## 121 - VALUES TRANSCULTURAL, SATISFACTION AND SPORTS CONSUMER: A MODEL APPLIED TO THE PORTUGUESE FITNESS

MS. LAURIANNE DE CARVALHO Faculdade de Motricidade Humana Lisboa, Portugal lauriannedecarvalho@hotmail.com

#### INTRODUCTION

Several studies noted a growing appreciation of physical exercise in societies. This phenomenon has led to development of multiple lines of research at the international level, particularly by sports marketing (CARPENTER, 2002). The variety of techniques and models show that the closer to the desires and needs of consumers, the easier we will succeed to his understanding (WOLFF, 2002). Understanding the consumer is to realize that they have values, interests, opinions and different life styles (Stigger, 2002). According Quereda (2003), the consumer is someone who buys symbols, products of hedonistic consumption, able to display your lifestyle.

Through these concepts and disciplines, the object of study is to observe consumer behavior practitioner of fitness according to the values and cross-cultural influence on whether there is satisfaction in accordance with the psychographic profile of the practitioners of a network of gyms exclusively for women in Portugal. It is hoped that this opportunity for study, to understand the logic of consumption in the various individual values, enabling the current studies and understanding the consumer following a certain set of symbols and behaviors that are produced by them in a particular environment. And further, can be predicted if the satisfaction will be higher or lower, based on this characteristic of individual or collective consumer.

## THEORETICAL FOUNDATIONS CONSUMER BEHAVIOR

Disciplines such as marketing, sociology and psychology have a common trait in which people perceive, to realize the consumption of something, use a particular buying behavior (BEECH and CHALWICK, 2004). Consumption is certainly a form of social determination. It is a personal lifestyle and collective identity. According to Kim et. al. (2002), consumers choose a particular product or brand, the social influence. Consumption, in its logic paradigm, the individual creates a need to innovate, maintain a social abundance. According Quereda (2003), there is a constant need to consume products and establish socially.

The essential task of marketing is to bring the consumer a product or service through their psychological needs (Grönroos, 1998). The main issues to study consumer behavior, is to know what are the specific motivations for consumption (MILNE and Mc DONALD, 1999). Sport consumption motives can be explained by an understanding of the characteristics of products and services that are used. The features are: a) Intangibility: example of the sport where the product is palpable; b) Inseparability: you can not separate the product of the service; c) Peresibilidade: a sports product can not be stored by changing the overall progress, resulting in the constant training of staff, infrastructure and progress of the company; d) Heterogeneity: service performance can vary with weather conditions, altitudes or mood changes (SHANK, 2002). The sport has an impact on consumption in diverse communities and is influenced by purchasing products and services through the "values and goals of each individual (CARPENTER et al., 2002).

## TRANSCULTURAL VALUES SCHWARTZ

The study relates the importance of values as important psychographic variable to measure satisfaction. Human values provide parameters for the trial, evaluation and adoption of conduct, doctrines, beliefs, ideologies and cultures. This is why the theme of "values" enjoys a special attention among psychologists. (BLACKWELL, MINIARD and ENGEL, 2005). In 90 years, Shalom H. Schwartz and colleagues (1991) suggested a theoretical model of Schwartz to measure human values. Is clearly an extension of the scale proposed Rokeach (1983). The method of S. H. Schwartz (1991) is widely recognized for being able to gather around his theory of researchers from five continents, in over 50 countries. His theory defines value as a concept or belief about an individual's goal (terminal and instrumental) that transcends the situation and expressed interests (individualistic, collectivist, or mixed) and corresponds to a motivational domain (hedonism, power, tradition, universalism, etc.), then evaluated on a scale of importance as a guiding principle of life. (GOUVEIA et. Al, 2000). There are ten motivational types of values, with their four specific groups, as shown in Figure 1.

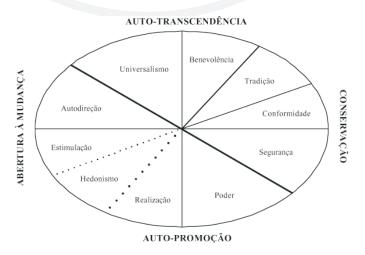


Figura 1. Estrutura Bidimensional dos Tipos Motivacionais (adaptado de Schwartz, 1991, p. 14)

The scale of Schwartz (1991), considered participants from 20 countries, classified into 40 samples, concluding that the "values" are clearly identified in at least 70% of samples.

