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TÍTULO: The consumer behavior towards an ecological fitness club

AUTOR: Rocío Aguilar Pérez

TUTOR/ES: María Avello Iturriagoitia

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1. EXECUTIVE SUMMARY

The Gen Z is a new generation that, among others, cares about healthy and sustainable lifestyles. These two new tendencies together give rise to a new market opportunity, which has been taken by us by creating a new fitness concept: an ecologically-friendly gym called *GreenMonkeyGym*.

Throughout this paper the reader will find two important parts.

The first one consists of information about the current market trends, about important theoretical concepts regarding consumer behavior as well as about theoretical knowledge about pollution. This part is crucial as it analyzes how is the demand of the market we are going to penetrate in, which determines our growth path and it describes the factors that determine the consumer's attitude. This business idea is not going to work out properly if the people's attitude towards this gym is negative. As almost every firm, we do depend on profit, which depends on sales, and the volume of sales is determined by the potential customers and their attitude.

The second part is about the new fitness gym, where on the one hand the reader will gain insight about the actual business (suppliers, competitors, vision, core competencies, etc.), and on the other hand the following research question will be answered with the analysis of a survey: *which are the factors that attract or deter customers to use this fitness club?* In other words, it will be possible to observe the respondent's attitude towards this idea.

This way, there will be a link between the theoretical and the practical part.

Key words: *attitude, environment, consumer behavior, fitness club, renewable energy, technology, high quality equipment*

PART I

2. INTRODUCTION

There has been an enormous change in today's lifestyles, where two factors underline today's most important tendencies: health and sustainability.

In 2000 a new generation called Gen Z (or-post-millennials) was born, where health and sustainability were and are the most preponderant factors. According to *Forbes*, "health, wellness and sustainability are starting to converge at the most progressive food retail and food service outlets. [...] Gen Z already makes up 23 percent of the U.S. population. This generation moves seamlessly between digital behaviors and real life. They are already highly proactive participants in health and wellness: Gen Z knows a lot [...] about being 'balanced'" (Forbes, 2015). In this magazine it is also explained how aware is the Gen Z towards illness and the importance of technology, which for this young generation it "is fun, entertaining and useful" (Forbes, 2015).

The generation Z gives rise to two important tendencies: the increase in the awareness towards health and wellness and towards ecological issues. Concerning this last tendency, the 22nd of April 2016 the Paris Climate Agreement was signed by more than 170 countries, which emphasizes the magnitude of this problem.

Although there are more people that do not belong to the generation Z because they have born formerly, this young generation has created a complete mind change in almost everybody. Such is the mind change that the concern about pesticides, additives and contaminants "has enhanced U.S. demand for organic foods" (Hoyer, MacInnis and Pieters, 2013). In Spain people are very conscious about gas emissions produced by the greenhouse effect, which is basically generated by the electric pollution. In this country sales of electric cars grew in 2016 a 51.1%. According to Anfac (Asociación Española de Fabricantes de Automóviles Turismos y Camiones) in 2016 the market of electric cars has enrolled 4746 cars and currently these electric cars represent a 2.6% of the total enrolled cars (Ecomotor, 2017).

Taking advantage of this general growing awareness and demand, we found a brilliant managerial opportunity that combines people's health with the Earth's haleness, which are two of the most relevant tendencies in our society: we created a new concept of fitness club, the *GreenMonkeyGym*.

This gym will depend on high quality fitness machines that re-use the energy created by the customers while they are working out on these fitness machines. This way, there will be saved a lot of electric power, which is one of the most dangerous contaminants. This type of fitness club already exists in Congresbury, England, where "each feed around 100w per hour back into the building's power supply" (Mail Online, 2013).

We want to bring this new concept to Spain, where the fitness and the environmental consciousness have risen. As England already has done, we want to cover this niche market in Spain.

In order to determine whether this idea is good or not, there has been conducted a survey. As this gym will not survive without consumers, with the survey we will be able to analyze the consumer's attitude and behavior towards our new concept, as well as the factors that attract or deter them the most. In this way, we can control the situation satisfying their needs.

3. THEORETICAL FRAMEWORK

3.1 What is consumer behavior?

Consumer behavior involves much more than just the concept of purchasing products. According to Hoyer Wayne, MacInnis and Pieters (2013) consumer behavior "reflects the totality of consumer's decisions with respect to the acquisition, consumption, and disposition of goods, services, activities, experiences, people, and ideas by (human) decision-making units over time".

This means that the behavior of the consumer is not only the fact of buying a tangible product, but also the way people use a service, an activity, an experience or even their time. The way someone invests her or his time reveals important information of the person's personality, lifestyle and attitudes. For this

reason, consumer behavior is not just buying, but many different aspects (Hoyer Wayne, MacInnis and Pieters, 2013).

There are three important concepts related to consumer behavior: the acquisition behavior, the usage and the disposition.

The acquisition behavior can be limited by time and money. Some studies show that deadlines can affect acquisition behavior in terms of postponement if coupons expire in far-future deadlines, rather than in closer ones, where consumers tend to move more quickly (Hoyer Wayne, MacInnis and Pieters Rik, 2013). The second concept is the *usage*, which can be defined as “whether and why we use certain products can symbolize something about who we are, what we value, and what we believe” (Hoyer Wayne, MacInnis and Pieters, 2013). This is the reason why for marketers it is very important as well to analyze the consumer`s behavior *after* they have used a product or a service, because they are able to know if they found it effective or observe their reaction after using it. The last concept is the *disposition*, that is, “how consumers get rid of an offering they have previously acquired” (Hoyer Wayne, MacInnis and Pieters, 2013).

All in all, these three concepts are summarized in the process of making the decision of whether to *acquire*, *use* or *dispose* of an offering. This process is “often related to personal goals, safety concerns and desire to reduce economic, social or psychological risk” (Hoyer Wayne, MacInnis and Pieters, 2013).

In spite of these concepts there is a concept that determines absolutely the demand of a product: the consumer`s attitude.

