

## The impact of Brand Image and Integrated Marketing Communication on Customer Loyalty: A Case of WE Fitness Society

Pornsi Pringsuwan<sup>1\*</sup> and Pithoon Thanabordeekij<sup>2</sup>

<sup>1\*</sup> the Degree of Master of Business Administration International Program, Panyapiwat Institute of Management

<sup>2</sup>International College, Panyapiwat Institute of Management

\*Corresponding author, E-mail: nungpringsuwan27@gmail.com

### Abstract

The purpose of this paper is to analyze (1) the effect of brand image on customer loyalty; (2) the effect of integrated marketing communication on customer loyalty at WE Fitness Society. The methodology involved the compilation of a literature review and a conduction of both qualitative and quantitative approach. Data was analyzed by using descriptive statistic which explained on the valuation such as numbers (frequency), percentage, mean score and standard deviation as the characteristic of variable. The multiple linear regression (MLR) was employed to review the relationship between independent and dependent variable. A total of 384 samples were collected from 4 branches of WE Fitness Society. The results indicated that customer loyalty was significantly influenced by brand image and integrated marketing communication. The result of this study would enable management to identify the key factors of brand image and integrated marketing communication in order to enhance their customer loyalty.

**Keywords:** brand image, Integrated Marketing Communication (IMC), loyalty outcome, customer satisfaction, Customer experience

### บทคัดย่อ

วัตถุประสงค์ของการวิจัย คือ เพื่อศึกษาพฤติกรรมของผู้ใช้บริการที่ให้กับ วิฟิตเนส โซไซตี้ ในการสร้างความจงรักภักดีให้กับ วิฟิตเนส โซไซตี้ โดยผ่านอิทธิพลของ (1) ภาพลักษณ์ของตราสินค้า (2) การสื่อสารการตลาดแบบบูรณาการ เพราะการแข่งขันของตลาดฟิตเนสนั้นค่อนข้างสูงในตลาดปัจจุบันนี้ ซึ่งข้อได้เปรียบในการสร้างธุรกิจของฟิตเนสให้ยั่งยืนและได้ผลกำไรนั้นคือการรักษาสมาชิกให้อยู่กับฟิตเนสให้ได้นานที่สุด และที่สำคัญการสร้างประสบการณ์ให้สมาชิกรู้สึกพึงพอใจ และภาคภูมิใจในการเป็นสมาชิกของให้กับ วิฟิตเนส โซไซตี้ ซึ่งจะส่งผลต่อเป็นความรู้สึกที่ดี และบอกต่อ การวิจัยครั้งนี้ใช้ระเบียบวิธีวิจัยเชิงปริมาณ ในการศึกษาวิจัยทั้ง 2 ด้านที่มีผลกระทบต่อความจงรักภักดี โดยใช้การวิเคราะห์การถดถอยเชิงเส้น โคนเก็บรวบรวมข้อมูลด้วยแบบสอบถามจาก กลุ่มตัวอย่างที่ศึกษาได้แก่ สมาชิกวิฟิตเนส โซไซตี้ จำนวน 384 คนจาก 4 สาขาโดย สถิติที่ใช้เป็นการวิเคราะห์ข้อมูลประกอบด้วย สถิติเชิงพรรณนา ได้แก่ ร้อยละ ค่าความถี่ ค่าเฉลี่ยเลขคณิต และค่าส่วนเบี่ยงเบนมาตรฐาน สถิติที่ใช้ในการทดสอบสมมติฐาน ผลของการวิจัยพบว่าตัวแปรทั้งสองนั้นมีอิทธิพลอย่างมีนัยสำคัญต่อผลลัพธ์คือความจงรักภักดี สำหรับการศึกษาวิจัยในครั้งนี้จะระบุในส่วนขององค์ประกอบที่สำคัญของภาพลักษณ์ของตราสินค้า และ การสื่อสารการตลาดแบบบูรณาการที่เป็นแรงจูงใจในการสร้างความสัมพันธ์กับผลลัพธ์ของความจงรักภักดี

**คำสำคัญ:** ภาพลักษณ์ การสื่อสารการตลาดแบบบูรณาการ ผลลัพธ์ความจงรักภักดี ความพึงพอใจ ภาพลักษณ์ของแบรนด์ การวางแผนการตลาด

### 1. Introduction

Fitness is now growing as a fast-moving business segment in Thailand. From the record of National Statistic Office of Thailand, Thai population at the age of 15-59 years old has significantly increased in the number those who are working out from 2% in 2007 to 16% in 2011. International Health Racquet & Sport Club reported that only 0.6% of Thai consumers exercise regularly compared to an average of 8% in Asia market. Therefore, there is an opportunity of growth for fitness industry in Thailand (K, Thailand Fitness Trend / EIC Analysis, 2015). In 2015, fitness industry was valued at 9 billion Bath and reached up to 9.9 billion Bath in 2016. With eighty percent of market share which are captured by major fitness chains (Marketeer, 2015).

