

**Transforming Customer Relationships in Experience-Based
Wellness Hospitality: Leveraging RFM Transition Analysis and
Ethnographic Insight for Relational Marketing Strategy**

THESIS

Submitted as one of the requirements for the Master of Management Degree



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**PROGRAM STUDY
MASTER OF MANAGEMENT
BAKRIE UNIVERSITY
JAKARTA
2026**

STATEMENT OF ORIGINALITY

This thesis is my own work, and all sources quoted or referenced have been properly acknowledged.

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ACKNOWLEDGEMENTS

I express my profound gratitude to Allah SWT for His blessings, grace, and guidance, which have enabled me to complete this thesis in partial fulfilment of the requirements for the Master of Management degree at Bakrie University. I would therefore like to extend my sincere appreciation to:

- Dr. Jerry Heikal, ST, MM, my thesis advisor, for his expertise, valuable feedback, thoughtful guidance, and unwavering support throughout this research;
- Prof Muchsin Saggaf Shihab, MBA., M.SC and Ovalia Rukmana, S.Pd, M.Si, Ph.D, my thesis examiners, for their valuable insights, constructive feedback, and thoughtful recommendations, which have contributed significantly to strengthening and refining this thesis;
- My beloved Dad in heaven, whose memory continues to inspire me, my mother and sisters, for their unconditional love, constant prayers, and moral support;
- Yoga Ubuntu Bali, particularly its Co-Owner and my dearest friend, Witri Utari, for providing the data and information essential to this research;
- Divanka Kirana, my one and only, who remains my greatest source of happiness and strength, and my most profound reason to keep moving forward;
- Ameer Brontoari, my ever-reliable partner in crime, who has always been available whenever needed and brought colour, laughter, and renewed energy to a journey that was not always easy;
- My fellow members of the Alpha Team; Didit, Andika, Andini, Nisa for their companionship, generosity, encouragement, and invaluable assistance throughout this academic journey.

Finally, I pray that Allah SWT will reward the kindness of everyone who has supported me. I sincerely hope that this thesis will contribute meaningfully to the advancement of knowledge and professional practice.

Jakarta, September 2026

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ABSTRACT: This study explains customer disengagement in experience-based wellness hospitality by integrating longitudinal RFM Changes with focused ethnography at Yoga Ubuntu Bali. A sequential explanatory mixed-method design analysed 365 unique customers in H1 2025 and 355 in H2 2025; exact Customer ID matching produced an 87-customer panel. From the 24 customers who entered Churn (16 Active-to-Churn and eight At-Risk-to-Churn), nine information-rich participants were purposively selected: six representing sudden or substantial decline and three representing progressive decline. The initial plan of up to 21 participants was refined after the quantitative phase because qualitative adequacy was determined by relevance, trajectory coverage, information richness, willingness, and thematic sufficiency rather than a numerical quota. RFM Changes identified 25 improved, 25 stable, and 37 declined customers. Ethnography showed that a preferred instructor's resignation triggered disengagement, while inadequate relational handover intensified the loss of trusted guidance, personal recognition, progression, emotional security, and belonging. These shared pain values informed an Online Value Proposition centred on a personalised digital wellness experience that preserves guidance, communicates facilitator transitions, recognises progress, and sustains community connection. The 8P framework was used as an organising device, with tactics explicitly classified as evidence-derived, theory-derived, or management-proposed to avoid claiming that every action emerged directly from the findings. The study extends dynamic RFM research by explaining customer-level transitions through relational experience and proposes relational continuity as an organisational capability for sustaining customer relationships when key facilitators change.

Keywords: RFM Changes, ethnography, customer churn, relational continuity, OVP, wellness hospitality.

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