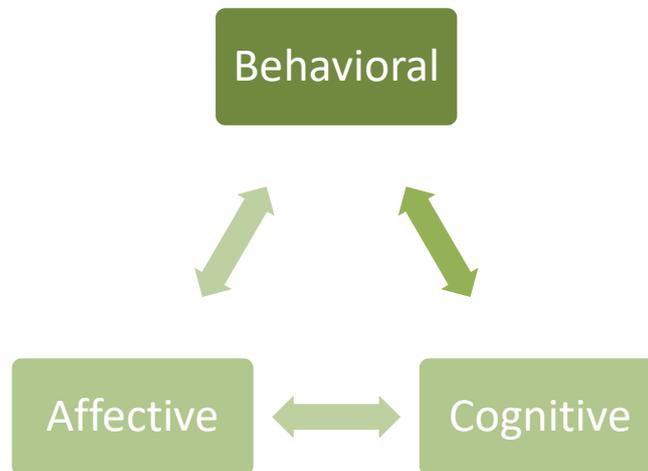
3.2 What is attitude?

There exist different domains that affect highly someone`s attitude as for example the culture or the psychological core. Attitudes can be defined as “evaluations of people, objects and ideas” (Vainikka, 2015), which are formed by perception, personality, motivation and emotion.

Attitudes are quite useful from a marketer`s point of view “as they have the capacity to direct consumers to products or services that they favor without a

large amount mental energy” (Vainikka, 2015). They consist mainly of three key elements that form the ABC model of attitudes: Affective, Behavioral and Cognitive:

Graph 1. ABC model of attitudes



Source: Vainikka, 2015; Done by me

The affective part is related to the emotional reaction of a consumer and the way they feel about something. That is, it is manifested by the emotions and feelings about specific characteristics and attributes of a product or a service. The cognitive element describes the consumer’s beliefs about the product or service. Finally, the behavioral component is focused on “the consumer’s intention to respond in a certain manner” (Vainikka, 2015) with respect to specific attributes of an object. The behavioral component is basically the output of the emotions (affective) and the cognitive determinants.

All these three components determine the consumer’s attitude, that is, the overall orientation toward something. It is important to analyze these components in order to achieve a positive attitude, what finally will determine the level of predisposition and hence, the demand.

4. MANAGEMENT QUESTION

How can we profit from helping the environment? How can people see that contributing to sustainable development is not as hard or costly as they think?

The answer to this question is *GreenMonkeyGym*. This is an ecological fitness club that provides full gym-services from a complete new and friendly perspective. It is focused on converting every calorie into a watt, which will be the fuel of the machines as well as a huge contribution to keep all the lights on.

To understand the importance and the symbolism of this gym as well as how it works, it is crucial to bear in mind what is behind the management question, that is, how the electric power works and all its downsides.

Power companies use a variety of processes to create electricity, but most of these mechanisms use carbon dioxide and other greenhouse gases, which absorb and emit radiation into the Earth's atmosphere. This is not different in the fitness clubs, where in addition to the electricity of the lights, every machine consumes an important amount of it.

According to a study of *Endesa Educa*, in the last 20 years the consumption of the electric power has doubled: 37.6% of the generation of the electric power comes from the coal, 23.3% from natural gas, 19.9% arises from renewable energy and , 13.8% is nuclear energy and finally a 5.4% comes from the petroleum. The generation of electricity induces the existence of contaminants which depend on the primary energy source used as well as on the technology (Endesa Educa).

In addition, thermal power plants generate contaminants because of two reasons: One is the burning of fossil fuels (coal), which causes CO₂ emissions (carbon dioxide), SO_x (sulfur oxides), NO_x (nitrogen oxides), CH₄ (methane), and CO (carbon monoxide) and the other one is the thermal change in the water used for the refrigeration.

Humans are often not aware about all these damages and do not know exactly how many times a day are they contributing to all this negative effects.

They even show sometimes kind of aversion to renewable energy because of the alleged lack of efficiency.

Coming back to the fitness clubs, the generation of electricity with which all the fitness machines in a fitness club work, produces many contaminants caused by the burning of fossil fuels, whose pollutant emissions come from the energy used in the electrical production and from the heating and cooling process of these fitness clubs, among others. As it has been already explained, this process entails carbon dioxide emissions, nitrogen oxide and carbon monoxide CO.

It is quite ironic that people go to these fitness clubs to stay fit, while they are not aware about how much affect the electricity the use their health. In fact, CO₂ increases and spreads infectious diseases; CH₄ causes nausea, vomiting and heart failure. CO propitiates acid rain, which gives way to changes in the composition of the water and to infiltration of toxic metals (cadmium, nickel, manganese, lead and mercury).

Of course there is a solution to all these problems: the use of fuels and processes that emit less greenhouse gases and increase the proportion of renewable energies. As it has been already said, usually people are not predisposed to help our Earth to stay healthy, but they are really willing to show a good and a fitness body. Does this weird contradiction make any sense?

To solve the management question, we are going to introduce to you our new fitness club, *GreenMonkeyGym*, which shows people that it is not that difficult to contribute ecologically to the environment while staying fit. Theoretically it sounds great for everyone, but it is interesting to analyze the behavior and the attitude of the consumers towards this idea, which will basically answer the research question.

Before discussing the consumer's attitude towards this idea, it is important to deeply understand the essence of *GreenMonkeyGym*.

PART II

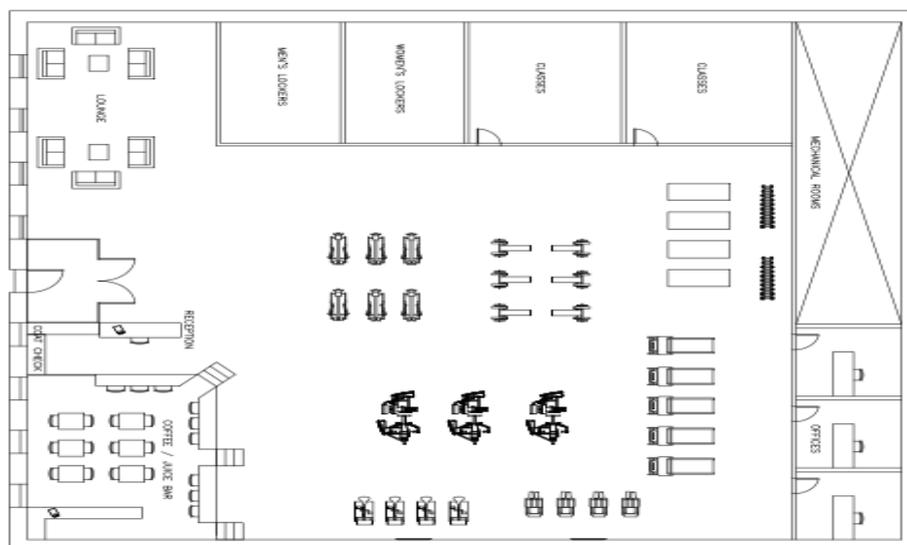
5. ANSWER: GREENMONKEYGYM

GreenMonkeyGym is the new revolution of fitness clubs. It is a gym that is totally connected with the environment and with the idea to use other's exercise and other's dedication as its fuel.

