

Customer segmentation practices in the fitness market:

A new marketing strategy based on an aspirational model.

Vincenzo Russo*, Luciana Castelli**, Giovanna Mele***

Fondazione Università IULM, Milano, Italy

* vincenzo.russo@iulm.it ** luciana.castelli@iulm.it *** mele_giovanna@libero.it

Abstract

The need to understand the behavior of sport consumers has been a long-standing goal for sport marketers. Sport consumer display a bewildering array of values, attitudes, and behaviours (Olivero e Russo, 2009; Westerbeek & Smith, 2003). Not all consumer are equally passionate and fanatical, nor use their team to confirm their personal identity.

In a competitive market the need to provide custom services in fitness clubs has lead marketers and scholars to investigate motivations and real expectations of the customers when choosing products and services. A tool for market segmentation is required to reach clients' needs and satisfy their expectations. So far, Clubs have always focused on traditional objectives such as counting calories, time and distance to motivate individuals to train. However, customers are not motivated simply by the goal of burning 300 calories – but they can find the drive for burning 900 if it helps them live better and longer. Aspirations are what drive people, and they are much more complex to interpret and cater for than a simple training objective. The first step for finding the right tools to meet your clients' aspirations is understanding what they are. It is the only way we can answer the key questions that club and wellness centre members ask us: What's in it for me? What tangible benefits can I get out of it?".

Introduction

Aspirations determine the way people live and move. The study has carried out the aim to understand the leading *aspirational* models of contemporary society in the fitness clubs in order to offer a personal service and an efficient marketing communication. With this study we have identified 6 core aspirations. Based on these findings, we have developed a questionnaire in collaboration a Multinational Company to enable you to identify your customers' aspirations.

The aim of the study is to demonstrate the value of a customer segmentation model in this field and the phases of definition of the Aspirational Finder Questionnaire. The usefulness of a validate instrument for segmenting the market based on the motivations and aspirations of customers allows personal trainers of the fitness clubs to offer a personalized service.

The aspirational model used for the segmentation correspond to as many client segments and provide a useful interpretation key for creating new marketing strategy, new areas and attractions within the Gym Club, with the aim to increase the client retention rate and to develop supplementary revenue streams. But we need the right tools to turn client segmentation into a key resource for developing effective business models. This also allows marketers to communicate effectively the quality the services of the gym.

Segmentation is an identification process of portions of the market that are different from one another; differences can be defined *a priori* , or a bottom-up approach (Kotler, 2001) can be used.

The psychological construct of motivation has already been considered by scholars in past researches in relation to physical exercise and sport activities (see: Sapp and Haubenstricker, 1978; Gill, Gross and Huddleston, 1983; Siegel and Newhof, 1984; Dubois, 1986; Simmons and Dickinson, 1986; Butterfield, Brown, and Perrone, 1991; Priest, Krause, and Beach, 1999; Lee et al. 2000). However, there are still insufficient studies on customer segmentation in the market for gyms and on building effective tools for analyzing customers' aspirations in the fitness market.

Discussion and hypothesis

The need to define an effective tool for psychographic segmentation is necessary to refer to concepts such as value or aspirations. Values are principles or standards considered worthwhile or desirable; they help people select and evaluate behavior, define goals, and set standards for acceptable behavior (Lee, Whitehead, & Balchin, 2000). Milton Rokeach pioneered the early research regarding values in the 1960's and 70's. He defined *value* as "an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable", and *value system* as "an enduring organization of beliefs concerning preferable modes of conduct" (Rokeach, 1973, p.5). Schwartz (1992) built upon the work of Rokeach and described values as desirable, diverse, multi-situational goals which vary in importance. Personal values represent criteria by which people choose and assess subsequent actions, and apply to individual decision-making in virtually all compartments of our lives. Schwartz (1994) presented a theory of the contents and structure of human values.

Building upon previous research, he suggested: "there is widespread agreement in the literature regarding five features of the conceptual definition of values: a value is a (1) belief (2) pertaining to desirable end states or modes of conduct, that (3) transcends specific situations, (4) guides selection or evaluation of behaviour, people, and events, and (5) is ordered by importance relative to other values to form a system of value priorities" (Schwartz, 1992). The intent of Schwartz's theory was to discover the substantive content of values by "identifying a limited set of value types that are recognized in various human groups and used to form priorities" (Schwartz, 1994, p. 20). This resulted from the need to understand the concept in greater detail as well as to facilitate accurate measurement of human values (Lee et al., 2000).

