

The Role of Service Marketing in Fostering Customer Loyalty: An Empirical Study of Badminton Centers in Chiang Mai

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Abstract

This study examines the influence of the service marketing mix (7Ps) on customer satisfaction and loyalty in badminton court services in Chiang Mai, Thailand, addressing a gap in understanding how individual 7Ps elements differentially impact these outcomes in recreational sports contexts. Data collected from 390 respondents were analyzed using multiple regression analysis. Customer satisfaction and customer loyalty were analyzed as separate dependent variables, and no mediating relationship was tested. Findings indicate that product quality positively predicts customer satisfaction ($p = 0.036$), whereas price exhibits a significant negative association ($p = 0.014$). Physical evidence has a positive impact on loyalty ($p = 0.010$), whereas promotional activities affect it negatively ($p = 0.016$). The remaining marketing mix elements (Place, People, and Process) demonstrate no statistically significant relationships with satisfaction or loyalty. These results illuminate the importance of maintaining high-quality service offerings and facilities to enhance satisfaction, and the strategic use of environmental cues to foster loyalty. Theoretically, the study contributes to service marketing theory by revealing the asymmetric effect of the 7Ps on satisfaction and loyalty in the recreational sports sector. Managerially, the findings provide actionable insights for badminton center operators to prioritize service quality and facility infrastructure while carefully managing pricing and promotional strategies to optimize customer outcomes.

Keywords: Service Marketing Mix, Customer Loyalty, Customer Satisfaction, Badminton Services

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Introduction

Badminton has become one of Thailand's most beloved sports, bolstered by the international success of athletes such as Ratchanok Intanon and government health promotion campaigns. With the rise in popularity comes a rise in badminton-related businesses, among which court rental services have become quite competitive in cities like Chiang Mai, a hub for recreational and semi-professional players (Seepui et al., 2022).

In service sectors like sports and leisure, the 7 Ps marketing mix is a fundamental tool to evaluate and improve service delivery (Product, Price, Place, Promotion, People, Process, and Physical Evidence). Recent studies affirm that factors like product quality, pricing transparency, and smooth service have significant effects on both customer satisfaction and long-term loyalty in recreational spots (Huang & Kim, 2023, p. 1; So, Yang, & Li, 2024, p. 253). However, how these elements play out may differ significantly depending on culture and local business environments.

In the context of sport facilities such as badminton courts, players' satisfaction depends heavily on cleanliness, court design, and staff interaction (Bitner, 1992, p. 57; Huang & Kim, 2023, p. 1). Furthermore, digital tools are becoming key mechanisms for crafting personalized experiences and deepening emotional connections with customers, including mobile apps, online booking platforms, and social media engagement (McKinsey & Company, 2023). We must note how much relationship-building matters in service industries, where switching to a different provider is very easy.

The rising demand for badminton facilities has increased competition, and many providers struggle to build enduring customer relationships and set themselves apart in Chiang Mai's saturated market. Although extant literature has investigated the application of the 7 Ps marketing mix within hospitality and sports sectors, there is a lack of empirical research that specifically examines their differential and asymmetric influence on customer satisfaction and loyalty in the context of regional badminton services (Bamrungsang & Thanaiudompat, 2024, p. 14; Cardoso et al., 2022, p. 2). This gap is particularly salient given evolving consumer preferences.

This study aims to address this gap by empirically assessing how each component of the 7 Ps marketing mix influences customer satisfaction and loyalty in badminton court services in Chiang Mai. Through a quantitative research design involving 390 respondents across multiple venues, the study provides actionable insights for service providers seeking to improve their



competitive positioning. By offering insights into customer behavior within a specialized recreational service domain, the study advances scholarly discourse on service marketing in Southeast Asia and offers empirically grounded recommendations for refining service management strategies in this sector.

Research Objective

1. To examine the influence of the service marketing mix (7Ps) on customer satisfaction in badminton court services in Chiang Mai.
2. To examine the influence of the service marketing mix (7Ps) on customer loyalty in badminton court services in Chiang Mai.
3. To develop strategic recommendations for service providers to enhance satisfaction and foster loyalty via their 7Ps framework.

Scope of Research

This study examines how the service marketing mix (7Ps: Product, Price, Place, Promotion, People, Process, and Physical Evidence) influences customer satisfaction and loyalty among badminton court users in Chiang Mai, Thailand. The research focuses on adults, aged 18 and above, who use these facilities for recreational or semi-competitive play. The study is limited to Chiang Mai Province. It specifically examines private commercial badminton courts, leaving out public venues, university courts, and nonprofit providers to keep the environment consistent and relevant for business management purposes.

