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San Jose State University

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A QUALITATIVE INVESTIGATION OF USA WEIGHTLIFTING FACEBOOK
FOLLOWER ENGAGEMENT DURING A WORLD EVENT

A Thesis

Presented to

The Faculty of the Department of Kinesiology

San José State University

In Partial Fulfillment

of the Requirements for the Degree

Master of Arts

by

Dora Gyulai

May 2016

The Designated Thesis Committee Approves the Thesis Titled

A QUALITATIVE INVESTIGATION OF USA WEIGHTLIFTING FACEBOOK
FOLLOWER ENGAGEMENT DURING A WORLD EVENT

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Dora Gyulai

APPROVED FOR THE DEPARTMENT OF KINESIOLOGY

SAN JOSÉ STATE UNIVERSITY

May 2016

Cole G. Armstrong, Ph. D.   Department of Kinesiology

Emily H. Wughalter, Ed. D.   Department of Kinesiology

Arman P. Medina, M.A.   Department of Kinesiology

ABSTRACT

A QUALITATIVE INVESTIGATION OF USA WEIGHTLIFTING FACEBOOK
FOLLOWER ENGAGEMENT DURING A WORLD EVENT
by Dora Gyulai

The current case study explored USA Weightlifting's Facebook use during a

world event. Research questions were developed to guide a study through which the

author investigated how USA Weightlifting utilized Facebook for advertising purposes,

to encourage fan engagement, and to encourage brand community amongst customers

interested in weightlifting at the international level. I used qualitative content analysis

and collected data from the organization's Facebook page, utilizing the Facebook Insights

tool. By examining Facebook posts by type (photo, video, link) and engagement (likes,

shares, comments), I developed a hierarchical categorization of the types of Facebook

actions taken by USA Weightlifting. Based on the results obtained, I discuss what types

of posts garnered the most engagement from fans and discuss possible explanations for

the post type popularity. I found that fans engaged in posts that featured athletes'

performance during the competition in the form of videos and photos. I discovered that

fans engaged in event related posts that showed behind the scenes information. I also

found that fans engaged in posts more when a mixture of topics that provided news and

event updates were shared. The major implications of the study were to encourage non-

profit sport organizations like USA Weightlifting to identify fans' interest, share a

mixture of content relevant to fans based on their interests, and to provide behind the

scenes content that allows fans to feel as if they are part of the organization.

ACKNOWLEDGEMENTS

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Chapter 1

Introduction

The way individuals consume information has changed alongside the increased

popularity of social media networks. Over the past decade, people have started using

social media platforms to find news, updates, and information of interest. In addition to

traditional news outlets (e.g., newspapers, television, radio), social media platforms have

emerged as a place to consume news and have also enabled individuals to create,

distribute, and discuss content with their social networks (Abeza, O'Reilly & Reid, 2013;

Boehmer & Tandoc, 2015; Hambrick & Svensson, 2015; Pronschinske, Groza & Walker,

2012; Vann, 2014; Zauner, Koller & Fink, 2012). Widely used social media outlets

include Facebook, Twitter, and YouTube (Filo, Lock & Karg, 2014). Among the social

media platforms mentioned, Facebook has become one of the most significant due to the

network's rapid uptake and growth, and as a result of having over one billion users

(Miranda, Chamorro, Rubio & Rodriguez, 2014; Thompson, Martin, Gee & Eagleman,

2014). Due to its success and size, sport fans use Facebook to find out news about their

favorite athletes, brands, or organizations (Zauner et al., 2012).

For similar reasons as sport customers, sport organizations have became

interested in joining Facebook. Since 2009—when Facebook opened the platform to

institutional accounts—sport organizations have been using Facebook as well. Through

the Facebook platform, sport organizations attempt to serve digital communities by

providing them with the latest information on their favorite athletes, organization news,

and event updates (Pronschinske et al., 2012). From an organizational point of view,

three of the major purposes of maintaining a social media profile are to gain followers, to create a fan community, and to encourage engagement with sport fans (Armstrong, Delia and Giardina, 2014). In order to gain popularity on Facebook, organizations encourage individuals to use the common Facebook behaviors such as like, shares, and comments. Generally speaking, the more likes an organization has, the more popular it is (Hodge, Pederson & Walker, 2015). Additionally, the popularity on Facebook translates into benefits and occasionally revenue for the organization (Hodge et al., 2015). "Most prominently, social media present a cost effective medium that: embraces interactivity, collaboration and co-creation above one-to-many communication; integrates communication and distribution channels; provides opportunities for customization; and delivers superior speed to the delivery of information communication and feedback" (Filo et al., 2014, p. 167). Therefore, sport organizations put a great deal of effort into developing their social media profiles—one element of satisfying the ever-changing needs of their customer.

One of the most effective ways for an organization to gain popularity on a social media platform is to ensure regularity in posting relevant and engaging posts to customers (Abeza & O'Reilly, 2014; Hodge et al., 2015). Sport organizations have realized that fans are willing to engage if they are interested in the topic or have an opinion on an issue. In order to achieve customer satisfaction, sport organizations must know their costumers (Abeza, O'Reilly & Reid, 2013). It is crucial for organizations to understand their fans, to listen to them, and to develop a mutual relationship with them.

Research Purpose

Non-profit organizations, like USA Weightlifting, have used targeted content to build long lasting relationships and to promote public trust (Abeza et al., 2014). One of the goals of USA Weightlifting's social media participation is to encourage its followers to converse on Facebook, develop loyalty among followers, and thus, involve weightlifting fans in creating two-way dialogues. One goal of USA Weightlifting maintaining a solid Facebook presence is to build long-term relationships between the organization and its stakeholders. Among the stakeholders are sport customers, elite athletes, sponsors, and members of the weightlifting community. USA Weightlifting uses Facebook to reach out to fans, inform them about current news, updates, and event information.

The purpose of this thesis is to attempt to decipher the best ways for a non-profit sport organization like USA Weightlifting to engage sport fans to like, share, and comment on social media posts. As such, I explored USA Weightlifting's Facebook use, the national governing body for the sport of weightlifting in the United States. By doing so, I examined the influence of USA Weightlifting's social media actions on follower engagement during the 2015 World Weightlifting Championships. The research study, which was built on the first author's personal experience with the organization, used Facebook as the source from which all data were gathered. In the following section, I discuss the theoretical framework of the thesis.

Theoretical Framework

In an effort to provide structure to the thesis, I begin by outlining the theoretical framework of the project. First, I introduce approaches to relationship marketing, which provides the basis for maintaining social media platforms. Second, I describe the concept of two-way communication, and third, I introduce the significance of brand community through engagement. Sport organizations can develop relationships with their fans in several ways. Going away from the traditional one-way communication—which transfers information in one direction only—is a great way to begin (Abeza et al., 2013). Armstrong et al. (2014) explained that traditional media allows a vertical flow of content between organizations and customers, whereas new media provides a horizontal flow of information. This horizontal information exchange provides fan communities the opportunity to share their experience with other members, contribute to conversations, and thus, build relationships. In today's sport industry there is an increasing preference for a two-way communication model, which allows fans of sport communities to talk to one another. Sport organizations have understood the value of creating dialogues and encouraging fans to respond to their posts. Fans not only comment on the organization's posts, but they also talk to one other. This two-way communication between fans and the sport organization provide opportunities to build loyalty amongst fans, and thus develop a long-term relationship with each other (Abeza & O'Reilly, 2014; Pronschinske et al., 2012).

Another excellent way to increase the popularity of a sport organization is to encourage fans to share posts they like. When a post is not only liked, but also shared, the

action increases the number of people who may see each post, and thus, may result in an increase in the total number of page likes for the sport organization. Therefore, the more people share the posts of the organization, the more people will know of it.

Furthermore, developing a successful Facebook profile can serve as a marketing communication strategy, because it operates at a low cost and is highly effective (Pronschinske et al., 2012). This is particularly important for non-profit organizations, which typically face financial constraints. "Not-for profit organizations are increasingly engaging in social media in an effort to understand the needs of and communicate their programs and services with donors, clients, the media, volunteers, and the general public" (Abeza & O'Reilly, 2014, p. 105).

Previous research has shown that sport organizations successfully use Facebook as a source of communication with fans and followers as well as to inform them about news and updates related to the organization (Abeza et al., 2013; Hambrick & Svensson, 2015; Pronschinske et al., 2012). Therefore, in this study I examine USA Weightlifting's use of Facebook in their attempts to develop long-term relationships with its followers.

Hambrick and Svensson (2015) explained that relationship building in sports is crucial and one of the main sources is Facebook, where fans and organizations can communicate with one another by sharing information or discussing various topics. Furthermore, the shared topics can spur interaction and increase engagement among fans towards the sport organization. Zauner et al. (2012) explained that Facebook has advanced to an extent that it is a highly relevant topic in people's everyday life.

Research Aims and Questions

In the current study, I examine USA Weightlifting's Facebook posts by analyzing the content produced by the organization during a world event. Due to the increased use of social media in people's daily lifestyle and the advanced attention from educators, several research questions have been formed. I begin by outlining my research questions.

RQ1: How does USA Weightlifting utilize Facebook for marketing and advertising purposes?

RQ2: How does USA Weightlifting utilize Facebook to encourage fan engagement during the World Weightlifting Championships?

RQ3: How does USA Weightlifting encourage brand community by utilizing Facebook?

Additionally, research in social media use has gathered attention in recent years among sport professionals as well, thus questions about the phenomenon are yet to be resolved. "Social media have garnered a great deal of attention from academics and practitioners due to their pervasiveness and cultural impacts" (Filo et al., 2014, p. 166). Due to the popularity of social media, sport organizations have invested significantly more time and resources to build long lasting relationships with their fan base. "The emergence of the topic has opened up a wide variety of research questions to be resolved, including the need to gain a more detailed understanding of the phenomenon itself" (Zauner et al., 2012, p. 682).

I examined and analyzed USA Weightlifting's Facebook posts related only to the 2015 World Weightlifting Championships. More specifically, I focused on analyzing the response that each Facebook post received from fans.

Due to the advanced speed of communication channels on social media, USA Weightlifting aimed to increase the speed of the information flow; hence they utilized Facebook to attempt to offer all fans event information instantly (Abeza et al., 2013; Armstrong et al., 2014). This immediate information exchange is required to keep up with the trend in the 21st century media communication. However, as an organization, USA Weightlifting also expected an immediate response exchange in the form of likes, shares, or comments.

Methods

In this study I focus on USA Weightlifting because weightlifting has been one of the fastest growing sports in the United States. The study is based on a qualitative content analysis, investigating the time leading up to, during, and after the 2015 World Weightlifting Championships. The research period was five weeks: I began the research on 11/6/2015, two weeks prior to the beginning of the championships. I examined the week of the competition and concluded the research two weeks after the championships on 12/6/2015. The international competition was held in Houston, TX, thus USA Weightlifting was the host organization. I chose to examine the championships because it was the biggest competition before the 2016 Olympic Games, and was hosted by USA Weightlifting.

I followed inductive logic to understand the engagement of USA Weightlifting's followers on Facebook. Filo et al. (2014) examined social media interactions with followers of various sport organizations, and found that the emergence of social media has immensely impacted the delivery and consumption of sport. Scholars have neglected to analyze the social media usage by non-profit Olympic sport organizations on Facebook. Through the use of content analysis, I attempted to fill this void.

By applying content analysis, I extended the body of literature on the influence of social media interactions by a national sport organization in the United States. Plymire (2005); Butryn and Masucci (2007); and Zauner et al. (2012) suggested using content analysis to analyze textual information in a standardized way that allows the researcher to draw conclusions about the meaning of Facebook posts. Due to the visible material on Facebook, manifest content analysis was used in the study. As previous researchers (Plymire, 2005; Butryn & Masucci, 2007) suggested, a specific time frame is necessary for analyzing media content, thus an international event organized by USA Weightlifting was appropriate. Some of the advantages of content analysis are the systematic nature, and that it allows the researcher to address information consistently. I collected all data from the primary social media source, Facebook, using Facebook Insights. According to Facebook (2015), this tool provides information about the organization's performance after at least 30 people like the page (further explanation of Facebook Insights is offered in the Methods chapter).

Limitations

USA Weightlifting was selected for the study because there was a lack academic literature related to non-profit Olympic sport organizations in the United States. Most research has been found on professional sport organizations, studying various social media platforms such as Facebook, Twitter, or Instagram. However, no research was found that had examined non-profit sports organizations (Abeza & O'Reilly, 2014; Thompson et al., 2014; Vann, 2014).

Due to the fact that Facebook was the most significant social media platform, and was the most successful social media account for USA Weightlifting, I focused my research efforts on analyzing USA Weightlifting's Facebook posts. Previous researchers have studied Facebook behaviors on several sport organizations at a time (Abeza & O'Reilly, 2014). However, the current research is unique because it analyzed only USA Weightlifting's Facebook use, rather than comparing it to other organizations.

As a non-profit organization, USA Weightlifting's major objectives are to support elite athletes and youth development in the country, rather than generating stunning revenue. This means that the organization likely faces financial constraints, thus maintaining a free Facebook presence benefits the organization. Even though Facebook is currently one of the most popular social media platforms, future researchers may choose to investigate other social media platforms utilized by non-profit sport organizations. As an example, Instagram would be an appropriate social media platform to analyze USA Weightlifting's social media use.