There are three major licensing fitness players in Thailand Market: Fitness First (England), Virgin Active (England), and WE Fitness Society. WE Fitness Society owned by local Thai investor. It is the first local provider that competes with international fitness chain in this market. The major concept of WE is "Fitness Society"; this is the hip place to deliver superior workout experience with services and facilities of

international standard for those who passionate in exercise. WE was introduced in 2013 as a subsidiary of SET-listed by Major Cineplex Plc. There are 4 branches which located in Major Cineplex.

In this highly competitive market, customer loyalty becomes the essential. Keller (2000) has showed that “the customers are aware of the brand when they develop their perception that image is associate with brand”. It was attributed and benefitted for both product and service as well as mental connection to customer mind perceived in an association of the name of the brand , the logo, the symbol toward their memory. Brand image is traded off in the competitor market and have influenced in the brand purchasing value where big player wanted to win customer heart by keeping the repurchasing intention with positive value through image and symbolic. Brand is having a strong power and stay on the top of the customer mind when considering of brand image, product image, and enterprise image. Integrate Marketing Communication (IMC) is imperative for the whole organization with a key message to deliver, to influence on consumer behavior and coherent with the brand image. If a company is not agreed with IMC then this can send out a different message and can negatively influence the consumer behavior and lead to an incoherent brand image (McGrath, 2005). Bouedeau (2005) claimed that loyalty outcome can be considered from attitudinal and behavioral loyalty. It is very important that customer loyalty to be a sustainable growth in the fitness industry. Having members to stay in the fitness, the fitness must maintain their loyalty.

Attitudinal Loyalty index consists of (1) understanding in product and service knowledge; (2) positive feeling toward the fitness; (3) motivation for driving on purchasing behavior; (4) action which is the latest one in representing and strengthen in that brand. Behavioral Loyalty index includes (1) Identification: Representing customers who become a member and participate in the product and service; (2) Exclusive Consideration: Be selective in purchasing WE Fitness membership; (3) advocacy: Positive feeling and experience to share what they have experienced to their friends and families; (4) Strength Preference: favor the brand specially; (5) Share of wallet: the desire to protect the product and service that they are being a part of at WE Fitness.

Brand Image created customer confidence to the brand where confidence is derived from customers' attitude which motivates and draws purchasing intension. Positive brand image is recognized by customers in a positive way. Customers will connect toward brand in order to participate in the organization ,have a strong and optimistic relation, and be able to recommend the brand with others when they have experienced the positive brand. Brand Image can convey the product and service from marketing advertising to communicate on the product and service identity, brand characters, brand assets, brand performance, brand position, brand differentiation. It impressed customers' mind and perception. Brand Image can attract the customers and create a positive vibe with pleasant manner such as music, logo, symbolic, visual photo and video advertising. Brand image is the main effect on customers' perception when making purchasing decision and differentiating teh brand from other brands as well as the price distribution. A unique brand image is a must in order to associate with customers' experience and perception and strength from competitors. Brand image contributes to customers' loyalty. Customer relationship is related to the brand image. Brand image significantly affected both customers' satisfaction and brand trust toward brand loyalty. Customer is likely to improve the satisfaction when they perceive positive brand image and trust in certain brand.

