

ABSTRAK

TRİYADI. NPM 209010084. Analisis Strategi Pemasaran Relasional dina Nyiptakeun Nilai Palanggan di Sakola Ténis Jakarta International Tennis Academy (JITA) Jakarta, dina pangaping Prof. Dr. H. Jaja Suteja, S.E., M.Si. salaku Promotor sarta Prof. Dr. H. Juanim, S.E., M.Si. salaku Ko-Promotor.

Karakteristik jasa atikan jeung palatihan olahraga merlukeun hubungan jangka panjang antara organisasi, murid, jeung kolot murid. Sanajan kitu, pendekatan pemasaran anu berorientasi kana transaksi dipandang can sapinuhna mampuh ngawangun keterikatan palanggan sarta nyiptakeun nilai palanggan sacara berkelanjutan. Kaayaan ieu nyorong perluna analisis ngeunaan kumaha pemasaran relasional diterapkeun dina ngawangun nilai palanggan dina organisasi palatihan olahraga, hususna di Jakarta International Tennis Academy (JITA).

Panalungtikan ieu ngagunakeun pendekatan kualitatif kalayan desain studi kasus. Pangumpulan data dilakukeun ngaliwatan wawancara jero ka informan internal jeung eksternal, observasi partisipatif, sarta studi dokumentasi. Analisis data dilakukeun ngaliwatan réduksi data, penyajian data, jeung panarikan kacindekan. Panalungtikan ogé dikuatkeun ku analisis SWOT ngagunakeun kerangka IFAS jeung EFAS pikeun ngaidentifikasi kaayaan internal jeung éksternal organisasi.

Hasil panalungtikan nunjukkeun yén pemasaran relasional di JITA mekar ngaliwatan interaksi pribadi, pangalaman komunitas, jeung hubungan anu lumangsung sacara terus-terusan antara palatih, murid, jeung kolot murid anu ngabentuk nilai palanggan. Nilai palanggan kabentuk lain ngan ukur tina mangpaat fungsional jasa, tapi ogé tina nilai émosional jeung nilai sosial anu mucunghul salila prosés palatihan. Panalungtikan ieu ogé manggihan yén prakték pemasaran relasional geus lumangsung dina kagiatan operasional sapopoé, tapi can sapinuhna ngahiji kana sistem organisasi formal. Hambatan utama ngawengku kawatesanan sumber daya manusa, can optimalna standarisasi organisasi, sarta can ayana sistem pangelolaan hubungan palanggan anu terstruktur. Temuan panalungtikan nuduhkeun yén JITA aya dina fase transisi tina orientasi transaksional ka orientasi relasional dina ngawangun loyalitas jeung keberlanjutan nilai palanggan.

Kecap konci: pemasaran relasional; nilai palanggan; palatihan olahraga; jasa atikan; studi kasus.

ABSTRAK

TRIYADI. NPM 209010084. Analisis Strategi Pemasaran Relasional dalam Menciptakan Nilai Pelanggan pada Sekolah Tenis Jakarta International Tennis Academy (JITA) Jakarta, di bawah bimbingan Prof. Dr. H. Jaja Suteja, S.E., M.Si. sebagai Promotor dan Prof. Dr. H. Juanim, S.E., M.Si. sebagai Co-Promotor.

Karakteristik layanan pendidikan dan pembinaan olahraga menuntut hubungan jangka panjang antara organisasi, murid, dan orang tua. Namun, pendekatan pemasaran yang berorientasi transaksional dinilai belum sepenuhnya mampu membangun keterikatan pelanggan dan menciptakan nilai pelanggan secara berkelanjutan. Kondisi tersebut mendorong perlunya analisis mengenai bagaimana pemasaran relasional diterapkan dalam membangun nilai pelanggan pada organisasi pembinaan olahraga, khususnya di Jakarta International Tennis Academy (JITA).

Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus. Pengumpulan data dilakukan melalui wawancara mendalam terhadap informan internal dan eksternal, observasi partisipatif, serta studi dokumentasi. Analisis data dilakukan melalui reduksi data, penyajian data, dan penarikan kesimpulan. Penelitian juga diperkuat dengan analisis SWOT menggunakan kerangka IFAS dan EFAS untuk mengidentifikasi kondisi internal dan eksternal organisasi.

Hasil penelitian menunjukkan bahwa pemasaran relasional di JITA berkembang melalui interaksi personal, pengalaman komunitas, dan hubungan berkelanjutan antara pelatih, murid, dan orang tua yang membentuk nilai pelanggan. Nilai pelanggan terbentuk tidak hanya melalui manfaat fungsional layanan, tetapi juga melalui nilai emosional dan nilai sosial yang muncul selama proses pembinaan. Penelitian ini juga menemukan bahwa praktik pemasaran relasional telah berjalan dalam aktivitas operasional sehari-hari, namun belum sepenuhnya terintegrasi ke dalam sistem organisasi formal. Hambatan utama meliputi keterbatasan sumber daya manusia, belum optimalnya standarisasi organisasi, serta belum adanya sistem pengelolaan hubungan pelanggan yang terstruktur. Temuan penelitian mengindikasikan bahwa JITA berada pada fase transisi dari orientasi transaksional menuju orientasi relasional dalam membangun loyalitas dan keberlanjutan nilai pelanggan.

Kata kunci: pemasaran relasional; nilai pelanggan; pembinaan olahraga; jasa pendidikan; studi kasus.

ABSTRACT

TRIYADI. Student ID 209010084. Analysis of Relational Marketing Strategy in Creating Customer Value at Jakarta International Tennis Academy (JITA), Jakarta, under the supervision of Prof. Dr. H. Jaja Suteja, S.E., M.Si. as Promotor and Prof. Dr. H. Juanim, S.E., M.Si. as Co-Promotor.

The characteristics of educational and sports coaching services require long-term relationships between organizations, students, and parents. However, transaction-oriented marketing approaches are considered insufficient to build customer attachment and create sustainable customer value. This condition highlights the need to analyze how relational marketing is implemented in creating customer value within sports coaching organizations, particularly at Jakarta International Tennis Academy (JITA).

This study employed a qualitative approach with a case study design. Data were collected through in-depth interviews with internal and external informants, participatory observation, and document analysis. Data analysis was conducted through data reduction, data display, and conclusion drawing. The study was further strengthened by SWOT analysis using the IFAS and EFAS frameworks to identify internal and external organizational conditions.

The findings indicate that relational marketing at JITA develops through personal interactions, community experiences, and continuous relationships among coaches, students, and parents, which contribute to customer value formation. Customer value is shaped not only by the functional benefits of services but also by emotional and social values emerging throughout the coaching process. The study also found that relational marketing practices have been implemented in daily operational activities but have not been fully integrated into formal organizational systems. Major obstacles include limitations in human resources, suboptimal organizational standardization, and the absence of a structured customer relationship management system. The findings suggest that JITA is in a transitional phase from a transaction-oriented approach toward a relationship-oriented approach in developing customer loyalty and sustaining customer value.