In the following chapters, I discuss the relevant literature related to social media,

and explain the methodology used for conducting content analysis. The study begins with a review of relevant literature, including a brief overview of the Olympic Games and USA Weightlifting, and discusses relationship building through social media, emphasizing USA Weightlifting and its Facebook use. Following the literature review, I introduce USA Weightlifting and its innovative social media strategies. By using manifest content analysis, the thesis provides examples and conclusions that serve as an attempt to explain the influential nature of USA Weightlifting' social media strategies.

Chapter 2

History and Review of Literature

To better understand the sport of weightlifting and how USA Weightlifting has used social media as a marketing strategy, I begin by developing a brief Olympic history and introducing the International Weightlifting Federation. After outlining the history of the organization, I establish an overview of USA Weightlifting, before delving into the relationship building techniques through social media.

Then, I provide in-depth knowledge of the rise of social media in recent years. Following the discussion of the rise of social media, I discuss how social media allows non-profit sport organizations to develop advertising opportunities, relationship marketing, two-way communication through fan engagement, and brand community.

Brief Olympic history.

The first Games of Olympiad in 1896 was held in Athens, Greece including only 14 nations and a little over 200 athletes. Since then, the Olympic Games has become the most watched sporting event on the planet. The greatest desire of the Olympic Movement has been to attempt internationalism and peace among all nations of the world. The 21st century Olympic Games is much more complex than the desire for peace; thus one must study the origins and complexity of the modern Olympic Games (Mallon & Heijmans, 2011).

The recorded Olympic history began in 776. B.C. in Olympia, Greece. The Games were conducted as religious celebration in honor of the god Zeus and lasted about five days. The Ancient Olympic Games were simple in that the Games consisted of only

one competition: the 190 meters foot race. Baron Pierre de Coubertin, who established

the modern Olympic Games, was an education enthusiast, and travelled the world to learn

about the advantages of physical education. Eventually, Coubertin developed a physical

education model, which emphasized sports and athletics for young men, and in 1896, the

modern Olympic Games began. As Mallon and Heijmans (2011) emphasized, since the

first modern Olympic Games, the event was held every four years, with the exception of

1916, 1940, and 1944, when they were not held because of World Wars. The separation

of summer and winter Olympic Games started with the 1924 winter games in Chamonix,

France.

Coubertin not only restored the Olympic Games, but also established the

institution of the International Olympic Committee (IOC). The first president of the IOC

was Dimitrios Vikelas from the host country Greece. Some of the IOC's initial

responsibilities included planning, staging the games, and overseeing the Olympic

Movement (Mallon & Heijmans, 2011). Coubertin took over the presidency shortly after

the Athens Games and based the headquarters in Lausanne, Switzerland, where it has

remained until today. Over the years, the Olympic Games became larger and with the

introduction of television, it expanded its popularity. The benefits of broadcasting, the

fees by the networks, and the money generated by this have been growing ever since. The

ever-growing financial stability of the IOC resulted in new ideas, and the TOP Olympic

Program was established to increase the popularity of the Olympic Games.

As Mallon and Heijmans (2011) discussed, the IOC's primary existence was not

to stage the games, but to spread the philosophy of the Olympic Movement. Thus, the

IOC formed the rules in the Olympic Charter, which served as the constitution of the IOC. It stated that International Federations (IF), National Olympic Committees (NOC), and Organizing Committees of the Olympic Games must be formed to organize, design, and regulate competitions. NOCs and IFs work closely with National Governing Bodies (NGB). NGBs such as USA Weightlifting, operate as non-profit organizations, and are recognized by their IF.

The International Weightlifting Federation.

In present times, the NGBs of every country are the governing organizations for individual sports. Thus, USA Weightlifting is a member of its NOC, the United States Olympic Committee (USOC), and its IF, the International Weightlifting Federation (IWF). The USOC's mission is "to support U.S. Olympic and Paralympic athletes in achieving competitive excellence while demonstrating the values of the Olympic Movement, thereby inspiring all Americans" (USOC, 2015). Founded in 1894, and headquartered in Colorado Springs, CO, the USOC serves as both the National Olympic Committee and National Paralympic Committee for United States. As such, the USOC is responsible for the training, entering, and funding of United States teams for the Olympic, Paralympic, Youth Olympic, Pan American, and Parapan American Games, while serving as a steward of the Olympic Movement throughout the country. In addition to its international Games responsibilities and its work to advance the Olympic Movement, the USOC aids America's Olympic and Paralympic athletes through their NGBs by providing financial support jointly working to develop customized, creative, and impactful athlete-support and coaching education programs (USOC, 2015).

USA Weightlifting works closely with its IF, the IWF. Founded in 1905, the federation is one of the oldest IF, embracing the significance of weightlifting since the beginning of the modern Olympic Games. The IWF is recognized by the IOC as the sole controlling body for the sport of weightlifting around the world. As an international federation, the IWF promotes weightlifting as a core sport, and supports the development, health, and unity for the benefits of all its stakeholders (IWF, 2015).

> Key missions of the IWF are to promote, lead, and govern the sport of weightlifting throughout the world, to endorse the key values of the sport and the Olympic principles, to support all initiatives for peace and understanding, to advocate and ensure competitions in the spirit of Fair Play, and to provide equal conditions for different continents, countries, individuals without distinctions for reasons of race, color, gender, religion, or politics. (IWF, 2015)

The IWF is responsible for: organizing, controlling, and developing the sport of weightlifting on an international scale; governing the sport and the IWF in accordance with the principles and practice of parliamentary democracy and transparency; establishing the weightlifting rules and regulations; controlling and regulating all international weightlifting competitions, and organizing World Championships, Olympic qualification competitions, and other major events (IWF, 2015).

USA Weightlifting.

USA Weightlifting is the governing body for the sport of weightlifting in the United States. The organization strives to "enable the United States athletes to achieve sustained competitive excellence in Olympic competition, and to promote and grow the sport of weightlifting in the United States" (USAW, 2015). USA Weightlifting provided the following self-description on their Facebook page:

> USA Weightlifting is a non-profit organization recognized by the United States

Olympic Committee and the International Weightlifting Federation as the governing body for the sport of weightlifting in the United States. Founded in 1983, USA Weightlifting is a membership based non-profit organization promoting the culture of weightlifting and creating opportunities for weightlifters and coaches to participate in the sport through clubs, events, and education. USA Weightlifting members include athletes of all ages and ability, coaches, and volunteers. (Facebook, 2015)

As a national organization, USA Weightlifting has many responsibilities; one of the responsibilities has been to manage and stage events across the country. The organization has been responsible for organizing national events for weightlifters; however, recently it matched the international caliber of weightlifting championships as well. With the highest quality weightlifting equipment, great location, and live broadcasting, USA Weightlifting brought weightlifting to American and international households. Furthermore, USA Weightlifting was granted the opportunity to organize one of the last qualifying competitions before the Rio 2016 Olympic Games: the 2015 World Weightlifting Championships (USAW, 2015).

As the national governing body for weightlifting in the United States, USA Weightlifting has emphasized programs for current weightlifters in the country to achieve maximum potential. Efforts have been made to further development programs, fund more teams and athletes, hold more camps, and compete in more places within more age groups than ever before.

As USA Weightlifting has continually strived to grow the sport of weightlifting, the interest from stakeholders has also increased. According to USAW (2015), the organization continues to be financially stable and expands the sponsor opportunities to suppliers, supporters, licensees, and affiliates. The growth in membership, sponsorship,

and in the coaching education program has all contributed to a healthy financial status. Thus, USA Weightlifting provided $400,000 to athletes, funded more camps in the Olympic Training Center in Colorado Springs, CO, and also funded youth, junior, and senior athletes on their World Championships journey (USAW, 2015).

USA Weightlifting has been on a governance evolution since 2008, during which the responsibilities and operations have been properly defined. Thus, all members, friends, and followers of weightlifting have clear understandings of the day-to-day activities of the organization. First, the organization obtained a grant to pay the Board Members to receive professional training to help govern the sport in a structured manner. Second, a policy manual was put into development to delineate the operations of USA Weightlifting. Third, recently USA Weightlifting has turned its attention to the Local Weightlifting Committee (LWC), and adopted a clear system of consistency and standardized requirements for LWC operations. This largely included reviewing bylaws and making necessary modifications that reflect the organization. Lastly, USA Weightlifting has developed a strong administration staff, which is dedicated to the organization, athletes, and all weightlifting lovers (USAW, 2015).

As the organization grows its operations, so does the responsibility towards their audience. Among the organization's audience are the IWF, the board members of USA Weightlifting, the local weightlifting clubs in the United States, sponsors, advertising, and merchandise partners, and sport fans from all over the world. As a national organization, USA Weightlifting has tremendous responsibility towards its audience, which encourages the organization to meet the expectations of all.

USA Weightlifting and social media.

USA Weightlifting, as have many other non-profit sport organizations, has recognized the values in maintaining an effective social media presence. The organization maintains Facebook, Twitter, Instagram, Pinterest, YouTube, and Google+ accounts. As most of these social media accounts have been cost effective, non-profit organizations have effectively used them as a major facet of their marketing communication strategies. It is challenging for sport organizations to utilize all platforms successfully, hence some platforms have been more successful than others. In the case of USA Weightlifting, Facebook has been the most successful among all. Miranda et al. (2014) explained, "Facebook is the most important social phenomena of recent years" (p. 75). Since 2009, when Facebook opened up its service for organizations, sport teams and sport organizations quickly utilized the service. USA Weightlifting joined in 2010, and has been developing the platform since then. The reasons for maintaining social media accounts have been theorized by several scholars who investigated social media use in sport organizations from different perspectives (Filo et al., 2014). Over the past decade, maintaining social media accounts have become a necessity among organizations as effective marketing communication strategies. Facebook allows organizations to provide content to fans in the form of interactive text, photo, and video posts. Additionally, fans of sport organizations can interactively respond to posts, potentially developing long-term relationships with each other.

Currently, USA Weightlifting uses Facebook as one of the primary marketing communication strategies because it requires relatively low costs, can provide instant

information to their customers, and can get quick results from weightlifting fans. At the time of writing, USA Weightlifting's Facebook page has 148,594 followers. The organization provides its followers with fresh content on a daily basis through engaging posts. Posts vary from photos, videos, or articles. USA Weightlifting follows other organizations such as the United States Anti-Doping Agency, Team USA, or weightlifting clubs as well as many elite weightlifters in order to cross share their posts, thus providing several type of content to followers.

As USA Weightlifting represents the sport of weightlifting nationwide, it is the only official national weightlifting organization that sport fans can follow on Facebook. In other words, there are no other weightlifting focused official sport organizations in the United States. However, there are multiple weightlifting clubs in the United States promoting the weightlifting culture, but they are not official sites for weightlifting in the United States. Therefore, USA Weightlifting is responsible for sharing relevant content to all weightlifting lovers in all ages around the United States. This responsibility has made the organization significant among its stakeholders, thus the social media presence is viewed by thousands of critical eyes. The total page likes have been increasing weekly, which can be broken down to multiple sections. Most of USA Weightlifting fans are male (77%); female account for 22% (Facebook, 2015). The reason for this number can be found within the nature of the sport, and the fact that female weightlifting became part of the Olympic Games only in 2000. USA Weightlifting is widely popular among all ages, from children to elderly. However, according to Facebook Insights, the organization has the most followers within the 25-34-age range. Within the 25-34-age range, male account

for 32%, and female for 10% of the total weightlifting population. Other significant age range is 18-24, and 35-44. Due to the nature of weightlifting, people of all ages can practice the sport, but they are not significantly represented on Facebook.

According to USA Weightlifting Facebook Insights, the organization has fans from several different countries. The United States is the most popular (89,815), followed by Mexico (4,455), and India (4,266). Additionally, those interested in weightlifting also come from Brazil, United Kingdom, Australia, Italy, Canada, Spain, or Egypt. Based on the Facebook Insights data, it can be noted that people are interested in American weightlifting from areas across the world. Looking closer at the United States, Facebook provides information on which cities fans come from. Fans are located in New York, NY (1,499), Houston, TX (767), San Diego, CA (724), and Chicago, IL (707). From international perspective, people from Mexico City, Mexico (630), Sao Paolo, Brazil (527), and Cairo, Egypt (501) follow USA Weightlifting the most. Since many countries and cities are represented in USA Weightlifting's fan presence on Facebook, it is evident that there is significant language and geographical diversity amongst followers. Most people, over 100,000, are identified as English speakers (US); other languages are represented less. Among the fans' languages other than American English are Spanish (9,019), British English (8,012), and Portuguese (3,832).

Relationship building through social media.

The rise of social media.

The expansive growth of social media in the past decade has changed the shape and speed of media sport information circulation, which according to Hutchins and Rowe

(2012) has allowed people to generate more content than ever before. "The phenomenon

of social media use has grown exponentially over recent years, and so, too, has its

influence" (Thompson et al., 2014, p. 44). Social media has been defined as "new media

technologies facilitating interactivity and co-creation that allow for the development and

sharing of user-generated content among and between organizations" via Web 2.0 sites

(Filo et al., 2015, p. 167). The increased use of Internet and websites has become part of

people's everyday life. Pronschinske et al. (2012) noted that since 2009, our use of the

Internet has changed with the rise of Facebook.