Although research in mainstream psychology has attended to the concept of personal values and the role values play in resulting behaviors for over half a century, the lack of attention devoted to values and sport participation is the base of our analysis and the origin of a deep interest from Company and Gym in order to have an efficient instrument for the diagnosis of the motivation of the customers. At the same time, it is the basis of the interest of many companies and gyms in order to identify the motivations of their consumers and customers for a personalized service. Our work, in fact stems from an Italian multinational company interested in the definition of a segmentation tool to offer to its customers as an additional service. Lee et al., (2000) addressed the need to understand values associated with sport participation and noted a growing interest in this area of study within Europe, especially related to youth sport.—Yet, understanding values associated with sport participation is important to coaches, administrators of the gyms, and personal trainers because personal values contribute to identifying what is desirable and how individuals will be predisposed to behave. Successful coaching is predicated on teaching sportsmanship, fair play, and ethical conduct to youth in sport (Martens, 2004). This is particularly relevant because the actions of athletes and coaches have often centered predominantly on winning, which in some cases has led to abuses and misconduct and the resultant emergence of topics like fair play, doping, ethics, violence, harassment, and discrimination in sport (True Sport Foundation, 2005).

According to Lee et al., (2000), there are two main issues resulting in the inadequate number of sport studies investigating values as a fundamental component of fair play: (1) there has been limited sustained attempt to precisely define the concept of desirable values in sport participation, and (2) measuring the "concept of the desirable", especially within specific contexts, may prove

difficult. Lee and his colleagues undertook a comprehensive research program involving a series of five studies in order to develop the Youth Sports Values Questionnaire YSVQ and identify the value systems of adolescents within sport in the UK.

On the other hand, many research on sport motivation has been carried out with the Sport Motivation Scale (SMS of Pelletier et al., 1995). The SMS is probably the main instrument used to measure the different types of motivation proposed by SDT in the context of sport.

Contemporary research on achievement motivation is based largely on an analysis of individuals' achievement goals, which are defined as the purpose of or reason for competence-relevant activity (Ames, 1992). A number of researchers have contrasted different types of achievement goals and examined the effects of these goals on a variety of cognitive, affective, and behavioral outcomes (for reviews, see Ames, 1992; Dweck, 1986; Nicholls, 1989). One outcome that has attracted considerable research attention is intrinsic motivation, or interest in and enjoyment of an activity for its own sake (Deci & Ryan, 1985; Lepper, 1981). Intrinsic motivation has been recognized by many theorists as a central aspect of adaptive self-regulation in the achievement domain (Deci & Ryan, 1985; Harackiewicz, 1989; Koestner, Zuckerman, & Koestner, 1987; Lepper, 1982; Sansone, 1986). The impact of different goal states on individuals' intrinsic enjoyment of achievement-related activities is an issue of considerable theoretical importance in that it forges a conceptual link between the achievement and intrinsic motivation literatures (Harackiewicz et al., 1987), and it is also an issue of great applied importance in that it has direct implications for educational, occupational, and sport settings (Heyman & Dweck, 1992)

Gross and Huddleston, 1983) and made out some common themes to sports participation. The reasons for participation include primarily: a) the development of physical skills (learning new skills, enhance those already held and goals); b) gain social consensus (make new friends, be part of a group, gain the approval of significant adults); c) improving the physical form and appearance (being in shape, be stronger); d) enjoy a new experience (fun ,stimulating).

The *social-cognitive model of achievement motivation* differentiates between the way an individual interprets ability and success (Dweck, 1986; Dweck & Leggett, 1988). An important aspect of this approach is the processing of the two self theories on motivational outcomes. Specifically, individuals holding an entity theory of intelligence are more likely to endorse a performance goal orientation, whereas individuals holding an incremental theory of intelligence are most likely to endorse a mastery goal orientation. Both of these pathways may be motivationally adaptive, except when individuals holding an entity theory, a performance orientation, and low perceptions of their competence are theorized to exhibited learned helpless behaviors.

