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BUSINESS MODEL FOR PERSONAL TRAINER BY USING THE BUSSINESS MODEL CANVAS TOOL

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ABSTRACT

The work developed was based on the perception and verification of the need to provide the Physical Education Professional with entrepreneurial attitudes by presenting those who already work and, as well as those who intend to practice Personal Trainer, an interesting business modeling tool. The objective was to understand how professionals in this area are familiar with some kind of instrument for planning in order to improve their performance in the market. Often, there is a lack of knowledge and technical capacity, but a real gap is constituted in knowing how to define the service offered, target audience, use of language and appropriate communication channels, customer relationship and structuring of costs and prices for the viability and growth of the business. We conclude with this study that excellence in the profession is formed by a set of factors and one ends up depending on the other. The profession of Personal is seen by most of the interviewees as a very profitable field, but we can note that many do not want to depend on this career only in a few years' time.

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INTRODUCTION

The present work aims to analyze the performance of the Personal Trainer in the job market using the BUSSINESS MODEL CANVAS tool for the elaboration of its business plan. In recent years there has been an increase in the number of people seeking to practice physical activities, including in gyms, where the demand of enrolled clients has increased exponentially. As put forward later in this paper, the search for a qualified professional to follow up on training sessions is a very strong trend for the coming years, becoming a promising market, little explored by these same professionals, who not only need a better technical qualification as well as an entrepreneurial vision, given the difficulty of many of these professionals in acquiring new clients and retaining them. Hence comes the need to place yourself as a brand in the job market in the EU-COMPANY position and organize your enterprise. Because of this need, the CANVAS tool is proposed in this article, a tool that stimulates the development or creation of a business model that is used by large, medium and small companies of success in the world. A quantitative research was carried out with 47 professionals who work as

personal trainer, besides a qualitative research with 3 Physical Education professionals who have been successful in the profession acting exclusively as personal trainer, using or not the CANVAS business plan model. Such information corroborates the idea that the lack of entrepreneurial vision and the absence of a good structuring of a Business Model at the beginning of the work of these professionals creates difficulty in obtaining greater financial stability, generating the need for a second profession.

Literature review

Before beginning any discussion it is necessary to conceptualize the profession; according to Barbosa and Sim o (2008, 28) "personal" means personal, private, "trainer" means coach, so Personal Trainer is one who teaches something to someone. In the fitness field the word Personal Trainer has been assigned to someone who delivers a personalized training to each individual. According to Anversa, A. Oliveira, A. (2011) as quoted by Rodrigues (1996), the Personal Trainer sets himself up as a liberal professional who sells aptitude services, and aims to win the customer, satisfy him and keep him faithful. Domingues Filho (1998), conceptualizes the personalized training as:

[...] physical activity developed on the basis of a particular, special program that respects biological individuality. Prepared and accompanied by Physical Education professional and performed at pre-established times with aesthetic, rehabilitation, training or health maintenance purposes. Personal Trainer is a new profession, where it is viewed with good eyes by newly trained professionals or who already act in the field of physical education. However, care must be taken that is crucial in this profession as the way in which the client's training is periodized, the way to motivate, teach the client and what refers to the care of the business and the image of the Personnel. Every physical education professional (graduated in Bacharel) is able to work in this segment, treated as the object of this study, provided that it is duly registered with the Regional Council of Physical Education (CREF), a governmental body that takes care of all fields of Physical Education and registered teachers. Once the professional registers in the Council, he receives a registration number that enables him to work in any training area (Simão and Barbosa, 2008). Research by MINISTRY OF SPORT in 2013, with 8,902 people, it was found that 54.1% of the interviewees are practicing physical activities or sports. There is a large number of people who dedicate their time to the practice of exercises and that the ideal is that they receive guidance from a Physical Education professional. The gain of these practitioners lies in the reduction of the injury index and improvement of the practice of the chosen modality. A survey conducted by the IBGE points out that in 2015, 38.8 million Brazilians aged 15 years or more practiced some kind of sport. However, there is concern, as 91.3 million have never engaged in any kind of physical activity. Of the 38.8 million, only 4.7 million were in academies (IBGE, 2017). Among the most practiced sports is Soccer, national passion, second to volleyball, followed by swimming and futsal. Exercises at academies, according to research, appear only in fifth place. 32% of these people prefer to play sports in gyms, gyms or private spaces and another 19% in open spaces such as parks, squares and other fields. The personal trainer is a professional able to work in any of the spaces presented and considered more common. In addition, in other environments rarely seen as appropriate for the practice of the trade as companies and hospitals, the research leads to the perception that there is a vast market for this professional to act, far from what can be considered as habitat for the function.

