

Original Article

Marketing Strategy Recommendation for Employee Assistance Program to Enhance Number of Users (Case Study: FitHappy)

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Abstract: Employee Assistance Programs (EAP) are essential initiatives to support employees' physical and mental health, ultimately improving workplace productivity. FitHappy, an EAP provider, faces challenges in increasing user numbers within the business-to-business (B2B) segment. This study aims to analyze internal and external factors influencing the business, understand the customer journey, and design effective marketing strategies to enhance user acquisition. This research employs a qualitative approach using a case study method. Primary data were collected through in-depth interviews with clients and focus group discussions with FitHappy's internal team. Secondary data include a literature review on strategic marketing. Analytical tools utilized include SWOT analysis, Porter's Five Forces, customer journey analysis, and the 7P framework in the service marketing mix. The findings reveal that FitHappy has significant potential to expand its market by optimizing digital strategies, improving its application to enhance user experience, and refining marketing processes. Key recommended strategies include increasing brand awareness through social media marketing, expanding B2B client networks in strategic sectors, and adjusting pricing and services to deliver competitive value. The conclusions of this study offer actionable recommendations for FitHappy to achieve sustainable growth in Indonesia's EAP market. Additionally, the study provides insights for other companies designing marketing strategies for similar services.

Keywords: Marketing Strategy, Employee Assistance Program, Customer Journey, SWOT, Porter's Five Forces.

I. INTRODUCTION

According to the International Labour Organization (ILO) Bulletin (2016), surveys conducted in Europe, the United States, and Australia reveal that about two-thirds to half of surveyed workers report job-related issues. In Japan, more than 32% of workers report experiencing anxiety and excessive stress in the workplace, while in Korea, 20% report high job pressures and workloads. These work-related issues come from both internal and external factors related to the workers themselves. An individual cannot be separated from the social environment they live in. Therefore, an individual's wellbeing is influenced not only by their own actions but also by various external factors (Firdhayanti and Djoekardi, 2021).

In light of the above, the Employee Assistance Program (EAP) has been developed and offered by organizations or companies to assist employees in addressing workplace issues, particularly those that affect their performance. EAP addresses not only mental health concerns but also physical issues that can impact an employee's productivity. One of the companies that offer this service is FitHappy. FitHappy is a comprehensive, end-to-end holistic wellness and wellbeing solution that is dedicated to transforming individuals' habits related to healthy eating, exercise, and mental health. This innovative program is designed to empower users to lead healthier, more fulfilling lives by addressing their physical and emotional wellbeing in a holistic and sustainable manner. Initially, FitHappy's business model targeted the B2C market and offered consultation services for weight loss with nutritionists and personal trainers subscription-based, but at the beginning of 2022, there was a change in the business model and targeted B2B market to increase sales as an Employee Assistance Program and add service in the form of counseling with a psychologist also unlimited chat package subscription.

Internal data sources show that the number of FitHappy users has increased from 2020 to 2023. This increase is particularly noticeable from 2022 to 2023, driven by a relatively small number of corporate clients enrolling in FitHappy's EAP program. This trend suggests that companies or their HR departments are becoming more aware of the importance of enrolling employees in EAP programs to promote healthier daily habits, mental health, and overall lifestyle improvements. Typically, companies fund these programs through employee benefits.

FitHappy, as a newcomer to the employee assistance program, still needs another strategy to widen its market, in view of the fact that there are still many companies that have not registered their employees in employee assistance programs as a preventive effort to reduce the risk of physical and mental illness with the aim of increasing employee productivity so FitHappy sees this as the opportunities also the aim of this final project is to proposed marketing strategy recommendation for an employee



assistance program to enhance the number of user.

A) Business Issue

The analysis of employee assistance programs (EAP) at FitHappy reveals a notable rise in the number of FitHappy users in 2022 and 2023. This trend reflects an increasing awareness among employees and companies about the importance of employee wellbeing. Previously, FitHappy only provided holistic wellness programs for the B2C market back in 2021. In order to succeed as an employee assistance program in the B2B market, FitHappy needs to develop the best suitable marketing strategy to help them improve the number of users.

FitHappy is facing challenges in effectively navigating its external and internal environment, which impacts its ability to grow and compete in the employee assistance program (EAP) market. Despite the increasing user numbers, the company struggles to attract corporate clients. To address these issues, it is essential for FitHappy to analyze environmental factors, enhance touch points of the customer journey and develop a comprehensive marketing strategy that aligns with the company goals.