> The rise of social media and its popularity has come from a broader shift in the
> media landscape; traditional media has been supplemented with new media
> platforms, and the two have integrated to provide a more complex and involving
> media experience. (Vann, 2014, p. 440)

Boehmer and Tandoc (2015) noted that the way individuals search for current

news and events has changed. In fact, social media became one of the main outlets to find

news, and to form and share opinion about popular topics. "Social media platforms such

as Facebook, Twitter and Google+ have advanced to such an extent that they are a highly

relevant topic in our everyday private and business lives" (Zauner et al., 2012, p. 682).

Abeza and O'Reilly (2014) noted that Facebook has over 15 million registered

businesses, since its launch in 2009. Therefore, it is evident that non-profit sport

organizations can benefit from having a solid Facebook presence. Some of the

advantages that Abeza and O'Reilly (2014) discussed are the opportunity to get to know

the fans better, the advanced customer-organization engagement, the "effective sport

participants" (p. 106), and the effective use of time and money. "The world of sport is

continually changing, and the growing use of technology is one area that is greatly

impacting sports in the modern day" (Thompson et al., 2014, p. 43).

Within the ever-changing online environment, sport entities were given technological and innovational opportunities to embrace the use of social media platforms such as Facebook and Twitter. Due to the fact that social media plays a significant role in people' live worldwide, Park and Dittmore, (2014) noted: "social media consumption can affect behavioral intention directly and indirectly with team identification as a mediating factor" (p. 331).

According Park and Dittmore (2014), approximately 1.2 billion people use social media, and 64% of them use it on a daily basis. Consequently, to capture the attention of people, many sport organizations use social media for their marketing strategies. Abeza and O'Reilly (2014) noted in their study related to social media use among national sport organizations, that social media has been widely touted by the popular media as one of the best tools to develop and maintain positive relationships between sport organizations and its stakeholders. Abeza and O'Reilly (2014) explained that relationship marketing has been the effective marketing approach for non-profit organizations. It is particularly useful for non-profit sport organizations because they often face financial boundaries. Using social media as a communication tool helps enhance relationships with fans while promoting the sport and the brand. Facebook, since its launch in 2004, has become incredibly popular, and has over one billion users (Abeza & O'Reilly, 2014). Abeza and O'Reilly (2014) investigated the power of conversations formed on Facebook, and found that relationship marketing is focused on creating an added value to the core product that results from relationships dialogues.

Marketing, advertising, and promotions.

Sport organizations have realized the advertising opportunity of social media and use Facebook as one of the most important information source to connect with fans (Miranda et al., 2014). Sport organizations have "extended and repositioned their marketing efforts through this still emerging medium" (Pronschinske et al., 2012, p. 221). Moreover, professional sport organizations have committed a significant amount of time and resources to improving the relationship with their fans. Pronschinske et al. (2012) mentioned that sport organizations began to utilize such marketing strategy that enhances fan engagement, so customers may feel like they are part of the organization, and hence the relationship may last longer. Additionally, Pronschinske et al. (2012) suggested that sport organizations engage in active conversations with followers, which might enhance commitment through involvement. Furthermore, one of the key features of using social media as a sport organization is the opportunity to overcome the barriers between sport fans and sport organizations. By using Facebook, sport fans may also express their passion for the sport or brand, and thus reinforce bonds between parties. For sport organizations, it is essential to gain followers on Facebook, hence no matter how small or big the organization is; they can win customer loyalty and build a sport brand (Thompson et al., 2014). Based on previous research, sport organizations have begun utilizing interactive advertising and promotional strategies (Cooper, 2015; Hipke & Hachtmann, 2014; Miranda et al., 2014; Pronschinske et al., 2012; Vann, 2014; Wang & Zhou, 2015).

Vann (2014), in her study on women's broadcast coverage stated that social media provides live experience for customers to stay updated about sport events and

news, discuss sport online, share opinions, and interact with athletes and sport teams. Vann (2014) emphasized that the concept of transmedia—which involves customers seeking out sports content from various media platforms in order to satisfy their needs—has become pivotal for organizations. Transmedia content has become crucial in how fans react to, understand, or participate with sports texts. The intention to use social media among many sport organizations is to gain popularity for their sport or brand; therefore they "provided information and customer service, offered interactive promotions and games, and build a loyal community of consumers" (Noor Al-Deen & Hendricks, 2011, p. 156).

Moreover, Hipke and Hachtmann (2014) explained in their study on social media strategy among the Big Ten Athletic Departments that social media can also provide fans an inside look at their favorite sports and access to behind-the-scenes information. This backstage information is capable of drawing more attention to the sport organization, and enhancing the ties they feel towards the organization or athlete they cheer for. Thus, social media play a critical role in brand building, including engagement with the community. In addition, customers may start to build loyalty towards the organization and engagement can help create positive feelings among fans.

Similarly to Hipke and Hachtmann's (2014) study, Cooper (2015) examined the National Collegiate Athletic Association (NCAA) athletic departments' social media strategy. Cooper (2015) noted that differentiation strategy is crucial in branding when it comes to engagement with customers. "Given the importance of interactions in branding, it is a priority to recognize the key areas where consumers interact with the sport

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product" (Cooper, 2015, p. 70). According to Cooper (2015), the major marketing elements are the in-game experience, promotions, social media presence, and website presence. Cooper (2015), in his study on NCAA athletic departments stated that an audience expects more than the actual sport event when visiting a sport game or championship. Thus, organizations must provide something extra to their audience to improve the competition experience. Sport organizations could utilize the following elements stated by Cooper (2015): (1) ticket purchase, (2) app registration, (3) parking ticket, (4) concierge, (5) concessions, (6) merchandise, (7) game-day promotions, (8) Wi-Fi services, (9) use of technology, and (10) loyalty program.

Furthermore, Cooper (2015) explained, during the consumption process, promotional activities are critical to increase fan experience. Therefore, sport organizations must capitalize on the entire experience for customers. In general, promotions are associated with giveaways that are distributed before the start of the event. However, other creative activities can also enhance fan experience. As an example, event organizers can implement reward programs, in which fans share posts on social media in exchange for an exceptional experience: actively participating in the opening ceremony of the event (Cooper, 2015).

Wang and Zhou (2015) in their study of NBA clubs on social media explained relationship building from a different perspective. They believed that the organization-public relationship has become an important role in the sport industry, which deals with the patterns of engagement, exchange, and linkage between the organization and its customers. According to Wang and Zhou (2015), organization-public relationship has

three main areas: professional, personal, and community relationship. Professional

relationship can be determined through organizations' role in dealing with key

stakeholders, personal relationship can be seen as ways sport organizations manage

follower connections and engagement, and finally community relationship means a

commitment to serve the sport community.

Miranda et al. (2014) examined the professional sport teams' Facebook use by

employing the Facebook Assessment Index. "Professional sports teams are increasingly

using social networks to better connect their sports and businesses to fans and the general

public with the aim of providing team-related information, fostering fandom, and

building team reputation" (Miranda et al., 2014, p. 74). The authors ranked and compared

the top European professional sport teams. According to Miranda et al. (2014),

professional sports have grown dramatically over the past 20 years, and their business

operations teams who oversee the business grew with the team. This means that

marketing and selling a unique product such as sport events transformed the overall term

that we call sport. Sport organizations have realized the value of social media and have

begun to use it effectively to gain marketing, communication, and branding benefits

(Miranda et al., 2014).

Pronschinske et al. (2012) studied page attributes found on team Facebook pages

and corresponding user participation. They discussed that the use of Facebook is

especially great choice for sport organizations because the costs are minimal, information

is easily distributed, and said information can be extended over a long period of time.

National sport organizations, like USA Weightlifting, are the governing bodies for the

sport and they operate on government funding. Therefore, social media became the ideal cost-effective tool for connecting with fans through interactive marketing promotions (Abeza & O'Reilly, 2014).

Relationship marketing.

Social media features collective and collaborative information produced and controlled by users (Abeza et al., 2013). In this environment, customers form strong opinions, but it also empowers sport organizations to communicate directly with their customers. Because social media was designed to support participation, peer to peer connection, and collaboration within communities, Facebook became widely popular in the sports world (Smith & Sanderson, 2015). Relationship marketing is defined as "building a two-way collaborative relationship through communication and interaction between organizations and their stakeholders" (Abeza & O'Reilly, 2014, p. 104). Sport organizations build relationships by listening and talking to stakeholders, creating dialogues, and develop a common understanding of each other's interest (Abeza & O'Reilly, 2014). The result of these conversations is knowledge of the needs of one another. By delivering on the needs of stakeholders, sport organizations hope to build long-term relationship and secure mutual benefits.

USA Weightlifting is a membership-based organization, which strives to increase the number of associates. Based on information presented in USA Weightlifting Magazine (USAW, 2015), it appears that the goal to grow the membership base fits into the organization's social media strategies. USA Weightlifting recently stated that the organization broke the 21,000-member barrier across all member categories in summer

2015, which represents a stunning 133% growth increase since 2012 (USAW, 2015). It can be noted that USA Weightlifting has put endless effort into improving the growth of the sport, especially among youth, which has increased by at least 64%.

Since 2009, organizations have created Facebook profiles for their organization to increase followers and fan engagement through engaging posts, pictures, videos, and organization updates. This allows organizations from all industries and sizes to participate and gain popularity in the online world (Pronschinske et al., 2012).

Noor Al-Deen & Hendricks (2011) discussed Long's article related to customer engagement through social media, particularly Facebook. Long (2011) noted that due to Facebook's membership system of adding friends who add more friends, there is a great potential for organizations to reach out to groups of stakeholders of similar interests. Facebook users can add their friends, update their profile information, share and form opinions and interact with each other. As noted by Miranda et al. (2014) "Facebook is one of the most popular social-networking platforms, and as a social-media tool it can be used to enhance brand and image communication" (p. 75). Additionally, Facebook users can add photos and videos of themselves or share others' posts to spread the word about it. Facebook has been doing a substantial job updating the site regularly, offering new features to users, hence keeping it interesting and exciting to all.

When Facebook allowed organizations to create profiles, a massive network base opened up for Facebook. Each time a Facebook user joined the fan base of an organization, his or her friends were notified and were able to join as well. Technically, members voluntarily promoted the organization page to their friends. This was the

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beginning of the 'Facebook for businesses' model, and became widely popular among small and large size organizations (Noor Al-Deen & Hendricks, 2011). From business perspective, the number of Facebook followers spoke for itself. It told how successful the organization was, and by analyzing their posts, business professionals drew conclusions of the organization as a whole (Noor Al-Deen & Hendricks, 2011). Furthermore, as members of organizations expressed their opinion they not only engaged with the organization, but they also generated more conversations among themselves (Noor Al-Deen & Hendricks, 2011; Pronschinske et al., 2012).

Boehmer and Tandoc (2015) investigated Twitter sports news among fans; specifically they researched people's re-tweeting behaviors. Boehmer and Tandoc (2015) explained the process of retweeting: "individuals reposting or forwarding a message originally posted by another user on Twitter" (p. 214). Similarly to Twitter, Facebook users also repost messages by other users, which is called sharing. Even though Facebook and Twitter users express their sharing intention differently, the purpose of both activities is to spread the word about something that followers find important. Boehmer and Tandoc (2015) researched why people tend to share information on social media, and found that people mainly share because they have a prior connection with the social media platform or sport organization. More specifically, they pointed out three categories, which are, the characteristics of the source of the message, the characteristics of the user exposed to the message, and the characteristics of the message itself. For example, the number of followers of the source as well as the age of the account has a great effect on fans sharing activity.

Abeza and O'Reilly (2014) discussed the key components of a successful relationship marketing strategy. First, the communication process has to be present that provide content sharing. Second, relationship dialogues require sport organizations to apply two-way communication process with their fans. Third, reciprocal dialogues have to create value. Consequently, in order to be successful in engaging customers, sport organizations have to create interaction with their stakeholders, through a general interest in them and an understanding of their needs. By doing so, they encourage dialogues and that feedback is appreciated (Abeza & O'Reilly, 2014).

Based on previous research by Abeza et al. (2013); Abeza and O'Reilly (2014); Boehmer and Tandoc (2015); Noor Al-Deen and Hendricks (2011); Pronschinske et al. (2012); Smith and Sanderson (2015), applying relationship-marketing tools has become vital for developing and retaining sport fans. Apart from developing relationships with fans, sport organizations had to look into enhancing fan engagement through introducing two-way communication.

Engagement, interactivity, and two-way communication.

The rise of new media and greater fan participation between sport organizations and customers indicated that sport teams might greatly benefit from using social media (Vann, 2014). "Facebook continues to be the largest social-media site in terms of number of active users" (Boehmer & Tandoc, 2015, p. 212). Sport media increased to a level where the traditional communication forms became outdated, thus, new social media forms emerged. Sport organizations attempted to establish a presence in this unique virtual world to develop long-lasting relationships with their stakeholders and fans

(Thompson et al., 2014).

