

Strategic Marketing Planning and Its Impact on Service Quality: Case Study at Sky GYM

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Abstract

The study aims to find the impact of strategic marketing planning on the quality of service (case study from the Jordanian field: Sky Gym).

The methodology: The study used a quantitative approach, with 150 questionnaires delivered to Sky Gym clients. Testing the hypothesis through the "Analysis of Moment Structure" 21 software (AMOS) was used in combination with SPSS 21.00 and structural equation modeling (SEM).

The findings: The study shows a meaningful relationship between several organizational aspects and strategic planning in the Sky Gym. Strategic planning has a positive impact on recreational services. Strategic planning enhances client satisfaction; strategic planning harms client response; strategic management and the available financial capabilities and facilities are positively correlated.

The recommendations: Because the gym's clients are mostly young people, it is recommended to develop techniques explicitly targeting this group, as well as work on customizing the gym's strategic plans in a way that leads to increasing the effectiveness of the gym's activities.

In general, it is recommended that companies prioritize strategic planning projects, work on financing them, and review and modify strategic plans continuously in response to constantly changing circumstances. In the field of scientific research, it is recommended to expand research in the area of organizational performance and strategic planning.

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1. Introduction

Strategic marketing planning plays a crucial role in implementing some service quality elements, and in accomplishing this role of this core function, it should not only be designed to support total quality management within the organization but also must ensure the managerial practices characterized by quality during the function processes that mean continuous improvements that always adopt by that department (Oschman, 2017).

Growing awareness of the importance of strategic planning in most modern organizations and embracing marketing as a work method would also concern strategic marketing planning as a philosophy and a tool to resolve (changing environment/intense competition/declining sales) problems (Wilson, 2010).

Strategic marketing planning is considered one of the main functions of modern management due to its importance in achieving development; it is the basis and the main requirement for administrative development. The Norwegian Kristian was the first to consider planning thoughts (Jaakkola, M., 2010).

So, planning is an intellectual work about the future. It means drawing steps for future work, following up on implementation, and improving it if needed to make the result as positive as possible. Hence, planning is drawing future work and the proper steps to reach positive results, which is the primary goal of the planning process (Bibri, 2018).

Strategic planning usually starts with a detailed analysis of the strengths and weaknesses of the organization and a diagnosis of opportunities and threats within the marketing environment. When it has premised on that analysis, it can evaluate its mission and objectives and then improve strategies for achieving them; then, each functional field (marketing/production/finance/HR...) can evaluate its objectives and improve strategies to achieve them. The objectives and strategies in each functional field should support the organization's objectives and mission and coordinate between all strategic functional fields with a focus on marketing orientation.

Given the above, strategic planning has three main overlapping components: the organization's objectives, resources, opportunities, and threats (Browning & Ramasesh, 2015). The first task for strategic planning is the constant quest for environmental monitoring. Marketing is the cornerstone to achieving that task, and it is marked as a focal point between the organization and its customers, suppliers, and competitors (Hougaard & Bjerre, 2013).

2. Theoretical literature

2.1 Strategic marketing planning

Marketing planning is known as sustaining and developing the strategic alignment between any organization's objectives, its ability, and variable market opportunity (Williams, 2002) (Strauss, 2010) defines it as an organized process that ensures market opportunities and marketing suppliers assess, determine marketing objectives and develop implementation and control plan. (Quinn, 1978) defines it as the logical sequence and the series of activities that lead to marketing goals, setting and then formulating plans to accomplish them.

Armstrong emphasized that "it is a set of operations starting off setting objectives and environmental cases then setting and applying the marketing plan to address the variable needs of the customer and setting the marketing mix as well" (Ashill et al., 2003, p. 125) define the strategic marketing planning as "a set of systematic operations goals, marketing strategies and the wide vision to implement that strategies are determined through it."