B) Research Methodology

The methodology that will be used in this research is qualitative methods using interviews and focus group discussion techniques. According to Jansen and Warren (2020), research methodology simply refers to the practical “how” of any given piece of research. Interviews were conducted with 5 employees, including one of the C-level of FitHappy, to understand the company’s current internal and external situation, as well as its future goals. In addition, permission was sought to interview FitHappy’s users to support the external analysis survey. Given the focus on the Employee Assistance Program (EAP), the interviewees were selected from the division of human resources, HSO (Health Safety Officer), and HSSE (Health, Safety, Security & Environment) divisions as the coordinator of EAPs. To simplify the expected correlation between any variables of this research, the author is designing the research design to reach the desired objectives as expressed in the figure below:

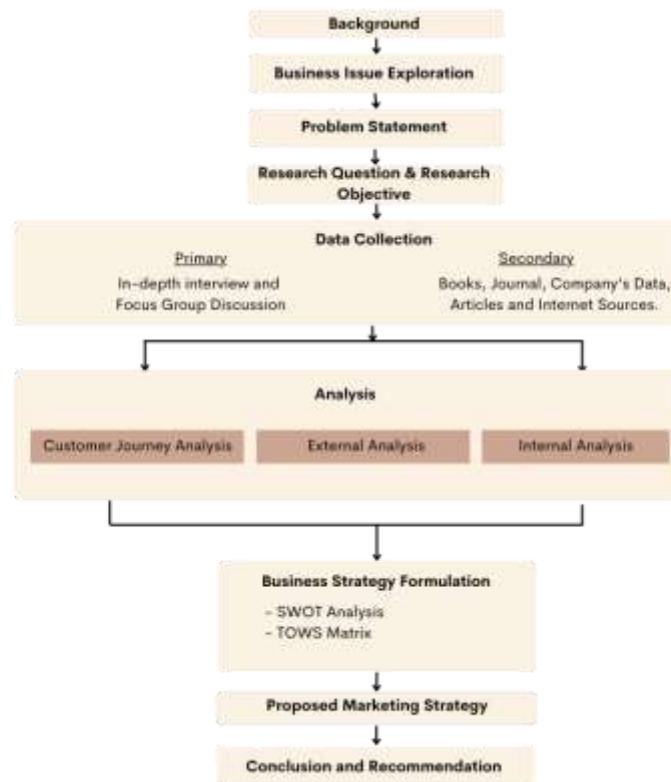


Fig 1. Research Design

II. LITERATURE REVIEW

A) Customer Journey

A customer journey is the process a customer goes through across all stages and touchpoints that make up the total customer experience. In a customer journey analysis, firms focus on how customers interact with multiple touch points, moving

from consideration, search, and purchase to post-purchase, consumption, and future engagement or repurchase (Lemon and Verhoef, 2016).

B) B2B Customer Journey

According to Witell et al. (2020), B2B actors face complexity due to the numerous potential touchpoint controllers in the business-to-business (B2B) journey. Unlike the business-to-consumer (B2C) context, where interactions are typically between a business and an individual consumer, both the supplier and customer in B2B are organizational entities. In the B2B journey, key actors are categorized into suppliers, customers, and third-party participants in the wider business ecosystem, such as consultants, competing suppliers, or even other customers. These actors hold multiple roles and, over time, may take on new ones. For instance, because both the customer and supplier are organization entities, individual representatives from various functional and hierarchical levels may engage in interactions, each assuming different roles, which is something that does not occur in typical single-actor B2B journeys.

C) Touchpoints in the Customer Journey

According to Lemon and Verhoef (2016), customer journeys are generally described as a series of touchpoints across various stages. As customers progress through their journey towards a purchase, they encounter multiple touchpoints, each of which can have both direct and indirect impacts on their purchasing decisions and other behaviors. Lemon and Verhoef (2016) also discuss the customer experience within the customer journey, which can be broken down into three stages, making the process easier to navigate: pre-purchase, purchase, and post-purchase.

D) Framework 5 A's of Customer Journey

According to Kotler et al. (2017), in the age of connectivity, the traditional and linear funnel-like process of the four A's (Aware, Attitude, Act, Act again) needs to be revised. A new customer journey must be outlined to reflect the shifts brought about by connectivity. To address these changes, the customer path has been updated to the five A's: Aware, Appeal, Ask, Act, and Advocate.