Costumers form and maintain conversations on social media, thus it is the organizations' responsibility to pay attention to these customer created dialogues. With a mutual understanding between the two parties, organizations can maintain a positive and encouraging environment for followers. By answering questions and commenting on fans' dialogues, organizations develop and enhance two-way communication, potentially developing long-term relationships.

The rise of the Internet era has dramatically changed the way sport organizations communicate with their fans. Sport organizations began to have a reliable Facebook presence, which they use for enhancing the sport brand and product, promoting ticket sales, and engaging with fans. Many organizations have moved away solely employing traditional one-way communication (television, radio, newspapers, etc.), and use the Internet-provided opportunities to develop and strengthen their relationship with their customers. New media allows sport entities to link the sport product to customers in an "engaging and interactive manner" (Miranda et al., 2014, p. 75), which helps build fan identification. The change in new media caused traditional media to converge, more specifically a combination between the two media reached unexpected levels (Vann, 2014). The two-way relationship features building trust towards customers by talking with and listening to their responses, as well as identifying the topics that appeal to fans. Furthermore, applying two-way communication provides organizations with the "prospect of connecting with their fans at a level far beyond the reach of traditional marketing" (Thompson et al., 2014, p. 45).

Social media in recent years has opened up a wide opportunity to enhance and maintain contact with customers in a direct way, to engage in conversations, and to understand them better than ever before. "These elements include viewer comments and discussion, real-time statistics, updates on athletes, behind the scenes insights, and replays of spectacular moments" (Hutchins & Rowe, 2012, p. 75). Unlike traditional one-way media, sport organizations are able to communicate their messages directly to the customers (Miranda et al., 2014). Sport organizations have increased their focus on marketing efforts beyond creating only a single exchange in building long-term relationships with their customers (Abeza et al., 2013).

The fan engagement process concentrates on retaining costumers by achieving a long-term satisfaction between the organization and their customers. In today's sports business, fan engagement represents a compelling marketing approach by applying two-way communication through social media (Abeza et al., 2013). Because social networks are created for real time messaging, a mutual expectation emerges from both the organization and the customer side. "Through the advent of different forms of social media, fans are able to respond to organizations and engage with other fans on the topics at hand instantly" (Hipke & Hachtmann, 2014, p. 518).

In the present context, sport organizations are able to actively listen to their followers, keep track of their needs, and thus interact with them in a direct and real-time dialogue. The relationship dialogue involves attention to each other, learning from one another, and thus reaching a mutual understanding (Abeza et al., 2013). By understanding costumers, organizations can produce and deliver customer-valued products. By placing

value on engagement, effective social media use may create loyalty towards the sport organization in areas such as ticket sales, merchandise, and television viewership. Therefore, sport organizations view costumers as lifetime partners and try to understand and satisfy their ever-changing needs, desires, and values.

As conversations between fans happen instantaneously, it can be expected from sport organizations to react immediately, thus information exchange flows smoothly. Some of the most valuable attributes of sport organizations are simplicity, accessibility, contact availability, and transparency which all contribute to the success of the sport organization (Abeza et al., 2013). The key to sport organizations' success is the interactive exchange of content and the quality and speed of their response on social media.

The real time conversations between the sport organization and their followers opened up opportunities for both parties to get to know each other well. On a daily basis, national sport organizations work with many stakeholders, including members from all ages and skill level, elite athletes and beginners, sport clubs, state and regional sports organizations, media partners, and sponsors (Abeza & O'Reilly, 2014). Due to the fact the customers form opinions and ask questions, sport organizations can satisfy their customers' needs accordingly, thus responses are highly valued by fans and facilitate loyalty towards the organization (Abeza et al., 2013). Hutchins and Rowe (2012) explained that the speed and the volume of routine digital messaging between sport organizations and their customers highlight a long-term trend of increasing media communication in modern sports. Convergences in the media lead to a transformation

within the sport media experience.

According to Armstrong et al. (2014), a sideways flow of information between customers and organizations developed alongside the increased usage of social media. This flow allows fans to like, share, and comment with organizations directly. The direct form of communication may have immediate response from both parties, thus the speed of knowledge exchange can increase significantly. Applying social media behaviors also provides opportunities for followers to interact with one another about sport events before, during, and after. Therefore, the Facebook audience is actively involved, form opinions, as well as produce content. Such dynamic activities allow customers to actively participate in new media and become media producers themselves (Armstrong et al., 2014).

Cooper (2015) discussed that social media is essential because it can provide followers with event information on widely used platforms. As soon as sport organizations announce upcoming events on their profile, customers expect real time updates about, rankings, athletes, and other event related information. However, it is notable that organizations also hope for immediate reaction from their customers (likes, shares, or comments) (Armstrong et al., 2014). By taking an active role in creating social media contents, customers serve to spread messages of their favored organizations.

Wang and Zhou (2015) explained that sport entities use social media to facilitate customer engagement with sport products and with team members. Additionally, sport organizations needed to recognize the needs and motivations of sport fans, and to use this information in their marketing and communication strategies. According to Thompson et

al. (2014), sport organizations who effectively use Facebook as a means of digital communication to connect with fans, may gain competitive advantage over others who are less successful (have less followers) on social media. In addition, social media offers more humanistic ways to do marketing communications, by bonding with fans.

Based on the aforementioned fan engagement strategies, sport organizations have the opportunity to utilize the services provided by Facebook and create interactive conversation between fans and the organization (Abeza & O'Reilly, 2014; Armstrong et al., 2014; Cooper, 2015; Hutchins & Rowe, 2012; Thompson et al., 2014; Wang & Zhou, 2015). Consequently, sport organizations are able to develop long lasting relationships with sport fans and build brand community.

Building brand community.

According to Muniz and O'Guinn (2013) "brand community is a specialized, non-geographically bound community, based on a structured set of social relations among admirers of a brand" (p. 412). Furthermore, building brand community involves an understanding of the relationships between fans and the organization. Sport organizations have recognized a "consumer-centric" (Armstrong et al., 2014, p. 4) relationship, which allows organizations to focus on the relationship between customers and brand, its products or services, and the organization. The acknowledgment of customer-centric relationship allows sport organizations to build "complex, interrelated" (Armstrong et al., 2014, p. 5) relationships with fans and with individuals who market them. Moreover, marketing professionals within sport organizations strategically organize and encourage community in a way that enhances customer experience (Armstrong et al., 2014). As

representatives of the organization, marketing professionals themselves participate in dialogues, and thus encourage fans to do the same, which conveys respect and authenticity towards the brand.

Extending the notion of social media use, Armstrong et al. (2014)—in their study on the Los Angeles Kings Twitter use—suggested embracing fan community between sport organizations and customers. Filo et al. (2015) recommended fostering relationships with customers in order to build and maintain bonds through mutual exchange and interactivity. Additionally, Filo et al. (2015), who explored previous academic research studies about sport organizations' use of social media, noted, brands need to physiologically engage fans into the co-creation process of social media contents. Filo et al. (2015) explained that given the role of social media in implementing meaningful texts and long-term relationships, brands use social media platforms to strategically facilitate relationships with fans and stakeholders. Furthermore, the success of relationship building relies on the understanding of the fan community, and to deliver the required actions to sustain long-term relationships. Finally, according to Filo et al. (2015), users co-create content and participate in conversations as a member of the community, which fosters meaning between individuals.

Filo et al. (2015) found that focusing on users may result in higher interactivity from fans. In addition to interactivity, fans use a certain brand's social media platforms to gather information and live event updates. Moreover, Filo et al. (2015) discussed the motivation to use various social media platforms, and found that fan communities are motivated to engage because of "passion, hope, fandom/esteem and camaraderie" (Filo et

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al., 2015, p. 174).

Apart from creating relevant content, Park and Dittmore (2014) explained that team awareness is a key factor in developing team identification. Park and Dittmore (2014) researched the intention to attend sport events based on team identification, and found that they are closely related. The authors also discussed that the use of hashtags makes sports fans identify with teams, hence fans can bond with their favorite team or organization. Moreover, the use of hashtags during sport events allow fans to find news, and follow specific discussions by using '#' symbol (Park & Dittmore, 2014). Therefore, the higher the team identification, the more likely fans attend specific sport events. In other words, it is crucial for sport organizations to have a strong social media presence to obtain more followers and encourage people to visit sport events (Park & Dittmore, 2014).

Based on the literature previously discussed, it became clear that scholarship on social media and sport is becoming more abundant. Scholars discussed the relationship building opportunities between the sport organization and its followers in order to heighten the organization' presence on the market. In other words, the use of some form of social media might increase team identification, attendance to sport events, and thus increase revenue for sport organizations (Park & Dittmore, 2014). According to Abeza and O'Reilly (2014), employees of national sport organizations understood the value of social media and are open to use it to achieve their goals.

In the following chapter, I outline the methodology used to examine USA Weightlifting's social media actions towards implementing a two-way communication

strategy, encouraging fan engagement, and building brand community. Through the use

of qualitative content analysis, I analyzed Facebook posts authored by USA Weightlifting

directly related to the World Weightlifting Championships, focusing on fans' reactions

and Facebook behaviors.

<center>Chapter 3</center>

Methods

In this chapter, I describe the method I used to gather data and analyze the social media strategies of the organization. To investigate the social media strategies of USA Weightlifting, I employed case study analysis. A case study explores one issue within a bounded system and then reports a case description (Hipke & Hachtmann, 2014). I selected a case study design because previous studies showed that it is an appropriate approach to provide in-depth knowledge of complex situations as they unfold over time (Abeza et al., 2013). Armstrong et al. (2014) explained that case study analysis is suitable to obtain deep understanding of an organization's social media strategies. To address the purpose of the study, case study analysis is appropriate because it investigates a phenomenon in real life context and allows researchers to focus on a particular case (Hambrick & Svensson, 2015).

Sport management scholars have utilized case study analysis on many occasions. Hipke and Hachtmann (2014) applied case study analysis when they studied the athletic departments of the Big Ten Conference because all participants were part of a bounded system in that each department used social media for communication purposes. Furthermore, Abeza et al. (2013) utilized a multiple case study approach in their research on how managers of sport organizations use relationship-marketing strategies. The eight case studies they examined operated on participation-based running events and were selected to provide deep knowledge of compound situations. Moreover, Armstrong et al. (2014) implemented case study analysis when investigating the Los Angeles Kings'

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social media strategies due to the unpredictable nature of social media and the response

that engagement on social media can garner. As a final example, Hambrick and Svensson

(2015) employed a case study approach when selecting sport-for-development-and-peace

organizations and examining the social media practices of their staff members. Therefore,

the use of case study analysis has been proven to be effective in various academic studies.

The study involves a qualitative analysis of USA Weightlifting's social media

strategies through content analysis. Such a case study provides unique exploration into

the various stages of the Facebook strategy life cycle (e.g., development and

maintenance) (Thompson et al., 2014).

Content Analysis

Following the methodological footsteps of Masucci and Butryn (2013), I

implemented a content analysis approach to examine USA Weightlifting's use of

Facebook during their international weightlifting event. Content analysis has been used to

systematically examine the contents of all online forms, such as messages, texts, images,

and videos (Abeza & O'Reilly, 2014). Content analysis research design is a systematic

research method for analyzing data in a standardized way; thus, it was suitable approach

for studying USA Weightlifting (Pronschinske et al., 2012).

To further strengthen the methodology, I implemented Smith and Sanderson's

(2015) method: content analysis is an "unobtrusive and nonreactive" method (Smith &

Sanderson, 2015, p. 347). This method can be applied to all types of media content, and

therefore, it is an appropriate research method for studying USA Weightlifting's

Facebook practices. Additionally, I followed inductive logic during the data collection

and analysis process, which helped me to identify photos, videos, and texts into easier-to-analyze categories. This allows me to draw conclusions about the contents of Facebook posts.

Abeza and O'Reilly (2014) suggested that content analysis provides researchers a systematic and objective way to explore and compare manifest content. Furthermore, Pronschinske et al. (2012) successfully used qualitative content analysis to examine the relationship between the attributes found on team Facebook pages and user participation. Moreover, Smith and Sanderson (2015) also applied content analysis in their self-presentation Instagram study; however, they mixed content and textual analysis to expand their research. Additionally, Kian, Vincent, and Mondello (2008), in their media coverage on March Madness, found that content analysis often does not include quantitative data and thus provides flexibility to researchers to uncover the textual construction of realities.

Content analysis has been used to analyze various media; however, I focused on media produced digitally. USA Weightlifting has been using Facebook since 2010, and thus, it has developed some form of relationships with its followers. I analyzed photos, videos, and articles during the research. Abeza et al. (2013) suggested concentrating on events over which researchers have little or no control. To examine NBA clubs' use of social media, Wang and Zhou (2015) conducted content analysis for a one-week research period. Furthermore, Wang and Zhou (2015) applied a specific research period for their study; therefore, it was suitable to select one event during which Facebook posts are examined. Constructed-week sampling is the most efficient sampling approach for content analysis of online news, which is similar to Facebook posts (Wang & Zhou,

2015). The research period was five weeks: the period began two weeks prior to the competition and ended two weeks after the week of the competition. I reviewed and evaluated only the posts related to the event during the timeframe of the championships. The population of the research was the fan community of USA Weightlifting, who follow the organization on Facebook.