## SATISFACTION

Some of the main themes in the field of business management studies include customer relationship marketing, and an analysis of how customer satisfaction with regard to competitiveness and profits of the company (PLEYS and MONT, 2002). The companies are to compete to satisfy their customers. Satisfied customers are a group that continues to purchase goods and services, resulting in dramatic effects on earnings. This idea is applicable in all industries, and we know that consumer satisfaction, as condition for its retention, is an important goal for sports organizations, as a consumer satisfied with the performance of the product or service, tends to return to consume (LEEWEUN, QUICK and DANIEL, 2002).

Satisfaction depends on factors like service expectations (previous experience, communication service and personal needs) and the perception people have that service after the enjoy. It is important to know not only how satisfied is the consumer, but also because they're satisfied. Becoming essential to invest in quality, and for that it is essential to know the attributes most valued by customers (EDVARDSSON et al, 2000). For a long time, companies were concerned with attracting a greater number of new customers, however, now realize that maintaining a satisfied customer can be a result to bring success to business. A satisfied customer is more likely to continue to purchase services and marketing can make a positive word-of-mouth can also increase the volume of purchases (AFTHINOS and Nasser, 2005).

Villares and Coelho (2005), cited two concepts often adopted in Satisfaction: (a) satisfaction with a specific transaction, seen as a post-choice evaluative judgments concerning a particular transaction or purchase, and (b) satisfaction as a cumulative process, which represents an overall assessment based on overall experience, over time of purchase and consumption of products or services. In the survey believe that these different approaches to satisfaction, yet to counter, can help transfer data to the satisfaction of customers at gyms and propose strategies for improving relations between the company and these customers, aiming to create greater retention. And, the various trends that sport brings, makes the consumer also look increasingly a quality service. The whole process becomes important for the growth of the fitness industry that creates strategies to improve even more the sports market.

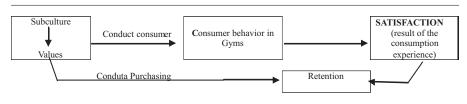
### **HYPOTHESES**

Hypothesis 1 - The satisfaction of practitioners of fitness can be explained by different human values.

Hypothesis 2 - There are significant differences in the satisfaction of practitioners who go to a fitness gym, according to the variation in educational background, geographic location or practice time.

## METHODOLOGY ANALYSIS MODEL

There are a number of characteristics observed in each subculture and psychographic profiles of individuals that determine consumer behavior. Below, Figure 2 represents the starting point to build the analysis model



In the model, was observed the presence of values from each subculture. The satisfaction will result from the act of experiencing the services of the gym, which ultimately could evolve at an intention to repeat the behavior. Moreover, the same factors that trigger the behavior of practicing in a particular academic activity, may also be crucial to make the person has intention to revert to the gym, making it fair.

## SAMPLE

The study population consisted of practitioners from a brand of gym ("Vivafit" - exclusively for women) with more than 100 gyms in the country. The average population of these spaces is 500 participants per room. And the centers of study ranging from 1 to 5 years old. However, we selected 400 individuals between 16 and 65.

## **COLLECTION AND PROCESSING OF DATA**

In the research, was used a questionnaire with three distinct groups of information: values, satisfaction and sociodemographic characteristics. The cross-cultural values were created based on the methodology proposed by Schwartz (1991), featuring ten factors developed in fifty-eight items. The questionnaire intended to measure the ratio of these values with the degree of satisfaction of the gym and their intention to return and to belong more to the company. Satisfaction was measured by six questions, following the methodology presented by Villares and Coelho (2005). The sociodemographic characteristics was performed using indicators such as age, location, qualifications, and income. We used a numerical scale from 1 to 10 for satisfaction. However, in the range of values, we find values from -1 to 7 points, including the edge between "opposing values" and of "paramount importance".

1.1.2.1.The data were processed using the version of the Statistical Package for Social Sciences (SPSS 16.0 for Windows). To meet the first objective of the study were created frequency distribution tables (absolute and relative) of the members of sociodemographic variables. The values and satisfaction were described by presenting the means and standard deviations. The relational structure of the questionnaire items was assessed values of an exploratory descriptive and exploratory factor on the matrix of correlations. The One-Way ANOVA tests performed in the mean values and satisfaction, according to the qualifications, geographical proximity of residence / work and practice time. Internal consistency was assessed by Cronbach's alpha test of evidence and inference statistical significance level was maintained at 5%.