Keywords: *relational marketing; customer value; sports coaching; educational services; case study.*

Analysis of Relationship Marketing Strategy in Creating Customer Value at Jakarta International Tennis Academy Jakarta

Triyadi, Jaja Suteja, Juanim

Universitas Pasundan, Bandung, Indonesia

triyadi.209010084@mail.unpas.ac.id, jajasuteja@unpas.ac.id, juanim@unpas.ac.id

Abstract

This study aims to analyze relationship marketing strategies in creating customer value at the Jakarta International Tennis Academy (JITA) Jakarta. The research is motivated by the phenomenon of fluctuating student numbers at JITA during the 2022–2024 period; while the number of new registrants consistently increases annually, customer retention rates remain low, particularly in beginner classes. This indicates that the marketing strategies implemented thus far have been transactional and are not yet optimal in building solid long-term relationships. The research employs a qualitative method with a descriptive-analytical approach through a single case study design. Data were collected via in-depth interviews, participant observation, documentation studies, and Focus Group Discussions (FGD). Data analysis was conducted by identifying Internal Strategic Factor Analysis Summary (IFAS) and External Strategic Factor Analysis Summary (EFAS), followed by a SWOT matrix to formulate development strategies. The results show that JITA is positioned in the aggressive growth quadrant, where its main strengths lie in the quality of certified coaches, academy reputation, and close interaction with customers. However, the implementation of relationship marketing is still implicit, not yet standardized within the organizational system, and depends heavily on specific individuals. The development strategy is directed toward strengthening the NICE elements (Network, Interaction, Common Interest, Experience) to enhance functional, emotional, and social values in order to build long-term customer loyalty.

Keywords: Relationship Marketing, Customer Value, Customer Loyalty.

INTRODUCTION

Health is the science and art of preventing disease, prolonging life expectancy, and promoting the health and efficiency of individuals and communities. Health is not simply defined as the absence of disease but also encompasses overall physical, mental, and social well-being. However, in general, health is often associated solely with the physical aspect. Health can be viewed from two dimensions: production and consumption. The production dimension views health as the basic capital necessary for carrying out productive activities. Meanwhile, the consumption dimension positions health as a condition that provides intrinsic benefits, an ideal state that should be appreciated and enjoyed by every individual. Both dimensions emphasize the importance of maintaining and improving health to prevent disease and health disorders. One concrete form of this effort is through regular exercise based on a comprehensive understanding of the concept of health.

Sport is a specific form of physical activity that is carried out in a planned, structured, and repetitive manner, with the primary goal of improving physical fitness. In general, sport is a crucial element in human life, particularly in the biological

aspect, namely maintaining physical condition and optimal organ function to support daily activities. Furthermore, sport also has an indirect impact on social and cultural aspects, and can be a medium for self-actualization, both individually and collectively. By exercising regularly, the body can remain in prime condition, even into old age. In the context of modern life, sport has become an integral part, both as a means of achieving success and as a necessity for maintaining health and quality of life.

The general benefits of sport include improving physical fitness, organ health, strengthening bones, and developing positive character and personality. Furthermore, sport also encourages discipline, sportsmanship, and a sense of nationalism through achievement. Therefore, sport has two main functions: as a means of developing achievement and as a medium for maintaining health. Broadly speaking, the goals of sport can be classified into four categories: educational sport, recreational sport, rehabilitation sport, and competitive sport. Educational sport is part of the formal curriculum, such as in Physical Education, Sports, and Health (PJOK). Recreational sport aims to provide enjoyment and relaxation. Rehabilitative sport serves to restore physical condition following injury or health problems. Meanwhile, competitive sport aims to achieve competitive results in competitions or matches. Furthermore, the official goals of sport are also stated in Law No. 11 of 2022 concerning Sports. Specifically, the goals of sport according to Law No. 11 of 2022 are to:

- a. Maintaining and improving health and fitness, achievement, intelligence, and human quality
- b. Instilling moral values and noble character, sportsmanship, competitiveness and discipline;
- c. Strengthening and fostering national unity and integrity
- d. Strengthening national resilience
- e. Raising the dignity, honor and respect of the nation, and
- f. Maintaining world peace

One sport that is currently gaining popularity is tennis. Tennis is a sport that uses a racket to hit the ball over a net, preventing the opponent from returning it, regardless of whether the ball bounces first or not. Tennis was originally a game introduced by a British soldier named Major W.C. Wingfield at a party in Wales in 1873. This game originated in Ancient Greece. By 1879, it was being played on hard courts (gravel) and is still played today at Wimbledon, England.

Tennis is a modern sport that has developed globally and has a wide fan base in various countries. The sport began to standardize its rules and competition systems in England in the late 19th century, contributing to its spread throughout the world. As it evolved, tennis became seen not only as a competitive sport but also as part of the sports services industry, encompassing training, athlete development, tournament organization, and sports community development. In this context, tennis training institutions play a crucial role as service providers, offering not only technical skill enhancement but also experiential learning, character development, and long-term relationships between coaches, students, and parents.

The exact date when tennis first became popular in Indonesia is unknown. It's likely the Dutch introduced the game to Indonesia, although it's also possible that it was brought by British sailors who stopped in major cities across the Indonesian archipelago. These are merely conjectures or estimates, as no archives or documents

exist to prove or trace when the sport arrived in Indonesia or who brought it. However, it's clear that in any country, the sport began to be played and became more popular among the nobility, wealthy, and educated classes. Indonesia was no exception, especially during the Dutch colonial period.

During the colonial period, only a handful of native Indonesians could swing a tennis racket, while the vast majority were Dutch and Chinese. And even then, this was only in large cities. The number of native tennis enthusiasts began to increase in the 1920s. With the rise of the national awakening, an increasing number of Indonesian students entered secondary schools, especially in large cities like Jakarta and Surabaya. These students were generally students from Stovia, Rechrsschool, and NIAS, who in turn introduced the sport to a wider audience. As a result, the sport began to be played or competed in various youth organizations in Indonesia at that time.

Over time, this sport has begun to gain popularity and is gaining popularity among all ages. Not only adults but also teenagers and even children. It can also be played by people with physical limitations or disabilities using wheelchairs. Tennis is also an Olympic sport, a sport held every four years, and is considered the world's largest sporting event. In major cities, tennis has begun to gain popularity, and for some, it has even become a sport of choice, both for competitive and recreational sports. At the same time, tennis training centers and tennis schools have sprung up to produce skilled players and athletes. In Jakarta, for example, several tennis clubs and schools are now registered with the Indonesian Lawn Tennis Association (PELTI). PELTI stands for the Indonesian Lawn Tennis Association (Persatuan Lawn Tenis Indonesia), the governing body for tennis in Indonesia. This organization was founded on December 26, 1935. In addition to governing tennis in Indonesia, PELTI also plays a promotional role, providing funding for player development, organizing professional and junior tournaments, and managing the Indonesian tennis team. The following is a list of tennis clubs and schools in DKI Jakarta registered with PELTI.

Table 1. List of Tennis Schools in DKI Jakarta registered with PELTI

No	Tennis Club / School Name	Number of Students	Year of Establishment
1	Sportama Tennis Institute	366	2008
2	Jakarta International Tennis Academy (JITA)	331	1981
3	Tennis Pro	150	2008
4	Yayuk Basuki Tennis Academy (YBTA)	100	1990
5	MHI Tennis Club	98	2005
6	Kemayoran Tennis Center (KTC) Tennis School	90	1993
7	Tennis Pro	90	2008
8	BNI Junior Tennis Club	87	2009
9	Cibubur Tennis Club	80	2009
10	Pancoran Tennis Club	75	2014

Source: Website pelti.or.id

The table shows that Jakarta International Tennis Academy (JITA), a tennis school established in 1981, ranks second in terms of student population. Ideally, being the oldest of all the tennis schools registered with PELTI, it should have the largest student population.