Case Study: USA Weightlifting

According to Facebook Insights (2015), USA Weightlifting had 148,594 followers at the time of writing. The Facebook Insights tool was an appropriate technique to collect data from. I used Facebook Insights as the primary source of data collection because Facebook provided organization profiles with detailed information of their page performance. Furthermore, Facebook provides insights to page managers about people's activity on their page (Facebook, 2015). More specifically, the Facebook Insights tool presents metrics to page managers to improve the way they market to and reach the people who like their page (Facebook, 2015). For example, Facebook Insights showed the number of people who liked the organization's page, the number of people who saw a Facebook post, and the number of people who liked, clicked, or commented on the organization's posts.

Additionally, page managers could see daily breakdown of their posts and find out how many people responded with clicks. The Insights tool also provides page managers the opportunity to see when their fans are online and what type of posts they respond to. Lastly, page managers could get specific metrics according to the types of posts they share on Facebook (e.g., status updates, photos, or videos) and measure the

performance of them (Facebook, 2015). Thus, Facebook Insights allowed me to analyze

the common Facebook behaviors, and gain in-depth knowledge about the followers'

response to event related posts.

During the data collection process Facebook posts were identified and analyzed

according to predetermined and created themes. First, I selected the posts that were

related to the World Championships by date, time, post type, and the number of likes,

shares, and comments. This step resulted in a number of uncategorized Facebook posts.

Second, I reviewed the selected data, and identified the content of each post. As a third

step, I color-coded Facebook posts that contained similar contents, which are called

meaning units. It is important to note that Facebook Insights predetermined post types as

photos, videos, and links. Following the color-coding process, I performed secondary

coding, and schematized the codes that were created from the content, which included all

meaning units with no overlap. The themes created are listed below:

1. Competition information: behind the scenes, venue information, hall of fame

2. Athlete information: athlete feature, athlete lifting

3. Media information: live broadcast general, live broadcast athlete, recap broadcast,
   ticket sales, archive.

As part of the methods section, it is essential to describe any insider information I

might possess. As a previous Social Media & Marketing Intern of USA Weightlifting,

part of my job was to maintain and update the federation's all social media accounts. This

position allows any employee to have access to insider information, such as access to the

use of Facebook Insights. The research project was dependent on the tool Facebook

Insights, from which all quantitative data were gathered. Additionally, the reason for selecting Facebook for the current case study was the possibility to utilize Facebook Insights. This tool is unique to Facebook, no other social media platforms offers this service, thus page managers have a unique way to understand their organization page and the opportunity to improve it. In the following chapter, I outline the results found by utilizing Facebook Insights.

Chapter 4

Results

Within this chapter, I discuss how USA Weightlifting used Facebook, specifically during the 2015 World Weightlifting Championships to encourage fan engagement. To investigate USA Weightlifting's Facebook use, I employed content analysis.

I begin with a discussion of how the general themes were developed before turning my attention to each theme in detail. Through this analysis, I also review the three most popular Facebook posts during the World Championships.

Development of general themes.

Due to the high quality technological devices and the concept of transmedia, social media has become an integrated part of many non-profit sport organizations. The fact that people search for news and updates on social media platforms created a need for USA Weightlifting to keep up with the latest standards of the sport industry. USA Weightlifting has used various social media accounts, of which Facebook was one of the most popular. I collected data in the form of Facebook posts about the World Championships through a five-week period (November 6-December 12, 2105). USA Weightlifting authored all posts. For a full breakdown of all data, see the Appendix. During the data collection period, I began to see that USA Weightlifting shared similar posts multiple times. I created themes based on how many times USA Weightlifting posted similar Facebook posts with only small modifications. The repetitiveness of the posts allowed for similarities in the data to be categorized. As an example, on 11/19/2015 the organization shared a video of American athlete Holley Mangold with the text: "Did

you know that 2012 Olympian and World Team Member Holley Mangold was the first

female to play in a state championship high school football game? Read more on Holley

at http://go.teamusa.org/1NdBoiz" (USA Weightlifting, 2015). With the video, USA

Weightlifting provided fans with information about Mangold and her thoughts of the

competition. Similarly to Holley Mangold's video, the organization shared another video

on 11/18/2015 of athlete Caine Wilkes accompanied by the message: "2015 World

Championship Team Member Caine 'The Dragon' Wilkes shares with us how he stays

focused before and during a big competition. Read more

at http://go.teamusa.org/1luQ9RT" (USA Weightlifting, 2015).

In both cases, the goal was to show how these athletes were getting ready for the

competition. Thus, this allowed me to create a category featuring athletes, and put all

similar posts in that category. Furthermore, USA Weightlifting posted photographs of

athletes after their performance; hence, I was able to collect all raw data and easily place

the collected data into the 'Athlete Lifting' category. After a thorough review of each

theme, I schematized them and determined general themes. As an example: 'Athlete

Lifting' and 'Athlete Feature' were placed into one general theme: 'Athlete Information'.

Table 1 shows that I organized raw data into raw data themes and general themes that I

created from them. Within the examination period, I identified 153 Facebook posts, out

of which seven did not contain any event related information and were eliminated. Thus,

146 Facebook posts were solely related to the championships and analyzed further. In the

sections that follow, I break down each of the general themes by providing information

about the raw data themes that informed them. I begin by discussing the Competition

Information general theme.

Table 1

Development of General Themes

Raw Data Themes	Number of Posts	General Themes	Number of Posts n=153
Behind the Scenes	17	Competition Information	43
Venue Information	23		
Hall of Fame	3		
Athlete Feature	36	Athlete Information	72
Athlete Lifting	36		
Live Broadcast General	6	Media Information	31
Live Broadcast Athlete	15		
Recap Broadcast	4		
Ticket Sales	2		
Archive	4		

Competition information.

During the timeframe of the event, USA Weightlifting shared 43 posts about the

Venue Information, Behind the Scenes information and the Hall of Fame celebration. This was approximately 29% of the total Facebook posts.

These themes were created based on the content of the Facebook posts and were placed in the Competition Information general theme because they all contained information related to the preparation or execution of the event. Within the general theme of Competition Information, I identified three sub-categories: Behind the Scenes, Venue Information, and Hall of Fame. I begin first by discussing the Behind the Scenes posts.

Behind the scenes.

Behind the Scenes posts were messages, which included photos and videos about the venue, training hall, medals, medal ceremony, and motivational images that the online audience otherwise could have not seen. Furthermore, I created the Behind the Scenes posts because USA Weightlifting allowed fans to have an insider look into the creation of the event.

The most popular video was posted on 11/28/2015 and featured a medal ceremony video of a Korean lifter who did a remarkable job lifting while injured, and won silver medal in the 75 kgs women's category. USA Weightlifting posted this with a message: "Sports Center featured the Silver medal performance of Rim Jong Sim (PRK) and shared United States Olympic Committee Board Chairman Larry Probst presenting the 75kg medals at the 2015 IWF World Championships last night" (USA Weightlifting, 2015). The post received 1,919 likes, 62 comments, and 155 shares. Next, I discuss the Venue Information category.

Venue information.

Venue Information posts were messages that informed fans about how many days were left until the competition begins, promoted the Houston 2015 mobile application, and provided statistics of the representing athletes and countries. I created this sub-category based on the information provided to fans about the event. As an example, countdown posts displaying how many days left until the competition was the most favored. The highest performing photo was one of the countdown posts on the first day of the competition. The post received 837 likes and 92 shares, with a text: "today is the day. 2015 IWF World Weightlifting Championships! #usaw #houstonlifts #iwf" (USA Weightlifting, 2015). The organization counted down from 14 days, until the day of the competition, which means that there were several posts with similar messages in this category.

Additionally, USA Weightlifting shared photos with the message: "day 3", "day 4", etc., reminding fans which day of the competition of the eight total was currently happening. It became clear that a lot of the posts in this sub-category were similar to each other; therefore I placed them into the Competition Information general theme. Last, I discuss the Hall of Fame sub-category.

Hall of fame.

The last sub-category of the Competition Information general theme was the Hall of Fame celebration in which the organizers inducted American Olympians to the USA Weightlifting Hall of Fame. The Hall of Fame posts contained photographs of previous American lifters that received the honor to be inducted into the Hall of Fame. There were

a total of three Hall of Fame celebrations on Facebook during the week of the

competition. The Hall of Fame celebration posts contained photos of the athletes and a

short description of their achievements. I created this sub-category because I found

several Hall of Fame celebration Facebook posts, and thus it fitted the Competition

Information general theme. As an example, on 11/24/2015, the focal organization shared

the following message and photos of the ceremony:

> Yesterday, during a lull in the competition, Cheryl Haworth was inducted into the
> USA Weightlifting Hall of Fame. That's Artie Drechsler presenting the
> award. Cheryl, of course, won the bronze medal in the +75 class at the 2000
> Olympic Games and was Jr. World Champion in 2001 and 2002. Plus, she was
> US National Champ from 1998-2008. (USA Weightlifting, 2015)

The post received 374 likes. In the next section, I introduce and discuss the Athlete

Information general theme.

Athlete information.

USA Weightlifting posted 72 messages of the total 146 about athletes preparing

for and performing during the World Championships. Thus, approximately half of the

total posts were about elite athletes of the United States competing in various weight

categories. Based on the posts made by USA Weightlifting, I created two sub-categories

of the Athlete Information general theme. The two categories are Athlete Feature and

Athlete Lifting.

Based on the data, it appears as if the organization found it crucial to update its

fans about how each athlete is preparing for the competition, and shortly after their

performance share a number of photographs of their lifts. Furthermore, it is important to

note that USA Weightlifting reposted a large number of posts (mainly photos) from

United States athletes' social media accounts as well. These posts featured the athletes themselves or peers competing, containing a report of their performance level, and thanked followers for support. To breakdown the Athlete Information general theme, I begin by discussing the Athlete Feature sub-category.

Athlete feature.

The posts categorized into the Athlete Feature sub-category included a mix of photos and videos highlighting athletes' preparation to the World Championships. I created the Athlete Feature sub-category, because during the five weeks of the data collection period I found several posts that featured American weightlifters. The content of these posts varied between interviews, preparation to the competition, presence at the competition, and thanks for fan support. The most popular video in this sub-category was shared on 11/18/2015 and featured Mattie Rogers, young lifter preparing for the competition. The post contained: "Okay, NOW I'm ready. #seeyatomorrowHouston #isalsa" (USA Weightlifting, 2015), and received 1,724 likes and 52 comments. As another example, the organization shared an article about CJ Cummings, who was the youngest athlete competing in the championships. USA Weightlifting stated the following: "15-Year-Old Weightlifting Prodigy CJ Cummings Is Youngest At World Championships" (USA Weightlifting, 2015). The post contained a link to access the article and a photo of CJ lifting. The post received 1,709 likes, 51 comments, and 100 shares.

Furthermore, it is important to mention that USA Weightlifting interviewed every American weightlifter prior to the World Championships to educate fans and promote the

athletes. These posts were similar to each other: the post typically contained a video of the particular athlete weightlifting and a link to access the interview article. For example, USA Weightlifting shared a video on 11/16/2015 accompanied by the following text: "World Team Member & 2x Olympian Kendrick Yahcob Farris shares with us his favorite lift and what he does after a competition" (USA Weightlifting, 2015). The Kendrick Farris post received 107 likes. Next, I discuss the other sub-category of the Athlete Information general theme, the Athlete Lifting.

Athlete lifting.

The sub-category of Athlete Lifting included mainly photographs and few videos of athletes performing lifts during their session. There was a mixture of international and American weightlifters featured in the pictures and videos. However, USA Weightlifting mostly shared images of American lifters. The posts went public shortly after each athlete's session informing fans how they performed the lifts.

The Athlete-Lifting sub-category was built because there were 36 posts with similar contents, and the name was created because of the content of posts, and thus I placed them into the same category. In some cases, the organization shared pictures of the two main weightlifting categories (i.e., clean & jerk, snatch) in separate posts, increasing the number of overall posts during the data collection period and the number of posts featuring an athlete. The most popular post in the Athlete-Lifting sub-category was a photograph of American athlete Jenny Arthur on 11/28/2015, which received 934 likes and 10 comments. In the following section, I discuss the last general theme, the Media Information.

Media information.

Through a detailed review of all raw data, I found that USA Weightlifting focused on informing fans about the competition. The Media Information general theme included Facebook posts about online broadcasting access to fans that were not able to attend the competition in person.

A total 31 posts were included in this theme, which is approximately 21% of the combined Facebook posts. Within this theme I identified five sub-categories: Live Broadcast General, Live Broadcast Athlete, Recap Broadcast, Ticket Sales, and Archive. I begin by discussing the Live Broadcast General sub-category.

Live broadcast general.

On 11/16/2015, the organization started sharing online broadcasting posts to fans. Six posts were distributed within a 12-day period. All six posts were similar: included a photo of the webcasting organization and a link to access the webcast. The theme was generated based on the contents of messages and the repetitiveness of posts.

The most popular post was shared on 11/19/2015, which received 209 likes and 47 shares accompanied by a message: "Tune in tomorrow to watch the 2015 IWF World Championships" (USA Weightlifting, 2015). It is important to note that fans shared these live broadcasting posts 139 times. This allowed people who were not necessarily fans of USA Weightlifting to learn about the event and watch the most qualified athletes in the world, lifting heavy weights. Next, I review another sub-category, Live Broadcast Athlete.