## PRESENTATION OF RESULTS

Upon completion of the demographic of the partners, fo parse human values through descriptive analysis. The study found that the average of ten values ranged from 4 to 5. The observed value as "Power" is confirmed by significant differences in

the factor, indicating that present values statistically lower than all others. On certain values, considering the minimum scores as the closest to the "opposite values," we hedonism, tradition, power and stimulation. In Table 1 we display the minimum, maximum, and finally the middle which is not much deviation between the values among the members:

Table 1: Descriptive analysis for human values

	Mín.	Max.	Méd.	Standard deviation
Universalism	2,86	7,00	5,3063	1,09904
Benevolence	3,83	7,00	5,6679	,64678
Tradition	,67	7,00	4,2546	1,56600
Compliance	2,00	7,00	5,3296	1,07650
Security	2,00	7,00	5,3750	1,31428
Power	,20	6,20	3,3308	1,37911
Achievement	2,33	6,67	4,9221	1,06143
Hedonism	-1,00	7,00	4,6978	1,44735
Stimulation	,33	7,00	4,5423	1,52490
Self-direction	3,00	7,00	5,5162	1,04529

In order to test the adequacy of our data to the theoretical framework forced to factor analysis to the extraction of 10 components. The validity of factor analysis was performed with the KMO test (0.626, acceptable) and Bartlett's test significant, p = 0.000. The 10 components extracted explained 75.90% of total variance, as shown by the observation of Table 2.

Table 2 - Consistency of human values

	Alfa de Cronbach	Nº de itens
Universalismo	,794	7
Benevolência	,529	6
Tradição	,697	3
Conformidade	,662	4
Segurança	,742	4
Poder	,768	5
Realização	,386	3
Hedonismo	,556	2
Estimulação	,718	3
Auto-direção	,248	2
Global	,943	58

The values were also analyzed by internal consistency using the coefficient of internal consistency Cronbach's alpha. The overall value of the questionnaire, obtained by us was 0.943 (excellent). Although the values "realization" and "self stimulation" does not require that an acceptable consistency by Cronbach's alpha, we would recommend in future studies not using these data.

## **COMPARATIVE STUDY**

Regarding the hypotheses, the multiple linear regression model was the variable satisfaction with accomplishment of practitioners and fitness depends on the values universalism, benevolence, tradition, conformity, security, power, achievement, hedonism, stimulation and self-direction as independent variables or estimated.

Hypothesis 1 - The satisfaction levels of fitness can be explained by different human values.

Values as a whole explains 20.5% of the variance in satisfaction with the classes and the linear regression model significant, F(10, 391) = 10.0072, p = 0.000.

Table 3: Correlation ANOVA model of satisfaction with the classes

M			Sum of	Df	Mean	F	e:-
od.			Squares	Df	Square	F	Sig.
1	Re n	gressio	100,428	10	10,043	10,072	,000
2	Re	sidual	389,853	391	,997		
X	To	tal	490,281	401			

The regression coefficients are significant human values to universalism,  $\beta$  = -0.549, t (391) = -6.536, p = 0.000, goodness  $\beta$  = 0.177, t (391) = 2.749, p = 0.006,  $\beta$  = 0.182 as , t (391) = 2.312, p = 0.021,  $\beta$  = 0.503 security, t (391) = 6.528, p = 0.000 and  $\beta$  = -0.286 power, t (391) = -3.630, p = 0.000. So these are the values that best explain the variance in satisfaction with the lessons.

Regarding satisfaction with services and values as a whole explained 25.2% of the variance in satisfaction with the services and the linear regression model significant, F (10, 391) = 13.180, p = 0.000. The regression of the values that are significant are universalism,  $\beta$  = -0.534, t (391) = -6.556, p = 0.000,  $\beta$  = 0.158 benevolence, t (391) = 2.536, p = 0.012,  $\beta$  = 0.627 security, t (391) = 8.389, p = 0.000,  $\beta$  = -0.188 hedonism, t (391) = -3.062, p = 0.002  $\beta$  = 0.148 and stimulation, t (391) = 2.335, p = 0.020. So these are the values that best explain the variance in satisfaction with services.

Hypothesis 2

There are significant differences in satisfaction levels of fitness that the gym will, according to the variation in educational background, geographic location or practice time.