Using a quantitative, cross-sectional design, the researchers collected data through structured questionnaires filled out in person by 390 participants across 13 different locations. Based on current thinking in service marketing, customer satisfaction and loyalty are treated as related but separate outcomes; this study does not measure factors like customer trust, emotional attachment, or the difficulty of switching providers; instead, it focuses strictly on the influence of the 7 Ps. This study does not examine mediation effects and focuses exclusively on the direct influence of the service marketing mix on each outcome variable.

Conceptual Framework

The conceptual framework focuses on direct relationships only, consistent with the use of multiple regression analysis. Product quality is crucial in shaping customers' perception. Durable flooring, standardized equipment, and well-maintained amenities have been shown to enhance customer satisfaction and encourage people to come back (Chaisiri, 2018, p. 55). Quality enhances the perceived value of the service and ensures reliability, leading to more positive customer behaviors. Based on this understanding, the following hypotheses are proposed (see Figure 1)

H1a: Product quality has a positive impact on customer satisfaction.

H2a: Product quality has a positive impact on customer loyalty.

Pricing remains crucial in how customers evaluate services. When pricing is clear and fair, it builds trust and lessens perceived risks—especially in competitive recreational markets. However, if customers feel the price doesn't match the value offered, they are discouraged from using the service in the first place.

H1b: Price has a positive impact on customer satisfaction.

H2b: Price has a positive impact on customer loyalty.

The location and accessibility of a badminton facility—including easy access, convenient parking, and flexible scheduling options—tend to attract not only immediate visits but also encourage customers to keep coming back over time (Bamrungsang & Thanaiudompat, 2024, p. 14; Seepui et al., 2022).

H1c: Place (location and accessibility) has a positive impact on customer satisfaction.

H2c: Place (location and accessibility) has a positive impact on customer loyalty.

Promotion covers a range of activities, including marketing communications, special member incentives, and outreach through digital channels. When done well, promotions can increase awareness and encourage people to try the service; but overly aggressive or irrelevant campaigns may damage the brand's perceived credibility and trust (Kotler & Keller, 2019; McKinsey & Company, 2023).

H1d: Promotion has a positive impact on customer satisfaction.

H2d: Promotion has a positive impact on customer loyalty.

Process refers to how the service is delivered. This includes easy online booking, quick check-in procedures, and clear conflict resolution. A smooth, efficient process can increase satisfaction and help build lasting loyalty (Huang & Kim 2023, p. 1).

H1e: Efficient processes have a positive impact on customer satisfaction.

H2e: Efficient processes have a positive impact on customer loyalty.