Live broadcast athlete.

Within this sub-category USA Weightlifting shared online broadcasting

information as well. However these posts differed from the general broadcasting because

they contained information only about American weightlifters. The posts featured the

athletes' name, date, category, time, time zone, link to the webcast, and an image of the

athlete. I created this sub-category based on the content of the posts and placed them into

the general theme, Media Information.

All 15 posts represented one athlete from the United States who competed that

day, and the posts were shared according to the schedule of the competition. Posts of

each athlete's competition time were public approximately six hours before competition

time. As an example, on 11/25/2015, USA Weightlifting shared Mattie Rogers's

competition information, providing weightlifting fans with broadcasting information

regarding their favorite athletes. The post included: "Mattie Rogers competes today

on ESPN3.com!" (USA Weightlifting, 2015) and received 502 likes, the highest among

all athlete-broadcasting posts. Next, I discuss the Recap-Broadcasting sub-category.

Recap broadcast.

Recap Broadcast was a sub-category among the Media Information general

theme. Recap Broadcasting posts were messages that USA Weightlifting shared with fans

shortly after the end of the competition. There were only four posts within the data

collection time period. These posts were placed into the Media Information general

theme because they contained television-broadcasting information.

Recap-Broadcasting posts included references to the television channel ESPN 2,

date, time, time zone of the recap, and two images of weightlifters. During the recap, fans were able to watch a summary of the World Championships and their favorite athletes compete again. I found that all four posts were the same, and yet received different responses from fans. From the first post to the last, fans engaged gradually less in each one. As an example, on 12/1/2015, the Recap Broadcasting post received 759 likes, 58 comments, and 160 shares. By the last post on 12/6/2015, the engagement was 11 likes, three comments, and eight shares. Next, I discuss the Ticket Sales sub-category.

Ticket sales.

Within this sub-section, I discuss the Facebook posts regarding ticket sales. During the five-week data-collection period, I found two posts that were related to ticket sales. Both Ticket Sales posts contained the same information, and thus I was able place them into the Media Information general theme.

The posts were published on 11/10/2015 and 11/18/2015, with the same photo image. The Facebook message contained: "You can still purchase tickets for the #iwf World Weightlifting Championship! Get yours today! #usaw #houstonlifts" (USA Weightlifting, 2015). The images contained in the posts were identical in both cases, containing information on the date and location of the event, admission package prices, and a link where to access tickets. These posts, compared others in this category, did not draw much engagement from fans, receiving only 20 likes. Last, I review the Archive sub-category.

Archive.

The last sub-section in the Media Information general theme was the Archives. Archives were Facebook posts that included photographs and links to access the archives of the competition. All four posts were identical, including the same image and the same message.

As an example the post included: "For archives of the 2015 IWF World Championships go to http://goo.gl/Awiy7j" (USA Weightlifting, 2015). USA Weightlifting shared this post with a photo of the official competition logo of the World Championships. Similarly to the ticket sales posts, fans did not engage in these types much; posts received 10-22 likes. Next, I move onto discussing the most popular Facebook posts.

Most popular Facebook posts.

Within this section, I identify the most popular Facebook posts. I examine each engagement type such as likes, comments, and shares.

I identify the most liked, the most commented, and the most shared post. I begin by reviewing and discussing the most liked post.

Likes.

The post that received the most likes was within the Behind the Scenes sub-category, in the Competition Information general theme. Weightlifting fans favored the medal presentation video of Rim Jong Sim, Korean lifter the most, with 1,919 likes. This means that fans greatly engaged with the organization's post.

It is important to note, that I created the Behind the Scenes sub-category because USA Weightlifting shared many event related posts that fans otherwise could have not viewed. Through these types of posts USA Weightlifting allowed fans to enjoy an insider look at the competition. As Cooper (2015) previously noted, organizations must offer insider information to fans to keep them engaged. Next, I examine the post that received the most comments.

Comments.

The post that received the most comments on Facebook belongs to the Athlete-Lifting sub-category within the Athlete Information general theme. Fans greatly engaged with photos of Olympian Holley Mangold in the +75 kg weight category clean & jerking 140 kgs. Mangold was a member of the 2012 United States Olympic Team, placing 10th overall (IOC, 2016). The post received a total of 123 comments. Mangold has been a weightlifter and Olympian for years, and her recent Olympic performance gathered great recognition for her within the weightlifting community.

Fans discussed her performance in various ways. Many criticized her because she missed lifts (e.g., poor image for the sport), and blamed her weight for that (e.g., she doesn't even have an excuse to be that heavy, it doesn't even help her numbers). Some people felt sad that she did not lift heavy enough weights in her category because of extra weight she previously gained. According to the Facebook comments authored in response to the posts, even though she competed in the heavy weight category, her weight gain did not enhance her weightlifting performance. Thus, fans discussed among each other that they felt disappointment towards Mangold and weightlifting in general in the United

States (e.g., American weightlifting is in a sad state of failure). However, I found very supportive comments as well that cheered for her and replied to the negative comments (e.g., Weightlifting is not an image sport, there are plenty of weightlifters in the unlimited weight classes that carry extra weight, both guys and girls). People who positively saw Mangold's performance credited all her accomplishments, were amazed by the weights she lifted, and the technique she used (e.g., She is a very talented lifter, She is a beast and awesome! Her ability to bulk and then lose it inspires me).

Based on the Facebook comments, it became clear that certain members of the weightlifting community enjoy engaging on Facebook and expressing their opinions and feelings. Furthermore, I found that the comments were mostly statements that responded to other fans' posts; the replies did not contain questions that required an answer. Therefore, I conclude that USA Weightlifting garnered great engagement on this post because fans could relate to the athlete and were interested in the topic. Last, I review the Facebook post with the most shares.

Shares.

The Facebook post that received the most shares among all 146 posts was included in the Recap-Broadcasting sub-category within the Media Information general theme. On 12/1/2015, USA Weightlifting shared a Recap-Broadcasting post about the World Championships that aired on ESPN 2. The post was a photograph featuring the channel, date, time, time zone, and two American weightlifters on the image. The post received 160 shares. Shares are an important component of fan Facebook behavior because this action allows individuals other than the fans of USA Weightlifting to view

the post. If one fan shares a post, the post will appear on his or her timeline, which allows

his or her friends to see the same post and also engage with it. Therefore, 160 shares

made it clear that fans found it essential to share the recap of the World Championships

with all their Facebook friends; potentially helping to promote weightlifting in general.

Furthermore, because of the large number of shares, it can also be concluded that fans

have strong ties with USA Weightlifting, and voluntarily promote the organization to

other people.

It is important to note that all three general themes (Competition Information,

Athlete Information, Media Information) were individually the most popular when

looking at the common Facebook behaviors of liking, commenting, and sharing.

Competition Information received the most likes, Athlete Information received the most

comments, and Media Information received the most shares. This allows me to conclude

that fans were interested in engaging on Facebook. Among the engagement types, likes

were the most favorable. One of the reasons can be that clicking the like button requires

only a one step behavior. However, to share a post, fans need to click at least two times to

perform the action. This takes extra time and effort, in relative terms. Furthermore, to

comment on a post, fans need significantly more time and actions to succeed. In the last

chapter, I analyze and discuss the results developed from the data collection, provide

recommendations to other non-profit organizations, and draw conclusions of the study.

Chapter 5

Discussion and Conclusions

Given the recent shift from one-way to two-way communication, it has become increasingly important for non-profit sport organizations to use Facebook to facilitate fan engagement on social media. Although scholars have emphasized the importance of communication in professional sports, research on social media within non-profit organizations has not kept pace, nor received the level of scrutiny of professional sports. Since sport organizations began using Facebook, a multitude of fan engagement opportunities have opened up.

Within this chapter, I review the research questions originally proposed in Chapter 1, and provide as discussion of USA Weightlifting's Facebook use before moving onto the study implications, limitations, and suggestions for future research. I begin by discussing USA Weightlifting's advertising activities on Facebook.

RQ1: How Does USA Weightlifting Utilize Facebook for Advertising and Promotions Purposes?

My first research question was concerned with how USA Weightlifting utilized Facebook for advertising and promotions purposes. Based on the results I presented in Chapter 4, I have identified three strategies.

The strategies encapsulate how USA Weightlifting utilized Facebook to advertise and promote their organization during the 2015 World Weightlifting Championships: Advertise with Athletes, Be the Insider, and Transmedia. I begin by discussing how USA Weightlifting utilized athletes competing to advertise the event.

Advertising with athletes.

During the data collection period, the USA Weightlifting mainly focused on event related topics, thus attempting to advertise the event to fans and educate them about the competition. The majority of the posts were related to American athletes and their preparation and performance on the event. Supportive of Miranda et al. (2014), USA Weightlifting realized the advertising opportunity on Facebook as one of the most important information sources to connect with fans. Advertising the event with the athletes who were competing in the championships became an essential marketing strategy for USA Weightlifting because they encouraged fans to interact with the organization's Facebook posts, thus increasing the overall Facebook engagement activities.

The strategy had two main components. First, fans liked, shared, and commented on these posts; therefore, posts reached thousands of people across the nation and worldwide. Second, this form of promotion allowed the organization to use word of mouth strategy, which is an inexpensive way to market, hence is an essential tool for non-profit organizations. Fans voluntarily promoted the event to their friends because they could relate to the posts and supported the athletes; therefore, fans potentially wanted their friends to experience how they were feeling. Furthermore, there were 36 Facebook posts featuring athletes and encouraging fans to support them on their journey as well as giving fans inside information on how they prepared for the event. These posts included a mix of links, photos, and videos, and contained articles and interviews with weightlifters. In addition to featuring athletes, I found that fans responded well to posts in the Media

Information general theme promoting the athletes and the specific weight categories in which each athlete competed. Hence, I recommend sharing a mixture of Facebook posts within the general themes presented in Table 1 to promote events with athletes. Therefore, USA Weightlifting utilized the power of advertising with athletes to bring awareness to the event and at the same time connected with fans. Next, I discuss what it means to be the Insider.

Be the insider.

The findings of the analysis showed that USA Weightlifting posted several Behind the Scenes messages that allowed fans to be insiders. In agreement with Pronschinske et al. (2012), USA Weightlifting began to utilize a marketing strategy that enhances fan engagement, so that customers can feel like they are part of the organization. Based on the results, USA Weightlifting shared a number of posts with exclusive content that fans would not be able to view elsewhere, and thus fans could feel as if they were receiving privileged information. The posts in reference included photos and videos about preparation and execution of the event, which allowed fans the feeling of being an insider.

As seen in Table 1, the Competition Information general theme provided fans news and updates regarding the event. A combination of Behind the Scenes and Venue Information sub-categories gave fans personalized messages and the chance to feel as if they are also part of the World Championships. As an example, USA Weightlifting shared a photo of a child attempting to load weights on the bar, which received 307 likes. The cute image provided insider information to fans that could not attend the event, while

also drawing an interesting parallel between a small charge and large, heavy weights. Furthermore, the organization shared a post of the training hall, displaying weights and bars ready to use. This post conveyed insights to fans how it looks like to attend a world weightlifting event; thus, fans may potentially feel that they are also there in person. Moreover, a time-lapse video, setting up the training hall received 300 likes and let fans into some secrets of weightlifting by showing how a championship converts an event hall into a World Championships competition space. To allow customers to be the insider, USA Weightlifting attempted to include all fans in the preparation and execution of the event, providing them the opportunity to be part of the event even from far. Last, I discuss the concept of Transmedia.

Transmedia.

During the data collection period, I observed that the organization repeatedly shared information about the location of the event, time of the event, as well as the online broadcasting schedule. These were essential sport news to weightlifting fans that attended the event in person or joined the broadcasting online. Furthermore, the organization highlighted every American athlete and shared their competing date and time, thus fans around the world had the opportunity to join the broadcast and follow their favorite athletes online. Supportive of Vann (2014) who emphasized Transmedia, USA Weightlifting attempted to provide fans news and event updates to keep fans engaged on Facebook.

Furthermore, I found that shortly after the end of the competition the USA Weightlifting still wanted to highlight the World Championships by referring back to the

greatest moments and providing exclusive look of the event. As seen in Chapter 4, the

Media Information general theme contained all broadcasting information including the

Recap-Broadcasting sub-category. The organization shared four identical Facebook posts

within a five-day period about a recap of the World Championships. Interestingly, all

four Recap Broadcasting Facebook posts received engagement from fans; however, my

results showed less interest from fans as time passed. It became clear that fans were much

more curious about the recap closer to the end of the event. By the last Recap-

Broadcasting post on 12/6/2015, fans' engagement decreased. In other words, fans did

not find the Recap-Broadcasting post engaging a week after the event. One of the reasons

to the decreased engagement could be that the posts were identical, thus fans had

previously seen and potentially engaged with the posts before and the post did not contain

any updates. According to Vann (2014), the concept of Transmedia is that fans search for

event updates and news on organization's Facebook pages. It can be noted that USA

Weightlifting did not provide updates to fans regarding the recap of the World

Championships. Thus, fans were not encouraged to engage in the posts that they might

have seen before. Therefore, USA Weightlifting did not utilize Transmedia to its capacity

in the Media Information general theme.