According to this hypothesis, we test the significant differences:

a) Educational attainment

Table 4: Satisfaction with the services and qualifications (ANOVA)

* p = 0,05	F	df	Sig.
Satisfaction with the classes	18,732	3, 399	,000 *
Satisfaction with services	18,677	3, 399	,000 *

The subjects level qualifications in secondary and primary are significantly more satisfied than the subjects with higher education.

Table 5: Satisfaction with the classes and educational level (Tukey test)

Qualifications		Subset for	r alpha = .05
	N	1	2
Ens Higher	98	7,7980	
Ens Basic	3		8,4031
Ens Secondary	61		8,4555
Sig.		1,000	,943

In relation to satisfaction with services, subject to qualifications at the level of secondary education are significantly more satisfied than those with an elementary education or higher education.

Table 6: Satisfaction with the services and skills (Tukey test)

Qualification	ons			
			Subset for alp	ha = .05
		N	1	2
Ens.	Higher	198	7,8939	
Ens.	Basic	43	8,1008	
Secundary Aducation		161		8,6708
Sig.			,496	1,000

## b) Time for practice

Table 7: Time and practice satisfaction (ANOVA)

* p = 0,05	F	df	Sig.
Satisfaction with the classes	14,059	2, 399	,000 *
Satisfaction with services	7,681	2, 399	,000 *

Regarding satisfaction with the classes, the individuals who practice for less time are significantly less satisfied than others.

Table 8: Satisfaction with the frequency and time classes (Tukey test)

Fq. Time.		Subset for alpha = .05	
	N	1	2
1 - 2 years	91	7,5385	
2 - 3 years	98		8,2007
6 - 12 m	123		8,3144
3 - 6 m	85		8,4706
Sig.		1,000	,276

According to satisfaction with services, the subjects who practice for less time are significantly less satisfied than others.

Table 9 - Satisfaction with the services and time-frequency (Tukey test).

Tempo Fq.		Subset for alpha = .05	
	N	1	2
1 a 2 years	91	7,7656	
2 a 3 years	98		8,2415
6 a 12 m	123		8,4526
3 a 6 m	85		8,5255
Sig.		1,000	,346

c) Geographical proximity

Table 10: Geographical proximity and satisfaction (ANOVA)

* p = 0,05	F	Df	Sig.
Satisfaction with the classes	8,585	2, 398	,000 *
Satisfaction with services	5,089	2, 398	,002 *

Regarding satisfaction with the classes, subjects living further away are significantly more satisfied than the others. Table 11: Satisfaction with the classes and distance (Tukey test).

Resid. Dist.	N	Subset for alpha = .05	
	1	2	1
10 -15 km	5	7,8000	
6 - 10 km	3	7,9462	
0 - 5 Km	77	8,0770	
> 15 Km	9 4		8,8163
Sig.		,563	1,000

Moreover, satisfaction with the services we found that subjects living further away are significantly more satisfied than those who live between 60 to 10 or 10 Km 15 Km.

Table 12: Satisfaction with the services and approach to the Gym (Tukey test)

Resid. Dist.	N	Subset for alpha = .05	
	1	2	1
6-10 km	31	7,7419	
10 - 15 km	45	8,1259	
0 - 5 Km	277	8,1986	8,1986
> 15 Km	49		8,7891
Sig.		,247	,078

Thus, we prove that there are significant differences in satisfaction levels of fitness that the gym will, according to the variation in educational background, geographic location or practice time.

### **DISCUSSION OF RESULTS**

Referring to the human values we observe the "Power" as a human value that corresponds to the least members surveyed. Identifying the members do not feel important "control over others." And then the other values "most hostile" to the values of the members are hedonism and tradition, which may justify seeking a different and useful service. Already Grace, is the human value observed in more members. With regard to satisfaction with the classes, the values that are more an expression Universalism, Benevolence, Conformity, Safety and Power. These are the values found with the most members who had higher satisfaction with the lessons. Since the values that best explain the satisfaction with services, are beyond Universalism, Benevolence and Security, Hedonism and Stimulation.

Considering the characteristics of literary practitioners of fitness, most are licensed. It was observed that subjects with educational level of secondary education are significantly more satisfied than those with an elementary education or higher education. It appears that the subjects living further away are significantly more satisfied than the other members, which makes moving to a higher frenquência in gym. And the lower part of the members, for less than 6 months are less satisfied, which makes us imagine that in time the partners will be more satisfied and loyal, but if that does not keep up will get to cancel your membership.