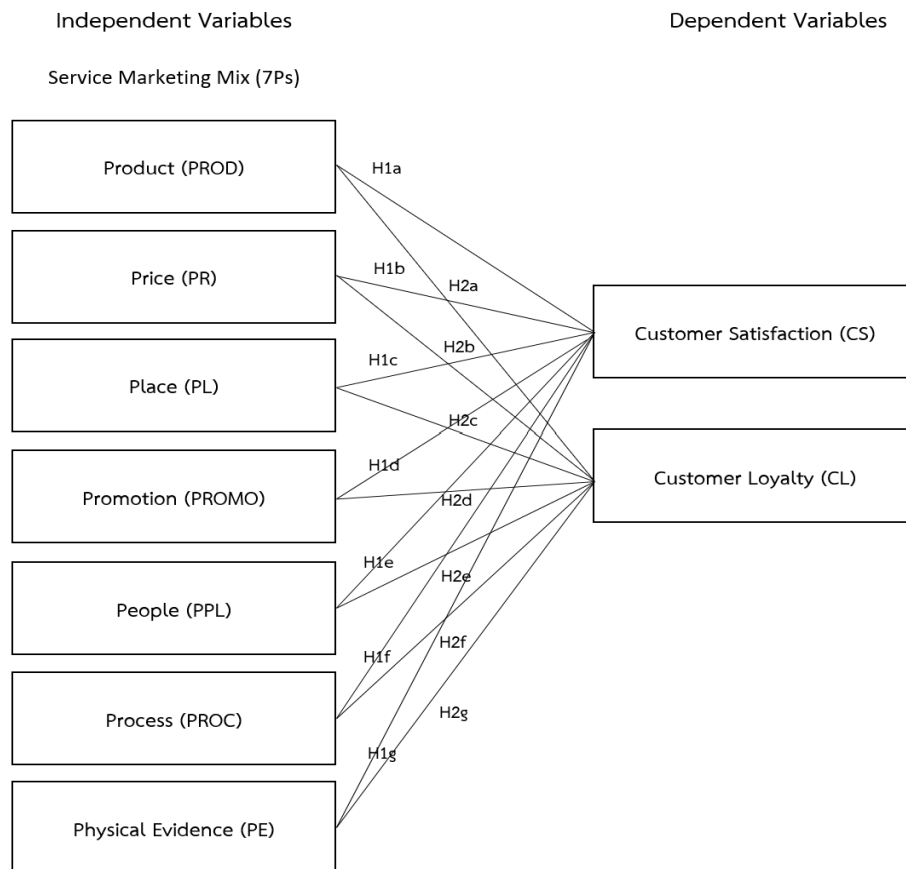


Figure 1 Conceptual Framework

People, especially front-line staff and instructors, play a crucial role in shaping the service experience through their interactions with customers. When staff members are empathetic, attentive, and well-trained, they significantly improve how customers perceive the quality of service, which in turn enhances both satisfaction and trust (Chaisiri, 2018, p. 57).

H1f: Staff competence and behavior have a positive impact on customer satisfaction.

H2f: Staff competence and behavior have a positive impact on customer loyalty.

Physical evidence includes elements like the design of the facility, cleanliness, lighting, and signage. In badminton courts, well-kept and visually appealing environments help create an emotional connection with customers, encouraging them to return regularly (Bitner, 1992, p. 57; So, Yang, & Li, 2024, p. 253).

H1g: Physical evidence has a positive impact on customer satisfaction.

H2g: Physical evidence has a positive impact on customer loyalty.

Literature Review

The marketing mix consists of 7Ps, namely product, Price, Place, Promotion, Process, People, and Physical Evidence. The 7Ps is one of the common frameworks that is usually introduced to understand consumer behavior in the service industry. The 7Ps was originally introduced in 1981 by Booms and Bitner and originated from the 4Ps. Booms and Bitner added some aspects to make 7Ps more reliable. Such as Service Delivery, People Interactions, and Physical Environment. All of the elements are vital to the marketing strategy; these elements usually determine how customers see the service (Lovelock & Wirtz, 2021, p. 24). Some of the recreational businesses, such as sports facilities, use the 7Ps as a vital instrument to evaluate customer satisfaction and loyalty (So, Yang, & Li, 2024, p. 253). Prior empirical evidence in Thailand also indicates that not all marketing mix elements exert equal influence on consumer satisfaction. For example, Sermboonsang et al. (2025) demonstrated that only selected salient features of the marketing mix significantly influenced consumer satisfaction in running shoe purchases in Chiang Mai Province.

Product quality extends beyond physical appearance, such as court floors or sports equipment. In fact, a product also refers to the reliability and consistency of service delivery. Several studies show that a well-maintained facility with a high-quality surface as well as specialized badminton coaches tends to draw new customers and get a high index of customer satisfaction (Huang & Kim, 2023, p. 1; Bamrungsang & Thanaiudompat, 2024, p. 14). The cleanliness of the facility and regular upgrades also promote return customers. (Chaisiri, 2018, p. 57).

Price is clearly the major factor driving how customers would buy a service, as well as rating a service after buying. If one can set clear pricing and match the customers' tastes, then customers are likely to buy the service. However, if the pricing is on the high side compared to the service experience, it would affect the trust and satisfaction of the customer (Lovelock & Wirtz, 2021, p. 24). For the recreational sports industry, it is very common for customers to seek new providers. Managing the price to be on an affordable price is very crucial to keep the returning customer and attract new players (Lovelock & Wirtz, 2021, p. 24).

Place, which refers to a facility's location and accessibility, directly affects convenience and frequency of use. Research indicates that being close to residential areas, in the city center, offering enough parking, and opening flexible hours all increase satisfaction and encourage more loyalty for sports facilities (Bamrungsang & Thanaiudompat, 2024, p. 14).

Promotion covers the ways businesses communicate to attract and retain customers. Digital channels (e.g., social media) and rewards such as loyalty points and referral incentives can help increase visibility and spark interest. However, if promotions are too pushy or not well targeted, they risk damaging customer trust (McKinsey & Company, 2023). Thus, promotions must be personalized and value-driven to support loyalty.

Process refers to service delivery: booking systems, handling conflicts, or managing time effectively. In sports services, making check-ins smooth, offering real-time court scheduling, and using digital tools such as mobile apps enhance efficiency and customer satisfaction (Huang & Kim, 2023, p. 1).

People also play a vital role in how customers perceive service quality; for instance, staff competence, demeanor, friendly interaction, and attentive and knowledgeable staff make a big difference. In particular, personalized settings like coaching sessions or membership-based badminton courts can enhance customer satisfaction and the service quality of the customer (Chaisiri, 2018, p. 57).