It should be noted that USA Weightlifting utilized Facebook to promote the event,

educate fans about the championship, advertise the event to people outside the fan zone,

and entertain fans about their favorite athletes. Next, I review how USA Weightlifting

encouraged fans to engage on Facebook during the World Championships.

RQ2: How Does USA Weightlifting Encourage Fans to Engage on Facebook During the World Weightlifting Championships?

My second research question was concerned with how USA Weightlifting encouraged fans to actively engage on Facebook during a world event. I identified two sub groups: Interest and Two-way Communication.

These strategies express ways that USA Weightlifting utilized to increase interactivity among fans. I begin describing the Interest towards fans.

Interest.

In order to be successful in engaging its fans, USA Weightlifting generated engagement with them through a general Interest in them and an understanding of their needs. Based on a thorough research, I found that USA Weightlifting was committed to facilitate fans' Interest, thus the communication process was present and the organization provided content sharing (Abeza and O'Reilly, 2014). This means that by sharing relevant topics on the organization's Facebook page, USA Weightlifting continually encouraged fans in engaging with Facebook posts. Furthermore, Thompson et al. (2014) explained that sharing relevant content and encouraging comments are the two key components of fan engagement. In order to ensure quality and relevant content, organizations must share a mixture of content types (i.e., photos, videos, links). Through the research process, I found that the majority of USA Weightlifting's posts were photos, then videos, and links. Moreover, warm and personable Facebook posts such as questions, reply to fans' comments, and personal comments can also encourage fan engagement.

On the one hand, USA Weightlifting tried personalizing their posts by sharing content related to athletes and providing Behind the Scenes posts to fans. On the other hand, I did not find posts or status updates that ended with questions, and thus the organization did not utilize all opportunities to encourage fan engagement.

Furthermore, through an in-depth content analysis, I found that fans had the opportunity to engage in Facebook posts several ways. I noted that fans favored Facebook posts about athletes and liked videos the most. Thus, the videos featuring athletes received considerable engagement from fans. As an example, a video reposted by USA Weightlifting from Mattie Rogers's Facebook account about herself lifting, appeared to achieve significant fan engagement receiving 1,724 likes. Additionally, one of the reasons that fans responded to videos exceptionally well could potentially be linked to Facebook's automatic play function. Looking through their Facebook wall, fans did not have to perform any action to watch videos of weightlifters. In the following sub-section, I discuss Two-way Communication.

Two-way communication.

I found that USA Weightlifting attempted to encourage Two-way Communication with fans. Referring back to Chapter 4, one of Facebook's actions is to allow fans to like, share, and comment on posts. The findings showed that USA Weightlifting attempted to apply Two-way Communication process to create relationship dialogues with fans (Abeza and O'Reilly, 2014). I observed that fans liked a post when they were interested in the topic, such as the countdown posts. I noted that the countdown posts achieved substantial engagement on Facebook because fans were excited to participate in the

World Championships. Hence, fans continually liked Facebook posts that displayed the number of days until the event. Among the countdown posts, the "today is the day" post garnered the most engagement and received 837 likes.

Another of Facebook's engagement actions is sharing. In agreement with Boehmer and Tandoc (2015), fans shared a post when they found it important to spread the word about it and had prior connection with the social media platform or sport organization. Based on the information presented in Chapter 4, I found that posts from the Competition Information and Media Information general themes gathered the greatest shares from fans. Among them, the Recap Broadcasting and the Behind the Scenes sub-categories were the most favorable. The three most shared posts are as follows. The most shared (160 times) post included a Recap Broadcasting post in which fans were provided a link to watch a summary of the World Championships. Next, fans shared a Behind the Scenes posts 150 times. The post included a video of a Korean weightlifter receiving silver medal for her performance. The last post included a motivational photograph to inspire weightlifting fans and was shared 133 times.

Facebook also allows fans to express their feelings and opinions about a topic by writing short comments to posts. My findings suggest that fans commented on a post when they had feelings towards the topic. This was particularly notable in the Holley Mangold post, when fans associated her performance with disappointment in her and the sport itself. Within the posts, I found a mixture of comments. Several fans of USA Weightlifting expressed how they feel about Holley's lifts on the competition. Based on the comments, fans were disappointed, because she could not lift successfully that day.

However, within the comments I observed that people supported her, cheered for her, and protected her from negative comments. The number of comments (123) shows that fans engaged in Two-way Communication with the organization, and between themselves as well because they have feelings and opinions towards a particular Facebook post. This engagement allows me to conclude that USA Weightlifting valued and utilized Facebook's engagement actions in order to encourage fan interaction. Therefore, fans' Facebook behavior implies that the characteristics of the source of the post and the characteristics of the post greatly influenced them (Boehmer and Tandoc, 2015). Finally, I discuss how USA Weightlifting encourages brand community on the Facebook platform.

RQ3: How Does USA Weightlifting Encourage Brand Community by Utilizing Facebook?

The third, and last research question I developed was concerned with how USA Weightlifting encourages brand community on Facebook. Through the research process, it became clear that the organization tried to build a brand community around the sport through their actions on Facebook. Being the only official national weightlifting organization in the United States, the audience viewed USA Weightlifting with critical eyes. Hence, it was very important to provide harmony with the Facebook posts.

As an example, based on what I found in Chapter 4, fans engaged in all ways with the Facebook posts displaying the days until the event begins. I also found that these countdown posts were consistent: the posts followed a similar pattern and all images were designed similarly. I found that these posts separately received 400-700 likes, 13-32

comments, and 40-100 shares. Thus, the organization clearly conveyed their message and informed fans about the World Championships. Therefore, USA Weightlifting provided a consistent environment and harmonious posts on Facebook to fans. The organization's significant responsibility may have the ability to greatly impact smaller weightlifting clubs across the country and the younger generation's attitude towards the sport. I suggest three sub groups that can encourage brand community on Facebook: Customer-centric Focus, Knowledge of Managers, and Credibility.

Costumer-centric focus.

Abeza and O'Reilly (2014) explained that social media platforms "inherently enable parties to talk to each other, listen to each other, learn from each other, get to know each other closely, and then facilitate the emergence of a common knowledge" (p. 121). USA Weightlifting facilitated Customer-centric Focus, which allowed the organization to concentrate on its relationship with fans. In agreement with Filo et al. (2015), the results showed that focusing on users resulted in higher interactivity from fans.

As an example, combining the Competition Information and the Athlete Information general themes from Table 1 resulted in a great mixture of Customer-centric Facebook posts and high engagement from fans. On the one hand, USA Weightlifting shared exclusive posts that fans could have not viewed elsewhere, and hence fans felt that they are also part of the organization. On the other hand, USA Weightlifting knew its audience and posted messages featuring elite weightlifters that competed during the event. As another example, one of USA Weightlifting's educational Facebook posts

garnered high engagement from fans, receiving 721 likes and 25 comments. This photograph, which combined the two, previously mentioned general themes, featured two athletes lifting weights. The post was an attempt to educate fans about the correct technique. In the following section, I explore another subgroup, the Knowledge of Managers.

Knowledge of managers.

Based on the results, managers of the USA Weightlifting Facebook page educated themselves about the interest and need of the community, and focused on topics that kept fans engaged. Armstrong et al. (2014) suggested, marketing professionals must strategically organize and encourage community in such ways that enhances customer experience. Based on the Facebook posts I found during the data collection period, the weightlifting community participating on USA Weightlifting's Facebook page was passionate about weightlifters and wanted to participate in the World Championships. As mentioned in Chapter 4, the combination of general themes Competition Information and Athlete Information posts at least in part fulfilled the fans' interest, and with this knowledge the page managers selected various event related topics that matched the community's curiosity.

The findings showed that the organization optimized its Facebook posts to engage all ages and genders within the weightlifting community. As an example, in the Competition Information general theme USA Weightlifting shared a Behind the Scenes post featuring a child during the World Championships attempting to load weights on the bar. The post received 307 likes. This photograph attempted to reach people's hearts and

to show that the organization posts a variety of weightlifting related posts. Furthermore, USA Weightlifting shared Hall of Fame celebration posts, which were also in the Competition Information general theme, but focused on honoring the great achievements of former weightlifters. Thus, the organization found a variety of topics that kept fans entertained and encouraged to engage. Last, I examine the final subgroup in building brand community, which I have dubbed Credibility.

Credibility.

The results displayed that one of the biggest values for a non-profit organization is Credibility. Credibility means that fans trust the organization. Being trustworthy was an inexpensive way to utilize Facebook; hence any non-profit organization could win customers if fans could rely on them. USA Weightlifting encouraged brand community around the sport when it shared the content that matched fans' curiosity. Furthermore, Park and Dittmore (2014) recommended attending sport events based on team identification and thus suggested using hashtags to make fans identify with events. USA Weightlifting did just that. Several Facebook posts displayed the use of hashtags during the World Championships. As an example, to each countdown post within the Competition Information general theme, the organization added hastags: "#usaw #iwf #houstonlifts" (USA Weightlifting, 2015). Furthermore, using hashtags during the World Championships allowed fans to find event news and follow various event discussions. Therefore, the use of hashtags provided an opportunity to fans to bond with the event and organization.

The findings of the analysis show that USA Weightlifting reached a common

level of knowledge with their fans by "fulfilling the promises that they made in their communications and interaction" (Abeza and O'Reilly, 2014, p. 121), and thus produced and delivered mutually valued benefit. In the next section, I discuss the study implications and provide suggestions for future research.

Study Implications

While this study examined only USA Weightlifting, sport managers of other non-profit organizations can draw lessons from the study. In this segment, I present implications on how the current study expands the literature already written on non-profit sport organizations.

I explain ways how future researchers can implement the results in this study to increase academic literature on non-profit sport organizations' Facebook use. I also describe how other non-profit organizations can utilize the information provided in this study.

Study implications for scholarship.

Within this sub-section I identify four key implications. Firstly, I noted in Chapter 2 that USA Weightlifting was continually gaining more Facebook followers, and hence if they were seeking to effectively realize the benefits of social media, they will be required to allocate appropriate resources such as time, human, financial, etc. Additionally, in order to meaningfully realize the benefits of social media, USA Weightlifting had to ensure that Facebook platform was well integrated into the organization's overall marketing and communications strategy.

Secondly, I found that sharing a mixture a Facebook post resulted in high fan engagement. Specifically, fans seemed to gravitate towards posts that combined general data themes such as Competition Information and Athlete Information. Additionally, based on the research results, I recognized that fans favored videos more than any other type of posts.

Furthermore, based on the data presented in Chapter 4, the concept and knowledge of transmedia is essential for non-profit organizations. Sport fans tend to search for news and updates on social media, which if recognized by the organization, can enhance fan engagement with Facebook posts. Through the data analysis process, I noted that fans engaged in posts if they found new information regarding the event. However, fans did not respond to Facebook posts that contained no new information. Therefore, sport organizations should always share new content within Facebook posts.

Lastly, the current study expands previous research on this topic because it attempts to fill a whole in the sports social media literature. During the initial research process, I largely found studies regarding professional sport organizations' Facebook use. However, non-profit organizations' Facebook use was previously neglected. Hence, this study opens up a variety of future research topics that scholars can examine. Furthermore, the study suggests such social media strategies for non-profit sport organizations that are inexpensive and can be implemented immediately. In the following section, I give recommendations to other non-profit sport organizations on how they can encourage fan engagement on Facebook.

Study implications for non-profit sport organizations.

Within this sub-section I provide recommendations for fan engagement strategies to other non-profit organizations. The current study is based on one case, and hence the study is not generalizable to other non-profit organizations. However, I identified six general components that any organization can implement to enhance fan engagement on Facebook based on the results discussed previously.

First, I recommend sharing content that features the organization's athletes. It became a great marketing strategy for USA Weightlifting because fans were able to relate to their fellow weightlifters, and thus engaged with the posts. Second, organizations must post visual content on their Facebook page. Photos and videos performed well for USA Weightlifting. Furthermore, other organizations should endeavor to create more videos than photos. The results showed that videos garnered greater engagement than photos for USA Weightlifting.

Third, organizations have to know their fans to be able to market to them. By utilizing Facebook Insights, page managers can educate themselves on the characteristics of posts and the characteristics of fans, which are essential to share the content that fans are curious about. As discussed in Chapter 3, Facebook Insights provided significant information to managers about the organization's page, such as, where fans come from geographically, which posts they like, or when fans are online. It became apparent that USA Weightlifting utilized Facebook's tool not only to get to know fans, but also to study fans' response to the organization's Facebook posts, and thus encourage engagement.

Fourth, page managers can utilize Facebook to use the word of mouth strategy. If fans want to spread the word about a topic they can share Facebook posts, and post will reach people outside the fan zone. Thus, page managers should encourage fans to share posts with their friends.

Moreover, organizations can identify topics that educate and entertain fans. It is required because fans will use the organization's page to find news and other updates about topics they are interested in. Last, be truthful to fans. Organizations must hold credibility with all posts and information they share. Therefore, fans will trust the organization, which can aid in the process of building loyalty towards the organization. Next, I review the limitations of the study and I make recommendations for future research.