E) Porter's Five Forces

Michael Porter developed the highly influential five forces model to help a company understand the profit potential of different industries and how they can position their respective firms to gain and sustain competitive advantage (Rothaermel, 2017). Porter's model identifies five key competitive forces that companies need to consider when analyzing the industry environment and formulating competitive strategies: Threat of Entry, Bargaining Power of Suppliers, Bargaining Power of Buyers, Threat of Substitutes, and Rivalry Among Existing Competitors.

F) Services Marketing Mix (7P's)

Kotler and Armstrong (2001) describe the marketing mix as a set of tactical marketing tools that companies can control to help understand and respond to their target market's needs. The marketing mix consists of seven key elements: Product, Price, Place, Promotion, People, Process, and Physical Evidence.

G) VRIO Framework

The VRIO framework suggests that for a resource to provide a company with a sustainable competitive advantage (SCA), it must possess four key characteristics (Rothaermel, 2019). First, the resource must be Valuable, meaning it enables the company to exploit opportunities or defend against threats. Second, it should be Rare, meaning few competitors have access to it. Third, it must be difficult to Imitate, creating a barrier for competitors to replicate or acquire it. Finally, the company must be organized to effectively capitalize on the resources and have the right structure, processes, and systems in place. When all four of these criteria are met, the resource becomes a sustainable competitive advantage, which is essential for long-term business success.

H) SWOT Analysis

One of the diagnostic tools to determine strategy because of its ease of use and its ability to be used not only to evaluate the efficacy of a strategy but also to create a strategy from the start that capitalizes on the company's strengths, overcomes its weaknesses, captures its best opportunities, and defends against competitive and macro-environmental threats (Thompson, 2020).

I) TOWS Matrix

Serves as a tool to visualize plans and forms the basis for creating business and corporate-level strategies. According to Rothaermel (2019:134), the TOWS Matrix is effective in developing strategic alternatives for a company through a four-step process, including Strengths - Opportunities (Offensive Strategy): utilize internal strengths to maximize external opportunities, Weaknesses - Threats (Defensive Strategy): minimize internal weaknesses and avoid external threats, Strengths - Threats: utilize internal strengths to minimize external threats, Weaknesses - Opportunities: minimize internal weaknesses by taking advantage of external opportunities.

III. RESULTS AND DISCUSSION

A) Interview Results Findings

The author conducted in-depth interviews with 5 current or past clients as the employee assistance program coordinator to gain new insights related to Awareness, Appeal, Ask, Act, and Advocate (5A) based on customer perspectives, and more details can be found in Appendix A. From the results of interviews discovered several key insights such as:

1. Awareness: According to the respondents, the majority of respondents came from cold leads, which means that they were not aware of what FitHappy is until they were approached by FitHappy's team through a LinkedIn message. After that, the respondents gathered more information through Google searches or social media. This feedback suggests that even though FitHappy succeeded in changing cold leads to warm leads, FitHappy's marketing team needs to advertise or promote more, especially regarding the SEO of FitHappy, to enhance the awareness of the brand.
2. Appeal: What makes FitHappy appealing is the variety of products or services that FitHappy offers as a holistic wellness solution for employee assistance programs. The respondent said that the combination of nutritionist, personal trainer, and psychologist is very appealing since not so many competitors offer these complete packages. Plus, for one of the respondents, all of the experts from FitHappy are certified, which gives a plus point. One of the respondents gave feedback regarding FitHappy's website to keep updated because it's kind of hard to get updated information through the website.
3. Ask: The consideration that the majority asked was the price of FitHappy; the respondent complimented that FitHappy presentation about the product is complete already; however, FitHappy never stated the price when presenting the employee assistance program because, according to the respondent, the price is one of the important aspects for a company to make a decision. This feedback leaves an impression that FitHappy seems to slow down the agreement process.
4. Act: According to the respondents, the majority agreed that FitHappy offers the complete package as the holistic solution; the concept of free trial and free webinar successfully attracts customers to enroll and please the decision maker.
5. Advocate: There is quite interesting feedback that we got from the respondent since the respondent consists of 2 past clients, 2 loyal clients and 1 current client. In the past, loyal customers they are willing to give a recommendation because they felt satisfied with the team that never stop give new innovations to enhance the engagement of the program and the majority of them allowed FitHappy to publish the testimonials of the clients on the other side from the current client he still considering between giving recommendation or not based on the results of the program.

