A Free Range User Journey:

Establishing a Community's Identity Through Website Usage

By

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A FREE RANGE USER JOURNEY

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ABSTRACT

Matt Lucas started Free Range CrossFit in August 2011 and hosts a website for his members freerangeathlete.com. Members are able to look up workouts for the day or the week, update their scores for each workout, and use its features to update and track their skill level. The website is a tool that members can use to track one of the primary values that make up the Free Range CrossFit Brand: personal development (Free Range CrossFit, 2018).

The primary goal of this research was to identify the elements of members' website usage stories (including plot points, and story scope), and which Brand principles of Free Range CrossFit, like personal development (among others), can be identified in those storytelling elements.

To accomplish this, I designed the interview questions to uncover these patterns in the various plot points of their journey as users, and developed a coding manual with the elements of 'Brand' and 'User Story' to code the transcripts. I then coded the results using Atlas.ti for assistance in analyzing the qualitative data generated from the interviews. This was done largely by identifying occurrences and co-occurrences between the two concepts, but also included capturing quotations that could be summarized to highlight key findings

The results showed that the website is being used as a tool for measurement in the members' personal development, which aligns with Brand principles from mainstream CrossFit (CrossFit Inc., 2018), and the gym's mission and value statements. The data also suggests that members were using the website for both individual micro tasks and tasks that led to habitual (serial) use. While the beginning of story outlined by the members was clear, the data suggests that there is room for improvement towards the end of the members' journey as users of the website.

Introduction

The purpose of this research is to distill a common user story, as described by Donna Lichaw (2016) in her book *The User's Journey: Storymapping Products That People Love*, that describes both how and why members access and use the CrossFit website, which then shows how the Free Range CrossFit Brand is reflected in, and diverges from, the experiences of their customers/users. The examination of these elements provides insights into the strengths and weaknesses of the website reinforcing a brand identity. Based on of those strengths and weaknesses, I make recommendations will be made to reinforce the current strengths of the site and suggest changes to connect brand identity with user goals.

Scope of Work and Deliverables

Matt Lucas started Free Range CrossFit in August 2011 and has cultivated a membership that usually consists of just over 100 people. Members, who pay monthly fees varying from $80 to $150 a month, are able to go to the gym and participate in programmed workouts, and then are able to access and use the business's website freerangeathlete.com to assist in their experience with the business as a whole. As a response to a request-for-help from Mr. Lucas, I conducted a study March 5, 2018 to March 9, 2018. The study includes interviews that were conducted on members of his gym. The research and data collection included a total of 9 participants who were each asked 5 questions about the reasons they joined the business' membership program, their current goals, whether those goals are aided by the business' website, and a demonstration of how each of them routinely uses the website.

I was responsible for determining the scope and deliverables for this project, in addition to presenting the results. I knew that I would be conducting interviews with members of the gym,

but I had to determine the variables within the data that I was collecting. There are 2 main concepts that I wanted to include in my findings – Usage Story, and Brand – and they are listed with their definitions below:

- Usage Story - exactly what it sounds like: a story of someone using a product – step by step, (or plot point by plot point) (Lichaw, 2016 p70).

  - Plot points - the components that make up the usage story (exposition, inciting problem/incident, rising action, crisis, climax/resolution, falling action, end) (Lichaw, 2016, p70)

  - Story Scope – The perceived length of a user story, (categorized as micro-tasks, serials, and/or epics) (Lichaw, 2016, p84)

- Brand – What a company stands for, or the value it offers its customers (Gibbons & Kaplan, 2017)

  - Brand principles – Direct extensions of the Brand mission and vision (Gibbons & Kaplan, 2017)

After I defined the scope of my study, I had two goals to accomplish by conducting the interviews. 1.) I wanted to identify patterns through the interviews into what some of the user stories were. This involved capturing some background information on each member, and which tasks fit in the various plot points identified as part of their journey through using the website. It also involved determining which story scope best described the way members were using the site in relation to their stories. 2.) I had to identify the Free Range 'brand principles' and identify whether the website served the purpose of reflecting those principles.

This research, and its results can provide insights into how the identifications of a user story can be an important tool for businesses to develop or update their web presence. The data including transcripts, and coded quotations are included in the Appendix section of this report, along with the suggested updates.