Elliot and Dweck (2005) suggested one major weakness involving the competence construct. Competence has long been viewed as a moderator of consequences in achievement settings (Dweck, 1986; Elliot & Church, 1997) as it provides an evaluation that energizes or directs behavior. For this reason Elliot and Dweck (2005) suggested that research in achievement motivation literature should emphasize perceived competence as a central tenet to any social-cognitive framework. Thus, within the revised social-cognitive model of achievement motivation, competence is represented as an antecedent to achievement motivation, not as a moderator of the ensuing effects (Elliot & Church, 1997; Cury et al., 2006). Our hypothesis requires the demonstration of the possibility of segmenting the market for users of gyms according to their aspirations and motivations. These types of customers, unconsciously assumed by trainers and experts, should be identified with a test effective.

Objectives and aims

Results obtained by both YSVQ and social-cognitive model have lead to the same conclusion suggested by Lee, on the need to analyze context to better understand the choice of sports and activities. Results that are related to a particular context cannot be generalized, but can be useful as a framework, or a model for further researches.

Starting from these premises, the research project aimed to:

- a) validate the theoretical model based on the profile typologies;
- b) build-up and validate a segmentation questionnaire for fitness club customers (the Aspiration Finder); the questionnaire has to be based on motivational and value-related factors and on life-style dimensions;
- c) provide a CAWI tool for fitness club mapping based on customer profile segmentation.

A mixed-method design research has been implemented. The research has been conducted through two different steps: in the first phase, through a desk and a qualitative exploratory research with the participation of trainers, experts in the fitness market and customers; in the second step with quantitative research on customers and trainers in the fitness area. A cross-cultural comparison based on a theoretical framework have been conducted.

Further studies should be implemented on a representative sample of subjects to confirm the stability of the model even longitudinally and the useful of the instrument (the Aspiration Finder Test).

Procedures of collecting data

A multiple-research-method approach has been used. Both qualitative and qualitative methods have been implemented to collect data. After a qualitative research with the participation of opinion leader in the fitness field and personal trainers we have identified six types of clients, distinguished, according to respondents, for their aspirations, motivations, and life styles. After this first exploratory phase, we have proceeded with a quantitative research with the aim of confirming what is stated in qualitative analysis phase. A questionnaire was administered to a convenience sample of 4.804 subjects in three different European countries (977 in Italy, 3.304 in UK and 523 in Netherlands) in order to validate a model of segmentation proposed by international experts and professionals in the fitness market in the first phase.

Statistical analysis confirmed that customers of the fitness clubs can be grouped into 6 different profiles based on a aspirational and motivational model, as previously indicated by literature and by exploratory qualitative research; then the former questionnaire has been reduced to 3 groups of items (24 items) for profile segmentation in addition to 3 groups of items on lifestyles, to better specify different profiles.

The research design has been leaded through different phases.

First phase: desk analysis and in depth interviews to opinion leader and personal trainers

The first phase of the research project can be defined as exploratory phase. In this phase different specific objectives have been identified:

- to conduct an in-depth analysis of both content and process factors that led to the identification of profiles;
- to reach a specific description of each single profile;
- to confront the ideal profiles with findings from literature and interviews;
- to verify consistency of the model of profile segmentation with other models of lifestyle segmentation;
- to create and validate a first version of the questionnaire for a profile-based segmentation.

In the first phase different methods and instruments have been used: a) desk analysis on international literature; b) qualitative inquiry: 5 in-depth interviews have been conducted with representatives from the team that created the 6 ideal profiles.

The 6 profiles that have been used to build-up the segmentation questionnaire come from a theoretical model proposed by a team of opinion leader and personal trainers in the field of equipment and machines for fitness and wellness. At the beginning there were 7 ideal profiles, including strictly related to medical and health motivations; then it was decided to cut it off

according to the idea that segmentation should be based on motivations that come from a “free choice” (Lee et al. 2000), rather than from a medical prescription. So the questionnaire doesn’t take into account those who make sports because of health-related problems. The aim of the interviews was to deepen the description of the ideal profiles.

First of all, the interviewee were asked to freely describe each profile; doing this, a process of stimulus rotation has been adopted to guarantee that each profile would be properly described. Then interviewee were asked to provide a stereotypical socio-demographic description of each ideal profile; then an in-depth description based on values, motivations, aspirations and aims has been provided by interviewee on each single profile.

