally motivated by others who emphasize the benefits, such as seeing the significance of exercising regularly and gaining rewards and praise. If the level of external motivation slightly decreases, there's a higher demand for safety, hygiene, distribution channels, and marketing promotions to stimulate the motivation for health care in response to the COVID-19 situation. This is consistent with the research of Theerasak Sappasri and Chantana Sansuk, which studied the motivation influencing the exercise behavior of people using sports facilities in Phra Nakhon Si Ayutthaya province. Their study concluded that external motivation has a positive influence on exercise behavior.

**Table 2:** Business Model

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Community	Public health officials provide mindfulness advice to the local community	Proposing long-term health benefits	Aligns with values and beliefs	Age group under 20 years
Local public health agencies	Offer fitness venue services	Live content from trainers	Member satisfaction	Age group 20 - 29 years
Trainers	Four-pronged Framework	Wellness Services	Clear and consistent communication	Individual or group training customers
Swimming instructors	-Infection prevention	-Advocating for physical and mental benefits	Service oriented by hospitality	Fitness for exercisers
Digital intermediaries	-Preventing the spread of infection	-Building a supportive community for exercise enthusiasts	Flexible fees	
	-Care and treatment when infected		Promotions to attract attention	
	<b>Key Resources</b>		<b>Channels</b>	
	AI Platforms		Mobile applications	
	Exercise equipment, swimming pools		Social media	
	Employee loyalty		Streaming and content platforms	
	Employee training		Interaction apps	
	90-day reserve capital			
	<b>Cost Structure</b>		<b>Revenue Streams</b>	
	Fixed: Employee salaries		Digital Fitness, Online Coaching	
	Variable: Water and electricity costs		Platform content such as Facebook, TikTok, OBS	

## Conclusion

As for external motivation, it was found to be positively correlated with the desire for fitness management during the COVID-19 pandemic in terms of venue, equipment, and pricing. The results suggest that when the perception of external motivation increases, such as recognizing the importance of exercising and hence maintaining a consistent exercise routine, there is a heightened demand for appropriate venues and equipment. This aligns with the prevailing conditions during the COVID-19 pandemic and resonates with the Buddhist principle of 'Sappaya-sthāna', which emphasizes the appropriateness and correctness of practices tailored for specific situations. Furthermore, there is an increased demand for pricing, implying that recognizing the importance of exercise leads to heightened expectations of gaining value from such products and services.

## Recommendations

1. Based on the study, various age groups have specific

reasons for using the services, primarily for maintaining robust health. Business operators should tailor their marketing strategies to cater to different age groups, ensuring they align with the current situation.

1. For customers aged 20 or below, mostly students, organize physical activities or movement-based events.
2. For the age group 20-29, which comprises primarily students, their desire is muscle-building for health reasons. Hence, fitness sessions targeting muscle-building should be provided.
3. For those aged between 30-39, who are predominantly working professionals, offer engaging yet brief fitness classes.
4. The 40-49 age group, mainly parents, would benefit from health-focused fitness sessions aimed at disease prevention.
5. For customers aged 50 and above, who are health-conscious, offer fitness classes geared towards health, muscle-building, group exercises with peers, or family-

- oriented sessions.
6. Develop online fitness classes for safety and infection prevention purposes.
  7. Regarding internal motivational factors, customers recognize the value of good health and desire robust health. Business operators should set organizational goals that emphasize the significance of their customers' health, continuously updating their knowledge to assist and support customers in enhancing their well-being.
  8. For external motivational factors, customers perceive the importance of exercising. Entrepreneurs communicate through social media and utilize influencers to motivate and promote the benefits, support customers in maintaining good health, and provide information on health care during the COVID-19 pandemic.
  9. Entrepreneurs utilize the marketing mix (4P's) as a strategy to motivate customers, ensuring it aligns with exercising during the COVID-19 pandemic.

In terms of products and services, provide excellent customer experiences, such as standardized cleanliness, safety, hygiene measures, and proper equipment in compliance with COVID-19 protocols, instilling confidence in customers.

For pricing, create value for products and services by emphasizing the narrative of "good health."

In distribution channels, build a community for fitness enthusiasts. For instance, offer online workout venues like private Facebook groups.

For promotional activities, educate and motivate customers through social media and organize health-care workshops. Support those who wish to exercise and continuously enhance the quality of products, services, and customer care. From the all suggestions, it can be concluded the canvas business model in the table 2.

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