Background

CrossFit is a fitness brand that programs workouts for its followers. These workouts could include any forms of exercise within any given work out. For example, one workout could include any one, or combination of the following exercises: powerlifting, olympic lifts, kettlebell movements, bodyweight movements, cardiovascular activities, etc. On the main site, Crossfit.com, workouts of the day ("WOD"s) are released each evening and fans and patrons of the Brand can post their scores and interact with each other. The CrossFit community has historically relied significantly this example of a web presence to keep fans and patrons of the organization engaged with their brand. Matt Lucas, owner of a CrossFit gym that retains a little over 100 members who pay a monthly membership, knows that his gym, Free Range CrossFit is no different. Mr. Lucas is still looking for ways he can improve the website for his members. Due to the high cost of registration and membership, he wants to be sure that the people who pay for his services are getting their money's worth and thinks there is room for improvement in providing his members with a full range of resources in order to achieve their goals as members of the Free Range community.

Overall, he utilizes two different main landing pages. The main and universally accessible home page of freerangecrossfit.com, is a resource for general, informational and recruitment content. The page has links for an 'About Us,' 'How to Join,' 'Class Schedule,' and 'Workout of the Day.' The 'Workout of the Day' page is actually hosted on the gym's other

main landing page, freerangeathlete.com. This is a page that is geared towards the users, and has an option to log in at the top right. Once logged into freerangeathlete.com, members can access pages including: 'Profile,' 'Maxes,' 'Today's WOD,' (same as Workout of the Day), 'Past WODs,' 'Upcoming WODs,' and 'Band Standards.'

For clarity, the Band Standards were developed by Matt Lucas in an effort to recognize that members come in with skill levels, and that each member should first determine their general level-of-skill in order to avoid risk-of-injury, and thereby maximizing the results of each workout. The main CrossFit.com website states the following on their 'What is CrossFit,' page, "While CrossFit challenges the world's fittest, the program is designed for universal scalability, making it the perfect application for any committed individual, regardless of experience. We scale load and intensity; we don't change the program. The needs of Olympic athletes and our grandparents differ by degree, not kind." (CrossFit Inc., 2018) The Band Standards are Mr. Lucas' way of adapting that principle into his business and brand. There are components of each workout that are dependent on what band category (color) the member falls into. The order of the bands, in order from beginner to advanced skill levels, are as follows:

- Yellow (Beginner/novice)

- Blue

- Green

- Red

- Black (Advanced)

Mr. Lucas introduced the Band Standard in 2013, which required an update to the site's content. Since that update, no significant changes have been made to the website, and the site has

never gone through any sort of user testing. Mr. Lucas left it up to me to determine the best method for acquiring data that would lead to valuable feedback that could lead to potential improvements. I wanted to get the most information possible in the interviews so the goal was to synthesize concepts in branding and user testing, so the following Literature Review section outlines those concepts.

LITERATURE REVIEW

Overview

The purpose of the literature review is to cover some of the components related to the methods and data collection. The elements covered in the literature review will aim to cover:

- How the topics of brand and user experience are related

- Key terms that would reflect the brand of Free Range CrossFit

- The concept of storytelling and how it's components relate to identifying a user journey (Including how the scope of the story affects the journey)

- How qualitative data analysis tools can be implemented in determining a user journey

- The format used to make recommendations

The topics covered in this section outline the research used to create the elements in the methodology, data analysis and conclusions, and recommendations.

Branding through UX

This study is being conducted in a way that will help us identify a brand reputation. Before bridging the fields of 'Brand' and 'UX', I will have to address them individually starting with the concept of what a 'Brand' is, how branding is done in a modern environment, and the company vs customer roles in how they interact with a Brand.

Gibbons & Kaplan (2017), identified Brand as a promise about what a company stands for, or, the value it offers its customers, as opposed to *branding* (lowercase 'b'), which is the controlled manifestation of the Brand's identity. Gibbons & Kaplan (2017) go on to explain the 5 components of branding and state that they must be understood across teams in order for compartmentalized to effectively translate brand into consistent user interactions:

1. Brand Promise – The unique, enduring idea behind a brand's purpose. The brand promise answers the question "What is this company's reason for being?"

2. Brand Personality – A set of well-defined traits that personify the brand.

3. Brand Attributes – individual characteristics or personality traits that personify the brand.

4. Brand Vision and Mission – Formal statements that help the brand express its promise in more tactical ways.

5. Brand Principles - Direct extensions of the brand mission and vision, or the core values that drive a company's approach to decision making.

Based on this definition of 'Brand' and its components, it's important to identify how the relationship between 'Brand' and 'UX.' According to Kaplan (2016) *UX* can be a brand differentiator, acting as the reason a person chooses to interact with a company or its products.