The studies carried out in organizations that rely on strategic marketing planning have achieved more success chances (Abusafrita,2015). It was noted that the importance of marketing strategic planning lies in helping think about the future and the method of discussion in the future (Baloch & Inam, 2009); studies have also demonstrated developing ideas and concepts that have not been clearly thought of and therefore marketing strategic planning and strategy development help decision makers through organization to develop understanding challenges that organization faces.

2.1,1 Strategic Marketing Planning Dimensions

Strategic marketing planning has been accredited as an essential independent variable dimension for study current purposes in the field aspect agreement of most authors and researchers on their importance in the strategic marketing planning process, viewed as follows:

2.1,1,1 Marketing Message

(Albert et al., 1985) He determined a broad concept of the marketing message, and he said that "it is the essential purpose businesses and organizations founded for or the core mission and its existence and continuation justified, as well as a description of its vision, main values, and more detailed activities, products, values, and organization interests." However, (2008) determined a set of essential components that an organization's mission is made of, associated with its strategic marketing planning, such as the strategic goal or the future vision as well as the organization's values, that must align with the moral and ethical style in guiding and leading operations and events. In addition, the skills distinguish the organizations from others with the same specialty regarding efficiency, innovation, and ability.

(Homburg et al., 2000) Added the market definition in which the organization operates due to target customers or the needs that they must provide to them, which means determining the marketing goal. The marketing site, in turn, works on locating the organization's competitive and strategic objectives due to the convergence and cohesiveness of the market definition, competencies, and evident creativity.

2.1,1,2 Marketing environment

Analyzing the marketing environment is one of the fundamentals and essential operations to analyze the environment through the substantive norms in the strategic marketing activities and events to adopt the strategic choice (Achrol, 1991). (Coates et al., 2001) emphasize that through the environmental analysis process, political, economic, social, and technical changes arise that can help business organizations determine future orientation towards the government, competitors, and customers.

Analyzing the marketing environment helps the organization measure, analyze, and determine the opportunities, threats, and limits that face the organization in the environment in which it operates (Coates et al., 2001). SWOT analysis is based on analyzing the external and internal environment of the organization where the external environment can create new markets or crash others. In general, the external environment creates many constraints that never end, and on the other hand, it provides unlimited new opportunities in front of marketing men (Yusuf et al., 2022). The internal environment focuses on the marketing mix elements, which are the product, pricing, promotion, and distribution that represent the internal changes that can be controlled and suit the external forces. It interacts with the internal changes of non-marketing resources such as production, individuals, and information systems. (Gotteland & Boulé, 2006) In their study, they determined the environment as a spillover internal environment which consists of other non-marketing changes such as the marketing system that works on distributing goods and services with the lowest cost, the funding system that works on providing funds for the goods and services, human resources system in charge of planning, organizing, monitoring and

motivation operations. Furthermore, the information system is a set of mechanisms and human elements that work together to make the perfect flow of information.

2.1,1,3 Marketing objectives

We set goals to achieve them, and they are the needs and endings that the administration seeks to target through the optimal investment of humanity and material resources that currently available and in the future; it is at the same time, the administration works on evidence and an objective basis for strategic analysis, design and applying process (Bose, 2012). These marketing objectives, in general, represent a subgroup of the organization's objective and are linked to the expected results through its marketing efforts and periodically developing marketing objectives over both short and long term and adapted to the mission, vision, and organization values (Simmons & Becker-Olsen, 2006). Also, marketing objectives are the main thing linked with the organization's objectives, core, and subsidiary business unties (Workman Jr et al., 1998). To achieve the marketing objective, the organization needs to reach a range of essential objectives: market share, innovation, resources, productivity, social, profit, and marketing mix development to appease its customers (Aremu & Bamiduro, 2012).

2. 1,1,4 Marketing Strategies

The marketing objectives for a service or a set of services provided through organizations are identified according to the organization's mechanism of action, which is the strategy implementation to achieve specific goals (Arnould & Wallendorf, 1994). He emphasized that the marketing objectives in the organization are done by setting a marketing plan represented by a written document clarifying all implement required events through marketing strategy embodiment that express the essential steps that have been approved across the product and the market aiming to develop or setting a marketing plan which the functions of senior management and be the heart of the concerns of the rest of the organizational levels considering that the organization goal is marketing.