The Jakarta International Tennis Academy (JITA) is a well-known tennis school among tennis enthusiasts, with its headquarters located at Cilandak Town Square, Jl. TB. Simatupang, South Jakarta. JITA focuses on providing junior tennis training, catering to students from 4 years old to teenagers. Early childhood training is believed to accelerate the identification, development, and development of strong and professional tennis athletes. With experience dating back to 1981 and supported by certified coaches from the International Tennis Federation (ITF), including several with ITF Level 2 certifications, JITA is committed to developing young players capable of competing at both national and international levels.

Currently, JITA has over 300 students divided into four levels based on their playing ability. These classes include Mini Tennis Class (Munchkins), Beginner Class, Intermediate Class, and Advanced Class. In addition, there is a special class called the High Performance Class, which is intended to develop students preparing to participate in tennis championships, both at the national and international levels. This class is designed to produce superior athletes through a more intensive and focused training approach.

As a company engaged in the field of providing sports training services, JITA does not only provide technical training. However, it is also balanced with education, management, coaching, development, and supervision to achieve national sports goals as mandated by Law No. 11 of 2022 concerning Sports. This requires every business in the sports sector to have knowledge, leadership, managerial capabilities, and/or funding dedicated to the interests of sports coaching and development. Among the contents of Law No. 11 of 2022 concerning Sports: sports are all activities that involve the mind, body, and soul in an integrated and systematic manner to encourage, foster, and develop physical, spiritual, social, and cultural potential. Sports are all aspects related to sports that require regulation, education, training, coaching, development, improvement, supervision, and evaluation.

National sports are sports based on Pancasila and the 1945 Constitution of the Republic of Indonesia which are rooted in sports values, Indonesian national culture, and responsive to the demands of sports development: Sports actors are every person and/or group of people who are directly involved in sports activities which include athletes, sports coaches, and sports personnel. Sports personnel are people who exercise in an effort to develop physical, spiritual, social, and cultural potential. Sports coaches are people who have interests and knowledge, leadership, managerial skills, and/or funding dedicated to the interests of sports coaching and development. Sports personnel are every person who has qualifications and competency certificates in the field of sports.

Furthermore, Law No. 16 of 2007 concerning the Regulations for the Implementation of Sports, which in Article 1 among others states, sports actors are every person and/or group of people who are directly involved in sports activities which include athletes, sports coaches, and sports personnel. Sports coaches are people who have interests and knowledge, leadership, managerial skills, and/or

funding dedicated to the interests of sports coaching and development. Foreign sports coaches are foreign sports coaches who carry out sports coaching activities in the territory of the Unitary State of the Republic of Indonesia. Sports personnel are every person who has qualifications and competency certificates in the field of sports.

In addition to these two legal bases, the implementation of sports education and training is also in line with Law Number 12 of 2012 concerning Higher Education. Article 3 states that higher education aims to develop the potential of students to become people who believe in and fear God Almighty, have noble morals, are healthy, knowledgeable, capable, creative, independent, skilled, competent, and cultured for the benefit of the nation. This provision emphasizes that aspects of physical health and skills development are an integral part of the goals of higher education in Indonesia.

Furthermore, Article 5 paragraph (2) of Law No. 12 of 2012 emphasizes that higher education functions to develop abilities and shape the character and civilization of a dignified nation in order to enlighten the nation's life. This is in line with the role of sports education and training institutions such as the Jakarta International Tennis Academy (JITA) which not only focuses on improving technical sports skills, but also on building character, discipline, and sportsmanship in students.

In addition, Article 47 paragraph (1) of Law No. 12 of 2012 states that higher education can be provided by the community through formal or non-formal educational institutions as long as they meet the quality standards and principles of higher education implementation. This provision strengthens the legitimacy of sports training institutions such as JITA as part of the national education ecosystem that plays a role in fostering interests, talents, and improving the quality of human resources in the field of sports. Thus, JITA has a strong legal basis to organize sports coaching, training, and development activities within the framework of national education goals as mandated by Law No. 12 of 2012, Law No. 11 of 2022, and Law No. 16 of 2007.

Throughout its history, JITA has experienced fluctuating development dynamics. This is reflected in the year-to-year variation in student numbers, as shown in the following table:

Table 1.2
Number of JITA Students in 2022 - 2024

No	Year	Target	Achievement	Percentage of Achievement
1	2022	350	293	83.71%
2	2023	350	281	80.28%
3	2024	400	331	82.75%

Source: JITA Tennis 2023 Admin

Based on Table 1.2, it can be seen that the number of JITA students has fluctuated over the past three years, although there is a trend of increase in 2024. This phenomenon is a significant concern for training institution management, as JITA has not yet achieved its target number of participants. In fact, based on the number of new registrants each month, the number of students should have increased year after year.

However, this has not been realized due to the relatively high rate of participant turnover, especially in the Regular Beginner class.

This situation points to a more fundamental strategic issue in managing customer relationships. Despite JITA's strong reputation, certified trainers, and a relatively high number of new enrollees each year, the institution has not been able to consistently retain students over the long term. The high rate of participant turnover, particularly in the beginner classes, indicates that the perceived value to customers has not fully matched their expectations. This issue is not solely related to the technical quality of the training, but rather to how JITA builds, manages, and strengthens relationships with students and parents, its primary customers.

The following presents data on new participant registrations at JITA from 2022 to 2024:

Table 1.3

JITA New Student Admissions Data for 2022-2024

Year	Number of New Registrants
2022	103
2023	107
2024	123

Source: JITA Admin 2024

Based on Table 1.3, it can be seen that the number of new student registrations at JITA each year reaches over 100. To provide a more detailed picture, the author used the period 2024 to present the distribution of new student registrations each month, as shown in the following table:

Table 1.4

Number of New JITA Student Enrollments in 2024

Month	Number of New Registrants
January	8
February	7
March	6
April	8
May	10
June	13
July	9
August	14
September	12
October	12
November	13
December	11
Total	123

Source: JITA Admin 2024

Based on Table 1.4, it can be seen that the number of new participants registering at JITA is quite significant. In 2024, 123 new participants were recorded. If this acceptance trend continues consistently, the number of JITA participants or students should logically increase from year to year. However, in reality, the number of participants shows a fluctuating pattern and has not yet reached 500 participants. However, theoretically, if there are more than 100 new participants each year, the number of participants could reach that figure within five years. Based on the data and observations, the author conducted a SWOT analysis to obtain a comprehensive overview of JITA's internal and external conditions.

Based on the results of the SWOT analysis, the Jakarta International Tennis Academy (JITA) needs to begin strategic improvements to meet the needs, desires, and expectations of current and prospective students. This is crucial in creating positive and sustainable customer value. Therefore, JITA needs to formulate and develop a more effective marketing strategy, with an integrated and long-term approach. This step is relevant given JITA's significant opportunities to grow and develop into a leading and highly competitive tennis training institution.

The SWOT analysis also shows that JITA's main problem lies not in the quality of its trainers or training programs, but in the effectiveness of its marketing strategy, which has not been able to retain customers in the long term. The fluctuation in the number of participants (Table 1.2) indicates that the target achievement rate has not been stable, ranging from 80–83 percent over the past three years. However, data on new registrants (Tables 1.3 and 1.4) shows an increasing trend each year. This condition indicates a low level of customer retention or relatively high customer churn, especially in the beginner class.