B) Focus Group Discuss Results Findings

The focus group discussion consists of one C-level FitHappy and four FitHappy teams that handle the program's process. The aim of the interview is to gather more insights based on the company's perspective. From the results of interviews discovered several key insights such as:

1. FitHappy was initially created to cure people from chronic diseases that do not come suddenly because the chronic disease has no symptoms in the early stage. So, the purpose of FitHappy is to make employees start a healthier lifestyle holistically based on habit approaches as prevention. The program consists of nutrition, personal training, and mental health, and it requires at least a 6-month period. The program is personalized based on customer needs in format as a group consisting of 5 people or private.
2. Segmentation: according to the internal respondents, initially, FitHappy focused on the Business to Consumer (B2C) market during its first two years but was not satisfied with the sales outcomes. Recognizing untapped potential, FitHappy expanded its market segmentation to include Business to Business (B2B), introducing a new concept as an employee assistance program. In-depth market research conducted by FitHappy revealed that companies face challenges in addressing chronic health issues cost-effectively, as existing solutions like gym memberships and healthy food programs are typically expensive.
3. Targeting: currently targeting Business to Business (B2B) market based on their buying power, FitHappy is targeting Stated-owned companies (BUMN) and major private corporations in Indonesia, specifically headquartered in DKI Jakarta dan Kalimantan Timur who has employee benefits funds. Although they are currently in the process of entering this market, it has been challenging due to their status as new players in the Employee Assistance Program (EAP) industry. They are currently one step behind a major competitor who has already secured partnerships with an insurance broker. Moving forward, they aim to break into this market and have their EAP services covered by insurance companies that partner with them.
4. Positioning: An affordable provider of preventive health services offered through an Employee Assistance Program.
5. Product: FitHappy's standout product is its nutrition program, which leads in terms of product quality, human resources, comprehensiveness, and market demand among its three service offerings. The products are highly relevant to companies and have significant market potential. FitHappy differentiates itself with competitive pricing, offering a cost-effective alternative compared to competitors. Additionally, their services are highly flexible, providing personalized solutions based on clients' chronic conditions and needs. Clients benefit from flexible scheduling, allowing bookings a day in

advance and one-time rescheduling. The program is well-targeted for the business-to-business market, which strongly demands employee assistance programs.

6. Price: FitHappy's pricing strategy involves competitive research and targeting a 50-70% gross margin. They set their prices below competitors, recognizing that price sensitivity is a key factor for companies choosing EAPs. A significant advantage is their ability to offer group services at a lower cost without compromising quality or results.
7. Promotion: FitHappy promotes its products and services primarily through LinkedIn and Instagram, where they actively posts about events, webinars, and client success stories. They also utilize WhatsApp broadcasts to engage with existing and past clients. While they currently do not use paid digital marketing, their approach focuses on organic and direct outreach, particularly through LinkedIn messages to targeted companies. Online channels are more effective for FitHappy to promote because it saves time and allows them to quickly transition to offline meetings when clients are interested.
8. Place: FitHappy ensures clients can access product and service information through multiple channels, such as detailed decks or proposals sent directly to email clients, as well as FitHappy's website, LinkedIn, and Instagram. Additionally, clients can reach out via WhatsApp, where customer service connects them to the appropriate team for further assistance.
9. Process: FitHappy's current registration process is complex and manual, requiring significant manpower. Unlike the seamless onboarding experience of platforms like ChatGPT or Traveloka, clients must go through manual data collection and form submissions. FitHappy aims to simplify this process in the future, ideally allowing clients to register easily online with just a few clicks, leaving the rest to be handled internally.
10. Physical Evidence/ Environment: FitHappy operates primarily with a work-from-anywhere system but maintains an offline office for certain teams like business, IT, and coach leaders who work in a hybrid model. The offline office is effective for internal team coordination but is not deemed necessary for client interactions, as their services are online-based and do not include in-person consultations.
11. Competitive landscape: FitHappy's biggest competitor is Naluri, with other notable competitors including Gorrywell and Mufit. These companies are identified as competitors because they offer similar or identical products and services, target the same market, and aim to solve the same problems.