IMC is the combination of communication platforms that obtains on the maximum of an effective message to perform on the customer purchasing behavior which is composed of three elements: 1) Coherency 2) Consistency 3) Continuity in order to combine all messages to be oneness with the same objective to reach the right target, to response to customer purchasing behaviors and to be related to the customers' loyalty. IMC is consisted of 1) Sales Promotion which is used to attract new users, maintain customers' retention, increase product usage and reinforce brand advertising 2). Advertising is how the brand communicates with the target audience in the order to make differences in positioning the brand and make an impact on the market, educate and raise awareness in the product selling point 3) Publicity and Public Relation create brand image for publicity with value added 4) Event & Experience Marketing combine customers to experience the brand through contests, competitions and product launch so they will participate in branding 5) Online Marketing uses digital marketing such as social networking, online purchasing and social buzzing to communiatue with customers. Sales is the best tool to keep the number of users stable such as using coupons, loyalty programs and bonus packs to sustain the company and attract new customers. By implementing discount tools, it keeps the members with the company . Promotion is used to develop customers' relationship to motivate brand favorness which the message is being promoted

on the facility campaign for promoting brand quality in order to differentiate the brand from the competitors. It is all agreed that customers will perceive positive marketing communication when they perceive the positive experience with the quality of products and services as well as the relationship with the sales promotion in meaningful communication to promote loyalty outcome

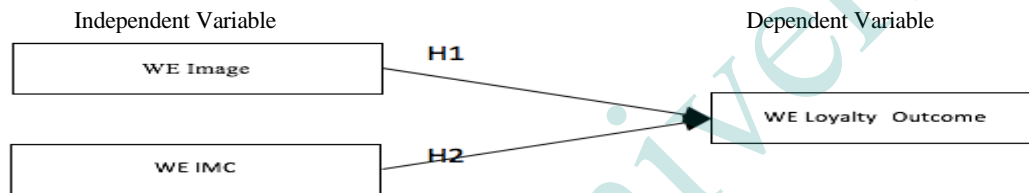
**2. Objectives**

The objective of this paper is to analyze (1) the effect of brand image on customers’ loyalty; (2) the effect of integrated marketing communication on customers’ loyalty at WE Fitness Society.

**3. Materials and methods**

Conceptual Framework Model

The conceptual framework of this studying was developed by using Image theoretical from (P, 2000), Integrated Marketing Communication (IMC) from Kotler and Keller (2009) together with the loyalty outcome from Bourdeau (2005). Figure 1 presents the framework of this study.



**Figure 1** Conceptual Framework (adapted from (Keller, 2000) Kotler and Keller (2009), and Bourdeau (2005))

**Methodology**

Both quantitative and qualitative approaches were used in this study. The target population was active WE Fitness’ members in the total of 9,155 members from four branches. Researchers employed Taro Yamane (1967) formulation with the significant value at 0.05 level to calculate sample size. The total of 384 samples were calculated. The formula of Taro Yamane is presented as followed

$$n = \frac{N}{1 + (Ne^2)}$$

Where

- n = sample size
- N = size of population We Fitness Member
- e = deviation of sampling design, set up as 0.05 or at Confident level of 95%

There were two sampling methods employed in this study.

1. Quota sampling: ninety-six copies of research questionnaires were distributed to the respondents in each WE Fitness Society branch (We Fitness Major Ratchayothin, We Fitness Major Ekamai, We Fitness Major Pinkwlae, and We Fitness Esplanard Ratchada).
2. Convenience sampling: Respondents would be randomly asked to fill the survey in the presence of a researcher who provided explanations and information if necessary. All respondents were anonymous in order to obtain the most spontaneous and valid answers.

A total of 384 samples were collected which matched the predetermined criterion of at least 400 samples. An in-depth interview with 4 members of WE Fitness was also conducted, the purpose of the in depth interview was to find out the information needed and what members have mentioned and perceived WE Fitness in order to use as an indicator of brand image and IMC to sustain the membership that effect the loyalty outcome. The questionnaire for the main study contains two parts, which were demographic information section and research framework section. In the research framework part, there were three dimensions: Brand Image, IMC, and Loyalty outcome. The measuring scale used was five-point Likert response scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

There was no specific sample size for a pilot test; a series of researches considered sample size from 10 to 25 (Sheatsley, 1983) or 20 to 50 (Sudman, 1976) In this study, a pilot test was conducted among 30 members of WE Fitness in order to test the validity of the instrument. The research applied Cronbach's alpha to test scale reliability. The Table 1 shows that Cronbach's alpha values are from 0.767 to 0.937 for all variables. Many previous studies suggest that Cronbach's alpha values must be above 0.7 and could prove that the scales have internal consistency (Bagozzi, 1994; (Devellis, 2012); (George & Mallery, 2003); (Hair, 2009) Thus, all constructs of this study were accepted for internal consistency.