2. 1,1,5 Resources

For each organization, some resources should work to identify them to implement its marketing program by taking advantage of the opportunities and avoiding threats and risks via abusing its different wanted resources (Ireland et al., 2003). (Ingram & Qingyuan Yue, 2008) determine the essential resources that other organizations compete with one another due to being similar in traits and characteristics. As a result of scarce resources, the organizations that similarity often affected by work formula, which is the financial resources that are embodied in the availability of capital, natural resources such as buildings, stock, equipment, exhibitions, production manufacturing, stores, service facility, and distribution, as well the human resources such as the scientists, engineers, production supervisors, sales team and financial analysis experts. Organizational resources include quality control systems, short-term cash management systems, and financial modeling. (Al-Sarayreh et al., 2019) It added technical and technological potential, such as high-quality products, low-cost factories, mechanisms, computers, and software.

2.2 Total quality management

Quality is an essential factor in an organization's success due to its role in using available resources and achieving a competitive position in the market (Nawahda & Al, 2022). Business organizations that commit to affording quality requirements (products or services) that, in turn, necessitate the organization to offer a suitable type of services as well as a work environment that allows individuals to participate, interfere, develop, and add new sorts of products and processes. TQM, at the current time, represents the managerial philosophy and a set of manuals and principles on which to base mixing the managerial essential techniques and the innovative efforts on one side and the specialist technical skills from the other in order to enhance the performance-enhancing and development levels (Rashidi & Aktham A, 2019). (Hackman & Wageman, 1995) TQM is the corporate shape

of achieving businesses that depend on each administration or employee's abilities, capacity, and tasks to enhance quality and productivity using teamwork. (Al-Tit et al., 2022) mentioned that the TQM is every organization's competitive improvement entrance, efficiency, and flexibility. It is basically for planning, organizing, and understanding all activities, and it depends on all individuals at all levels. (Psomas & Jaca, 2016) Define it as a company managing entrance based on quality and participation and aims for long-term success by ensuring client satisfaction and gains for society and organization members.

2.2.1 Total quality management dimensions

2.2.1,1 Recreational service (RS)

The possibility of creating a product within a specific period without failing, so whenever the period increases, that means the commitment and fulfillment of the service source's ability to provide the service is with precision and stability (Breneman et al., 2022). That means offering this dimension with a higher level of reliability is considered one of the essential dimensions that consumers focus on, especially for durable goods, and it is the most stable and essential dimension in determining customer perceptions of service quality. (Ganesan & Hess, 1997) Define reliability as the fulfillment and commitment of approved serving to do what is right from the beginning in delivery, serving, problem-solving, and pricing. Reliability is considered the core element in the banking industry. Banks need to be aware of customer expectations about reliability and that its importance in the banking industry is more than determining and meeting expectations. Bank failures in offering its services with high reliability mean a lower acceptance field, which also means increasing required banking services (Oschman, 2017).

2.2,1,2 Customer satisfaction (PS)

Internal and external client satisfaction measurement through the design of measurement instruments that include questionnaires, one-on-one interviews, and discussion sessions that analyze through statistics curve to come up with data designed to reality extrapolation, forward-looking and setting recommendations and requirements to achieve that recommendations with client needs associated (Chen et al., 2004). (Breneman et al., 2022) identify the measure of client satisfaction measurement, which is how well a product or service will meet customer expectations. It is a company's ability evaluation to represent a positive customer experience. Customer satisfaction is crucial because it helps determine the loyalty level and service ordering repetition that a company can expect from its customers (Abd-El-Salam et al., 2013).

2.2,1,3 Customer response (PR)

The company's desire, ability, and readiness to provide suitable service on the fastest road that achieves benefits of customer satisfaction that, in turn, reflects the company's ability to help customers in service fulfilling and quick response to their inquiries that would create absolute loyalty to the provided services (Butz et al., L. D. 1996).