Based on the SWOT analysis, it can also be identified that JITA has implemented several marketing and customer relationship management strategies, such as developing multi-level training programs, providing high-performance classes, collaborating with schools, and participating in various national and international championships. Furthermore, brand reputation and the quality of its trainers are key strengths in attracting new customers. However, these strategies still tend to be oriented towards participant acquisition and technical excellence, while strategies that systematically focus on maintaining long-term relationships, strengthening customer experience, and managing relationships with parents and alumni have not been optimally integrated into the relationship marketing framework.

This indicates that the marketing approach implemented so far is still transactional, focusing on short-term promotions and sales and not building strong long-term relationships between institutions and customers. This kind of transactional marketing strategy tends to emphasize the marketing mix (4Ps: product, price, place, promotion) and new customer acquisition targets, but pays less attention to aspects of relationship maintenance and the value of the customer experience (Grönroos, 2006; Kotler & Keller, 2016).

Recent research also indicates a paradigm shift toward relationship marketing, particularly in the service and education sectors. Farida and Ma'ruf (2022:145) found that the success of non-formal educational institutions depends heavily on trust, commitment, communication, and emotional closeness between the institution and students. Similarly, a study by Hennig-Thurau et al. (2020:451) confirmed that

customer loyalty to educational institutions is more influenced by social relationships and long-term perceived value, rather than solely price or promotional factors.

However, most relationship marketing research still focuses on the banking, hotel, and formal higher education sectors (Alrubaiee & Al-Nazer, 2018:123; Daries et al., 2021:256). Research specifically examining the application of relationship marketing strategies in sports institutions or tennis schools is still very limited. This is despite the unique characteristics of the sports sector, which combines service interactions, competency-based training, and emotional connections between coaches, participants, and parents (Theodorakis et al., 2019:677).

Thus, there is a research gap in the application of relationship marketing strategies in sports training institutions, particularly the Jakarta International Tennis Academy (JITA), which has not been extensively studied. Fluctuating participant numbers indicate the need for a relationship strategy that emphasizes building trust, commitment, and customer experience to create customer value and increase long-term loyalty.

Ideally, a sports training institution like JITA, operating for more than four decades, would be expected to have a high customer retention rate, long-term loyalty, and steady participant growth. However, actual conditions demonstrate a gap between these expectations and reality. The annual increase in new registrants has not been accompanied by an accumulative increase in participant numbers, resulting in the growth target not being optimally achieved. This gap indicates that the implemented marketing strategy has not fully transformed initial customer interest into valuable long-term relationships. Therefore, an in-depth study is needed to determine how relationship marketing strategies can be optimized to bridge this gap.

Customer value creation in the contemporary relationship marketing approach is no longer understood as a mere transactional outcome, but rather as a long-term process shaped by the quality of the relationship between the organization and its customers. This relationship is built through network embeddedness, sustained interaction intensity, alignment of shared interests, and the accumulation of customer experience throughout the service cycle. This approach is increasingly relevant in the service industry, which demands emotional engagement, trust, and active customer participation in the value co-creation process.

Kotler, Kartajaya, and Setiawan (2021:63) emphasize that modern marketing has shifted from a tactical, marketing-mix-based orientation to a strategic approach that emphasizes holistic customer relationships, experiences, and engagement. Within this framework, customer value is created through ongoing interactions that integrate functional, emotional, and social dimensions, enabling companies to build loyalty and sustain long-term relationships.

In line with this view, Payne, Frow, and Eggert (2017:467) and Frow and Payne (2020:22) explain that modern service organizations need to shift from a marketing model focused on promotional and sales activities to a business model that places the creation and management of customer value at the core of the organization's strategy. A business model not only explains how value is offered, but also how that value is created with customers through interactions, service experiences, and ongoing relationship mechanisms, thereby supporting the organization's operational sustainability and long-term performance.

Other recent studies also reinforce the importance of network, interaction, and experience aspects in relationship marketing. Mustafa et al. (2022:3) found that online customer experience and value co-creation significantly influence emotional closeness between brands and consumers, ultimately strengthening long-term loyalty. Similarly, Suharto and Hoti (2023:118) demonstrated that relationship marketing has a direct impact on customer experience and satisfaction in the microfinance services sector in Indonesia. Karami, Eyupoqlu, and Ertugan (2023:6) also emphasized that relationship benefits such as personal interaction, emotional experiences, and customer trust can increase repeat purchase intentions if positive customer habits have been formed towards the service. These findings demonstrate that the success of relationship marketing depends not only on communication and service, but also on the experiences created together with customers in a dynamic and mutually beneficial network context.

Referring to data on student population fluctuations over the past three years (see Table 1.2), JITA has begun shifting its marketing approach from a transactional model to a relationship marketing model. The implementation of this relationship marketing strategy is expected to drive student growth and stability by creating greater value for customers, while ensuring operational sustainability and more efficient profit achievement.

The concept of relationship marketing aims to create a marketing approach that focuses on the individual as the center of interaction. The basic principle is that it is impossible to build relationships with an entire market or market segment uniformly, but rather with individual customers through a personalized and ongoing approach. The main difference between transactional and relationship marketing lies in their strategic orientation. Transactional marketing focuses more on products and short-term transactions, while relationship marketing focuses on consumers, customer value, and building long-term, mutually beneficial relationships.

The elements of trust and commitment in relationship marketing are key to creating high-quality interactions and long-term relationships between organizations and customers. This approach emphasizes the process of building and maintaining mutually beneficial relationships rather than simply one-time transactional exchanges. Rosário and Casaca (2023:44) state that an effective relationship marketing strategy significantly influences trust and commitment, which in turn strengthens customer loyalty and the sustainability of customer relationships with the company. These findings indicate that trust is not simply a positive perception of a service provider's reputation or goodwill, but is a crucial variable that reduces uncertainty, encourages repeat engagement, and creates value for both parties in the modern service context.

In the context of this research, the customer value studied focuses on three main dimensions: functional value, emotional value, and social value. Functional value encompasses the technical benefits and quality of training received by students, such as coach competence, training programs, and improvements in tennis playing ability. Emotional value relates to feelings of security, comfort, pride, and satisfaction experienced by students and their parents during the training program. Meanwhile, social value refers to the benefits gained through social interactions, friendship networks, relationships with coaches, and engagement with the JITA community.

These three value dimensions are seen as the main foundation for building loyalty and sustainable customer relationships in sports training institutions.

Along with the development of the modern marketing paradigm, various recent studies show that trust and commitment are no longer viewed as static variables, but have evolved into dynamic elements that shape the process of engagement and value co-creation. Rosário and Casaca (2023:46) emphasize that the success of relationship marketing is largely determined by the balance between trust, commitment, satisfaction, and communication, which simultaneously contribute to long-term customer retention. Similarly, Tuti and Sulistia (2022:12) show that customer engagement has a significant influence on brand trust and brand loyalty, so that trust is now seen as the result of continuous customer experiences and interactions.