**Table 1** Cronbach's Alpha scale reliability

Variable	Item	$\alpha$ -value (pre-test) $n=30$	$\alpha$ -value $n=384$
<b>Brand Image Dimension</b>			
Product & Service	7	0.909	0.911
Brand Image	5	0.892	0.883
Corporate Image	4	0.909	0.887
<b>IMC</b>			
Sales Promotion	3	0.884	0.913
Event & Experience	3	0.831	0.867
PR & Publicity	3	0.897	0.840
Online Marketing	4	0.900	0.878
<b>Loyalty Outcome</b>			
Identification	4	0.831	0.768
Exclusive Consideration	4	0.792	0.790
Strength in Preference	3	0.937	0.831
Advocacy (WOM)	3	0.782	0.791
Share the wallet	3	0.934	0.767

#### 4. Results and Discussion

Descriptive statistics is used to describe and summarize the data of the respondents that are shown in Table 1. In a total of 384 valid respondents about 51 % of the respondents are female and the remaining 49% are male. The dominant age range of the respondents is 26 to 45 years old (50%), followed by 15 to 25 years old (39%). Members who have monthly income between 15,001 to 30,000 Baht are the major respondents (32%). The major respondents spend 1 to 2 hours of their exercise time per day (75%); members who use fitness for 1 to 10 times per week (51.6%). The major respondents who are going to introduce WE Fitness to their friend and family at 357 respondents (93%)

**Table 2** The Respondent's Characteristic

Respondent Character	Number	Percentage
<b>1. Gender</b>		
Male	188	49%
Female	196	51%
<b>2. Age</b>		
15-25	150	39%
26-45	193	50%
46-70	41	11%
<b>3. Income</b>		
$\geq 15,000$	51	13.30%
15,000 – 30,000	123	32.00%
30,001 – 45,000	95	24.70%
45,001 – 60,000	115	30.00%
<b>4. Workout Frequency</b>		
1-10	198	51.60%
11-20	173	45.10%
21-30	12	3.00%
31-30	1	0.30%

Respondent Character	Number	Percentage
5. Hour of Workout		
1-2	291	75%
2.30 - 3	59	15%
4-6	34	10%
6. Refer to Friend		
Yes	357	93%
No	27	7%

#### Level of Agreement towards Image

Brand Image was investigated in the level of agreement toward the image, the analysis data were brand image, product & service image and corporate image. This session described the level of agreement of each factor, we found that the Brand Image sample is in the highest agreement level as a mean score of 3.80, followed by the variable of Product & Service Image with the mean score of 3.66, and Corporate Image variable has a mean score of 3.69. These variables were in the “agree” level. Product & Service Image, Brand Image and Corporate Image are presented by Mean, Standard Deviation (S.D.) and level Interpretation. As a result, this indicated that each participant holds an agreement on the benefits of loyalty outcome according to multiple factors.

**Table 3** Result of WE Fitness ‘Image

WE Fitness ‘Image	$\bar{x}$	SD	Result
1. Product & Service			
Quality Product	3.43	0.748	Agree
Quality Premium	3.49	0.771	Agree
Quality Service	3.68	0.762	Agree
Safety Equipment	3.84	0.726	Agree
Quality Group Class	3.82	0.790	Agree
Modern Decoration	3.74	0.792	Agree
Quality Facility	3.68	0.770	Agree
Average Total	3.66	0.765	Agree
2. Branding			
Outstanding Logo	3.92	0.763	Agree
Convenience Location	3.66	0.874	Agree
Represent Society	3.73	0.769	Agree
Modernized Visual	3.78	0.774	Agree
Looked quality	3.74	0.795	Agree
Average Total	3.80	0.795	Agree
3. Corporate			
Professional staff	3.80	0.919	Agree
Management Task	3.63	0.924	Agree
Listen to Customer	3.63	0.897	Agree
Social Community	3.42	0.955	Agree
Average Total	3.62	0.916	Agree
Grand Total Average	3.69	0.825	Agree

#### Level of Agreement towards Integrated Marketing Communication

IMC is investigated the level of agreement on each factor, the analysis data of Sales Promotion, Event & Experience, Public Relationship & Publicity, and Online Marketing. This session describes the level of agreement of each factor, we found that the Sales Promotion sample is in the highest agreement level as the mean score of 3.70, followed by the variable of Public Relationship and Publicity with the mean score of 3.62, Event & Experience variable has a mean score of 3.55. These variables were in the “agree” level. Sale Promotion, Public Relationship and Publicity are presented in Mean, Standard Deviation (S.D.) and level Interpretation, while the Online Marketing variable has a mean score of 3.38. As a result, this indicated that each participant holds an agreement on the benefits of loyalty outcome according to multiple factors.