2.2,1,4 Available material resources and facilities (FACI)

(Pagell, M., & Wu, Z. 2009) It was explained that the most important thing to offer in all organizations to ensure continued success and provide services in an attached shape is the physical facilities, supplies, people, and communication materials that provide us a physical clarification and customer perception of service, particularly the new customer that will use it in quality evaluation and service industry that focuses on strategies tangibility that includes restaurants, hotels, and banking services. For each organization, some resources must work well due to determined and customized to implement its marketing program by utilizing opportunities and avoiding threats and risks through its resources, especially the human and financial resources, and distribute these resources on best-selling, profitability, and engaging business units at the target markets comparing with other competitors represent.

3. Methodology

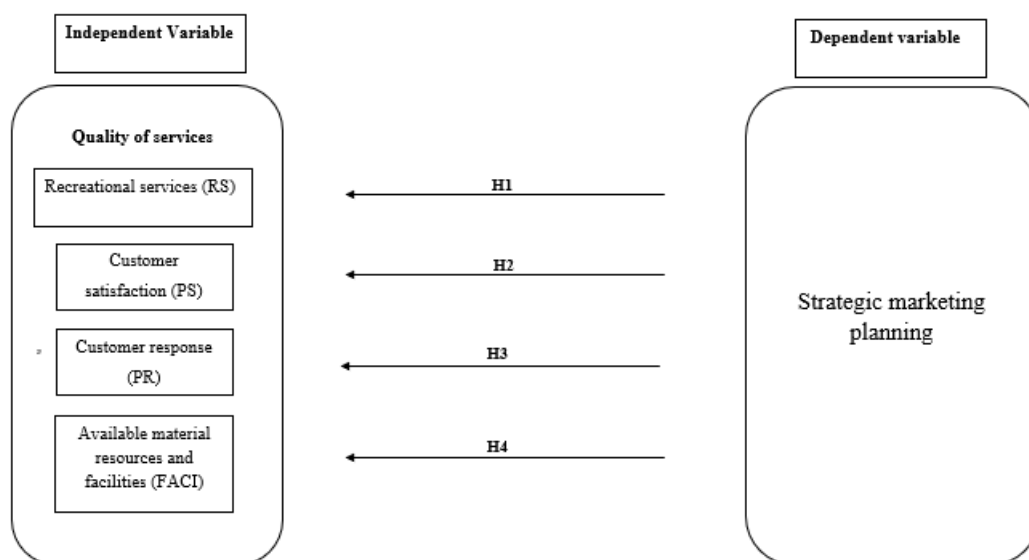
3.1 Data collection

The study tested hypotheses through a quantitative approach by examining the relationship between strategic marketing planning variables and Sky Gym, representing the quality of service variables through gathering relevant data from the gym associates. A total of (150) questionnaires were given at random to the study sample. Its design and capacity to diagnose and quantify the strategic marketing planning dimension and its influence on the gym quality of service given dimension have resulted in (113) questionnaires being returned and viable for data analysis.

3.2 Study model

Systematic treatments of the study's problem and hypotheses require constructing an integral model to express the relationship between the main and sub-variables of the study, which indicates perceptions and preliminary answers to study hypotheses.

The current study adopts a hypothetical model to express the logical relationship between the independent variables and the approved variables; strategic marketing planning considered an independent variable that affects the approved variable, which is the quality of services, through dimension clarified as follow:



3.4 Study instrument

3.4.1 Questionnaire form description

The essential questionnaire has been used in two parts; the first one was devoted to collecting data due to a developed measurement tool according to (Iyamabo et al. O. 2012) and (Ogunmokun et al. E. C. 2012). studies that are concerned with strategic marketing planning and involve five dimensions (marketing message, marketing environment, marketing objectives, marketing strategies, and resources) represented in the measurement tool as follows in the table (1-1):

Table (1-1)

Strategic marketing planning dimension as questionnaire contained.