Hidayat, Bagastara, and Irawan (2022:9) found that relationship marketing practices in the context of professional sports organizations are strongly influenced by social ties between coaches, athletes, and fan communities, which strengthen emotional loyalty and long-term commitment. Çimen's (2022:103) research also emphasized that trust and commitment are the main foundations of relationship marketing in the sports sector, as the relationship between service providers and learners emphasizes personal interaction, social closeness, and emotional involvement. Furthermore, Juharsah (2024:94) identified that social ties play a significant role in shaping customer loyalty, with satisfaction as a mediator and commitment as a moderator. Similarly, Putit, Abdullah, and Suki (2021:56) found that brand reputation and customer trust have a direct influence on commitment, which then mediates the relationship between relationship marketing strategies and customer loyalty. Thus, it can be concluded that the success of modern relationship marketing depends not only on efforts to build trust and commitment, but also on how institutions are able to create shared experiences, social interactions, and active customer participation in the value creation process.

Relationship marketing can be measured through four main dimensions, namely: trust, bonding, empathy, and reciprocity (Sugiat, 2019). Trust refers to the importance of institutions demonstrating integrity and honesty in providing educational or training services, as well as a commitment to improving service quality. Bonding refers to the institution's efforts to create a safe, comfortable, and enjoyable learning environment, including physical facilities such as offices, fields, restrooms, parking areas, and other infrastructure, thereby encouraging emotional attachment of participants and parents to the institution. Empathy reflects the institution's caring attitude towards the problems and needs faced by students. Meanwhile, reciprocity describes a reciprocal relationship between institutions and customers, where institutions provide value in the form of quality educational services, and in return, customers provide loyalty, recommendations, and positive contributions to the institution's reputation.

Relationship marketing in education focuses on building long-term relationships between institutions, students, parents, and alumni. Through flexible, personalized services and the use of technology, this marketing increases retention, loyalty, and positive referrals. (Farida & Ma'ruf, 2022:157). Ongoing alumni engagement plays a strategic role in supporting institutional sustainability, expanding network relationships, and strengthening the reputation of educational institutions. Some

marketing approaches that educational institutions can implement include leveraging alumni networks, digital technology-based marketing, data-driven marketing strategies, and strengthening the customer experience. In the context of educational services, marketing activities are more directed at building long-term relationships with various stakeholders, including students, parents, alumni, and the community.

Based on the above description, it can be concluded that the main challenges faced by the Jakarta International Tennis Academy (JITA) are not only related to the technical aspects of training or the institution's reputation, but rather how customer value is created, perceived, and maintained sustainably through long-term relationships. Although JITA has strengths in terms of the quality of its coaches, training programs, and its reputation as a leading tennis school, empirical conditions show that the level of participant retention and growth stability are not yet fully optimal. This indicates a gap between the potential value offered by the institution and the value actually perceived by customers, both students and parents.

This gap indicates that the marketing strategy implemented has not been fully integrated within a relationship marketing framework oriented towards creating holistic customer value. However, in the context of the sports services industry, which is long-term and highly dependent on customer trust, commitment, and experience, relationship marketing strategies play a key role in building loyalty and sustainable customer relationships. Therefore, an in-depth study is needed to analyze how customer value is formed, how relationship marketing strategies are implemented, and the obstacles faced by JITA in managing customer relationships. The results of this study are expected to not only provide theoretical contributions to the development of relationship marketing science but also serve as a basis for formulating more effective and sustainable strategies for managing tennis training institutions.

Therefore, the author was motivated to examine and analyze the problems faced by the Jakarta International Tennis Academy (JITA) Tennis School, particularly in terms of relational marketing strategies. This interest was based on the author's direct involvement as part of the institution, thus having a close relationship and understanding of the context of the existing problems. This study is presented in a dissertation entitled: "Analysis of Relational Marketing Strategies in Creating Customer Value at the Jakarta International Tennis Academy (JITA) Tennis School in Jakarta."

RESEARCH METHODS

This research fundamentally adopts a qualitative approach with a descriptive-analytical method to dissect the relationship marketing strategy at the Jakarta International Tennis Academy (JITA). The choice of this methodology is based on the need to explore the in-depth meaning and contextual interpretations constructed by the actors within the institution, where the researcher plays the primary instrument in collecting and critically analyzing data. The main focus of this research is not on statistical generalization, but rather on a holistic understanding of complex and dynamic phenomena, particularly regarding how long-term relationships can create sustainable customer value in non-formal sports education institutions.

The design used is a unique and informative single-case study, considering that JITA is one of the oldest tennis schools with fluctuating student numbers in recent years. The research approach was inductive and exploratory, meaning the researcher drew conclusions from empirical data in the field toward conceptual understanding without having to test formal hypotheses beforehand. This inductive logic enabled the researcher to identify patterns of interaction and the relationship between organizational structure and the actual experiences felt by customers.

The unit of analysis in this study encompasses the entire JITA organizational entity, involving management, coaches, students, and parents as the primary subunits of analysis. In addition, official documents such as the institution's strategic plan were reviewed to determine consistency between formal policies and field practices. Data sources were collected through in-depth interviews, participant observation, documentation studies, and focus group discussions (FGDs). Informants were selected using a flexible snowball sampling technique to reach individuals with the most relevant experiences, reaching information saturation.

All data obtained was mapped into four main propositions that examine the effectiveness of the transition from transactional to relationship marketing, the internal and external obstacles encountered, and the implementation of NICE tactics that encompass customer needs fulfillment, interaction, customization, and experience. The research procedure was carried out systematically through the preparation, implementation, and reporting stages to ensure the validity of the data through credibility and dependability criteria. With this structured methodological framework, it is hoped that the research will be able to produce applicable strategic recommendations for the development of customer relationship management in the future.

RESEARCH RESULT

The research findings are linked to the results of in-depth interviews, SWOT analysis, and testing of research propositions within the theoretical framework of relationship marketing. The discussion focuses not only on assessing the alignment of the empirical findings with the concepts and theories presented in Chapter II, but also on understanding how relationship marketing practices at the Jakarta International Tennis Academy (JITA) are formed, implemented, and interpreted by internal and external stakeholders. Thus, this discussion positions the research findings as part of a dialogue between theory and empirical reality in the field.

Interviews with internal and external key informants indicate that relationship marketing at JITA is not positioned solely as a promotional activity, but rather as a strategic approach oriented towards building long-term relationships with students and parents. This finding aligns with theoretical perspectives in relationship marketing that emphasize the importance of trust, commitment, and ongoing communication as the foundation of valuable relationships. In the context of JITA, relationships forged through coach-student-parent interactions, community support, and consistent service are key factors shaping positive customer perceptions of the institution.

On the other hand, the SWOT analysis and testing of the research propositions indicate room for improvement that requires strategic attention going forward.

Several findings indicate the need to strengthen the relationship marketing system and standardize it so that the quality of relationships and customer value are less dependent on specific individuals, such as coaches. Therefore, this discussion not only confirms JITA's strengths and advantages in implementing relationship marketing but also serves as a basis for formulating a more structured and sustainable development strategy. The findings and analysis in this sub-chapter then serve as the main basis for drawing conclusions and developing recommendations in the following chapter.

Relationship Marketing as a Shift from Transactional Orientation

The findings in Subsection 4.2.1 indicate that JITA management and coaches have established a pattern of intensive and ongoing service interactions with students and parents. Internal informants emphasized that the coaching process focuses not only on delivering training materials but also on communicating athlete development and ongoing mentoring. This interaction pattern indicates a shift in practices from a transactional to a relational orientation at the institution's operational level.