Qualifying and differentiating customers is an important step in the profession, since there are customers who are passengers and clients who have great potential to be faithful to the Physical Education Professional and these have some characteristics that are: high purchasing power, intention to change their habits of life, low motivation to train alone, low self-esteem, anxiety, previous results below expectation, insecurity (Simão and Barbosa, 2008). The market for personal trainer is very promising, according to ACMS 'annual survey (2017), on global trends in the fitness market. Through this work: the personal trainer activity is among the 10 tendencies of 2018, and in this ranking is in 8th, after activities in which he can use as a tool, such as HIIT (High-Intensity Interval Training) training, group, Training with body weight or calisthenics, Strength training and Yoga. Another indicator that the market for personal trainer is very promising are data from the IHRSA Global Report, where Brazil ranks second in the ranking of number of gyms in the world, ranking behind only the United States. And fourth in the number of customers, behind only major countries like United States, Germany and UK (IHRSA Global Report, 2017).

Table 1. ACMS, 2018

2018	
1	High-intensity interval training
2	Group training
3	Wearable technology
4	Body weight training
5	Strength training
6	Educated, certified, and experienced fitness professionals
7	Yoga
8	Personal training
9	Fitness programs for older adults
10	Functional fitness
11	Exercise and weight loss
12	Exercise is Medicine
13	Group personal training
14	Outdoor activities
15	Flexibility and mobility rollers
16	Licensure for fitness professionals
17	Circuit training
18	Wellness coaching
19	Core training
20	Sport-specific training

Table 2.

Top 10 n° de academias		
	Países	Unidades
1º	Estados Unidos	36.540
2º	Brasil	34.509
3º	México	12.376
4º	Alemanha	8.648
5º	Argentina	7.910
6º	Itália	7.500
7º	Coréia do Sul	6.839
8º	Reino Unido	6.728
9º	Canadá	6.156
10º	Japão	5.979

Top 10 n° de clientes		
	Países	Quantas pessoas
1º	Estados Unidos	57,2 milhões
2º	Alemanha	10,0 milhões
3º	Reino Unido	9,7 milhões
4º	Brasil	9,6 milhões
5º	Canadá	5,6 milhões
6º	França	5,4 milhões
7º	Itália	5,2 milhões
8º	Espanha	5,0 milhões
9º	Japão	4,1 milhões
10º	México	4,1 milhões

Source: IHRSA Global report, 2017

Entrepreneurship perception of area professionals in the segment in question

Vieira et al. (2017) says that when people are questioned about what they do to retain their clients, 90% apply physical evaluation to their students and point out their results. Only 10% talk about having good relationships with clients, planning student outcomes and continuing to train. He also cites:

[...] looking deeply into the history of the profession of EF has the idea that the professional was born to be employed and not an employer. This concept is already being modified, because the opportunities to become entrepreneurs are increasing, it is enough for the professional to become the owner of his business and to manage his career. And also take into account