## CONCLUSION

Throughout the study, the "cross-cultural value" was investigated in order to better understand the behavior of consumers in fitness gyms exclusively for women. Through literature review we know better consumer behavior, satisfaction and psychographic indicators of members. The correlation between the variables of "human values", the socio-economic variables and satisfaction possible the description of the public are better implemented and help develop future policies and marketing strategies, according to each group of "consumers" who can increasingly meet the needs consumption of each group.

The use of a mass marketing can not produce the best effects when it wants to achieve a certain specific group, hence the importance of segmentation. Right now, we resume the main objective that was the road that led us here: who are the consumers who opt for gyms for women, which the human values observed in these members.

Finally, we conclude the goal of research citing that: values influence satisfaction and service continuity, the greater the satisfaction, the greater the act of loyalty and repurchase.

Finally, as in all the research we are aware of the limitations of this study, we believe that the sample should have been more geographically heterogeneous and not so focused in the central region of Portugal, since the values and interests vary with the socio- cultural and traditional environment, as well as the type and quantity of supply. Second, the sample was limited to a chain of gyms exclusively for females that have some identical products and services, but also vary in their bid, the attracting women with lifestyles and different motivations. As Wheaton et. al. (2004) emphasize the values, views and interests are not

permanent, and vary with time. And despite the contribution and investigated the reasons outlined above, the generalization of the results obtained for other similar samples should be analyzed carefully.

#### REFERENCES

AFTHINOS, Y. THEODORAKIS, N. NASSIS, P. Customers' expectations of service in Greek fitness centers Gender, age, type of sport center, and motivation differences. Service Quality. Vol. 15 No. 3, pp. 245-258;

BEECH, Jonh. CHALWICK, Simon. **The Marketing of Sport. Pratice Hall.** Segmentation of the sport Market (281 – 294). 2004.

BLACKWELL, D., MINIARD, W., & ENGEL, F. Comportamento do Consumidor. 9a ed. São Paulo: Pioneira Thomson Learning. 2005.

EDVARDSSON, B., et. al. The effects of satisfaction and loyalty on profits and growth: products versus services. Total Quality Management 11(7): S918-11. 2000.

GOUVEIA, V. El conflicto de valores en las culturas iberoamericanas: Consideraciones acerca de Brasil y España. In D. Caballero, M. T. Méndez & J. Pastor (Orgs.), La mirada psicosociológica: Grupos, procesos, lenguages y culturas (pp. 805-810). Madrid: Biblioteca Nueva. 2000.

GRÖNROOS, C. Marketing Services: The Case of a Missing Product. Journal of Business & Industrial Marketing 13(4/5): 322-338. 1998.

KIM, Jai-Ok. FORSYTHE, Sandra. Cross-cultural consumer values, needs and purchase behavior. Jornal of Consumer Marketing. Vol19. n. 06. pp. 481-502. 2002.

LEEWEUN, L., QUICK, S., & DANIEL, K. The Sport Satisfaction Model: A Conceptual Framework for Understanding the Satisfaction of Spectators. Sport Management Review.

Vol. 5, N.º 2, pp. 99-128. 2002.

MILNE, G. R., & McDONALD, M. A. **Sport Marketing: Managing the exchange process.** Sudbury, MA: Jones and Bartlett Publishers. 1999.

MONT, Oksana. PLEPYS, Andrius. Customer satisfaction: review of literature and application to the product-service systems Final report to the Society for Non-Traditional Technology.

Research Associates International Institute for Industrial Environmental Economics at Lund University. 2002.

QUEREDA, Pedro Fenollar. Estilos de vida: paradigma del mercado. Universidad Complutense de Madrid. 2003.

SCANLAN, T. CARPENTER, P. SCHMIDT, G. **An Introduction to the Sport.** Commitment Model. Boulder Bishop, CA. 2002.

SCHWARTZ, S. H. **Universals in the context and structure of values: theoretical advances and empirical tests in 20 countries**. In M. Zanna (Org.), Advances in experimental social psychology (vol. 25, pp. 1-65). Orlando: Academic Press. 1991.

SHANK, M. Sports Marketing; A strategic Perspective. Prentice Hall. 2002.

STIGGER, M. P. Esporte, lazer e Estilos de vida: um estudo etnográfico. Editora Autores Associados. 2002. Campinas, São Paulo. (2002).