Contemporary literature confirms that service organizations are increasingly moving from transactional exchange to relational engagement. Rather and Hollebeek (2021:2) state that customer engagement and relationship quality are the primary mechanisms for creating customer loyalty in the service context. JITA's internal findings align with this view, as service interactions are geared toward establishing long-term relationships, rather than simply short-term service exchanges.

This study also shows that coaches and management view relationships with students and parents as a crucial part of the coaching process. The relationship marketing perspective positions relational value as a key construct in service marketing. Pansari and Kumar (2017:295) assert that long-term customer value is formed through a combination of transactions, engagement, and relationships. JITA's internal orientation, which emphasizes close relationships, strengthens this argument.

Further research findings indicate that service interactions at JITA occur through a series of repeated touchpoints throughout the training process. Becker and Jaakkola (2020:637) explain that customer experience develops through the accumulation of experiences throughout the customer journey. JITA's internal practices exhibit similar characteristics through regular communication, monitoring of athlete progress, and coach involvement in the coaching process.

Although relational orientation has evolved, this research also indicates that this shift is still occurring gradually and has not yet been fully formalized within the organization's strategic framework. Payne, Frow, and Eggert (2020:3) emphasize that modern customer relationship management requires the integration of organizational processes and support systems. JITA's internal situation indicates that a relational orientation has grown at the practical level but still requires strengthening at the strategic level.

Thus, the findings of this study support the first proposition that relationship marketing at JITA has shown a shift from a transactional orientation to a long-term relationship orientation as identified in Subsection 4.2.1. This shift has been evident in service interaction patterns and the institution's internal perspective on customers, although strategic strengthening is still needed to ensure the sustainability of its implementation.

Implicit Implementation of Relationship Marketing at JITA

The findings in Subsection 4.2.2 indicate that the relationship between JITA, students, and parents has developed through intensive and ongoing service interactions. External informants assessed that communication with coaches was open and personal throughout the coaching process. Informants also expressed a sense of closeness and trust in the institution. This relationship pattern indicates that the implementation of relationship marketing at JITA has actually begun at the operational level.

Contemporary literature emphasizes that relationship marketing implementation doesn't always begin with formal strategy formulation but often develops from practical service interactions. Rather and Hollebeek (2021:5) state that customer engagement in the service context is largely formed through repeated interactions between customers and service providers. The findings at JITA align with this view, as customer engagement stems from relationship experiences during training programs.

This research also shows that coaches play a central role in maintaining ongoing relationships with customers. Coaches serve not only as technical instructors but also as communication liaisons with parents. A modern relationship marketing perspective positions frontline employees as key actors in shaping the customer experience. Becker and Jaakkola (2020:640) assert that the quality of the customer experience is heavily influenced by the orchestration of touchpoints mediated by frontline employees. The conditions at JITA reinforce this argument, as relationship strength is highly dependent on the quality of coach interactions.

On the other hand, research findings indicate that the implementation of relationship marketing at JITA is still implicit and has not been institutionalized in the organization's strategic documents. Customer relationship practices rely heavily on individual initiative and an informal work culture. Payne, Frow, and Eggert (2020:6) emphasize that effective relationship management requires the integration of organizational processes, formal structures, and support systems. The situation at JITA demonstrates a gap between existing relationship practices and the formality of institutional-level strategies.

Qualitative data analysis also shows that this implicit nature is both a strength and a limitation. A personal approach creates a warm relationship and emotional closeness with customers. However, reliance on informal relationships can potentially lead to inconsistencies as the organization grows or personnel changes. Relationship marketing literature reminds us that long-term relationship sustainability requires the institutionalization of relational processes within the organizational system.

Thus, the findings of this study support the second proposition: the implementation of a relationship marketing strategy at JITA has begun, as reflected in the findings in Subsection 4.2.2. However, the practice remains implicit and has not been formally integrated into the institution's strategic plan. Therefore, the organization needs to transform its existing relationship strengths into a more explicit, structured, and sustainable strategy.

Internal Barriers to Relationship Marketing Implementation

The discussion in this subchapter interprets the research findings in Subchapter 4.2.1 and Subchapter 4.2.2, which indicate that the implementation of relationship marketing at JITA has been running, but still faces structural and operational obstacles. This analysis also confirms Proposition 3 of the study that obstacles to implementing relationship marketing strategies at JITA include limited human resources, lack of cross-functional integration, and challenges in maintaining consistent customer interactions.

Research findings indicate that, from an organizational perspective, one of the main obstacles lies in the lack of standardized organizational structures specifically supporting customer relationship management. This evolving structure results in the division of roles and mechanisms for relational responsibilities not being formally documented. This situation aligns with the view of Becker and Jaakkola (2020:11), who assert that value creation in relationship marketing requires the orchestration of structured organizational processes so that customer interactions consistently generate value. Without institutionalized processes, relational practices tend to be ad hoc and less scalable.

Further research shows a relatively high level of dependence on specific individuals to maintain the quality of customer relationships. From a modern relational perspective, personal closeness can indeed accelerate the formation of trust in the early stages of a relationship. However, Pansari and Kumar (2021:118) emphasize that sustainable customer engagement must be built through organizational systems capable of consistently replicating quality interactions, not solely through interpersonal relationships. Excessive reliance on individuals potentially poses the risk of relationship disruption when personnel changes occur.

The findings in Subsection 4.2.2 also indicate that relationship marketing practices at JITA still rely heavily on individual initiative from service providers. From a customer experience perspective, this does indeed result in services that feel personalized and flexible. However, an overly individualistic approach has the potential to lead to variations in service quality. Lemon and Verhoef (2022:69) emphasize that effective customer experience management requires end-to-end integration of the customer journey so that organizations can maintain experience consistency across all touchpoints. When relationship practices rely more on individual improvisation, customer experience consistency becomes more difficult to control.

Further analysis revealed that limited human resources and suboptimal cross-functional integration exacerbated implementation barriers at JITA. Incomplete inter-unit coordination resulted in a lack of systematic customer information management. This perspective aligns with the findings of Payne, Frow, and Eggert (2020:4), who emphasized that relationship marketing success depends on cross-functional integration, process alignment, and organizational capability support. Without such integration, organizations will experience a gap between relational intent and operational execution.

Overall, the research findings confirm that the barriers to implementing relationship marketing at JITA are not only technical in nature, but also stem from institutional aspects and organizational system readiness. The lack of standardized organizational structure, dependence on certain figures, and the dominance of

individual initiatives indicate that JITA's relationship marketing practices are still in the development phase. Nevertheless, the existence of existing relationship marketing practices indicates a potential foundation for strengthening through system formalization, strengthening cross-functional integration, and developing human resource capacity. The results of this discussion also strengthen the validity of Proposition 3, which states that the implementation of relationship marketing strategies at JITA still faces internal obstacles that require strategic management.

Relationship Marketing and Customer Value Dimensions

The discussion in this subchapter interprets the research findings related to the implementation of relationship marketing strategies at JITA through the NICE framework, which is oriented towards customer needs. This analysis integrates interview results, IFAS–EFAS mapping, and strategy formulation in the SWOT matrix to test Proposition 4 that relationship marketing strategies at JITA contribute to the formation of positive experiences, loyalty, and long-term relationships.

Identification of key internal and external factors indicates that JITA possesses several relational strengths, particularly in the close interaction between trainers and students, the flexibility of services, and a supportive community atmosphere. These factors reflect the Network, Interaction, Common Interest, and Experience elements within the operational NICE framework. This perspective aligns with Pansari and Kumar's (2021:113) perspective, which asserts that customer engagement is formed through a combination of meaningful interactions, emotional involvement, and repeated positive experiences. The presence of these key factors indicates that JITA's relational foundation has been established, although it has not yet been fully formalized.