Study Limitations and Suggestions for Future Research

In this section, I review the limitations of the study, suggest topics for future research, and provide the conclusions of the study. I begin by discussing the limitations of the study. In light of my findings, several study limitations must be recognized. In particular, I present five limitations with applications to future research. First, the bracketed focus to Facebook did not allow the study to be applied to other social media platforms that USA Weightlifting used. I recognize that Facebook was just one of the platforms that the organization used, and thus future research could extend the study to other platforms such as Instagram or Twitter. Second, the methodology used in this study consisted of a single organization, which exists within the large non-profit sport industry. The case study format does not allow the findings to be a generalized study to other

organizations. Future researchers could implement comparisons between multiple non-profit sport organizations to extend the body of literature on fan engagement. Third, the focus on fan engagement overall did not allow me to thoroughly investigate the characteristics of comments of each posts. This was required to evaluate all 146 event related posts. Therefore, future researchers could analyze comments of USA Weightlifting Facebook posts at a deeper level and accurately understand how fans respond to or feel about posts.

Furthermore, the organization utilized Facebook in many ways that the current study could address. To have a clear understanding of USA Weightlifting's various fan engagement strategies, future research could not only evaluate one event, but also review USA Weightlifting's overall Facebook presence. Last, I recognized that Facebook Insights became the most essential tool, due to its detailed statistics on the organization's page performance. Therefore, future research could utilize the tool and explore the best hours during one day when fans are online and posts could reach them. Last, I provide the conclusions of the study.

Conclusions.

Based on the results discussed in this study, I identified three outcomes that USA Weightlifting can utilize in the future. First, the results showed that weightlifting fans love to see news and updates about elite athletes. The organization shared several posts that featured athletes and received various engagements from fans. Second, the results also showed that fans engaged with videos the most. Though USA Weightlifting shared more photos than videos, it became clear that videos received greater engagement than

any photo. Last, I observed that fans want to feel that they are part of the organization. The Behind the Scenes photos and videos performed really well on Facebook, because USA Weightlifting let fans interact with some 'secrets' that they otherwise could not have seen.

The results of the current study suggest that simply creating a Facebook page is not enough to fully realize relationship-marketing benefits. Rather, non-profit organizations must have a marketing plan to not only reach fans but to develop long-term relationships with audiences. Various non-profit organizations have struggled with financial constraints, and as a result have struggled to implement marketing communications strategies. Through this study, I have offered an initial look at a non-profit organization's relationship marketing strategy by identifying specific fan engagement techniques while utilizing Facebook. Future studies should continue to explore other methods that could influence broader organizational outcomes.

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and 2002. Plus, she was US National Champ from 1998-2008 [Photograph].
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Appendix. Facebook Insights Data Collection

Date	Type	Content	Likes	Comments	Shares
30-Nov	-	-	-	-	-
7-Dec	-	-	-	-	-
8-Dec	-	-	-	-	-
9-Dec	-	-	-	-	-
10-Dec	-	-	-	-	-
11-Dec	-	-	-	-	-
12-Dec	-	-	-	-	-
22-Nov	Photo	Archive	22.00	1.00	1.00
25-Nov	Photo	Archive	10.00	2.00	-
29-Nov	Photo	Archive	22.00	-	1.00
2-Dec	Photo	Archive	20.00	1.00	4.00
6-Nov	Photo	Athlete Feature	43.00	2.00	-
6-Nov	Video	Athlete Feature	189.00	2.00	11.00
6-Nov	Video	Athlete Feature	265.00	11.00	-
9-Nov	Video	Athlete Feature	21.00	-	-
10-Nov	Video	Athlete Feature	24.00	1.00	2.00
11-Nov	Link	Athlete Feature	49.00	-	2.00
11-Nov	Video	Athlete Feature	72.00	2.00	1.00
12-Nov	Link	Athlete Feature	137.00	3.00	2.00

12-Nov	Video	Athlete Feature	63.00	1.00	1.00
13-Nov	Photo	Athlete Feature	205.00	1.00	4.00
13-Nov	Video	Athlete Feature	59.00	1.00	1.00
16-Nov	Link	Athlete Feature	357.00	7.00	-
16-Nov	Video	Athlete Feature	107.00	2.00	1.00
16-Nov	Video	Athlete Feature	178.00	4.00	-
17-Nov	Video	Athlete Feature	46.00	2.00	-
18-Nov	Video	Athlete Feature	1,724.00	52.00	-
18-Nov	Video	Athlete Feature	22.00	1.00	-
19-Nov	Photo	Athlete Feature	198.00	-	4.00
19-Nov	Photo	Athlete Feature	50.00	-	-
19-Nov	Photo	Athlete Feature	201.00	-	-
19-Nov	Video	Athlete Feature	142.00	-	7.00
19-Nov	Video	Athlete Feature	155.00	-	-
20-Nov	Video	Athlete Feature	46.00	-	1.00
21-Nov	Photo	Athlete Feature	112.00	4.00	2.00
21-Nov	Photo	Athlete Feature	128.00	1.00	1.00
21-Nov	Photo	Athlete Feature	60.00	1.00	-
21-Nov	Photo	Athlete Feature	30.00	-	-
21-Nov	Photo	Athlete Feature	511.00	2.00	-
21-Nov	Photo	Athlete Feature	69.00	1.00	-

22-Nov	Photo	Athlete Feature	212.00	5.00	14.00
22-Nov	Photo	Athlete Feature	499.00	9.00	11.00
24-Nov	Link	Athlete Feature	496.00	17.00	-
24-Nov	Photo	Athlete Feature	164.00	1.00	-
25-Nov	Photo	Athlete Feature	1,709.00	51.00	100.00
25-Nov	Photo	Athlete Feature	38.00	1.00	1.00
1-Dec	Link	Athlete Feature	217.00	6.00	-
19-Nov	Photo	Athlete Lifting	931.00	8.00	-
20-Nov	Photo	Athlete Lifting	134.00	1.00	-
20-Nov	Photo	Athlete Lifting	109.00	-	-
20-Nov	Photo	Athlete Lifting	221.00	5.00	-
21-Nov	Photo	Athlete Lifting	264.00	3.00	-
22-Nov	Photo	Athlete Lifting	203.00	-	-
22-Nov	Photo	Athlete Lifting	48.00	2.00	-
22-Nov	Photo	Athlete Lifting	83.00	-	-
22-Nov	Photo	Athlete Lifting	240.00	-	-
23-Nov	Photo	Athlete Lifting	452.00	4.00	-
23-Nov	Photo	Athlete Lifting	119.00	-	-
23-Nov	Photo	Athlete Lifting	475.00	10.00	-
23-Nov	Photo	Athlete Lifting	249.00	1.00	-
24-Nov	Photo	Athlete Lifting	194.00	8.00	-

24-Nov	Photo	Athlete Lifting	552.00	5.00	-
24-Nov	Photo	Athlete Lifting	320.00	4.00	-
24-Nov	Photo	Athlete Lifting	86.00	-	-
24-Nov	Photo	Athlete Lifting	201.00	-	-
24-Nov	Photo	Athlete Lifting	126.00	-	-
24-Nov	Photo	Athlete Lifting	34.00	-	-
24-Nov	Photo	Athlete Lifting	172.00	1.00	-
24-Nov	Photo	Athlete Lifting	124.00	-	-
27-Nov	Photo	Athlete Lifting	399.00	2.00	-
27-Nov	Photo	Athlete Lifting	95.00	-	-
27-Nov	Photo	Athlete Lifting	110.00	-	-
27-Nov	Photo	Athlete Lifting	314.00	2.00	-
27-Nov	Photo	Athlete Lifting	230.00	-	-
27-Nov	Photo	Athlete Lifting	602.00	7.00	-
27-Nov	Video	Athlete Lifting	74.00	1.00	-
28-Nov	Photo	Athlete Lifting	748.00	123.00	-
28-Nov	Photo	Athlete Lifting	934.00	10.00	-
28-Nov	Video	Athlete Lifting	129.00	-	-
29-Nov	Photo	Athlete Lifting	559.00	5.00	-
29-Nov	Photo	Athlete Lifting	90.00	1.00	-
29-Nov	Photo	Athlete Lifting	152.00	2.00	-

29-Nov	Photo	Athlete Lifting	93.00	-	-
7-Nov	Photo	Behind The Scenes	1,150.00	8.00	133.00
16-Nov	Photo	Behind The Scenes	671.00	6.00	-
18-Nov	Photo	Behind The Scenes	470.00	2.00	-
18-Nov	Video	Behind The Scenes	300.00	6.00	-
19-Nov	Photo	Behind The Scenes	21.00	-	-
19-Nov	Photo	Behind The Scenes	59.00	1.00	-
19-Nov	Video	Behind The Scenes	41.00	3.00	-
20-Nov	Photo	Behind The Scenes	15.00	-	1.00
20-Nov	Photo	Behind The Scenes	287.00	5.00	-
21-Nov	Photo	Behind The Scenes	56.00	-	-
24-Nov	Photo	Behind The Scenes	307.00	3.00	-
27-Nov	Photo	Behind The Scenes	45.00	-	-
27-Nov	Photo	Behind The Scenes	241.00	5.00	-
27-Nov	Photo	Behind The Scenes	231.00	-	-
27-Nov	Photo	Behind The Scenes	173.00	2.00	-
28-Nov	Video	Behind The Scenes	1,919.00	62.00	155.00
1-Dec	Photo	Behind The Scenes	721.00	25.00	-
6-Nov	Photo	Venue Info	441.00	19.00	43.00
13-Nov	Photo	Venue Info	724.00	32.00	98.00
14-Nov	Photo	Venue Info	497.00	16.00	40.00

Date	Type	Section	Value 1	Value 2	Value 3
15-Nov	Photo	Venue Info	469.00	13.00	46.00
16-Nov	Link	Venue Info	327.00	-	26.00
16-Nov	Photo	Venue Info	446.00	5.00	36.00
16-Nov	Photo	Venue Info	389.00	2.00	9.00
16-Nov	Photo	Venue Info	69.00	9.00	7.00
16-Nov	Photo	Venue Info	10.00	-	-
17-Nov	Photo	Venue Info	300.00	3.00	19.00
18-Nov	Photo	Venue Info	663.00	26.00	58.00
18-Nov	Photo	Venue Info	181.00	7.00	16.00
19-Nov	Photo	Venue Info	616.00	34.00	67.00
20-Nov	Photo	Venue Info	837.00	32.00	92.00
20-Nov	Video	Venue Info	182.00	3.00	-
22-Nov	Photo	Venue Info	106.00	-	6.00
22-Nov	Photo	Venue Info	182.00	2.00	5.00
23-Nov	Photo	Venue Info	127.00	-	6.00
24-Nov	Photo	Venue Info	129.00	1.00	5.00
25-Nov	Photo	Venue Info	101.00	-	-
26-Nov	Photo	Venue Info	36.00	1.00	-
27-Nov	Photo	Venue Info	96.00	2.00	4.00
28-Nov	Photo	Venue Info	249.00	6.00	10.00
19-Nov	Photo	Hall Of Fame Celebration	27.00	-	-

24-Nov	Photo	Hall Of Fame Celebration	374.00	1.00	-
27-Nov	Photo	Hall Of Fame Celebration	238.00	-	-
20-Nov	Photo	Live Broadcast Athlete	31.00	6.00	3.00
20-Nov	Photo	Live Broadcast Athlete	29.00	-	1.00
21-Nov	Photo	Live Broadcast Athlete	47.00	1.00	3.00
22-Nov	Photo	Live Broadcast Athlete	123.00	10.00	15.00
22-Nov	Photo	Live Broadcast Athlete	185.00	9.00	4.00
23-Nov	Photo	Live Broadcast Athlete	110.00	1.00	5.00
23-Nov	Photo	Live Broadcast Athlete	50.00	-	1.00
23-Nov	Photo	Live Broadcast Athlete	16.00	-	-
25-Nov	Photo	Live Broadcast Athlete	502.00	10.00	12.00
26-Nov	Photo	Live Broadcast Athlete	229.00	9.00	17.00
26-Nov	Photo	Live Broadcast Athlete	184.00	3.00	8.00
27-Nov	Photo	Live Broadcast Athlete	274.00	11.00	11.00
27-Nov	Photo	Live Broadcast Athlete	207.00	3.00	3.00
28-Nov	Photo	Live Broadcast Athlete	152.00	13.00	10.00
28-Nov	Photo	Live Broadcast Athlete	107.00	6.00	9.00
16-Nov	Photo	Live Broadcast General	140.00	1.00	30.00
18-Nov	Photo	Live Broadcast General	125.00	10.00	41.00
19-Nov	Photo	Live Broadcast General	209.00	12.00	47.00
20-Nov	Photo	Live Broadcast General	70.00	2.00	17.00

21-Nov	Photo	Live Broadcast General	25.00	-	4.00
27-Nov	Photo	Live Broadcast General	14.00	-	-
1-Dec	Photo	Recap Broadcast	759.00	58.00	160.00
3-Dec	Photo	Recap Broadcast	393.00	26.00	61.00
5-Dec	Photo	Recap Broadcast	169.00	6.00	30.00
6-Dec	Photo	Recap Broadcast	11.00	3.00	8.00
10-Nov	Photo	Ticket Sales	17.00	1.00	2.00
18-Nov	Photo	Ticket Sales	20.00	5.00	-