VILLARES, M. J., & COELHO, P. S. A Satisfação e Lealdade do Cliente. Metodologias de Gestão, Avaliação e Análise. Lisboa. Escolar Editora. 2005.

WHEATON, Belinda, et. Al. Understanding lifestyle Sportd. Ed. Routledge. 2004.

WOLFF, Fabiane.

**Simbolismo no comportamento do consumidor: uma construção de uma nova escala.** Universidade Federal do Rio Grande do Sul. 2002. Porto Alegre. 2002.

LAURIANNE COSTA DE CARVALHO RUADOS JERÔNIMOS, Nº 26, 1º ESQ. 1400-212 LISBOA, PORTUGAL.

# VALUES TRANSCULTURAL, SATISFACTION AND SPORTS CONSUMER: A MODEL APPLIED TO THE PORTUGUESE FITNESS

## **ABSTRACT**

The aim of this study is to verify that the values transcultural influence satisfaction sport consumption in the context of gyms exclusively for women in Portugal. With a sample of 400 female subjects, we used the theoretical model that depicts the human values of Schwartz (1992), and related indicators of satisfaction with the physical exercise of Villares and Coelho (2005). Through factor analysis identified that benevolence, tradition, conformity and security are most important values to increase satisfaction with the lessons. However, the regressions indicate that compliance has little impact in explaining the satisfaction with other services. We observed a high degree of consumer satisfaction research and intend to continue the service.

KEYWORDS: Gyms. Satisfaction. Values Transcultural.

### RÉSUMÉ

Le but de cette étude est de vérifier que les valeurs de consommation transculturelle sport influence la satisfaction dans le cadre d'un réseau de salles de sport exclusivement pour les femmes au Portugal. Avec un échantillon de 400 sujets de sexe féminin, nous avons utilisé le modèle théorique qui décrit les valeurs humaines de Schwartz (1992), et les indicateurs connexes de la satisfaction à l'exercice physique de Villares et Coelho (2005). Grâce à l'analyse des facteurs identifiés que la bienveillance, la tradition, la conformité et la sécurité sont des valeurs les plus importantes pour augmenter la satisfaction avec les enseignements. Cependant, les régressions indiquent que la conformité a peu d'impact dans l'explication de la satisfaction avec d'autres services. Nous avons observé un haut degré de satisfaction des consommateurs et la recherche l'intention de continuer le service.

MOTS-CLÉS: Gymnases. Satisfaction. Les Valeurs Transculturelles.

### RESUMEN

El objetivo de este estudio es verificar que los valores de satisfacción transculturales influyen en el consumo del deporte en el contexto de una marca de gimnasios exclusivos para mujeres en Portugal. Con una muestra de 400 sujetos de sexo femenino, se utilizó el modelo teórico que representa los valores humanos de Schwartz (1992), e indicadores de

satisfacción con el ejercicio físico de Villares y Coelho (2005). A través de análisis factorial identificó que la benevolencia, la tradición, la conformidad y la seguridad son valores más importantes para aumentar la satisfacción con las lecciones. Sin embargo, las regresiones indican que el cumplimiento tiene poco impacto en la explicación de la satisfacción con los servicios de otros. Se observó un alto grado de satisfacción de los consumidores de investigación y la intención de continuar con el servicio.

PALAVRAS CLAVE: Gimnasio. Satisfacción. Valores Transcultural.

## OS VALORES TRANSCULTURAIS E A SATISFAÇÃO AO CONSUMO ESPORTIVO: UM MODELO APLICADO AO FITNESS PORTUGUÊS

**RESUMO** 

O objetivo central deste estudo é verificar se os valores transculturais influenciam na satisfação ao consumo esportivo no contexto de uma rede de academias exclusivamente para mulheres em Portugal. Com uma amostra de 400 sujeitos do gênero feminino, foi utilizado o modelo teórico que retrata os valores humanos de Schwartz (1991), e relacionados com os indicadores de satisfação a prática de exercício físico de Villares e Coelho (2005). Através da análise fatorial identificamos que a benevolência, tradição, conformidade e segurança, são valores mais importantes para aumentar a satisfação com as aulas. No entanto, as regressões lineares indicam, que a conformidade tem impacto reduzido para explicar a satisfação com os demais serviços. Foi observado um elevado grau de satisfação ao consumo na pesquisa e intenção de continuidade do serviço.

PALAVRAS-CHAVE: Academias. Satisfação. Valores Transculturais.