Key dimension	The Dimension
Marketing message	

Marketing environment	Strategic Marketing Planning
Marketing objectives	
Marketing Strategies	
Resources	

The measurement tool in the second part was approved for the gym participants. It included the represented quality of service, and it involved five elements (recreational services (RS), customer satisfaction (PS), safety, customer response (PR), available material resources and facilities (FACI)). Based on (Kettinger et al.; C. C., 1994) and (Asogwa. 2014) studies, 48 paragraphs have been determined for each dimension.

Table (2-1)

The quality of service dimension as the questionnaire study contained

Key dimensions	The Dimension
recreational services (RS)	Quality of banking service
customer satisfaction (PS)	
customer response (PR)	
available material resources and facilities (FACI)	

4. Hypotheses of the study:

- H1: There is a significant impact of SM on PS.
H2: There is a significant impact of SM on RS.
H3: There is a significant impact of SM on PR
H4: There is a significant impact of SM on FACI.

5. Findings and data analysis:

5.1 Methodology and Result:

This study was carried out to demonstrate how organizational name in the Jordanian field of study is affected by strategic planning (SM). SEM, or structural equation modeling, is used to evaluate and comprehend data. Additionally, SEM makes it possible to validate the research's conceptual model.

5.2 Research Instrument and Data Analysis

The creation of a questionnaire achieved the goals of this study. The literature review, the basis for creating the research form, was modified to include every questionnaire

component. A 5-point Likert scale was utilized to measure each cognitive topic in the questionnaire to guarantee consistency and facilitate data analysis. Regarding the significance of factors, perceptual measures take the form of attitude statements, with one denoting strongly disagree, two disagree, three neutral, four agree, and five strongly agree. In order to provide the research constructs (strategic planning (SM), recreational services (RS), customer satisfaction (PS), customer response (PR), and available material resources and facilities (FACI), the questionnaire's sixty-three elements are divided into fifteen, sixteen, ten, and twelve items, respectively.

5.3 Population and Sample

The population of this study is around 2023. 150 questionnaires were distributed. The returned questionnaires were 113; the total number of valid questionnaires for analysis and research was 97. This response rate is accepted according to Mugenda and Mugenda (2003).

The “Analysis of moment structure” 21 programs (AMOS) were utilized in conjunction with SPSS 21.00 and structural equation modelling (SEM) to evaluate the hypothesis. With the aid of SPSS, the correlation between the observed variables and reliability scores (Cronbach’s alpha) and descriptive analysis were computed. This study aims to ascertain the cause-and-effect connections between the variables that the model postulates.

5.4 Respondent profile

Table (1) offers information on the respondents’ demographic traits and length of membership. Sixty-three percent of the data are male, indicating a considerable gender distribution. Most responses (55%) are in the 18–25 age range, with 23% falling into the 26–35 age range. The group’s marital status reveals diversity; 51% report being divorced. Regarding membership duration, 29% of the study population has been a member for little than six months, indicating a dynamic interaction pattern. Understanding the study’s background is essential, and this glimpse highlights a diversified and comparatively young responder profile with a range of membership durations.

Table (1): Personal Profile

Variable		Percent	Number
Gender	Male	63%	61
	female	37%	36
age	Less than 18	12%	12
	18-25 years	55%	53
	26-35years	23%	22
	36-45years	7%	7
	More than 45	10%	10
Marital status	single	16%	16
	Marid	13%	13

	diverse	51%	49
Membership duration	Less than six months	29%	28
	7-12 months	21%	20
	1-2 years	24%	23
	More than three years	8%	8

5.5 Data analysis and result

In order to obtain a fit model and test research hypotheses, Awang (2015) states that all components with factor loading less than 0.60 should be eliminated. Following confirmatory factor analysis, the factors loading for the questionnaire items are shown in Figure (2). Factor loading for each item in the display is more significant than 0.60 and meets the necessary threshold.