C) Customer Journey Analysis

From the findings, the author gathers new insight into the current customer journey of FitHappy:

Table 1: Current Fithappy's Customer Journey

Awareness	<ul style="list-style-type: none"> - Approach via LinkedIn by the Business Development team of FitHappy - Searching on social media (Instagram) - Recommendation from relatives
Appeal	<ul style="list-style-type: none"> - Services that FitHappy offers as a holistic wellness package include a nutritionist, personal trainer, and psychologist with a habit approach.
Ask	<ul style="list-style-type: none"> - Price and detail program for the next 6 months - Succeed rate testimonials from previous clients - Media communication: WhatsApp, email, and application
Act	<ul style="list-style-type: none"> - Customers decide to buy the service after considering about the price, service, and flexibility or personalized of the team regarding the program. - Onboarding: if possible, the process from registration to onboarding can be accelerated.
Advocate	<ul style="list-style-type: none"> - If customers are satisfied, they will recommend it to other divisions or the company. - For feedback regarding the program, I prefer to conduct an online survey.

The research findings and analysis of the customer journey reveal several frustrating touchpoints experienced by customers, whether they engaged with the journey fully or partially. Most of them put emphasis on Awareness and Act Stages. In the Awareness stage, the majority of respondents indicated they were unaware of FitHappy previously until they were approached via a LinkedIn message by the business development team. To enhance awareness among potential customers, FitHappy should adopt a more proactive approach to social media, particularly on LinkedIn, as it serves as a primary channel for their marketing efforts. Additionally, regularly updating the company's website with updated and relevant information can help capture the interest of potential clients and improve brand visibility. Act stages showed that the majority of corporate clients decided to choose FitHappy as their EAPs because of the most affordable price FitHappy offers compared to others; the onboarding process became a barrier because it took a lot of time from the registration process to onboarding.

D) Porter's Five Forces Analysis

1. The threat of New Entrants is moderate
The established EAP providers in Indonesia benefit from long-term client relationships and existing digital platforms, allowing FitHappy to offer competitive pricing and comprehensive services. New entrants may face challenges in matching these advantages, particularly in terms of technology investment and pricing strategies. While the demand in the market is growing, companies' clients are often hesitant to switch providers due to cost and reliability concerns, making it hard for new players to compete unless they bring highly innovative or personalized solutions to client needs.
2. The threat of Substitution is moderate.
EAPs are often seen as cost-effective solutions for companies looking to improve their employees' wellbeing, which reduces the threat of substitutes. However, the price is quite sensitive here; companies may cut FitHappy in favor of less costly options if the budgets are tight.
3. The Bargaining Power of the Supplier is Low
There is an abundance of professionals, such as psychologists, counselors, nutritionists and personal trainers, who can be hired based on contracts to deliver services. This abundance provides flexibility and keeps supplier power in check, allowing FitHappy as the provider to negotiate favorable terms. Additionally, since many professionals work on a freelance or contract basis, FitHappy can change the demand of suppliers based on the project without being locked into high fixed costs.
4. The Bargaining Power of the Customer is High
Corporate clients can take longer to decide which EAPs they want to choose, mostly because they are still comparing and seeking better deals with other EAPs providers. The relatively low costs for switching in this industry further enhance customer power, making it easier for companies to switch from FitHappy to other EAP providers. To deal with this, FitHappy offers a flexible service strategy for clients. Moreover, many organizations are price-sensitive; this is strengthened by the interview with Aditya (2024), "The important part is to make sure that our price is below those competitors since we know the price is quite a sensitive pull factor for companies to choose EAPs.". This forces FitHappy, as the EAP provider, to be flexible in their pricing strategies to attract and retain clients. Mariska, one of FitHappy's clients who was being interviewed, said, "Even though the application very often makes errors, it's all covered by the great services from coaches and account managers who listen to our needs." The need to align with client's specific needs and offer personalized solutions is crucial to maintaining strong customer relationships. However, companies still can choose which EAPs provider they want.
5. Competitive Rivalry is High
The employee assistance program market is very competitive. Even though the EAPs providers currently in Indonesia are not that many, the market demand for EAPs is growing. Since many EAP providers offer similar services, it's hard to stand out just based on the type of service they offer. Because of this, FitHappy often competes on things like price, flexibility in service, and the quality of customer service, such as the experts and B2B's account manager. To stay competitive, many EAPs providers focus on keeping their current clients by offering long term-contracts and personalized plans. Retaining clients is crucial, so FitHappy puts a lot of effort into preventing clients from switching to competitors. This strong competition pushes EAP providers like FitHappy to constantly improve and innovate their services to maintain their position in the market.