two important characteristics: brand and equity. Being the "brand" the name and surname of this professional, and patrimony refers to the intellectual knowledge. From the moment the level of intellectual knowledge is raised, the projection of the brand and value of the service provided increases, and with the course of time this professional becomes more recognized (Vieira *et al.*, 2017). According to Dornelas, Timmons and Spinelli (2008) the mortality rate of micro and small companies in the first years of existence, reaches almost 70% and thus generated an analysis and discussion between managers and researchers, try to understand why these numbers so high. This is not a referential only in Brazil, in the United States, for example, that number reaches 50%. The US government conducted a survey that found some causes for the failure of these companies: managerial incompetence, inexperience in management and unbalanced expertise emerge as the main causes. To avoid the failure of these professionals in relation to not planning their business the best alternative is the creation of business planning (DORNELAS *et al.*, 2008). Although some universities that offer the Bachelor of Physical Education course already include disciplines focused on entrepreneurship, the subject matter is usually optional. Vieira *et al.* (2017) says that "approximately 75% of the academics consider insufficient the discipline of entrepreneurship that exists in the curriculum, judging it little explored." Consequently it was concluded that "Academics cannot score clearly and objectivity the relationship between personalized service and entrepreneurship ". It is in this scenario that the physical education professional must have an entrepreneurial vision and take advantage of this business opportunity, to act as a Personal Trainer, making the attendance of those people who need specialized support. And to be able to serve your customers with excellence he must do the planning of your business. DORNELAS, TIMMONS and SPINELLI, (2010) cite that elaborating a business plan is a great way for the entrepreneur to know more about the enterprise itself, minimize the chance of being wrong or rush into an action that can disrupt the business, organizes ideas and minimizes compared to unplanned ventures. The plan becomes the starting point for potential investors to begin their due diligence to ascertain the potential and the various risks of the company. "The plan becomes the starting point for potential investors to begin their due diligence to verify the potential and various risks of the company."(DORNELAS *et al.* 2010).

In general, a business plan needs to gather some important information and points to observe, such as what will be your job, what service will be provided, what type of customer will be directed the service, how much will be invested, among other mechanisms (SEBRAE, 2013).

CANVAS

When searching for business plan templates, the entrepreneur in this case, the Personal trainer is faced with several options, a model currently used by big companies like Intel and Nasa (Floriani, 2015) is the Business Model Canvas, created by Osterwalder describes a business model that is easy to describe and easy to understand, this business model is represented graphically, through a framework and having nine divisions that are the components of the same model. (OSTERWALDER and PIGNEUR, 2011). According to (KRAKAUER *et al.*, 2015) the model was developed in a way analogous to the human brain, that is, the left side of the

canvas turns to efficiency - being the left side of the brain turned to logic - while the right side worries with values - emotion, when considering the human brain.

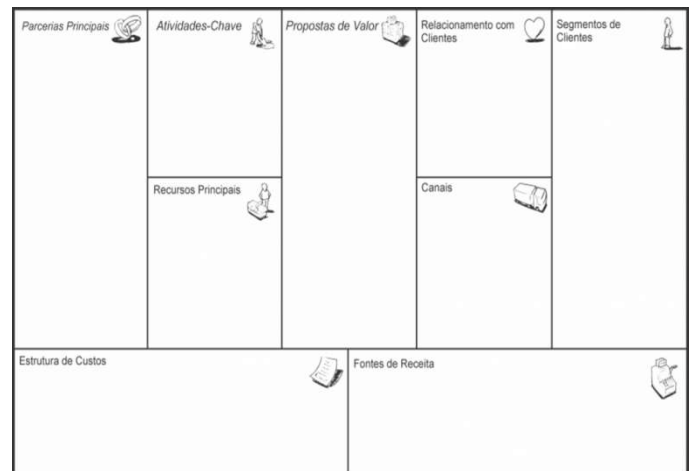


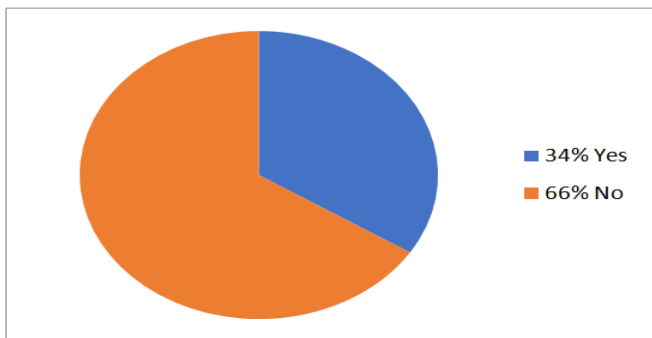
Figure 1. below we can see the table CANVAS (OSTERWALDER and PIGNEUR, Y., 2011)