Physical Evidence is related to the tangible elements that the customer would notice, i.e., facility atmosphere, the signage design, lighting methods, and cleanliness of the facility. In a recreational activity such as badminton, the atmosphere of the facility often determines the feeling of the customer and highly encourages the customer to return for the service. Such an atmosphere will also build the brand image as well (Bitner, 1992, p. 57; So, Yang, & Li, 2024).

Several studies support how the seven elements of the marketing mix influence the customers. The influence is not only how the customer determines to buy a service, but also the customer loyalty to such a brand at a time of red ocean, where each service provider is highly competitive with a little price difference, the research on badminton court services in the province of Chon Buri indicates how effective marketing strategies promote customer satisfaction, motivate the customer return, and encourage a solid brand image (Bamrungsang & Thanaiudompat, 2024, p. 14). This finding is consistent with Thai consumer research suggesting that satisfaction is shaped by specific, context-dependent marketing mix elements rather than the full set of 7Ps (Sermboonsang et al., 2025, pp. 70-74).

Customer loyalty refers to a person's determination to return for a service and build a long-term relationship with a brand. The loyalty usually develops from positive customer experiences, which build satisfaction and trust. It should be noted that the value of loyalty in several service industries is usually intangible and cannot be built by service delivery alone. In fact, relationship management and emotional factors also play a vital role in gaining customer loyalty, such as customer-friendly behavior and the consistency of service delivery (Kotler & Keller, 2019).

Loyalty represents a critical success factor in the sports and recreation industry, where low switching costs and intense local competition make customer retention challenging (Cardoso et al., 2022, p. 2). The previous study recommends that loyalty usually develops from both service delivery and how to emotionally connect with the customer, which means the service provider needs to excel in the roles between service quality and loyalty (So, Yang, & Li, 2024, p. 253). As for badminton, well-maintained facilities, relationships with staff, and simple booking processes promote return customers (Bamrungsang & Thanaiudompat, 2024, p. 14).

Furthermore, the loyalty program that personalizes services for customers in the digital platform consists consistently deliver the values to the customer, as well as creates value to improve customer retention in service-focused industries (McKinsey & Company, 2023). Overall, it should be noted that to keep loyal customer, the service provided will need to venture beyond customer satisfaction in all directions.

Methodology

This study used a quantitative, cross-sectional approach to explore how the 7Ps affect customer satisfaction and loyalty among badminton court users in Chiang Mai, Thailand. The research gathered data through a structured questionnaire that participants completed themselves, helping ensure consistent answers and facilitating a thorough statistical analysis.

These participants came from 13 different badminton venues, with about 30 users surveyed at each spot to capture a good mix of geographic locations and user backgrounds.

Data collection took place over two months. Questionnaires were handed out in person at the various venues during different times of the day to reach a diverse group of players. In adherence to strict ethical guidelines, participants were given full information beforehand regarding what the research involved and to what purpose, as well as how their answers would be anonymous, confidential, would not include personal identifying information, and would be stored securely for academic use only. Based on their informed consent, participation was completely voluntary, and respondents were assured that they could stop at any time if they wanted. The questionnaire itself was carefully developed by reviewing a wide range of existing research. It was adapted from well-established surveys in service marketing and sports management. The questions were organized into four parts.

1. Demographics: including gender, age, income, education level, and frequency of badminton court usage.
2. Customer Satisfaction: cognitive and emotional evaluation of their overall experience with the service.
3. Customer Loyalty: likelihood to continue using the service and recommend it to others.
4. 7Ps Marketing Mix: Each of the seven elements was measured using several questions on a five-point scale, from “Strongly Disagree” to “Strongly Agree.” The items were based on Lovelock & Wirtz (2021, p. 24) and So et al. (2024).

The questionnaire was carefully reviewed by a panel of three specialists in marketing and sports services. Their valuable feedback helped us clarify the questions and make sure everything matched the research goals. We also ran a pilot study with 30 badminton players to check how consistent the questionnaire was. The results showed that all the main sections of the survey had strong reliability, with Cronbach’s alpha scores above 0.70—meaning the questions were measuring things consistently (Nunnally & Bernstein, 1994).

Data were analyzed using IBM SPSS Statistics. Descriptive statistics, including means, standard deviations, and frequency distributions, were calculated to characterize the sample and response patterns. The study employed multiple regression analysis to examine direct effects only; mediation analysis was not conducted. Then, we ran multiple regression analyses to see how each of the 7Ps affected customer satisfaction and loyalty. We tested the satisfaction-related hypotheses (H1a to H1g) and loyalty-related hypotheses (H2a to H2g) separately. Before running these models, we checked to make sure our data met key assumptions like linearity, normal distribution, equal variance, and no multicollinearity. The Variance Inflation Factors (VIFs) were all below 5, so there were no issues with variables overlapping too much.