Given the multiple sources of information used in the derivation of the profiles, and their theoretical consistency with findings from literature, it is possible to be confident with their content validity.

Profiles

The 6 profiles have been defined by personal trainer and opinion leaders as: *Breathe*, *Move*, *Shape*, *Power*, *Sport*, *Fun*. They strongly differentiate from each other for motivational and value-related dimensions and secondary factors mainly related to lifestyle dimensions.

The *Breathe* subject seems to be a person who looks for mind-body balance; she/he doesn’t appreciate physical effort, rather postural toning-up and flexibility exercises. She/he likes to train alone, not in group and generally soft-relaxing environmental condition.

The *Move* profile should include many different kinds of customers. The basic aspiration is “to be active”, that is strongly related to the classic idea of “wellness”; key concepts are “balance”, “enjoy your life” and “energy”. She/he likes to try different activities on different machines with low effort and low difficulty; they mainly prefer group activities and warm and bright environmental dimensions.

The *Shape* subjects seems to be interested to body shape, and their aim is to shape their body for esthetic reasons. They train at high intensity and are very focused on dietary prescription. They mainly prefer clean, open and bright environments.

The *Power* profile should include both meanings of “physical power” and “social power”. The basic motivation is competition and the final aim is “to win”. The *Power* subjects train at high intensity and frequency; they prefer to train alone and in make big efforts to improve their power level and to show it to others.

The *Sport* profile should include all those people who are interested in sportive performance, that is the real motivation for them to train. Outside clubs they practice some sport in a semi-professional way, so their aim is to improve physical level to be better prepared in sport. They are very attentive to dietary prescription and to weight control.

Fun subjects reach for fun in doing physical activity; going to club can be a substitute for other spare-time activities, such as going to the cinema. They prefer group activities, to socialize with other people and, mainly, to train in funny and relaxed environmental conditions.

Second phase

According to the results obtained in the first phase, the aim of the second phase was to create, to test and to validate a questionnaire for motivational segmentation, labeled as the *Aspiration Finder Inventory*.

From the exploratory inquiry, 6 factors have been identified as characteristics of each single profile: *balance*, *shape*, *activity*, *power*, *sport*, *amusement*.

The relative weight of each factor on each profile has been represented on a conversion table (see Table 1), where every factor is expressed in term of partial contribution and relative intensity on each profile.

	Breathe	Shape	Move	Power	Sport	Fun
Balance (body and mind)	<i>Very high</i>	<i>Medium</i>	<i>Medium</i>	<i>Very low</i>	<i>Medium-High</i>	<i>Medium-High</i>
Shape (to loose weight)	<i>Medium</i>	<i>Very high</i>	<i>Very high</i>	<i>Very high</i>	<i>Medium</i>	<i>Low</i>
Activity (to move, wellness)	<i>Medium-Low</i>	<i>High</i>	<i>Medium-High</i>	<i>High</i>	<i>High</i>	<i>High</i>
Power (strenght)	<i>Low</i>	<i>Medium-Low</i>	<i>Medium-High</i>	<i>Very High</i>	<i>High</i>	<i>Medium</i>
Sport (performance)	<i>Medium-Low</i>	<i>Medium-High</i>	<i>High</i>	<i>High</i>	<i>Medium-High</i>	<i>Medium-High</i>
Amusement (relation and fun)	<i>Medium-High</i>	<i>Low</i>	<i>Medium-High</i>	<i>Low</i>	<i>High</i>	<i>Very-High</i>

Table 1. Factors and Profiles

A process of c
was consistent
An on-line se
was used. Thi
statistical anal
- Versior
conven
- Versior

if the theoretical profile-based model
rch.
; CAWI method for collecting data
ly insert data in the work sheet for
ave been developed:
questionnaire has been tested on a

Results

In the first phase of the quantitative research, the questionnaire has been administered to 977 Italian subjects (740 were clients of fitness clubs; 237 were fitness clubs trainers). Although the sample is not representative of a population, but it is a convenience sample, its size ensure a good level of external validity, considering the population of fitness clubs customers.

The factor analysis indicated two principal components that explain 85% of the variance (see Table 2 and Table 3).