The first component is that of customer segments where (OSTERWALDER and PIGNEUR, 2011) define this element as the different groups of people, segments, characteristics or organizations that the company wishes to achieve as a customer of its business. The second block described is the proposed component of value, where it should be described the products and services that generate value for a customer segment described in the previous component (OSTERWALDER and Pigneur, 2011). The next block should be discussed about the channels of how a company communicates to reach the segment of customers described and to deliver the desired value proposition. In the relationship block with clients it is necessary to think about the types of relationship that a company establishes with customer segments (OSTERWALDER and PIGNEUR, 2011). In the customer relationship block, it is necessary to analyze the prices that the customer segment is willing to pay for the service or product (OSTERWALDER and PIGNEUR, 2011). The main resources block describes the most important resources required for the business to function, and may be physical, financial, intellectual or human resources and can be rented by partners or owned by the company or business (OSTERWALDER and PIGNEUR, 2011). In the seventh block is related the key business activities, that is, the most important actions for the company. According to (OSTERWALDER and PIGNEUR, 2011) as well as key resources, key activities are needed to create and deliver value proposition, reach markets, maintain customer relationships, and generate income. The partners component should relate which suppliers and partners make up the business model. According to (OSTERWALDER and PIGNEUR, 2011) we can distinguish four different types of partnerships: Strategic alliances between non-competitors, Co-opetition: Strategic partnerships between competitors, Joint Ventures to develop new business, to ensure reliable supplies. At the bottom of the table we find two structures that deal with business prices, dividing into two blocks, revenue sources, which will be treated which will be the revenue of the business as well as forms of receipt, and the last block called cost structure, where it should point out all the costs involved in the operation of the business model (OSTERWALDER and PIGNEUR, 2011).

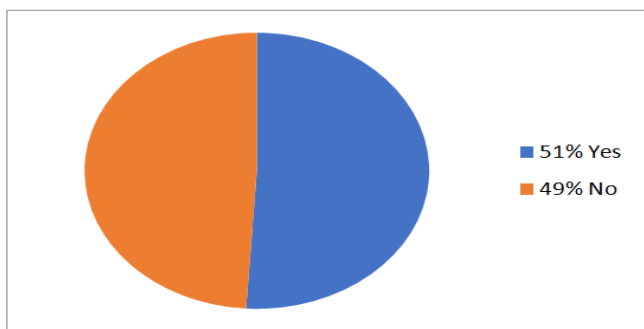
MATERIALS AND METHODS

Quantitative Research: The relevant results for this work were obtained through the accomplishment of a quantitative field research with professionals trained in the area of Physical Education. We interviewed 49 professionals through the digital forms tool of the company Google, whose name is Google Forms. In this questionnaire 30 questions were asked, with the objective of evaluating the profile of the personal trainers in an entrepreneurial vision. The requirements to answer the research were: to have higher education in Physical Education and to be acting or have already acted as personal trainer. With these requirements were eliminated: 1 for not being formed and 1 for never acting as a personal trainer, thus totaling 47 participants eligible for the poll. We also used a survey with secondary data in the MINISTRY OF SPORTS, IBGE, ACMS AND IHRSA Global Report, and a qualitative research where open questions were asked for by the fields of CANVAS Business Plan Model, analyzing how each one operates in the market.

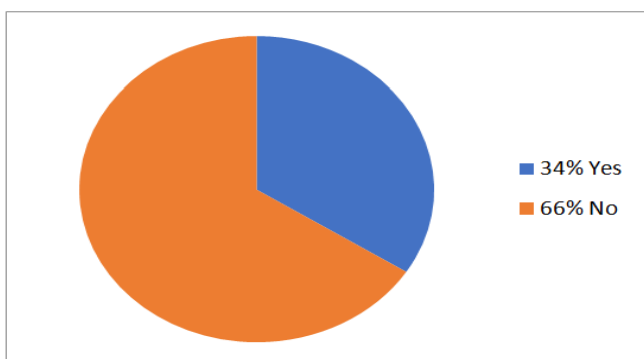
RESULTS



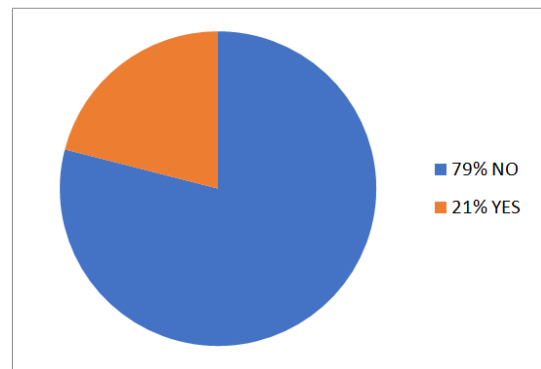
Graphic 1. Regarding personal trainer service as the main source of income