**Table 4** Result of WE Fitness 'Integrate Marketing Communication

WE Fitness 'IMC	$\bar{x}$	SD	Result
1. Sale Promotion			
Discount Promotion	3.81	0.920	Agree
Freebies give away	3.63	0.946	Agree
Member Privilege	3.68	0.925	Agree
Average Total	3.70	0.930	Agree
2. Event & Experience			
Lucky Draw	3.46	0.965	Agree
CRM	3.58	0.978	Agree
Body Transform	3.61	0.967	Agree
Average Total	3.55	0.970	Agree
3. PR & Publicity			
Online Media	3.43	0.986	Agree
Press Printing	3.04	1.004	Neutral
TV & Radio	2.86	1.069	Neutral
Average Total	3.62	1.019	Neutral
4. Online Marketing			
Apply for membership	3.30	1.116	Agree
Purchasing Retail	2.92	1.125	Neutral
Online Training	3.23	1.133	Agree
Class Booking	3.29	1.177	Agree
Average Total	3.18	1.137	Agree
Average Grand Total	3.38	1.014	Agree

#### Level of Agreement towards Loyalty Outcome

Loyalty outcome is used by investigating the level of agreement on each factor, the data analysis of Identification, Exclusive Consideration, Strength in Preference, Advocacy or Word of Mouth and Share the wallet. This session described the level of agreement of each factor, we found that the Share the wallet is in the highest agreement level with the mean score of 3.59, followed by the variable of exclusive consideration with the mean score of 3.55. These variables were in the "agree" level, while the strength in the preference variable has a mean score of 3.43, followed by Advocacy or words of mouth with the mean score of 3.17 and identification with the mean score of 2.88. These variables were in the "Neutrals" level. As a result, this indicated that each participant holds an agreement on the benefits of loyalty outcome according to multiple factors.

**Table 5** Result of WE Fitness 'Loyalty Outcome

WE Fitness 'Loyalty Outcome	$\bar{x}$	SD	Result
1. Identification			
Wearing WE 'Shirt	2.30	1.18	Disagree
Carrying WE' Bag	2.67	1.24	Neutral
Be proud for WE	3.33	0.91	Neutral
WE Wristband	3.22	1.13	Neutral
Average Total	2.88	1.115	Neutral
2. Exclusive Consideration			
Celebrity Representative	3.34	0.89	Neutral
Professional Result	3.50	0.85	Agree
Convenient Location	4.08	0.89	Agree
Confident in quality	3.66	0.85	Agree
Average Total	3.55	0.802	Agree
3. Strength in Preference			
Online Sharing	3.38	1.15	Neutral
Accurate Information	3.45	0.89	Neutral
Recommend Friend	3.47	0.94	Neutral
Average Total	3.43	0.993	Neutral

WE Fitness 'Loyalty Outcome	$\bar{x}$	SD	Result
4. Advocacy or WOM			
Discontinue	3.46	0.88	Neutral
Leading Fitness			
Continue if	3.22	0.87	Neutral
Negative News			
Price Increased	2.83	0.81	Neutral
Average Total	3.17	0.853	Neutral
5. Share Wallet			
WE Protection	3.24	0.87	Neutral
Not enter in	3.86	0.95	Agree
Wrong Way			
No Rules Breaking	3.68	0.90	Agree
Average Total	3.59	0.906	Agree
Average Grand Total	3.34	0.933	Agree

The relationship between image and IMC to loyalty outcome

We applied the multiple regression model to test the relationship between multiple factors and image, and IMC on the loyalty outcome. Dependent variable was the loyalty outcome. Table 5 shows that the analysis of the relationship between loyalty outcome with image and IMC was tested. The results reveal that all factors were found to be significant explanatory factors explaining the purchase intention of loyalty outcome ( $p < 0.01$ ). Therefore, each factor is positively influenced the consumers' loyalty outcome in WE Fitness, indicating that WE Fitness' members have stronger positive attitudes about the benefits of the image comparing to IMC.