Results

Among the 390 respondents, 60% identified as male and 40% identified as female or gender diverse; 55% were between 18 and 35 years old; and nearly half (48%) reported earning between 20,000 and 40,000 THB per month, followed by 27% who earn between 30,001 and 50,000 THB. This indicates a broad appeal across genders, the dominance of a young demographic, and the prevalence of users in the middle-income bracket.

To assess how well each of the 7Ps predicts customer satisfaction in badminton court services, we conducted a standard multiple regression analysis. The results (Table 1) indicate

a moderate but meaningful relationship between these marketing factors and satisfaction. Specifically, the R value of 0.530 points to a moderate positive correlation, and the R² value of 0.481 means that about 48.1% of the variation in customer satisfaction can be explained by the combined influence of the seven marketing mix elements.

When adjusting for the number of predictors and sample size, the adjusted R² value drops to 0.147. While this suggests a more modest fit, it's still meaningful enough to offer practical insights for managers. Lastly, the Durbin-Watson statistic came in at 1.528, which falls comfortably within the acceptable range of 1.5 to 2.5. This indicates no serious autocorrelation issues in the model's residuals, supporting the assumption that the observations are independent.

Table 1 Determination Coefficient for Customer Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.530 ^a	.481	.147	.92371627	1.528

Table 2 presents the regression results for each part of the service marketing mix. The analysis found two key factors that significantly influenced customer satisfaction. First, Product had a positive and statistically significant impact ($B = 0.177$, $\beta = 0.086$, $p = 0.036$). This confirms that tangible aspects like the quality of the court surface, cleanliness, and available facilities play a major role in how customers value their overall experience.

Price showed a negative and significant effect ($B = -0.553$, $\beta = -0.274$, $p = 0.014$), indicating customer price sensitivity. Perceived pricing unfairness reduces satisfaction, even when service quality is high. This aligns with earlier research suggesting that pricing strategies can strongly impact how customers feel, especially in competitive markets.

The remaining marketing mix elements (Place, Promotion, People, Physical Evidence, and Process) did not significantly influence customer satisfaction ($p > 0.05$). This might suggest that these areas are less developed or more uniform across competitors, so they aren't currently helping services stand out or influence satisfaction in a meaningful way.

Table 2 Regression analysis 7Ps of Marketing Mix and Customer Satisfaction (CS).

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.681	.726		5.067	.000
Product_Fact (PROD)	.177	.194	.086	.912	.036
Price_Fact (PR)	-.553	.223	-.274	-2.485	.014
Place_Fact (PL)	.026	.185	.014	.141	.888
Promotion_Fact (PROMO)	.075	.144	.048	.520	.604
Process_Fact (PROC)	-.084	.221	-.045	-.381	.704
People_Fact (PPL)	.078	.227	.043	.345	.730
Physical_Fact (PE)	.112	.218	.062	.514	.608

Note: R = .530a, R²=.481, Adjusted R²=.147, ***P<0.001, **P<0.05, *P<0.10 Author's Calculation

Another multiple regression analysis was carried out to look at how the 7Ps affect customer loyalty. Table 3 summarizes the findings, showing an R-value of 0.533, which points to a moderate positive relationship between the seven marketing mix elements and customer loyalty. The R² value of 0.285 means that about 28.5% of the differences in customer loyalty can be explained by these combined factors.

The adjusted R² comes in at -.023, which signals that once one accounts for the number of variables and sample size, the model doesn't fit the data well. This negative adjusted R² suggests there might be issues such as multicollinearity, some predictors not adding value, or perhaps the model includes too many variables. The standard error of estimate is 0.669, indicating a moderate amount of variation around the predicted values. Finally, the Durbin-Watson statistic of 1.600 falls safely within the acceptable range of 1.5 to 2.5, which means there's no problematic autocorrelation in the residuals.

Table 3 Determination Coefficient for Customer Loyalty

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.533 ^a	.285	-.023	.669	1.600

Table 4 breaks down how each element of the marketing mix contributes to customer loyalty. Out of the seven factors, only two stood out as statistically significant. Physical Evidence demonstrated a positive and statistically significant effect on loyalty ($B = 0.550$, $\beta = 0.307$, $p = 0.010$), indicating that tangible servicescape elements such as lighting, cleanliness, signage, and overall facility appearance substantially contribute to customer retention. On the other hand, Promotion showed a negative and significant impact ($B = -0.338$, $\beta = -0.219$, $p = 0.016$). This suggests that current promotional efforts might be too generic, not well-targeted, or failing to communicate real value. As a result, they could be hurting trust and reducing the emotional ties users feel toward the service, which in turn weakens loyalty.