GreenMonkeyGym is apparently a normal fitness club, where people can enjoy all the services of a conventional fitness club (cardio machines (elliptic machines, stationary bicycle, treadmills etc.) bench press, cables and pulleys, dumbbells, leg extension machines, regular classes as yoga and pilates, zumba, hip hop, spinning, etc.) in an environmentally-friendly way with affordable prices. This gym is unique in Madrid.

Although our main differentiation will come from the sustainable service, our value will increase because of other unique activities as well.

GreenMonkeyGym wants to put concepts like “help the environment”, “stay fit”, “have fun” and “pay less” together. For doing so, this fitness club offers the following activities apart from the sport machines or the regular classes.



Source: Done by me with AutoCAD

5.1 Social Area

As it can be seen in the ground plan, *GreenMonkeyGym* will have lounge with sofas, where people can rest once they have finished their activity or before they start their classes (upper left corner). It is a perfect place where they can know each other. To socialize is quite important because this gym has an app where the customers can register (they are not forced to do so) and see their performance by entering their code in the different eco-machines. If they want, they have the option of sharing their performance publicly, so that everybody can see it and compare themselves. There will be a ranking with the information about how much energy each customer has generated and a reward for the winner. This reward system is very motivating and will bring people together.

5.2 Coffee Juice Bar

In the lower left corner there is the coffee/juice/food bar. In this bar, people will be able again to socialize while drinking or eating. At this point, it is important to say that the employees serving the coffee, doing the juices and cooking are professionals and know what the body needs after or before each fitness session. Nowadays people agree more with the famous sentence of Ludwig Feuerbach “you are what you eat” and they take more care of the food and its properties. In order to cover this demand, every *GreenMonkeyGym*'s customer will have a more individual help, where they can show anytime their want their fitness history shown in the app to these professionals, so he or she knows more in detail what do the client's muscles need. Of course they offer self-made, low-fat ecological juices and complete customized ecological sandwiches. Depending on your contract, you will have this service integrated in your price or not.

In the middle of the room, there will be the machines. A big part of this entire room is occupied by the mechanical room (upper right corner), where all the cables and instruments needed to re-use the energy are saved.

To the left of this mechanical room, there are three offices where the employees work. On the top of the ground plan, there are different rooms where

the regular collective classes take place and where the men's and women's lockers are as well as the WCs.

The use of machines that are able to re-use immediately the energy generated by exercising makes the biggest part of the objective of this gym possible. To learn more about these machines, let us talk firstly about our suppliers.

5.3 Suppliers

In Spain there are only two suppliers of the eco-equipment. One is *SportsArt* and the other one and most famous is *Technogym*. Although *Technogym* is already used by two of competitors (see point 5.2), this producer offers different interesting brands. One of them is *ARTIS*, which is not used by any of our competitors, as the machines are eco-friendly and any fitness club in Madrid is sustainable.

“With *Artis*, sustainability reaches a whole new level. The exercise you do on *ARTIS* is recycled to power the strength displays while thanks to the regenerative cardio machines, the human energy is rerouted into the network and renewed to feed the gym. The new materials and technologies allow to reduce the treadmill's consumption. Staff members and their customers thus play their part in making the gym sustainable, not to mention making the planet more sustainable” (*ARTIS Sustainability*).

The reason why we have chosen *Technogym* and no *SportsArt* is basically because *SportsArt* offers good quality machines but only one elliptical machine and three types of bicycles. However, *Technogym* offers Eco-Power cardio machines (elliptical, bicycle and treadmill), strength machines (18 different types) and functional machines (kinesis and presses).



Source: ARTIS

The Eco Power is made to produce power and immediately send it back to the electricity grid. This is far more effective than battery storage systems, which are expensive, environmentally damaging, take up space and require energy-wasting processes. With the Eco Power, the energy generated through the exercise is sent immediately to the network for the consumption of other electronic devices (ARTIS). There are no healthy-damages behind these machines because if the power grid drops, the Eco Power automatically shuts off to prevent feedback to the network.

In addition to this, ARTIS offers “a fully integrated part of the *Technogym* Ecosystem designed to connect end-users and operators, allowing the former to enjoy a connected personalized active lifestyle everywhere - and the latter to stay connected to their end-users inside and outside of the facility, supporting their change in behavior and growing their business in the process” (ARTIS Connectivity). Every machine has a screen, where customers can measure their distance, time exercising, calories burned, track their performance and much more just entering their user ID-number. In addition to this, customers can access to all this information via their mobile devices. “While they train, their mobile device tracks their data and pushes it to the network that returns personalized feedback on physiological parameters and training results via user mobile device” (ARTIS Connectivity Catalogue).

This way, ARTIS of *Technogym* supplies us with eco-friendly machines but with the connecting service as well. Doing so, *GreenMonkeyGym* only

depends on one supplier, which is cheaper than depending on two because to this point *ARTIS* can make us quantity-discounts or discount-packages.

5.4 Competitors

We want to position this gym in the same level as a conventional one (non-environmentally-friendly). We want to show people that everybody that loves sport and fitness is able to contribute with the environment without doing any extra-activity, which sometimes is the reason why people do not help our Earth. This is why this gym will have in the long-run lower prices than its competitors, because this gym will not need to cover a huge part of the fixed costs (electricity is the main one), as this gym saves this money.