When we tested the relationship between image and IMC by using Regression, as presented in Table 6. The research result shows that the Image and the IMC has a positively significant relationship with the loyalty outcome ( $p > 0.01$ ), which indicates that WE Fitness' members have loyalty in WE Fitness. The strength of image effects on the loyalty outcome with the beta value at .498.

**Table 6** Relationship between image and IMC to loyalty outcome

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	.785	.139		5.647	.000
Image	.491	.043	.498	11.325	.000
IMC	.239	.038	.278	6.335	.000

\* Significant at the 0.01 level

The estimation results of the relationship between loyalty outcome and three factors of image are presented in Table 7. Dependent Variable was the loyalty outcome by using the linear regression. The results show that each factor is positively influenced the loyalty outcome at WE Fitness ( $p < 0.01$ ). On the other hand, the loyalty outcome is determined by three factors, which means that WE Fitness 'member is more likely to pay attention to brand image at WE Fitness. The strength of the effect that brand image has on loyalty outcome on the Beta value is .312.

**Table 7** Relationship between image scale items to loyalty

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	.916	.147		6.239	.000
Product & Service Image	.264	.061	.268	4.330	.000
Brand Image	.290	.054	.312	5.379	.000
Corporate Image	.117	.043	.154	2.752	.006

\* Significant at the 0.01 level

The estimation results of the relationship between loyalty outcome and four factors of IMC are presented in Table 8, Dependent Variable was loyalty outcome analyzed by using the linear regression. The results show that each factor positively influenced the loyalty outcome at WE Fitness ( $p < 0.01$ ). On the other hand, the loyalty outcome is determined by four factors, which means that WE Fitness 'membership is more likely to pay attention to the sale promotion of WE Fitness. The strength of the effect that the sale promotion has on the loyalty outcome on the Beta value is at .211.

**Table 8** Relationship between IMC scale items to loyalty

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	1.742	.129		13.531	.000
Promotion	.157	.038	.221	4.155	.000
Event	.100	.041	.141	2.412	.016
PR	.147	.038	.214	3.872	.000
Online MKT	.085	.035	.135	2.407	.017

\* Significant at the 0.01 level

## 5. Discussion

WE Fitness 'membership consumers agreed that image and IMC could be accepted with a good attitude and intention to continue on holding the membership. Brand image is the most affected factor to loyalty outcome which member 'perception is accepted by the outstanding logo, modernized key visual, high quality, represent society of exercise and convenient location. Product & Service Image came second from the customer with the quality of group class, safety equipment, modern decoration and service quality. Cooperate image ranked the last with professional staff and listen to customer voice. However, IMC came as the second factor benefit to loyalty outcome which the sales promotion is the most affected to WE Fitness 'membership to continue on being members.

According to the research results, the respondents have good loyalty to WE Fitness because of the brand image and the IMC. of We Fitness, because of the outstanding logo which represents WE with the color orange representing a new energetic society symbolism. Modernize Key Visual represents new generation of exercise's era and using Thai represents the first localized fitness where East meets West. Many fitness in Thailand were operated by international organizations hence their logos and visuals were not localized and unrepresentable for the new generation. Therefore, brand image is important in order to motivate purchasing and driving people to stay with WE Fitness.

Sales promotion in IMC is the most important factor which relates to WE Fitness' membership loyalty outcome with discount promotion, public relation & publicity is the second agreement of customer where the customer received most information through online media. Event & Experience is the third agreeing with the body transformation is the key to customer 'loyalty. Online Marketing has the least factor to agree from customer which membership applying was selected. From the evidences of this study, we summarized the hypothesis testing as shown in Table 9.

**Table 9** Hypothesis Testing Summery

Hypothesis	Pathway	=Beta	t-Value	Support
H1	Image → Loyalty	.498	11.325*	Yes
H2	IMC → Loyalty	.278	6.335*	Yes

\* Significant at the 0.01 level

In conclusion, multiple regression model was used to investigate the relationship between image factors and IMC factor in loyalty outcome. The multiple regression is used to calculate the relationship between various factors with consumer attitude and purchase intention on organic food. Table 9 shows the Image and IMC which are positively influenced on consumers' loyalty outcome. Similarly, Brand Image and Sales Promotion has positive influence on memberships' loyalty outcome.