	Component	
	1	2
Balance	<i>-,899</i>	<i>,111</i>
Shape	<i>,543</i>	<i>-,837</i>
Acitivity	<i>,770</i>	<i>,224</i>
Power	<i>,849</i>	<i>,368</i>
Sport	<i>,830</i>	<i>,419</i>
Amusement	<i>-,296</i>	<i>,941</i>

Table 2. Principal component analysis

		Initial eigenvalues			Factor loadings		
		Total	% variance	% cumulative	Total	% variance	% cumulative
Component	1	3,194	53,226	53,226	3,194	53,226	53,226
	2	1,960	32,666	85,892	1,960	32,666	85,892
	3	,497	8,279	94,171			
	4	,331	5,178	99,349			
	5	,039	,651	100,000			
	6	-4,55E-016	-7,58E-015	100,000			

Table 3. Principal component analysis; % variance explained.

The two compor
positioned, as sh

cluster (profile) could be

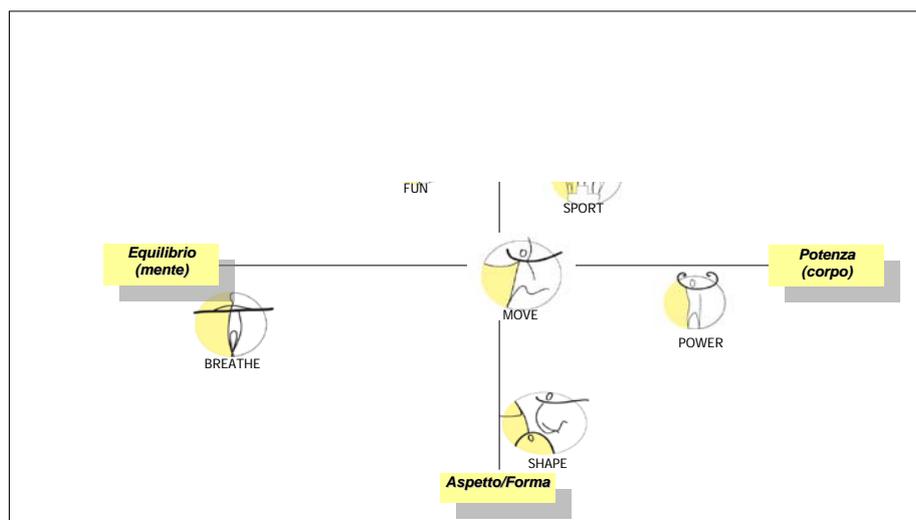


Fig.1 The mapp of the Aspirational Model

Statistical analysis on 740 respondents confirmed a good correspondence between theoretical model and empirical model: the gap between the theoretical positioning and the empirical positioning is short, that is: Fun and Shape profiles differ from expected parameters by a 15% shift; Move, Power and Breathe profiles differ by 10%; Sport profile differs by 5%.

According to these results, the Italian version of the questionnaire (Version n. 2) has been considered as a reliable instrument for customer segmentation into Italian population of fitness clubs clients. The same questionnaire has been administered to a convenience sample of 237 trainers and fitness clubs owners, that were asked to evaluate the profiles compared to their everyday experience. Results coming from this data, confirmed the theoretical model in terms of content validity.

In order to test the questionnaire even in an international context, two different version of the questionnaire have been developed by translating the Italian version (Version n. 2) into English and Dutch:

- Version n. 3: English questionnaire first version. The questionnaire has been created by translating the Italian version n. 2 and by adding items on favorite physical activities.
- Version n. 4: Dutch questionnaire first version. The questionnaire has been created by translating the Italian version n. 2 and by adding items on favorite physical activities.

In order to confirm validity of the theoretical model even in an international context, the same statistical analysis have been done on data coming from UK and from Netherlands. Empirical results were compared to expected values so that to measure the dependence between the two distributions. As previously obtained on Italian sample, the questionnaire has been considered a reliable instrument for segmentation even on English and Dutch samples.

A short version of the questionnaire was then created. Items with higher level of discriminating power have been selected, and the number of items reduced to 24:

- Version n. 5: Italian Short Version (3 profile-related items + 3 lifestyle-related items).
- Version n. 6: English Short Version, translated from Italian version n. 5.