The weighting and rating process for the IFAS and EFAS matrices further demonstrated that JITA's internal strengths were relatively more dominant than its weaknesses, while external opportunities still outweighed the threats faced. This quantification placed JITA in the aggressive quadrant of the Grand Strategy Matrix. This position indicates that the organization has the capacity to leverage its relational strengths to capture market opportunities. This finding is consistent with the strategic relationship marketing framework, which emphasizes the importance of alignment between internal capabilities and external environmental dynamics in creating customer value (Payne, Frow, & Eggert, 2020:6).

Further analysis of the implementation of NICE tactics shows that the Interaction and Experience dimensions are the primary drivers of customer value creation at JITA. The intensity of trainer-student interactions and the personalized training experience generate a strong perception of value among customers. This finding aligns with the concept of customer experience management, which places interaction quality as the primary determinant of customer loyalty (Lemon & Verhoef, 2022:69). However, the Network and Common Interest elements still have room for strengthening, particularly through community institutionalization and more systematic relationship management.

The SWOT analysis also revealed several internal weaknesses, such as a lack of standardized organizational structure and reliance on specific figures, that could potentially hinder the optimization of relational strategies. From a value co-creation

perspective, Becker and Jaakkola (2020:14) emphasize that customer value creation requires a coordinated orchestration of the service ecosystem. The JITA situation indicates that relational practices have been effective at the operational level, but still require strengthening at the systems and governance levels.

The Grand Strategy formulation based on the aggressive quadrant indicates that the most relevant strategy for JITA is a growth strategy based on strengthening customer relationships. Organizations need to transform their currently implicit relational practices into a documented and measurable strategic framework. This approach aligns with the recommendations of Pansari and Kumar (2021:121), who emphasize that service organizations need to systematically manage customer engagement to maximize its impact on loyalty and business performance.

The research findings also show that the effectiveness of NICE tactics at JITA is supported by the existence of social and psychological structures that support the relationship between the organization, trainers, and customers. Interpersonal closeness, the level of trust between parents and students in trainers, and the community atmosphere that develops in the training environment reflect a social-psychological relational foundation. This perspective aligns with the view of Becker and Jaakkola (2020:12), who assert that value creation in relationship marketing depends on the institutionalization of social relationships that can maintain the stability of the customer experience. The existence of this social/psychological structure ultimately strengthens the impact of the Network, Interaction, Common Interest, and Experience elements, so that customer relationships at JITA are not merely transactional but develop into long-term engagement.

Overall, this discussion confirms that JITA's relationship marketing strategy has been implemented through the NICE tactic and has been proven to contribute to the formation of positive customer experiences. The dominance of strength factors in IFAS-EFAS indicates that JITA has strong relationship capital to develop. However, optimizing strategic impact still requires system formalization, strengthening organizational integration, and developing a more structured relationship network. The results of this analysis strengthen the validity of Proposition 4 that JITA's relationship marketing strategy has the potential to drive loyalty and long-term relationships if managed more systematically and integrated.

Implications and Future Plans for Relationship Marketing Strategy

Based on the overall discussion, this study identified a gap between the implicit relationship marketing practices at JITA and the need for a structured, integrated, and systematically managed relationship marketing strategy. Relationship practices formed through personal interactions, service quality, and emotional closeness have generated valuable relationship capital. However, without strengthening internal systems and a clear strategic framework, this relationship value risks not developing optimally and is difficult to maintain in the long term, especially as the organization grows and the complexity of its services increases.

The strategic implications of the research findings indicate that JITA's future relationship marketing development needs to be directed at strengthening the organization's internal foundations. This strengthening includes a clearer organizational structure, standardization of service processes, and the development

of systems capable of supporting consistent customer relationship management. In this context, relationship marketing is no longer positioned as an informal activity dependent on individuals, but rather as part of an organizational management system integrated with operational functions, human resources, and strategic planning. This perspective aligns with the views of Payne, Frow, and Eggert (2020:5), who assert that the success of relationship marketing depends on the integration of organizational processes, internal resource management, and alignment of service strategies.

In addition to internal strengthening, JITA's future relationship marketing strategy needs to focus on optimizing customer value creation simultaneously across functional, emotional, and social dimensions. Functional value can be strengthened through consistent training quality, standardized student development evaluations, and increased service professionalism. Emotional value needs to be managed through a more planned communication system, information transparency, and ongoing feedback mechanisms between the organization, coaches, students, and parents. Social value can be developed through strengthening the JITA tennis community, expanding collaborative networks, and creating joint activities that strengthen customers' sense of belonging and collective identity. This strengthening of customer value needs to be orchestrated through optimizing the Network, Interaction, Common Interest, and Experience (NICE) elements, supported by a stable social and psychological structure within the organization.

This integrated customer value management approach is expected to improve student retention and strengthen parent loyalty, which in the context of sports coaching services has direct implications for organizational sustainability. Customer loyalty not only impacts student enrollment stability but also strengthens JITA's reputation through word-of-mouth recommendations and a positive image within the sports community. Thus, relationship marketing serves not only as a customer retention tool but also as a mechanism for creating long-term, difficult-to-replicate competitive advantage.

The synthesis of research findings confirms that relationship marketing at JITA has a strong operational foundation, but still requires strengthening at the systems and institutional levels. Transforming relationship practices from implicit to structured strategies is a crucial prerequisite for JITA's sustainable competitive advantage. The organization needs to consolidate the power of personal interactions, strengthen the orchestration of NICE elements, and organize the social and psychological structures that support a consistent customer experience. These efforts are expected to accelerate student retention, deepen parent loyalty, and strengthen JITA's position as a tennis coaching institution oriented towards long-term relationships and the creation of sustainable customer value.

This chapter confirms that relationship marketing practices at JITA have evolved from a transactional orientation to a relational approach focused on creating customer value through meaningful interactions. The findings of this study indicate that in the context of JITA, the implicit implementation of relational marketing has resulted in positive customer experiences and a strong foundation of loyalty, despite still facing limitations in aspects of organizational structure, cross-functional integration, and process standardization. Analysis based on the NICE framework supported by dimensions of social and psychological structure shows that JITA has the potential

relational capital to be developed into a sustainable competitive advantage. Therefore, the transformation of relational practices towards a more structured, integrated, and measurable strategy is an important strategic agenda for strengthening marketing performance and organizational sustainability in the future.

Expert Judgment on Research Results

This subchapter describes the results of expert judgment, which served as a conceptual validation mechanism and strengthened the practical relevance of the research findings. After going through the stages of empirical analysis, SWOT-based strategic processing, and discussions linking the data to the theoretical framework, external confirmation from parties with competence and experience in the relevant field was required. This process aims to ensure that the research findings are not only academically consistent but also aligned with policy dynamics and feasible for practical implementation.

Expert judgment This study involved three groups of experts: academics, policymakers, and practitioners, each positioned as validators on different yet complementary dimensions. Academics served as conceptual validators, assessing the coherence between empirical findings and theoretical constructs of relationship marketing, including the depth of analysis and scientific contribution. Policymakers served as contextual-strategic validators, evaluating the alignment of research findings with policy direction, regulatory frameworks, and the dynamics of institutional sports sector development. Practitioners, meanwhile, served as implementative validators, testing the strategy's applicability, operational feasibility, and relevance to real-world conditions.