In contrast, the remaining five components (Product, Price, Place, People, and Process) did not demonstrate significant relationships with customer loyalty ($p > 0.05$). Thus, these areas either don't have much influence on customers' long-term attitudes or need improvement to better engage users over time.

Table 4 Regression analysis 7Ps of Marketing Mix and Customer Loyalty (CL).

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.223	.701		3.169	.002
Product_Fact (PROD)	-.077	.188	-.038	-.409	.683
Price_Fact (PR)	-.160	.215	-.080	-.747	.456
Place_Fact (PL)	.012	.178	.006	.067	.947
Promotion_Fact (PROMO)	-.338	.139	-.219	-2.437	.016
Process_Fact (PROC)	.053	.213	.029	.248	.804
People_Fact (PPL)	.026	.219	.015	.121	.904
Physical_Fact (PE)	.550	.210	.307	2.614	.010

Note: $R = .533a$, $R^2 = .285$, Adjusted $R^2 = -.023$, *** $P < 0.001$, ** $P < 0.05$, * $P < 0.10$ Author's Calculation



Conclusion

The results clearly show that among the 7Ps, product quality and price are the primary factors associated with customer satisfaction, not just whether customers decide to make a purchase. Product quality had a positive and statistically significant effect ($\beta = 0.086$, $p = 0.036$), while price showed a significant negative influence ($\beta = -0.274$, $p = 0.014$). This highlights the importance of core service quality and perceived value in shaping satisfaction for fitness-related services, such as badminton. This fits well with the expectancy-disconfirmation theory (Oliver, 1980, pp. 460-469), which says that satisfaction comes from service performance meeting or exceeding what customers expect. In this case, badminton courts that offer well-maintained facilities, dependable booking systems, and professional delivery service exceed those expectations and enhance satisfaction.

Conversely, pricing perceived as unfair or too high is associated with dissatisfaction. In contrast, the remaining elements of the 7Ps are place, promotion, people, process, and physical evidence, which did not significantly impact satisfaction. This challenges the traditional view that all 7Ps carry equal weight (Kotler & Keller, 2019). Instead, it supports Grönroos (1984) model, which distinguishes between technical quality (what the service is) and functional quality (how the service is delivered). In the context of Chiang Mai badminton facilities, technical quality (specifically product performance) emerges as the primary satisfaction determinant, whereas relational and functional elements appear either to be taken for granted by customers or not yet effectively utilized as sources of competitive advantage.

Table 5 Summary of hypothesis testing.

No.	No.	Hypothesis Model	Beta	t	P-value	Hypothesis results
1	H1a	PROD → CS	.086	.912	.036	Accepted
2	H1b	PR → CS	-.274	-2.485	.014	Accepted
3	H1c	PL → CS	.014	.141	.888	Rejected
4	H1d	PROMO → CS	.048	.520	.604	Rejected
5	H1e	PROC → CS	.043	.345	.730	Rejected
6	H1f	PPL → CS	-.045	-.381	.704	Rejected
7	H1g	PE → CS	.062	.514	.608	Rejected
8	H2a	PROD → CL	-.038	-.409	.683	Rejected
9	H2b	PR → CL	-.080	-.747	.456	Rejected
10	H2c	PL → CL	.006	.067	.947	Rejected
11	H2d	PROMO → CL	-.219	-2.437	.016	Accepted
12	H2e	PPL → CL	.015	.121	.904	Rejected
13	H2f	PROC → CL	.029	.248	.804	Rejected
14	H2g	PE → CL	.307	2.614	.010	Accepted

When it comes to customer loyalty, the analysis pointed to two key factors. Promotion had a negative effect ($\beta = -0.219$, $p = 0.016$), suggesting that some of the current promotional efforts might not be hitting the mark or could even be turning customers away. Conversely, physical evidence showed a positive impact ($\beta = 0.307$, $p = 0.010$). This aligns well with servicescape theory (Bitner, 1992, p. 57). Although non-significant, the negative direction of the People coefficient ($\beta = -.045$) may suggest that staff interactions in the current sample were perceived as inconsistent, warranting further investigation.