Nevertheless, it is important to bear in mind that the target group of *GreenMonkeyGym* are people that love fitness and care about their health in a sportive way. In addition to that, it is important that these people care about the environment, but this is not a requirement.

In the following summary there is the basic information about the competitors in Madrid. This information has been taken from the official web sites of each gym.



- Positioning: Low cost gym; basic services
- Price: 19.9€/m
- Branches: Spain (Madrid 8 centers and in León)
- Opening hours: 24 h 365 days
- Features: High quality equipment; regular classes (crossgym, boxing, etc.)



- Positioning: Low cost gym; different services
- Price-Promotion: 19.99€/m-easy; 21.99€/m-smart; 25,99€/m-flex → Does not include collective classes (5,99€/m), app-service (3,99€/m); kickstart (14,99€/m)
- Branches: 20 fitness clubs in Spain (Madrid, Valencia, Gijón, Bilbao, Córdoba), Netherlands, Luxemburg, France and Belgium
- Opening hours: M-F (8am-10;30pm); Weekends+holidays (9am-4pm)
- Features: High quality equipment (Technogym); regular classes (zumba, Xcroe, yoga, abs attack, bodypumb etc.); training programs through the app fully customized (depending on conditions or objectives); personal trainer (“kickstart”); blog (info about nutrition and exercises to lose weight or gain strength)



- Positioning: high-end; fastest growing fitness clubs-chain according to Forbes
- Price-Promotion: high-end: from 40€/m
- Branches: 50 States of United States + 18 other countries (Spain among them)
- Opening hours: 24h 365 days
- Features: High quality equipment; regular classes (zumba, spinning, pilates, etc.); personal trainer



- Positioning: low cost
- Price: 24,08€/m
- Customers: 60.000 aprox
- Branches: every Spanish autonomous community
- Opening hours: M-F (7am-11pm), Saturday (10am – 8pm); Sundays and holidays (10am-3pm)
- Features: High quality equipment; regular classes (zumba, spinning, Gbox, Gbody, stretching, etc.); personal trainer



- Positioning: fully customized gym
- Price: 39,96€/m individually, 25,69€/m families (price varies according to number of children, if any), 39,96€/m single parents-families (price varies according to number of children)
- Branches: Spain and Portugal
- Opening hours: M-F (6am-12pm), Saturday (9am – 10pm); Sundays and holidays (9am-10pm)
- Features: High quality equipment (Technogym); regular classes (40 different classes) with different difficulty levels (basic, active, sport and extreme) and depending on the location with or without swimming pool

5.5 Vision, Mission, Objectives, Key Benefits, Capabilities, Core Competencies, Competitive Advantages

Once the competitors have been analyzed, it is time to see which are the objectives, the key benefits and the core competencies that create value in *GreenMonkeyGym*. On the one hand there are the objectives, the key benefits, the key success factor, the capabilities and the core competencies, which show from where the value of this gym comes from. On the other hand, the vision and the mission gives information about the long-term and current perspective of this revolutionary fitness club.

“The **vision** statement indicates the characteristics of the [firm] in the future and can help answer many questions about the business” (Ehmke, Dobbins, Gray, Boehlje and Miller, 2004). *GreenMonkeyGym*’s vision is to provide individuals who care about their bodies, with fitness experiences built to love the environment. For doing this, this fitness club mixes the idea of capturing energy with the customer’s work out and to re-use it in a sustainable way. This way people will become healthier thanks to their own sweat.

Different to this long-term statement but with the same key message there is the **mission**, which focuses on the *current* business: To offer affordable access to fitness services that are capable of reducing an individual’s carbon footprint. That is, offering an affordable, green gym and an environmentally-friendly way to stay healthy.

The **objective** of all this new service is to attract and retain customers through an ecological fitness experience, but it is not only the environment the direct beneficiary. *GreenMonkeyGym* offers a list of **key benefits** for the customer as: the access to unique and quality gym equipment with affordable prices, the opportunity to participate in raising awareness about energy savings, professional information about the customer’s performance/improvement and finally to foster energy savings while working out in a competitive environment, where people can compare themselves to others through gamification, that is, inducing motivation through a reward system. This way everyone will be able to see and recognize that helping the environment is a fun, healthy and creative process.

As it has been already described, *GreenMonkeyGym* will be a high tech fitness club in a market niche, where the staff, machines and the overall environmentally-friendly culture are the **key success factors**, which will differentiate this fitness club and add value. These factors are not available among the competitors.

The **capability** of a firm is what it needs to be able to execute its business strategy. In other words it is the collection of people, systems, and technology collected for a specific purpose (Hafeez, Zhang and Malak, 2002). In this context, *GreenMonkeyGym* needs motivating and young employees that

embody the idea of a sustainable and healthy lifestyle, innovative machines to generate energy and to enable a self-sustaining gym, an interactive training system that allows sportive competition between the customers, the possibility of strategic sponsorships and cooperation with LOHAS-enterprises (Lifestyles of Health and Sustainability), modern facilities and a reward system that focuses on loyal/competitive/active members of the gym.

This way, the **core competencies** are to provide a unique gym service that combines high tech machines with a welcoming culture and offers the opportunity for the users to generate renewable energy while using the machines. In addition they will be able to know their daily/monthly/... performances (how much energy have they created and compare them with other members (while taking care of their privacy)). This way there will be a social background for all that people that go to the fitness club because of social reasons. Finally there will be a rewarding system according to the electricity produced by the users, which will induce competition through gamification.

In order to see what the **competitive advantages** of this fitness club are, there is the following table, which summarizes very clear the criteria for a sustainable competitive advantage. When the four key criteria (valuable, rare, costly to imitate and non-substitutable) are met, they become core competencies. Managerial competencies are especially important, because they serve as a source of competitive advantage, create value, and provide the opportunity for above-average returns.

Table 1

Competency	Valuable	Rare	Costly to imitate	Non-substitutable
Unique gym with high tech and welcoming culture	Yes	Yes	Yes	No
Generate renewable energy using equipment	Yes	Yes	Yes	Yes
Performance tracking	Yes	Yes	Yes	Yes
Reward system following amount of energy produced	Yes	Yes	Yes	Yes

Source: Done by me

As it can be seen in the *table 1*, every competency is valuable because they add value to the gym. To understand this better, imagine one fitness club with all these four competencies, and another one with just three of them. It does not matter which of the competencies is missing. The one with the four competencies has more value. The fact that all these four competencies are valuable allows *GreenMonkeyGym* to exploit opportunities or neutralize threats of its external environment.