Kaplan (2016) also states that in digital systems, one of the main methods of brand interactions comes from when users visit the website, and that brand behavior becomes a more crucial attribute of a brand. For the purposes of this study, all the elements of the Free Range Brand covered in the next section will be interpreted as equal direct extensions of the Brand, falling under the Brand principle definition, until conclusions point out otherwise.

There are different roles of those who affect Brand behavior. First would be how the company (attempts to) control the behavior of their Brand. In this way, the company acts as the brand owner. The business controls the Brand's vision and mission, manages its attributes, and makes decisions about how Brand is leveraged across the customer journey (Kaplan, 2017).

The other role in this Brand interaction becomes the customer and how they interpret the Brand and branding. Kaplan (2017) states that there are 2 ways that customers interact with a Brand: 1) the actual value a company provides, and 2) the experiences that they had over time and across touchpoints with that company. These are two concepts that I aim to measure in the Free Range CrossFit user experience. Once I identify these concepts in their encounters with the Free Range CrossFit website, I want to summarize my findings, and make recommendations for the business to improve the usability of their website in aiding the members to achieve their goals, which should, in turn, assist in building the Brand.

The Free Range Brand Mission

The Free Range website offers insight into some key terms that will be identified to highlight elements of their 'Brand'. Based off of Gibbon's & Kaplan's (2017) components of 'Brand' I looked to none other than the website for some evidence of the Free Range CrossFit 'Brand,' and which of those elements I can use to categorize the data I would be capturing.

First, I went to the 'About Us' page. I found the following value statement, which supported their general mission

"With our coaches and community we live by these values:

- Committing to a lifelong pursuit of self-discovery and **personal development**.

- Accepting personal responsibility and holding ourselves **accountable** for results we desire.

- Creating a **culture** centered around a deep sense of **belonging** and encouragement.

- Providing the highest quality **athlete and coach experience**.

- Having fun and **sharing our passion** with others." (Free Range CrossFit, 2017)

Next, I visited the 'Community' page, and identified more phrases and terms that are helpful in determining some of the branding goals of Free Range CrossFit. The page states that:

"We are a community of lifetime learners. We believe that **continual learning** is a sign of wisdom, not weakness. We inspire and **support** each other daily, both in and out of the gym. Our common pursuit of fitness enables us to push each other to our **physical and mental limits**. Camaraderie is forged through a shared sense of accomplishment and perseverance. We view action as our best method of **self-expression.** We DO, therefore we ARE Free Range." (Free Range CrossFit, 2018)

With this description of their mission and values, and insight into the goals of the community, the following terms will be used as Brand principles (may also be referred to as "components" based on methodology principles).

- Personal Development – Physical

- Personal Development - Mental

- Accountability

- Culture - Belonging

- Athlete/Coach Experience

- Sharing Passions

- Continuous Learning

- Community Support

- Push Mental Limit

- Push Physical Limit

- Shared Accomplishment

- Self-Expression

There are more components to the overall CrossFit brand than the ones captured here. A big component is cited on the CrossFit main site 'What is CrossFit' page is that "the CrossFit program is driven by data." (CrossFit, 2018). Stated on the same page is "CrossFit is constantly varied functional movements." (CrossFit, 2018). These two quotes were cause for adding another few potential codes—measuring/tracking, variety, and focus (as an antithetical component of *variety*) would be included in analyzing members' reasons for joining and goals.

Storytelling as Means of User Experience

Stories can be found in how your customers use your product, how they talk about your product and the problems it helps solve, and how they experience using your product or engaging with your brand (Lichaw, 2016, p102). This method of mapping each participant's story, finding out how the website helps or doesn't help them in their goals, and how they experience the site

as it relates to the brand of Free Range CrossFit, informs the core of my research by enabling me to capture the components of the users stories — as opposed to capturing a limited number of tasks — which in turn will give me a broader range of potential ideas to help members achieve their goals.

This research will compile data and results to be presented in a storytelling format, more specifically as a usage story. A usage story is the steps that make up the story for your user, plot point by plot point, and can be used to help figure not what a customer should think about a product, but how and why he/she will use, experience value in using, and continue to use your product in one sitting or over time (Lichaw, 2016 p70). As stated, the usage story is developed through plot points. These plot points are basic elements of any story and will be expressed in a way that shows how the usage of the gym's website is connected to the Brand of Free Range CrossFit. By identifying the results in the form of members' usage stories and their plot points and scope, I will have specific data points in within each plot point, enabling me to break down where the successes, and opportunities-for-improvement lie within the website. Each phase captures a unique set of successes or barriers for the members. The plot points that I will be capturing are listed below:

- The first plot point is the **Exposition**. The exposition would be considered the origin story of the user as the main character with an original goal – i.e. he/she wants something. (Lichaw, 2016 p 70).