E) Competitor Analysis

There are three main competitors are identified as follows:

Table 2: Competitor Analysis

Service Marketing Mix Elements	NLR	GRW	MFT
Product	<p>Program assistance: Physical Dietitian Mental health Financial</p> <p>Add on: Seminar Webinar</p>	<p>Program assistance: Physical Trainer Nutritionist Mental health</p> <p>Add on: Healthy catering Medical lab & assessment Webinar</p>	<p>Program assistance: Group exercise class (offline) Virtual gym (online) Body Composition Measurement Nutrition Consultation Challenge Gym management</p>

Price	Prices for the Business to Business market are not listed on the website, made by quotation.		Booster: Rp 4.150.00,- Power-up: Rp 9.900.000,- Holistic: Rp 12.350.000,- The price above is per month, min. 6-month program.
Place	<u>Online platform:</u> Website, Application, Social Media (LinkedIn, Facebook, Instagram, YouTube, and Twitter). <u>Offline Office:</u> Jakarta, Singapore, Kuala Lumpur, and Thailand.	<u>Online platform:</u> Website, Application, Social Media (LinkedIn and Instagram), and WhatsApp. <u>Offline Office:</u> Jakarta	<u>Online platform:</u> Website, Application, Social Media (LinkedIn, Facebook, Instagram, and YouTube). <u>Offline Office:</u> Tangerang
Promotion	Online: Instagram and LinkedIn Offline: Events	Online: Provide demo sessions, Instagram and LinkedIn Offline: Events	Online: Instagram Offline: Events
People	All clients will be handled by experts in their fields, especially the health industry.		
Process - consultation session	Onsite session Online session 24/7 call center for immediate mental health support	Online via application	Online via WhatsApp Group
Physical Evidence	Supported by mobile application Attractive logo design and color Supervised by the Ministry of Health of the Republic of Indonesia	Supported by mobile application Attractive logo design and color Official partner of the Ministry of Health of the Republic of Indonesia, and has been certified halal by MUI and ISO 9001:2000 certified.	Supported by mobile application Attractive logo design and color Welcome kit Official partner of the Ministry of Health of the Republic of Indonesia

F) Service Marketing Mix (7Ps) Analysis

The following are the current 7Ps of FitHappy:

Table 3: 7P Marketing Mix Current Analysis

Product	Main Program: Nutrition Program Exercise Program Mental Health Program Support by application as a tracker Mini MCU Additional: Health Talk with Expert (with nutrition specialist, influencer, fit happy coach) Company Workout
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Price	1on1 start from Rp 125.000,-/ consultation 1on5 start from Rp 1,385,000 per group per period Health Talk starts from Rp 1.500.000- Company Workout start from Rp 1.000.000,-
Place	Online: Instagram, application, website, TikTok, and WhatsApp.
Promotion	Organic digital marketing: education content on Instagram and activity on LinkedIn Events: Webinar/Seminar Trial Program for several decision-makers Referral Fee Word-of-mouth.
People	Nutritionists Psychologists Counselors Personal Trainers B2B Business Development & Account Manager Admin
Process	Consultation Process: Online via third party (Zoom or Microsoft Teams)
	Registration Process: Option 1: Held the Health Talk at the client's office (the participants that attend are hybrid - offline and offline), then open the registration through the Google Form Option 2: Data are collected by the PIC/ EAPs coordinator
Physical Evidence	Offline office closed for public Printed promotional materialsUniform for offline events

G) VRIO Analysis

FitHappy's Resources and Capabilities are explained in more detail below:

Table 4: FitHappy's VRIO Analysis

Resource/Capability	V	R	I	O	Competitive Advantage
Labor (Tangible)	Yes	No	No	Yes	Competitive Parity
Product (Intangible)	Yes	No	No	Yes	Competitive Parity
Relationship Management (Intangible)	Yes	No	No	Yes	Competitive Parity
Brand Reputation (Intangible)	Yes	No	Yes	Yes	Temporary Competitive Advantage
Continuous Improvement (Intangible)	Yes	No	No	Yes	Competitive Parity

It can be seen that the brand reputation is the only aspect for FitHappy as the temporary competitive advantage, as it is defined that a company has to keep and grow to become a sustainable competitive advantage. Sustainable competitive advantage gives the company leverage to take steps ahead of its competitors and benefits long-term growth and profitability.