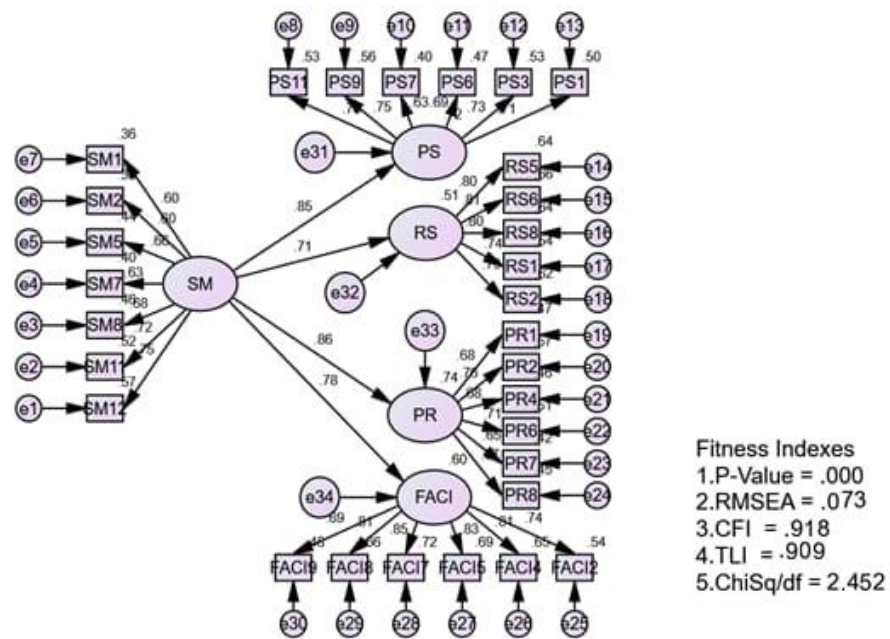


Figure (2): The Regression Path Coefficient

The fitness indicators in Figure (2) indicate that the measurement model fits. P-value is 0.000, ChiSq/df is less than 3 (2.452), RMSEA is less than 0.080 (0.073), and CFI is more significant than 0.90 (0.918). The researcher can now assess the validity and reliability after achieving unidimensionality.

Table (2) All composite reliability (CR) for model constructs achieve the required level (0.60), and all AVEs are higher than 0.50 (achieve the required level).

Table (2): Discriminant validity and Composite Reliability

	mean	Sd	CR	AVE	MSV	ASV	RS	PS	PR	FACI
RS	0.888	0.575	0.888	0.575	0.552	0.296	0.758			
PS	0.810	0.584	0.810	0.584	0.393	0.236	0.593	0.764		
PR	0.898	0.588	0.898	0.588	0.480	0.239	0.527	0.447	0.767	
FACI	0.891	0.608	0.891	0.608	0.552	0.356	0.743	0.627	0.693	0.780

As mentioned, (Awang, 2014), discriminant validity is achieved when the values are higher than those in the same Row and column. Table (2) shows that all values in bold (discriminant validity) achieve the required level.

The researcher used the regression path coefficient model, as shown in Table (3), to test the research hypothesis. Table (3) presents the estimates, critical ratio, and p-value in the causal effect of LS and PM on ES.

Table (3): Regression Wight

Hypothesis	Regression weights From	To	Estimate	SE	CR	P	Result
H₁	SM	RS	.027	.062	1.412	***	<i>Significant</i>
H₂	SM	PS	.0.101	0.115	0.883	0.037	<i>Significant</i>
H₃	SM	PR	-0.506	0.188	0.692	0.007	<i>Significant</i>
H₄	SM	FACI	0.552	0.056	0.832	***	<i>Significant</i>