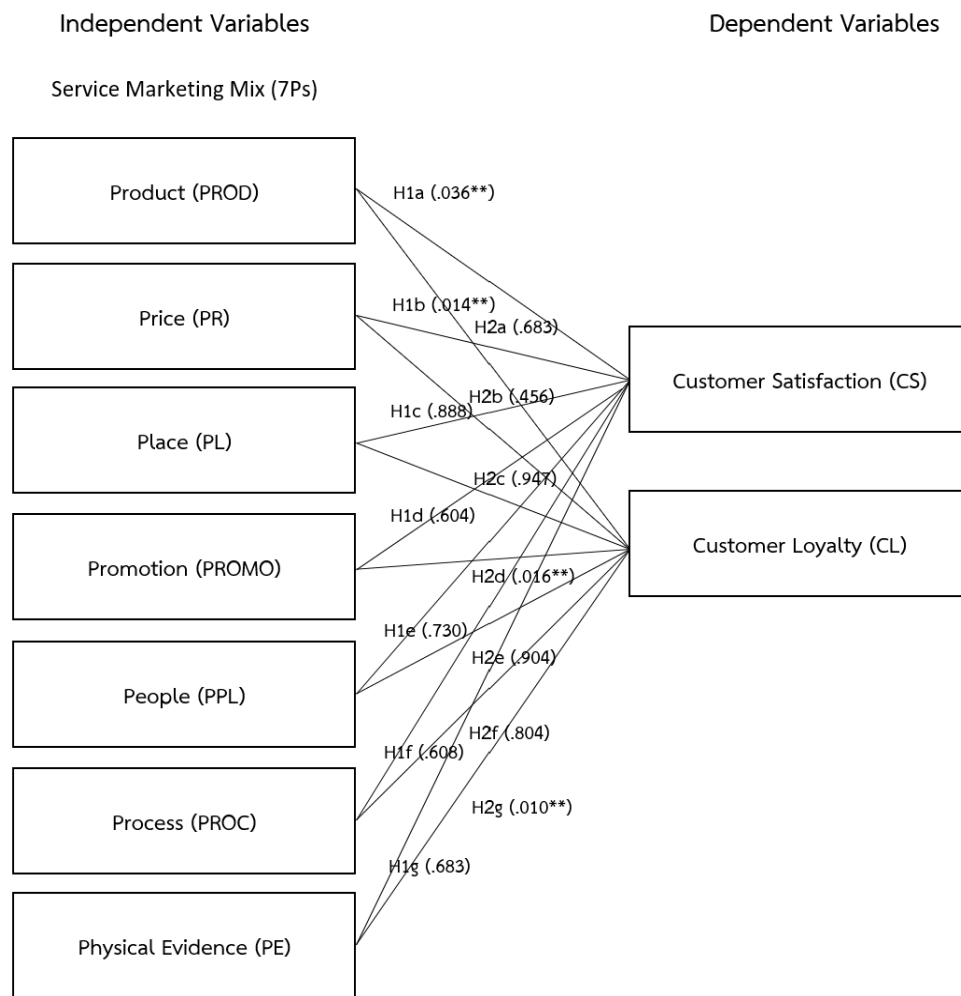


Figure 2 Results from the proposed research model's hypothesis testing

Interestingly, while product quality and price strongly influence customer satisfaction, they don't show the same effect on loyalty. Satisfaction and loyalty are influenced by different elements of the service marketing mix. This difference is explained by the attitude-behavior gap noted by Ajzen (1991), which demonstrates that although consumers might feel satisfied, loyalty depends much more on emotional connections, feeling aligned with the brand's values, and consistently positive experiences over time. Thus, promotions need to be meaningful and true to the brand to genuinely foster long-term loyalty. And while satisfaction is important, building loyalty requires deeper emotional engagement and a strong sense of connection between the customer and the service.

Discussion

This research illuminates significant aspects of service marketing, consumer satisfaction, and sports service behavior, particularly in the rapidly urban recreational sectors in Southeast Asia. Although the 7Ps framework (Booms & Bitner, 1981, p. 47) has been a fundamental principle in services marketing, the research found that its relevance may vary across various contexts. However, the present findings are consistent with prior evidence from the used-car market in Chiang Mai, where perceived differentiation significantly influenced consumer evaluations across demographic and price-based segments (Navaratna Na Ayudhya et al., 2025, pp. 10–15).

The findings indicate that product quality and price are key drivers of customer satisfaction, while physical evidence and promotion are crucial for customer loyalty. The result demonstrates the concept that the marketing mix should be adjusted depending on context, particularly in areas focusing on customer experience, such as sports and recreation.

The attitude-behavior gap is identified in the Theory of Planned Behavior (Ajzen, 1991, p. 179). This noticeable differentiation between satisfaction drivers and loyalty influencers is noteworthy. While customers often focus on transactional factors, including product quality and fairness of pricing, loyalty typically develops from emotional and environmental factors such as the atmosphere, hygiene, and overall experiences. Furthermore, Bitner's servicescape theory (1992) points out that the physical environment affects customers' feelings and intentions to revisit. Consequently, this indicates that there is a need to reconsider original service models to ensure that both emotional and atmospheric components are vital elements to build customer loyalty.