Again, all these competencies are rare. In this context rare means that they are possessed by few, if any, current and potential competitors. If you think of any fitness club here in Madrid, you will not find a high number with these competencies. Actually, as the competitors have been already analyzed, none of these clubs show any environmental purpose, any reward system or any performance tracking. Basic-Fit has an app where customers can receive customized information about the exercises they may need to do, but *GreenMonkeyGym* offers a performance tracking that allows the customer to see his or hers performance and improvements. The first competency is rare, although they may exist some fitness clubs that offer high quality machines/equipment and a pleasant atmosphere.

Of course this idea is costly, especially the fact of having very high quality technology. It is costly for us, but it is costly as well for those who want to create a fitness club with the same concept as ours. In order words, the three first concepts are costly to imitate because other firms cannot obtain them or must obtain them at a much higher cost if we are using the unique supplier of the market. As it has been explained, in Spain there are not many suppliers, and this fitness club will make use of the only two national ones. However, the reward system is not costly to imitate, as you can reward someone with a set of five shakes, a sport shirt or in a financial way. In spite of this, if you want to reward someone for the energy he or she has produced it is a different story as you will need a machine that controls how much energy has this person produced, and this is linked with the second competency, which is actually costly to imitate.

A competency is non-substitutable when there is no other resource or capability that can be utilized as an equivalent (Harrison, Hitt, Hoskisson and

Ireland, 2008). In this sense, it is possible to have a welcoming culture using different resources. “A sustainable welcoming culture must [...] be anchored structurally in the company’s strategy and become a part of the business culture. In addition, sustainability can be achieved through adjusting human resources policy” (BDA German Employers). This means that there are different ways to achieve a welcoming culture, depending on the strategy of the firm. So it does exist other resource or capability that can be used as an equivalent.

All the others competencies are non-substitutable, as for doing or having them there is only one resource. For example, to generate renewable energy using equipment in the fitness concept, there is only one way to do so: using fitness machines that allow the re-use of the energy generated by the people using those machines.

6. RESEARCH QUESTION

It does not matter how good plans are or even how different you are from the rest of the competitors if you do not sell. Selling is the only way to have profit, and profit is the only way to survive. Once the firm has been described as well as its service, it is important to know more about the customers and answer the research questions: *According to the ABC model of attitudes, which are the emotional and cognitive factors that attract or deter customers to use this fitness club?*

7. APPROACH

To answer this question and know about the attitude and behavior of the consumer, it has been conducted a survey using *Google Forms* among 150 people between less than 18 and more than 52 years, where a 64.7% are women.

SURVEY here (Annex 1)

The survey is formed by 10 questions about the sex, age, reasons of going to a gym, factors in a gym that are more important for them, quantity that

they are willing to pay monthly, if they would like to have a bar service with drinks and food in their gym and if they do something to reduce pollution.

After these 10 questions, there is a little explanatory text that introduces the respondents to the main theme of this study: the environment. For that, the short text explains how the electricity consumption and all its derivatives affect our Earth and consequently our health.

This text may affect the respondents emotionally, providing feelings of awareness and sadness. In addition to this, the previous question (10th) asks the people if they actually do something to remedy the pollution. This question, together with the informative text, can create feelings of guilt. After this text, the respondents will find out the idea of *GreenMonkeyGym* and these bad feelings will turn in feelings of alleviation. This means that, according to the ABC model of attitudes, there will be an important affective component in their attitude towards this new fitness gym.

Then, the survey continues with four questions that are directly related to the concept of *GreenMonkeyGym*. This information reveals information about if they would like this type of fitness club or not, how much would they be willing to pay for it, how long would they be willing to travel to this gym and what type of extra-services would they like to have. With the first questions of the survey and these last four, we will determine the cognitive issues that affect the consumer's attitude.

Hence, we will have designed our ABC triangle and consequently we will understand the consumer's behavior.

First of all, let us check the respondents' profile. 97 women and 53 men have answered this survey, where the majority of the respondents are between 19 and 29 years (104 people, 69.3%). A 20% is approximately distributed equally between the range of 30 to 40 years (16 people) and more than 52 years (15 people). 14 respondents are between 41 and 51 years, whereas just one is younger than 18 years.

More or less half of the respondents (78) are not subscribed to any gym, which makes the whole information of the survey be equalized in opinions. That

means, half of the opinions will be of people that go sometimes or regularly to the gym and the other half will be opinions of people that have another way of exercising (or not), which is quite positive and enriching.

We cannot forget that the competitors of *GreenMonkeyGym* are not only other fitness clubs, but the free air spaces. Related to this point, 39.3% (59) of the respondents affirm that they prefer the free air spaces to work out rather than fitness clubs. This gives information about the respondent's attitude towards the conventional fitness clubs. Nevertheless, these people prefer free air spaces not because the electrical pollution that is generated in the conventional gyms, but because they like to do some sport breathing fresh air and receiving sun rays for free. For this reason, these people will not go to this gym neither.

32.7% of the respondents affirm that they prefer fitness clubs because they exercise more than in the free air spaces and a 20% go to fitness clubs because they enjoy collective classes. An interesting point here is the percentage of people that have answered that they prefer to go to a fitness club because the fresh air is quite polluted and it affects their health: just 7 people (4.7%).

The next question is about the reasons of going to a fitness club. This gives us information about what is the purpose of the people. There can be more than one reason per person and therefore it was possible to select multiple answers. The option most answered is because of aesthetic reasons, which has been selected by 104 people. 77 people answered because of healthy reasons (medical recommendations or health problems) and 66 people (44%) answered because they just want to do some sport.

The next question gives us a clue about the cognitive aspects that affect mostly the consumer's attitude. This way, we will be able to answer the research doubt. This question collects information about the factors of a gym that are the most and the least important for the people. We have given 5 different factors and 5 different grade options, where 5 is the maximum and 1 is the minimum. The factors are: price, equipment, location, service (employees, collective classes) and the hygiene.