## 6. Conclusion

Based on the study results, it can be confirmed that the image and the IMC plays their roles with consumers' mind to gain loyalty. Thus, the present study suggests that:

1. The marketers should focus on the image especially brand image which educate on brand value. Customers prefer to trust in the brand. Brand image is influenced the loyalty outcome through customer perception.
2. It is very significant to understand how customer review your brand with their expectation and their perception. Therefore, brand image is very important to develop customers' perception.
3. WE Fitness Team should implement Brand Image to stimulate the loyalty outcome.
4. We Fitness Team should promote more Brand Image with the use of logo and key visual to publicize and keep it visible as much as it can.



5. With modernized and outstanding logo can seduce the members to feel more comfortable and satisfied by being a member as it can reflect their status. Members need to feel like an ownership and belong to the fitness society.

6. WE Fitness Team should focus on Sales Promotion especially giving discount on the renewal of membership.

7. The marketers should take notice that a consumer attitude is the key for existing members to renew their membership. Therefore, firstly, marketers should make the consumer aware of the need of the brand image. Secondly, the marketers should find the way to communicate the sales promotion to their target group. Lastly, the marketers should make a marketing plan to attract the publicity so as to get awareness of the brand image and also persuade the mature consumers to repurchase and to have the loyalty for fitness.

8. Customer loyalty is the key of success to maintain membership as well as to promote a new member to invite their friends and family to join the fitness.

9. It is necessary to build a positive brand image to drive the customers' satisfaction and experience with the value of trust which could lead to ultimate brand loyalty.

10. Brand image needs to be maintained and strengthen in a marketing position with a positive mind and trust in the customer to enhance on the satisfaction and experience in their loving brand.

11. Sales promotion with special price discount exclusively for a renewing of membership could drive the customers' satisfaction.

12. Fitness should publicize themselves as community to keep customer confident and to perceive in the value of fitness and to have the words passing on to others as the word of mouth.

13. Integrated marketing communication is the key element for enhancing on promoting brand and ensuring that the brand image for customers' loyalty

## 7. Acknowledgements

I would like to express my sincere gratitude to my advisor, Dr. Pithoon Thanabordeekij who is mentoring, supporting, motivating, inspiring and encouraging in the achieving in this study "Image and Integrated Marketing Communication that Effect Member Loyalty at WE Fitness Society". With his guiding and teaching, it is very useful and gives enormous support throughout my entire study and inspires me to produce an effective research that can be beneficial in the future to both my career and the fitness industry.

I would like to thank you WE Fitness Society in providing the source of information and membership data to be used in the effective analysis and testing on the research hypothesis. I would like to thank you respondents who dedicated their times to answer the questionnaire with the accurate data.

## 8. References

- Bouedeau, L. (2005). A new examination of service loyalty : Identification of the Antecedents and Outcome of Additional Loyalty Framework. Florida, USA: Florida University.
- Bagozzi, R. (1984). A prospectus for theory construction in marketing. *Journal of Marketing*, 48, 11-29.
- Devellis, R. D. (2012). *Scale Development*. Sage.
- George, D. &, & Mallery, P. (2003). *SPSS for Windows step by step : A simple guild and reference 11.0 update (4th. ed.)*. Boston: Allyn & Bacon.
- Hair, J. (2009). *Multivarirate data analysis*. Upper Sanddle River, New Jersey: Prentice Hall.
- K, P. (2015, May 27). *Thailand Fitness Trend / EIC Analysis*. Retrieved from scbeic.com: [www.scbeic.com/th/detail/product/1347](http://www.scbeic.com/th/detail/product/1347)
- Kotler, P. (2000). *Marketing Management (Millennium Edition ed.)*. Prentice-Hall.
- Kotler, P & Keller, K.L. (2009). *Marketing Management. 13<sup>th</sup> ed*. New Jersey: Prentice-Hall.
- Keller, K. (2000). *The brand report card*. Harvard: Harvard Business.
- Marketeer;. (2015, March 24). *Thailand Fitness Market/The Academic*. Retrieved from marketeer.co.th: [www.marketter.co.th/archives/39696](http://www.marketter.co.th/archives/39696)
- McGrath, J. (2005). A Pilot Study Tesing Aspects of IMC Concept. *Journal of Marketing Communication*, 1-20.
- Sheatsley, P. (1983). *Questionnnaire Construction and Item Writiing*. In P.H. Rossi, J.D. Wright, and A. B. Anderson (Eds.). San Diego, USA.
- Sudman, S. (1976). *Applied Sampling*. New York: Academic Press.