In building-up the short versions of the questionnaire the descriptive dimension of lifestyle has been used. The 3 lifestyle-related items allow to better characterize different profiles in terms of secondary dimensions, namely: attitudes and behaviors on general issues (food and beverages, spare time, values, media and culture); answers of lifestyle questions are compared to those coming from profile items and confirm profile segmentation in terms of socio-demographic characteristics. Lifestyle issues are an useful instrument for the development of the questionnaire, for its validation, control and up-dating.

Conclusions

The questionnaire allows fitness clubs operators to describe their customers in terms of ideal profiles and aspirations. This information is very useful for understanding the profiles in the gym and especially its present activities and environments consistent with these profiles.

The output of the questionnaire is a description of the customers based on partial contribution of each single profile.

With this method it is possible measure how each profile will help to define the whole range of aspirations of a single customer. This indication, also, suggests the trainer how to plan activities targeted and consistent with the profile measured.

Figure 2

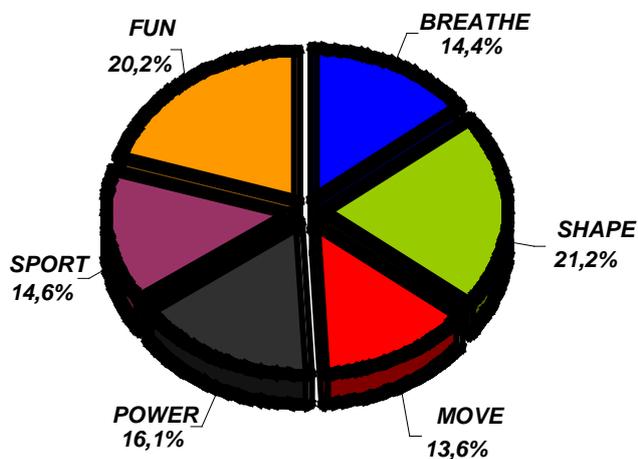


Figure 2 shows an example of a map of a customer that can be described as mostly Shape and Fun, but with a small percentage of the other four profiles (Power, Sport, Breathe and Move).

A second procedure allows to represent standardized data, as shown in Figure 3.

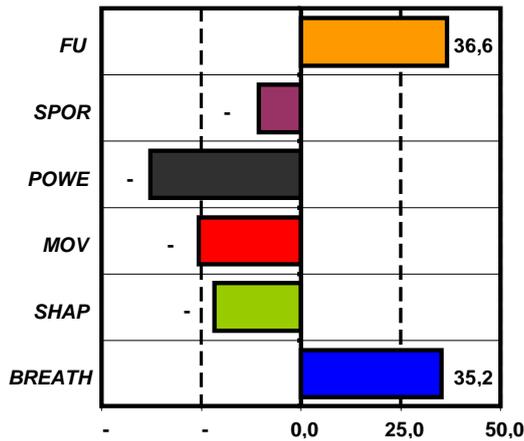
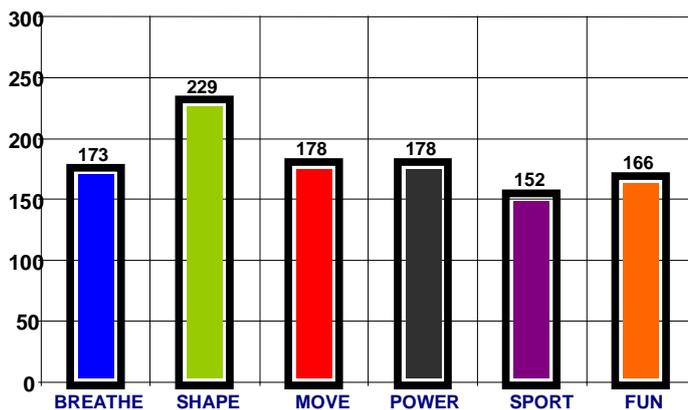


Fig.3

The same subject is then represented in relation to the average of other respondents. Further, it is possible to identify a profile even for the club, on the basis of individual profiles. Two different procedures are possible: 1) by considering only the first 2 profiles most represented in the club; 2) by considering all the profiles represented in the club. As a result, each club can have its



Aspiration Map (Figure 4).

International and managerial application

The *Aspirational Finder Inventory* allows you to analyze the characteristics of different types of customers offering to the trainers useful indication in order to adapt programs according to these types. This information helps to improve customer management by providing useful information to management of the gyms to create enabling environments consistent with expectations and lifestyles of customers in order to build an effective relationship with customers. In relation to its international application should note the possibility for international fitness companies to segment customers with the same instrument. Certainly there is still a need for international validation of the instrument and the necessity to ascertain the effect of social and cultural difference in the reliability of the *Aspirational Finder Inventory*.