H) SWOT Analysis

Based on the internal and external analysis that the author has already conducted, below is the SWOT analysis:

Table 5: FitHappy's SWOT Analysis

Strengths	Weaknesses
Complete product packages (Nutritionist, Personal Trainer, Psychologist)	Fithappy's application still needs much improvement, especially regarding the bug report and the function

<p>The average selling price of the products is competitive compared to similar products in the market, so it's more affordable</p> <p>Niche market (corporate) with few competitors</p> <p>Flexible and tailored services according to customer needs</p> <p>The fixed cost that comes from the expertise can be reduced by using a project-based contract</p>	<p>Not covering financial consultation</p> <p>Only provide online consultation while the other competitor started the onsite consultation.</p> <p>Lack of product or service differentiation</p>
Opportunities	Threats
<p>New entrants are still low because this business type is still uncommon.</p> <p>Niche market but also very available to grab.</p> <p>Buyer power is high, and price is a sensitive factor allowing customers to switch to a competitor.</p>	<p>One of the main competitors will develop a different and more comprehended package.</p> <p>Other competitors are starting to compete for their programs, just like Fithappy.</p>

1) TOWS Matrix

Here are the highlights of Strengths, Weaknesses, Opportunities, and Threats, as well as the TOWS matrix of FitHappy:

Table 6: FitHappy's TOWS Matrix

Internal and External Factor Analysis Summary	Strengths (S)	Weaknesses (W)
	<p>S1: Complete product packages (Nutritionist, Personal Trainer, Psychologist).</p> <p>S2: The average selling price of the products is competitive compared to similar products in the market, so it's more affordable.</p> <p>S3: Niche market (corporate) with few competitors.</p> <p>S4: Flexible and tailored services according to customer needs.</p> <p>S5: Fixed cost that comes from the expertise can be reduced by using project-based contracts.</p>	<p>W1: Fithappy's application still needs much improvement, especially regarding the bug report and the function.</p> <p>W2: Not covering financial consultation</p> <p>W3: Only provide online consultation while the other competitor started the onsite consultation.</p> <p>W4: Lack of product or service differentiation.</p>
Opportunities (O)	S-O Strategy	W-O Strategy
<p>O1: New entrants are low because this type of business is still not common</p> <p>O2: Niche market but also very available to grab.</p>	<p>S1.O2: Hire comprehensive experts to dominate the large potential market that is still untapped.</p> <p>S2.O2: Since FitHappy offered affordable prices for EAP, highlight the affordability of price compared to competitors to attract customers.</p>	<p>W1.O2: Invest in improving applications and fixing bugs to improve user experience.</p> <p>W2&W3.O2: Doing product innovation by adding financial and onsite consultations to compete with the competitor.</p>
Threats (T)	S-T Strategy	W-T Strategy
<p>T1: One of the main competitors will develop a different and more comprehensive package.</p> <p>T2: Other competitors are starting to compete in their program, just like Fithappy.</p> <p>T3: Buyer power is high, and price is a very sensitive factor that allows customers to switch to competitors.</p>	<p>S5.T3: We are still utilizing the project-based contracts for the expert so we can reduce the fixed cost, gain more margin, and offer affordable prices since the customer is very sensitive to the price.</p>	<p>W1.T3: Make sure the features on the application are useful and user-friendly to keep the client satisfied and the possibility of the client switching to a competitor due to high buyer power.</p> <p>W3.T2: Consider providing online and onsite consultation to compete with the competitor.</p>

The implementation plan consists of an outline of the steps that combine all strategy, process and execution along with the responsibilities of human resources that will be conducting the actions. The author's proposed table below shows the implementation plan schedule for a year from January 2025 - December 2025; however, the company and its stakeholders need to review and reevaluate these actions to ensure they are aligned with the company's needs regarding the overall objectives and market condition.