The regression weights and related statistical metrics for testing hypotheses about the influence of strategic planning (SM) are displayed in the table. According to Hypothesis 1 (H1), there is a significant and statistically significant impact of Strategic Planning on Recreational Services (RS), as evidenced by the optimistic estimate of 0.027, a Critical Ratio (CR) of 1.412, and a very significant p-value (*** $p < 0.001$). According to Hypothesis 2 (H2), customer satisfaction (PS) is significantly increased by SM, with a p-value of 0.037, an estimate of 0.101, and a CR of 0.883. Likewise, Hypothesis 3 (H3) presents evidence of a statistically significant adverse effect of SM on Customer Response (PR), as seen by the very significant p-value of 0.007, a CR of 0.692, and a pessimistic estimate of -0.506. Finally, Hypothesis 4 (H4), with an estimate of 0.552, a CR of 0.832, and a highly significant p-value (*** $p < 0.001$), shows a considerable beneficial impact of SM on Available Financial Capabilities and Facilities (FACI). These results are consistent with Awang's (2014) criteria since all CR values have significant p-values and are within the permissible range of less than +/-1.96. As a result, the findings show that Strategic Planning (SM) has a significant effect on Recreational Services (RS), Customer Response (PR), Customer Satisfaction (PS), and Available Financial Capabilities and Facilities (FACI).

6. Discussion

The study's findings highlight essential relationships between several organizational aspects and Strategic Planning (SM) in the Jordanian field of study. Strategic planning has a positive and statistically significant impact on recreational services (RS). This is consistent with the growing understanding that strategic foresight is critical in driving innovation and high-quality services. According to the research, companies that invest in

thorough strategic planning procedures are better positioned to maximize their recreational offerings and cater to their customer base's wide range of needs.

Moreover, the noteworthy enhancement in client Satisfaction (PS) due to Strategic Planning highlights the critical function of strategic insight in comprehending and fulfilling client expectations. Businesses with robust planning procedures can customize their offerings to match the tastes of their clients, which eventually leads to increased customer satisfaction. Nevertheless, the research also indicates a significant adverse effect on Customer Response (PR). This surprising outcome calls for additional research into the precise components of strategic planning that affect consumer responses, possibly revealing areas needing improvement.

The study also shows that Strategic Planning and Available Financial Capabilities and Facilities (FACI) are positively correlated. Companies with efficient planning systems are better able to allocate resources and provide facilities, which may improve their overall effectiveness in operations. The strength of this link highlights the strategic significance of planning for internal organizational skills as well as customer-facing features.

The demographic information gleaned from the respondent profile gives the results more perspective. Given that most responders are young and diverse, developing techniques specifically aimed at this group of people may be necessary. To better match the preferences and expectations of this ever-changing population, organizations should think about customizing their strategic plans. This will help to increase the efficacy of their activities.

Although these results offer insightful information, it is essential to recognize some limits. Because self-reported data are used in the study, response bias may be introduced. Furthermore, the study's cross-sectional design restricts the ability to establish causal links. Future studies may use longitudinal designs to investigate the relationship between organizational outcomes and strategic planning.

7. Conclusion and Recommendations

In summary, essential insights were obtained from examining the effects of Strategic Planning (SM) on many organizational aspects in the Jordanian field of research. The findings support the theories put out for this investigation, as demonstrated by the conclusions of the Structural Equation Modelling (SEM) analysis. Recreational Services (RS), Customer Satisfaction (PS), Customer Response (PR), and Available Financial Capabilities and Facilities (FACI) all showed statistically significant effects from strategic planning. The respondents' demographic profile, which presents a diversified and relatively young population with a range of membership durations, significantly enhances the contextual comprehension of the findings.

The study's results highlight the strategic significance of efficient planning in favorably influencing organizational resources and customer-centric outcomes. Businesses in the Jordanian area of study sector can use these insights to improve their strategic planning procedures, increasing the quality of their services, client satisfaction, and overall business performance.

It is advised that going forward, businesses prioritize and fund strategic planning projects, considering the proven influence on customer-centric metrics and the resources at their disposal. Furthermore, it is critical to continuously review and modify strategic plans in response to shifting market conditions. Subsequent investigations could delve deeper into the precise mechanisms by which customer responsiveness and satisfaction are impacted by strategic planning, offering valuable perspectives for organizational initiatives. This study adds to the expanding corpus of research on the relationship between organizational performance and strategic planning. It provides valuable insights for decision-makers in the Jordanian field of study.

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