Bibliography

1. Westerbeek, H., and A. Smith (2003). *Sport Business in the Global Marketplace*. London: Palgrave MacMillan.

2. Olivero N., Russo V. (2009). *Manuale di Psicologia dei consumi*. McGraw-Hill: Milano
3. Lee, M.J. & Cockman, M. (1995). "Values in children's sport: Spontaneously expressed values among young athletes". *International Review for Sociology of Sport*. 50(3+4), 337-349.
4. Rokeach, M. (1973). *The Nature of Human Values*. New York, NY: Free Press
5. Schwartz, S.H. (1992). "Universals in the content and structure of values: Theoretical advantages and empirical tests in 20 countries". In M.P. Zanna, *Advances in Experimental Social Psychology* (pp. 1-65). San Diego, CA: Academic Press.
6. Schwartz, S.H. (1994). "Are there universal aspects in the structure and contents of human values?" *Journal of Social Issues*. 50(4), 19-45.
7. Martens, R. (2004). *Successful coaching* (3rd Ed.). Champaign, IL: Human Kinetics.
8. True Sport Foundation (2005). *Reasons to believe. Survey of Canadians on true sport values*. Ottawa: True Sport Foundation.
9. Pelletier, L. G., Fortier, M. S., Vallerand, R. J., Tuson, K. M., Briere, N. M., & Blais, M. R. (1995). "Toward a new measure of intrinsic motivation, extrinsic motivation, and amotivation in sports: The Sport Motivation Scale (SMS)". *Journal of Sport and Exercise Psychology*, 17, 35-54.
10. Ames, C. (1992). "Classrooms: Goals, structures, and student motivation". *Journal of Educational Psychology*, 84, 261-271.
11. Dweck, C. S., Leggett, E. (1988). "A social-cognitive approach to motivation and personalità". *Psychological Review*, 95, 256-273.
12. Nicholls, J. G. (1989). *The competitive ethos and democratic education*. Cambridge, MA: Harvard University.
13. Deci, E. L., Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. New York: Plenum Press.
14. Lepper M.R, Sagotsky G., Dafoe J.L. & Greene D. (1982). "Consequences of superfluous social constraints: effects on young children's social inferences and subsequent intrinsic interest". *Journal of Personality and Social Psychology* 42, 51-65.
15. Harackiewicz, J. M., Abrabams, S., Wageman, R. (1987). "Performance evaluation and intrinsic motivation: The effects of evaluative focus, rewards, and achievement orientation" *Journal of Personality and Social Psychology*, 53, 1015-1023.
16. Zuckerman. M., Koestner, R., & Alton, A. O. (1984). "Learning to detect deception". *Journal of Personality and Social Psychology* 46. 559-528.
17. Zuckerman, M., Koestner, R., Colella, M.J. (1985). "Learning to detect deception from three communication channels". *Journal of Nonverbal Behavior*, 9, 188-194.
18. Sansone, C, Weir. C , Harpster, L., Morgan, C. (1992). "Once a boring task always a boring task? Interest as a self-regulatory mechanism". *Journal of Personality and Social Psychology*, 63, 379-390.
19. Dweck, C. S. (1986). Motivational processes affecting learning. *American Psychologist*, 41, 1040-1068.
20. Dweck, C. S., (1999). *Self-theories: Their role in motivation, personality, and development*. Philadelphia: Psychology Press.
21. Dweck, C. S., Molden, D. C. (2005). "Self-theories: Their impact on competence motivation and acquisition". In A. J. Elliot & C. S. Dweck (Eds.), *Handbook of competence and motivation* (pp. 318-335). New York: Guilford Press.
22. Elliot, A. J., & Church, M. A. (1997). A hierarchical model of approach and avoidance achievement motivation. *Journal of Personality and Social Psychology* 72 218-232
23. Cury, F, Elliot, A. J., Da Fonseca, D., Möller, A. C. (2006). "The social-cognitive model of achievement motivation and the 2 X 2 achievement goal framework". *Journal of Personality & Social Psychology*, 90, 666-679.