Graphic 2. About the difficulties in winning new customers to your personal trainer service



Graphic 3. When asked if they elaborate the business plan when starting the personal trainer service



Graphic 4. When asked if they already knew the business modeling tool called CANVAS

DISCUSSION

When analyzing the results of the research we can conclude that the majority of the participants that act as personal trainer do not have the profession as main source of income and with that also does not act exclusively with this service. In the technical area we conclude that 17% of the personal trainers did not make some type of technical update in courses or lectures. On the other hand we have seen that the personnel has been seeking knowledge in areas such as career management, sales and business, where 76% have already taken courses or lectures on these areas. About the business structure of the staff, we analyzed if they had knowledge in business planning, where 70% said they know about what a business plan is and 66% made a business plan when starting their services. Asked about the difficulty in gaining new customers almost half responded having difficulty in acquiring customers. When asked about knowledge in the CANVAS business modeling tool, a tool that was discussed in our work as a business model suggestion, very important in the elaboration, organization and maintenance of a company / business, answered that they had never heard of or had contact with this tool (77%) and only 23% already knew or had some contact, but only 1 respondent said they had used CANVAS to prepare their business. As for the qualitative research, it is noticeable that professionals use the CANVAS Model fields in an unconscious and disorganized way, knowing that only one of the interviewees knows such a tool for Business Plan, but even so did not apply the CANVAS in their professional performance in a proper and suggested way. It is worth here to correlate the Canvas method with the results obtained in the Surveys. It is noted in general terms that the block on Value Proposal that appears in the tool and whose objective is to present not only the characteristics of a Product / Service is little explored by the interviewees in the sense of thinking about differentials that could make their actions more outstanding in relation to other competitors. Regarding the segment of clients, the respondents did not demonstrate knowledge for identification and definition of niches of possible buyers, when they classified too exaggeratedly more intuitively and shallowly by the simple division into classes A, B and C, when they could define and classify a greater routing of their activities specifying: age group, occupational occupation, gender, that is demographic aspects. It is also important to understand the Psychological aspects of the profile and lifestyle of the clients. Behavioral aspects focused more on the knowledge of the habits of your leads and clients. Regarding Relationships and Channels, the first one is aimed at how to establish a discourse or sales

language, besides creatively allowing the elaboration of loyalty processes, granting advantages and discounts according to the commercial relevance and frequency of this and that client in relation to the purchase of the services offered and in the case of the Channels, whose proposal of the CANVAS tool is to lead the entrepreneur to the means of distribution and communication of their services, the 3 interviewees made superficial observations centered on common sense about the existence and use of social networks, however, a clear difficulty in establishing strategies in the best use of what is known as ICTs - Information, Communication and Socialization Technologies, now accessible to all. The aspect of searching for partnerships is also something that can be deduced from interview placements and answers to closed questions, a great lack of identification of professionals in relation to entrepreneurial companies, courses on strategic planning, marketing and even to incubators of startups that can aid in formatting a business. The Canvas Activity and Resources blocks can also assist in setting up a Personal Trainer business that offers a differentiated market value proposition, such as working in the healthcare environment, the corporate world, consulting partners, physicians and other possibilities. Costs and sources of revenue are empirically defined by the interviewees, but not based on the use of strategies such as benchmarking in search of the best practices made with successful professionals in the segment itself and even in others that may indirectly inspire the creation of gains and formatting of products and diversified prices and, consequently, contributing to the increase of revenues in the business of a Personal Trainer.

Conclusion

After conducting this study where we involve the business model, the professional and the market we can reach several conclusions, it is no use for the professional to go out to the market with the best possible technique and varied training methods if the same professional does not obtain an entrepreneurial vision, or the professional graduates with an entrepreneurial vision and not have a good technique. Excellence in the profession is formed by a set of factors and one ends up depending on the other. The profession of Personal is seen by most of the interviewees as a very profitable field, but we can note that many do not want to depend on this career only in a few years' time.

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