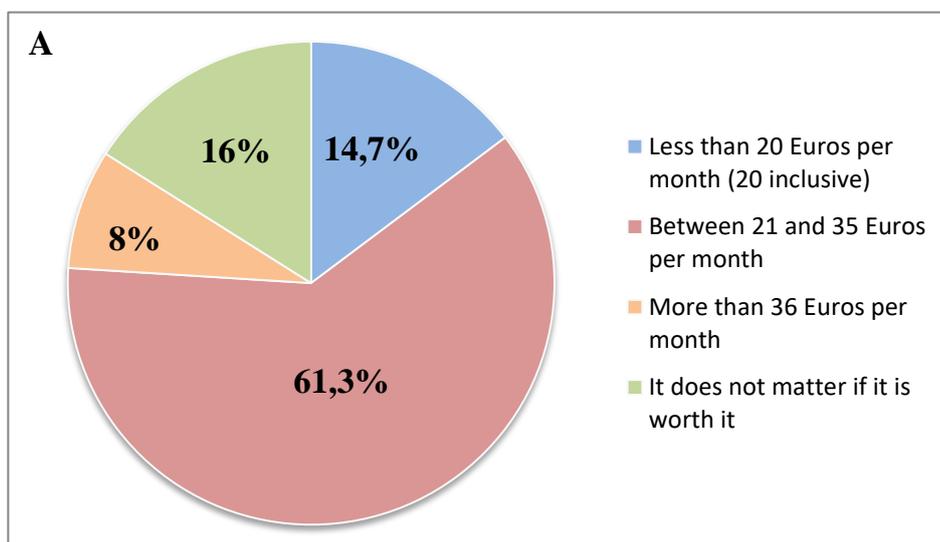
The service has been the more often graded with a 1. This means that this factor is not important at all. They do not care about the employees or the quality of the collective classes). This can be due to two reasons: because they really do not care or because for them the other factors are more important. It is important to know that the hygiene was the second most voted factor with a 1.

Price was the most often graded with a 3, which corresponds to preponderant level of importance. 40 out of 150 people, that is, a 26.7% of the respondents, consider price as an important factor, but not the most important one. Location has been the most often factor graded with a 4: 32.6% think that the factor that affects heavily their decision is the location of the gym, followed by a 23.3% of people that consider the equipment as a major factor.

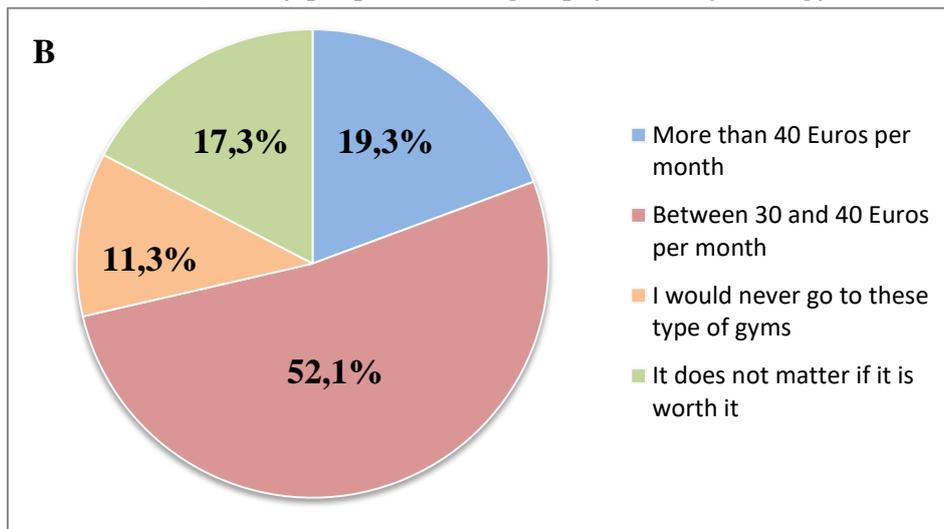
All in all, it should be said that price, location and the equipment are the most important factors and because of that, these are the issues that may attract or deter customers the most from a fitness club. So when talking about the cognitive aspects that may affect our consumers' behavior price, location and equipment have to be heard in mind. This is very important to know because knowing that these factors are a reason to go to one gym or another, we have to hit the spot and be in that place offering that prices with the perfect equipment.

Talking about the price, the following pie charts (pie chart 1 and 2) show how much the respondents are willing to pay for A (a gym with good equipment (machines and fitness instruments)) and collective classes and for B (a gym with the same characteristics as the other plus a spa, sauna and massage service).

Pie chart 1. Quantity people is willing to pay monthly for a gym A



Pie chart 2. Quantity people is willing to pay monthly for a gym B



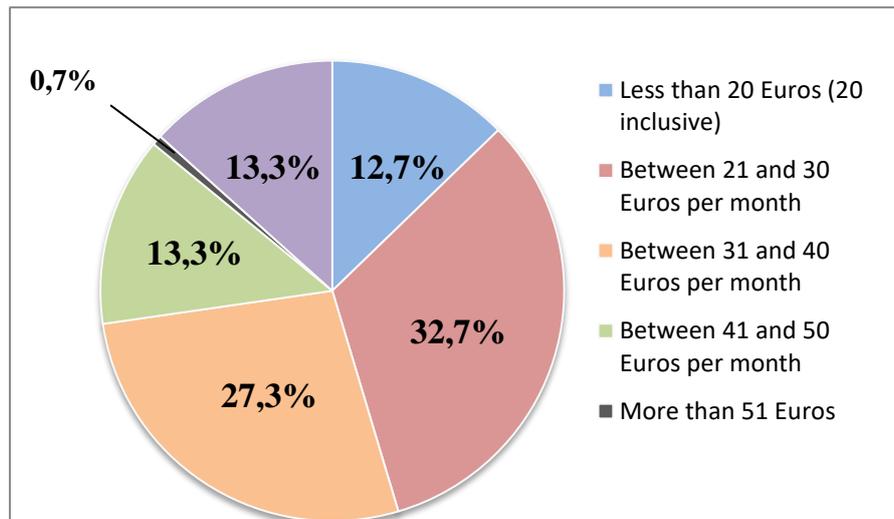
Source: Data from Google Forms, Graph done by me

As it can be seen, the majority of the people (92) are willing to pay between 21 and 35 Euros for a gym A. For a more sophisticated gym (B), 78 respondents are willing to pay between 30 and 40 Euros.