A noteworthy and new finding is the negative relationship between promotion and loyalty ($\beta = -0.219$, $p < 0.05$). Although promotions are generally viewed as strategies to enhance loyalty, in the context of badminton services, generic or transactional promotions may undermine trust and authenticity. This result reinforces the theory of relationship marketing (Morgan & Hunt, 1994, p. 20), suggesting that poorly targeted or generic promotional campaigns may undermine customer trust rather than strengthen it, particularly when they fail to communicate authentic values. This emphasizes the importance of the difference between short-term promotional offers and long-term engagement, and also points out that thoughtless promotion can negatively impact loyalty.

The findings align with Grönroos (1984) fundamental distinction between technical quality, which focuses on the service outcomes, and functional quality, concerning the service delivery process. In this context, satisfaction is predominantly influenced by technical quality, such as the quality of the court and equipment; on the other hand, loyalty is primarily affected by functional or environmental factors. This result suggests that future research should reconsider all 7 Ps equally and focus on developing models that factor these elements according to their effects.

This study contributes to the contextualization of service marketing theories in Thailand and Southeast Asia. Most recent literature has emerged from Western, franchised, or formal service businesses. However, the diverse and informal badminton venues in Chiang Mai indicate the need for theoretical frameworks that consider local culture, business practices, and consumer expectations. This research also investigates the significance of broadening and modifying dominant service paradigms to reflect diverse economic and sociocultural contexts.

Recommendations

Practical implications for badminton court operators in Chiang Mai, this research draws on the 7 Ps service marketing mix framework. It demonstrated that enhancing customer satisfaction and strengthening customer loyalty each demands a different managerial approach.

The significant positive influence of product quality on satisfaction underscores the importance of maintaining consistent service standards. Therefore, badminton court facilities should be maintained, and court equipment kept up to date regularly to meet customers' expectations. Moreover, to increase value and broaden their customer base, operators could consider optional services including coaching, tournaments, or equipment rental options. In addition, applying a customer-centric approach to innovation can enhance and increase engagement and generate financial stability. This involves improving programs such as fitness classes, youth programs, or community center events.

Price negatively influenced customer satisfaction ($\beta = -0.274$, $p = 0.014$), indicating that customers exhibit high price sensitivity and that perceived value represents a critical satisfaction determinant. To respond to this issue, facility managers should take pricing strategies into account, including membership levels, off-peak pricing, pay-per-use packages, and group discounts. Also, ensuring transparent pricing that removes hidden charges and clearly communicates fees can foster trust and increase satisfaction. Additionally, packaging services, for example, equipment use, including training sessions, can enhance customer perceived value.

The significance of physical evidence plays a vital role in enhancing customer loyalty. Managers should prioritize the overall surrounding environment, including cleanliness, lighting, and visual spaces. In addition, professional branding, such as uniforms, clear signage, and consistent interior design, not only fosters brand image but also brand recognition. Ensuring safety and accessible facilities such as secure parking and clear signage also reinforces customers' trust and revisit.

A noteworthy finding is the negative relationship between promotion and loyalty ($\beta = -0.219$, $p = 0.016$), indicating that conventional promotional strategies may be ineffective or even counterproductive in building customer loyalty. To address this, operators should develop tailored designs to respond to customers' preferences and behaviors, for example, providing discounts for birthdays, early-bird discounts for regular customers, or referral bonuses. Moreover, utilizing digital tools such as mobile apps, email, and social media updates can strengthen relationships and enhance a sense of belonging.

The findings point out that moving forward from traditional promotions to relationship marketing emphasizes continuous interaction and long-term connection with customers rather than short-term sales. The consequence of this study is the differentiation between the drivers of satisfaction and loyalty. Whereas satisfaction is influenced by product quality and pricing, which play an important role in creating new customers, loyalty is more deeply rooted in customers' overall experience, including environmental factors and brand image.

The results indicate a two-fold strategy: attracting new customers through functional value propositions such as quality and affordable pricing, while focusing on building relationships to enhance loyalty. This approach aligns with principles from expectancy disconfirmation and servicescape theories, both of which emphasize that effective customer experience management requires focus on both functional and emotional dimensions of service.

Future Research

This research demonstrates that experiential and emotional elements play a crucial role in building customer loyalty within recreational sports contexts. Future studies may apply structural equation modeling to examine potential mediating or sequential relationships among service marketing variables. Additionally, future research should explore the role of social belonging, digital communities' interaction, and personal connections in influencing customers' decisions to revisit. Longitudinal studies could also provide valuable insights into investigating the effects of digital marketing and relationship-building strategies. Finally,



badminton facility operators can enhance customer satisfaction and loyalty by maintaining consistent technical service quality while strategically managing experiential (servicescape) and relational (customer engagement) dimensions of service delivery.

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