By incorporating these three perspectives, the expert judgment process in this study is not positioned as the primary data source, but rather as a triangulation mechanism to test the consistency of the findings, contextual appropriateness, and the implementation potential of the resulting relationship marketing strategies. This approach ensures that the research results simultaneously possess conceptual validity (academic validity), policy relevance (policy relevance), and practical applicability.

This sub-chapter then describes the assessment, responses, and input from each expert group regarding the results of the analysis and strategy formulation developed in this research.

Academic Expert Judgment

The assessment from an academic perspective was provided by Prof. Dr. Nandan Limakrisna, ST, MM, who has expertise in marketing, particularly service marketing and relationship marketing. This perspective was used to assess the research's conceptual strength, alignment with current literature, and contribution to the development of marketing science in the context of sports education services.

Academic evaluations have shown that transaction-oriented marketing approaches have limitations in building long-term relationships in the context of tennis coaching services. This study's findings demonstrate that the sustainability of relationships between institutions, students, and parents requires a more adaptive relational approach to the dynamics of customer interaction and emotional engagement. In this context, relationship marketing serves not only as a

communication approach but also as a long-term relationship management framework.

Academic evaluations also confirm that the relational practices that have developed at JITA are still operational in nature and not yet fully structured within the organizational system. The reliance on specific individuals indicates that relational practices have not yet been institutionalized as an organizational capability. Therefore, standardization of service management, organizational structure restructuring, and the establishment of more systematic work mechanisms are needed to ensure the sustainability of customer relationships is not dependent on specific individuals.

From an implementation perspective, academics identified that the main obstacles lie in human resources, organizational structure, and internal coordination. These findings suggest that relationship marketing success is determined not only by the quality of interactions but also by the readiness of internal systems that support a consistent customer experience.

An evaluation of relationship marketing elements aligned with the NICE concept shows that the dimensions of networking, interaction, common interest, and experience have emerged in practice, but have not yet been strategically integrated. This situation indicates the need for a transformation from fragmented practices to a measurable and integrated strategic framework, including through the use of digital technology in customer relationship management.

Overall, the academic review confirmed that the research findings are consistent with the theoretical framework used and contribute to enriching the study of relationship marketing in the context of sports education services. The input provided also deepens the research's position within the academic realm, particularly in explaining the transformation of relational practices into organizational capabilities.

Expert Judgment of Policy Makers

The assessment from a policymaker's perspective was obtained from the Central Board of the Indonesian Lawn Tennis Association (PP PELTI), represented in this study by PP PELTI Competition Staff, Mr. Slamet Widodo. This perspective was used to assess the alignment of the resulting strategy with policy direction, the sports development system, and the institutional dynamics of tennis in Indonesia.

From a policy perspective, tennis academies are positioned as an integral part of the national sports development ecosystem. Academies serve not only as technical training venues but also as institutions that play a role in developing athlete character. These findings demonstrate that academies play a strategic role in supporting the sustainability of tiered athlete development.

Further evaluation identified that the quality of human resources, particularly coaches, is a dominant factor in determining coaching effectiveness. Coaches are required not only to possess technical competence but also to develop character and relationships with athletes. Limitations in this area highlight the need for capacity building and competency standardization within the national coaching system.

In terms of institutional relations, the assessment indicates that interactions between academies, federations, and other stakeholders still require strengthening, particularly in communication and coordination. Limited information flow hinders

evaluation and policy-making processes based on real-world conditions. Therefore, a more structured communication system is needed to support the integration of the coaching ecosystem.

In relation to relationship marketing, this approach is considered to contribute to maintaining sustainable customer engagement, particularly among athletes and parents. Well-managed relationships contribute to increased trust, engagement, and the stability of the coaching program.

Overall, the assessment from a policymaker's perspective indicates that the strategies developed in this study align with the direction of sports sector development and do not conflict with the existing regulatory framework. This strengthens the policy legitimacy of the research findings and demonstrates the potential for broader implementation.

Practitioner Expert Judgment

The practitioner-level assessment was provided by Mr. Revel Yehezkia, Co-Founder of ILTL Sports Indonesia, a direct participant in sports services management. This perspective was used to examine implementation aspects, particularly the effectiveness of strategies in real-world conditions.

Evaluation results show that student and parent loyalty is significantly influenced by the quality of the relationships built during the training process. Personalized service, attention to individual development, and intensive communication are factors that directly shape customer engagement. These findings confirm that emotional value plays a significant role in building long-term loyalty.

The key to building long-term relationships is a personal and ongoing approach. Interactions that extend beyond formal aspects to informal communication allow for a stronger bond between the academy and its clients. This demonstrates that the relationships formed are no longer transactional but rather develop into deeper relationships.

From a customer value perspective, service quality improvement is achieved through trainer competency development, varied training programs, and character development. Customer outcomes, both in the form of improved skills and changes in attitudes, are key indicators in assessing the quality of service provided.

Practitioners also identified implementation barriers, particularly related to the quality and consistency of human resources. The lack of standardized service delivery has the potential to lead to variations in customer experiences, which can ultimately impact perceptions of overall service quality.

Practitioners emphasize the importance of strengthening an organization's internal systems and leveraging technology in customer relationship management to support sustainability. Technology can be used not only as a means of communication but also as a system that supports documentation, evaluation, and ongoing service development.

Overall, practitioners' assessments indicate that the strategies produced in this study have a good level of applicability, with the note that their implementation requires more structured system support and human resource management.

CONCLUSION

The conclusion of this study not only summarizes the empirical findings, but also reflects the relationship between relationship marketing theory and actual practices taking place in the field.

1. The findings of this study indicate that in the context of JITA, there has been a shift from a transactional orientation to a long-term relationship orientation. This is evident from the research findings, which show that interactions between coaches, students, parents, and the organization have formed a relationship pattern that emphasizes trust, emotional closeness, and continuity of service. Conceptually, JITA has moved toward a relationship marketing paradigm, although this transformation has not yet been fully formalized within the organization's strategic framework.
2. The implementation of a relationship marketing strategy at JITA has been ongoing in service practices, but remains implicit and has not been systematically integrated into the organization's strategic plan. Relational mechanisms emerge through the quality of trainer interactions, communication with parents, and positive service experiences. However, the lack of formal standardization, a customer relationship management system, and cross-functional integration means that these relationship practices are highly dependent on the initiative and character of each individual.
3. The main obstacles to implementing relationship marketing at JITA include limited human resources, a lack of standardized organizational structure, dependence on specific figures, and weak cross-functional integration. These conditions result in inconsistent customer interaction quality and potentially hinder the sustainable management of the customer experience. These findings identify internal barriers as an area of strategic weakness that requires immediate strengthening.
4. JITA's relationship marketing strategy contributes to customer value creation through the application of NICE tactics, enriched by the social/psychological structure within the JITA community. This approach results in positive experiences, loyalty, and long-term relationships between the organization and its customers. However, to generate sustainable competitive advantage, established relationship practices need to be transformed into structured, measurable, and integrated organizational capabilities.

As a general statement, this research shows that the relational strength that has developed naturally within JITA represents significant strategic capital. However, without strengthening internal systems, standardizing processes, and managerial integration, the potential value of these relationships has not been fully utilized optimally to support the organization's sustainability.

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