After a short emotional-shot due to the informative text about the electric pollution, people were asked if they would go to this fitness club, without mentioning what kind of price it has or where it is located. This way, we could measure purely the weight of the affective element as the cognitive dimension (price and location) were put aside. 57.3% answered yes, 37.3% said maybe and just a 5.3% confirmed that they would not go.

To this point, it is very important for us the quantity that people are willing to pay for this gym as well as how much would they travel to go to *GreenMoonkeyGym*. These questions are crucial because as it has been already seen, the price and the location have been graded as very important variables for the customers. This means that these variables are the ones that can most determine if the person subscribes to the gym membership or not.

Pie chart 3. Quantity people is willing to pay monthly for *GreenMonkeyGym*



Source: Data from Google Forms, Graph done by me

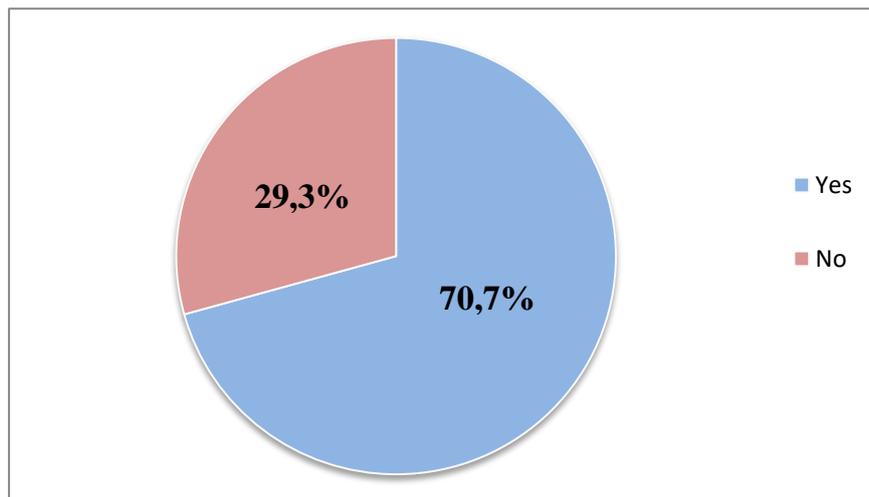
There is not a clear majority, but most of the people are willing to pay between 21 and 30 Euros per month. That is, this *GreenMonkeyGym* will be an A gym: a fitness club with high quality environmentally-friendly equipment and collective regular classes. This price has to be respected, as it is a determinant factor. To finally decide the price, it is important to have a look at the competitor's prices: Our gym will not compete in term of prices against *Anytime Fitness* or *GoFit*, as their prices are completely out of the range that people have said they would pay. *GreenMonkeyGym* will be 5€-7€ more expensive than *Fitness19* and *Basic-Fit* in the beginning, but this quantity is not significant. But it is important not to forget that in the long-run prices will diminish as fixed costs will decrease: *GreenMonkeyGym* will not have to pay for some electric necessities (light, fridge, etc.). This way, this cognitive element that is so important and can affect so heavily the consumer's attitude, will be in favor of us.

The next question is related to the location, which is a very important factor valued by the respondents. 69 people (46%) affirm that they would walk 15 minutes to go to *GreenMonkeyGym* even if there is a conventional gym 2 minutes walking away. This shows that *GreenMonkeyGym* is attractive enough to make people ignore partially the location of this gym. This fact means that a high number of customers of other gyms will be likely to change to this new

ecological fitness club, what finally will be reflected in an increase in potential customers and proportionally in an increase in renewable energy. This shows us that their attitude towards this new gym is very positive.

Coming to the end of this analysis, there are some aspects that have to be taken into account. Even if the price is a little bit higher than the one of the two competitors (Fitness19 and Basic-Fit), *GreenMonkeyGym* will offer the same services as them but with the plus of being sustainable and with a couple of additional services, which have been quite welcoming for the respondents: As it can be seen in the pie chart 4, 70.7% of the respondents would like to have a bar service, where they could buy customized juices and food done with ecological ingredients.

Pie chart 4. Quantity of people wanting a bar service with customized juices and organic food



Source: Data from Google Forms, Graph done by me

In addition to this value adding service, people were asked directly about which of the following services they would like to have in the fitness club (they had the option to select more than one). 75.3% voted for a personalized information service in the gym about nutrition adjusted to every customer's body and objectives, 24% were in favor of a pet care service in the gym, where professionals take care about the pets of the customers and play with them. 15.3% voted for a playgroup for their children in the gym under the control of professionals and just a 14,7% do not want anything.

This means that *GreenMonkeyGym* will have a value adding service of personalized nutrition information as well as a bar with customized fresh juices and ecological food. This will differentiate us from our competitors and that is why our price will vary a little bit from the one of our two competitors previously named.

Nevertheless, as it has been also said in the description of this project, *GreenMonkeyGym* will facilitate a sociable and competitive atmosphere, where everybody will be able to participate in different challenges of the gym and the winner will be rewarded. This will be possible thanks to *ARTIS*, who supplies us with the best equipment and the app that connects the machines with the people, so that everybody can track their performance. The individual performances will be saved, so that the customer can prove that he or she is the winner of the challenge and to show the professional nutritionist what is his or hers daily activity and this way to get the best nutritional advices.

8. CONCLUSIONS AND RECOMMENDATIONS

After the information gathered, the survey we have conducted and the posterior analysis of the output we may conclude that this fitness club has to be taken to a real dimension.

Due to the fact that nowadays there is a growing conscience about the global warming and a higher awareness about health and good looking, it is a perfect idea to take advantage of both tendencies creating an environmentally-friendly fitness club. This gym called *GreenMonkeyGym* will offer people to contribute to the environment in terms of re-using the energy they generate while working out.

The problem of this idea was the consumer's behavior and attitude towards this idea. People's attitude can be divided between two major aspects: the affective and the cognitive ones. To analyze these elements according to this new fitness club, a survey has been conducted. This way, we could answer the research question.