Action Items	Responsibilities	TIMELINE - 2024																																																						
		Q1				Q2				Q3				Q4				Q5				Q6				Q7				Q8				Q9				Q10				Q11				Q12										
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec							
		W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4							
Product																																																								
Plan and Develop New Program*	Business Development Team																																																							
Launch New Program*																																																								
Evaluate Program & Cust Feedback																																																								
Plan																																																								
Update Information (Website)	IT Team																																																							
Bug (Application)																																																								
Promotion																																																								
Instagram Content	Marketing Team																																																							
LinkedIn Content	Marketing Team																																																							
WhatsApp Blast to New Number	Customer Service																																																							
WhatsApp Blast to Past Client																																																								
Health Talk (Online)	Business Development Team																																																							
Health Talk (Offline)																																																								
People																																																								
Hire Customer Service	Human Resource																																																							
Hire Business Development																																																								
Hire Experience IT																																																								
Coach Training																																																								
Customer Service Training	C-Level																																																							
Teamball																																																								

Fig 2. Implementation Plan

J) Justification and Implementation Plan

a. Resource Allocation

- Human Resources: Currently, FitHappy only has an admin who handles multiple tasks. To run the implementation smoothly, hire reliable human resources as customer service is needed. More importantly, from the technology, since FitHappy is running the program and using their application as the support of the program, FitHappy needs to hire an experienced IT team to handle their application, especially fixing the reporting bugs.
- Financial Resources: A comprehensive budget is needed to allocate funds efficiently to do promotion marketing activities both digital and offline marketing. Comprehensive budgeting will help FitHappy achieve the company's objective: to enhance the number of users without an overspent budget.
- Technology Resources: Utilizing the technology and tools is crucial for EAP providers like FitHappy. FitHappy can create in-house EAP management software or allocate it to other platforms that provide it to ensure the process of registration, scheduling and consultation sessions because FitHappy still relies on manpower for EAP management.

b. Synchronization with Objective

The implementation plan that was proposed before must be aligned with the FitHappy objective, which is to enhance the number of users by the proposed marketing strategy. By ensuring resource allocation, the company or stakeholders can track the success of the strategies and see the results.

c. Stakeholder Involvement

Involving stakeholders in discussions about the feasibility of the implementation plan enables collaborative feedback and insights that can improve its effectiveness. Stakeholders can provide valuable perspectives on resource availability and potential challenges, helping to refine the plan further before execution.

IV. CONCLUSION

This research investigates the challenges that FitHappy faces as an Employee Assistance Program (EAP) provider in the Business to Business (B2B) market and proposes marketing strategy recommendations to enhance the number of users. This research utilized mixed methods research for the primary data methods that are used are in-depth interviews and focus groups discussing interviews and also review from the secondary data to gain new insight or understanding of the external and internal environment, the customer journey, define the right target and propose the marketing strategy.

The research addresses Research Question 1 by doing external analysis using Porter's Five Forces, Competitor and Customer analysis and found out that although the market is niche. There are still few competitors, the competitor in the market offers similar services as FitHappy has, the competitive among competitors pushes FitHappy to constantly improve and innovate the services to keep competitive in the market. Then, through the internal analysis using VRIO and the marketing mix, we found that the strongest sources for FitHappy are continuous improvement and brand reputation.

To address Research Question 2, the analysis uses 5 A's framework in the customer journey by gathering the information by interviewing EAP's coordinator clients to get insight into the customer expectations in EAP since FitHappy is facing struggles due to unclear of it. Based on these results, FitHappy gets an idea of what to do to satisfy the customer's expectation regarding the program. Clients expect personalized services, comprehensive expert support, and seamless digital experiences, emphasizing FitHappy's need for IT and service enhancements.

Last but not least, to address Research Question 3, the author created the implementation plan consisting of an outline of the steps that combine all strategy, process and execution along with the responsibilities of human resources to take action for a year from January 2024 - December 2025.

Recommendation

For employee assistance program providers like FitHappy, the findings underscore the strategy to prioritize strategies to enhance the number of users that lead to sales. Even though the market is niche with few competitors, the company faces strong competition from similar providers, making it crucial to differentiate itself from competitors. Through continuous service improvement and leveraging a strong brand reputation, the company should:

- Enhance marketing strategies to increase awareness and differentiate services.
- Invest in IT improvement to optimize user experience and address the bugs in the application.
- Offer personalized and flexible EAP plans to meet customer needs.
- Leverage brand reputation while innovating service to stay competitive.

V. REFERENCES

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