As conclusions of this analysis, it can be generally said that 57% of people would subscribe to it. We can also conclude that price, equipment and the location of the gym are the most determinant cognitive factors.

Nevertheless, these factors are not a problem for us, as the price will be competitive and people show a positive predisposition towards the location: people are willing to walk for maximum 15 minutes to go to our gym even if there is a conventional gym 2 minutes walking away and they are willing to pay between 21 and 30 euros. Although this price-range is more expensive than the cheapest quota of Fitness19 and Basic-Fit, *GreenMonkeyGym* has several adding-value services that permit to compensate this little increase in the price at the beginning. These adding-value services have been recommended by the respondents: the ecologic bar, the personal information about the nutrition and the performance tracking option, which is related with the reward system through gamification.

Nevertheless, the price will decrease in the long-run, as a big part of the electric costs will be covered through this energy re-use-system.

In addition to these cognitive factors, there exists a crucial emotional component that affects the consumer's attitude as well: the awareness about all the negative consequences of the electric pollution. These negative consequences are explained in the survey directly, which creates a feeling of sadness and sends a direct message about the importance of contributing with the environment. This bad feeling is diminished through our proposal of the fitness club. Hence, even if the emotional aspect is decisive, too, our new concept of gym projects positive feelings, what affects positively the customer's attitude.

Thanks to the survey, the respondents' answers have recommended indirectly to add other services that may increase the value of this gym and will make the customer's lives even easier. The recommendations are to enable two different areas. In one of them children are cared of and taught how to behave in favor of the environment while the father or the mother is training. The other recommendation is to have an area where people can leave their pets under the attention of professionals.

We can conclude that the cognitive and the emotional elements act on our behalf, as they will determine a positive attitude towards *GreenMonkeyGym*.

9. ANNEX

Annex 1: Survey

1. ¿Sexo? *

- Mujer
- Hombre

2. ¿Qué edad tienes? *

- Menos de 18 (inclusive)
- Entre 19 y 29
- Entre 30 y 40
- Entre 41 y 51
- Más de 52

3. ¿Eres socio/a de algún gimnasio? *

- Sí
- No

4. ¿Por qué prefieres/preferirías un gimnasio en vez de un parque o un espacio al aire libre? *

- Porque ejercito más en el gimnasio
- Porque es más social
- Porque el aire libre está muy contaminado y me afecta a la salud
- Porque me gusta asistir a clases conjuntas
- No lo prefiero

5. ¿Por qué razón vas o irías a un gimnasio? Puedes marcar varias. *

- Recreativo (por practicar algún deporte)
- Estético (moldear el cuerpo, tonificar músculos)
- Salud y/o rehabilitación (recomendación del médico y/o problemas de salud)
- Alto rendimiento (preparación para competiciones)
- Social (para conocer a gente)

6. Cuando acudimos a un gimnasio damos más importancia a unos aspectos que a otros. Indica, valorando de un 1 a 5, cuales de las siguientes características son más importantes para ti (siendo 1 la menos importante y 5 la más importante) *

	Precio	Instalaciones (máquinas, equipo)	Ubicación	Servicio (monitores, clases colectivas)	Limpieza
1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. ¿Cuánto estás dispuesto a pagar por un mes de gimnasio con máquinas, pesas y clases colectivas? *

- No más de 20 euros al mes (20 inclusive)
- Entre 21 y 35 Euros al mes
- Más de 36 Euros al mes
- Me da igual siempre y cuando me merezca la pena

8. Sin cambiar la respuesta de la pregunta anterior, ¿cuánto estás dispuesto a pagar por un mes de gimnasio que además ofrece zona termal, spa, masajes y sauna? *

- Entre 30 y 40 euros al mes
- Más de 40 euros al mes
- Me da igual siempre y cuando me merezca la pena
- Nunca iría a este tipo de gimnasio

9. Si hubiese un servicio de bar con batidos y/o comida saludable y ecológica en el propio gimnasio, ¿lo utilizarías? *

- Sí
- No

10. ¿Haces algo para remediar la contaminación? *

- Sí
- No
- No me preocupa especialmente

Información relevante

La generación de electricidad con la que funcionan todas las máquinas en un gimnasio conlleva una serie de contaminantes originados por la quema de combustibles fósiles. Esto conlleva las siguientes consecuencias: lluvia ácida, aumento y propagación de enfermedades infecciosas, reduce el contenido de oxígeno en el aire, náuseas e insuficiencia cardíaca, entre otras.

Sin embargo, EXISTEN SOLUCIONES: aumentar eficiencia, utilizar combustibles que emitan menos gases efecto invernadero y aumentar la proporción de energías renovables. Este gimnasio ofrece estas soluciones.

11. Si existiese un gimnasio ecológico, donde todas las máquinas funcionasen con energía renovable creada por ti mismo al ejercitarte en dichas máquinas, ¿te abonarías? *

- Sí
- No
- Quizás

12. ¿Qué precio estarías dispuesto a pagar mensualmente por este gimnasio? *

- Menos de 20 euros (20 inclusive)
- Entre 21 y 30 euros
- Entre 31 y 40 euros
- Entre 41 y 50 euros
- Más de 51 euros
- Me da igual siempre y cuando me merezca la pena

13. Teniendo un gimnasio convencional a dos minutos andando, ¿te desplazarías 5 minutos (andando) para ir a un gimnasio sostenible? ¿Y 10 minutos? Y 15 minutos? (ambos andando) *

- 5 minutos sí, 10 ya es mucho
- Tanto 5 minutos como 10, pero 15 no
- Sí, me desplazaría 15 minutos
- Estoy dispuesto /a a desplazarme más de 20 minutos

14. ¿Cuál de los siguientes servicios adicionales te gustaría que tuviera este gimnasio? Puedes marcar varios. *

- Lugar donde poder dejar a mi hija/o bajo el cuidado de una persona profesional
- Lugar donde poder dejar a mi mascota en buenas condiciones
- Servicio personalizado de información nutritiva adaptada a mi cuerpo y a mi(s) objetivo(s), así como un servicio-bar de comida y/o bebida ecológica personalizado
- No me gustaría ninguno de ellos

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