- The second plot point would be the **inciting incident or problem**. This would include the incentive, trigger, or call to action that kick starts the journey. (Lichaw, 2016 p70) This is the point in the story when an opportunity to help the user achieve his/her goals would present itself.

- The third plot point is the **rising action**. Lichaw (2016 p. 70), states that this is the point where action and tension rise as the user gets more engaged as he/she tries to meet their goal.

- The **crisis** is the fifth plot point, containing the impediment that must be overcome for the user to get to the high point of his/her experience (Lichaw, 2016 p. 70).

- The seventh plot point, **climax/resolution**, is the point when the crisis is solved. Lichaw (2016) states that what matters most is not *that* the problem is solved, but *how* it is solved, and is also where the user gets to feel good about what they are doing. For the sake of this study, this will be coded as the action in which the user takes to solve the inciting incident or problem.

- **Falling action** takes place after the user finishes the flow and leads the user to the end. (Lichaw, 2016 p. 70)

- **The end** is the obvious final stage when the user's goal is met. Ideally he/she should've learned something, found something, or generally grown as a character so that when he/she arrives at home, he/she is changed forever and is closer to meeting his/her next bigger goals. (Lichaw, 2016 p. 70)

Story Scope

There can be different levels and scales to a usage story. The interviews in this research will allow for the participants to choose their own way of framing their experiences with the brand of Free Range CrossFit and the website. This will affect the framing of the story that this research will capture so it's important to be able to differentiate between the scopes in order to

determine recommendations for the continuation of this usage story. According to Lichaw (2016, p84-86) the different scopes for stories and their components include:

- Epics – Stories that take place over a long period – typically years – of time. The benefit of this would be that it would quickly enable the business to assess strengths, weaknesses and opportunities in their content program structure.

- Serials – This would be a framing of the story that would put it in context as one of many different stories. The benefits of this would be that it would help researchers and the business figure out how or why to hook people in, get them invested and stay invested over time. It would also aid in identifying cliffhangers where members drop off as well as gaps and opportunities where the business could add value not as a whole, but episode-by-episode.

- Micro Stories – Core tasks. Plotting individual tasks and framing as narrative.

Qualitative Analysis and Computer Support Program

Interviewing the participant members of Free Range CrossFit provided me with content that will make up the qualitative data I'll be analyzing and using to make recommendations. In order to code, categorize, and model the results, I first had to transcribe each of the interviews into their own documents. Then, I developed a coding manual based on the elements of Brand, story plot points, story scopes, and question themes. Once I had my transcripts separated into individual documents according to their randomized interview number

Qualitative analysis, especially when working with multiple interviews, often use computer programs such as NVivo or Atlas.ti because these programs assist researchers in coding more efficiently, and allow researchers to see the relationships between categories more

vividly (Zhang & Wildemuth, 2005, p6). Atlas.ti was my software of choice because it allowed me to upload each document, quote the relevant text, code the text, and then identify patterns and then visualize the relationships between the codes. Furthermore, it allowed me to code the same quotations with different codes, and the supporting my ability to draw conclusions under the Analysis feature in the program.

Jobs to be Done Recommendations

The analysis phase of the research will require a formal process of making recommendations, based off the qualitative data. Laubheimer (2017) defines Jobs to Be Done as a framework based on the idea that whenever users hire (use) a product, they do it for a specific "job," and that the set of jobs for the product amounts to a comprehensive list of user needs. This Jobs-to-Be-done framework is born out of qualitative research and involves identifying for which goals a customer "hires," a product. From the analysis, Jobs-to-Be-Done would then be expressed in one-sentence formats and address 3 components for each "job" (Laubheimer, 2017):

- Functional Criteria – The objective clear requirements for this job to be successful
- Emotional Criteria (Personal) – The individual needs of the user
- Emotional Criteria (Social) – How they imagine they'll be perceived by others

Aside from and in-addition-to the basic patterns resulting from the coding, recommendations will take the form of jobs to be done for a potential website redesign/rebuild. Considering that the interview questions have to do with members being aided, or not aided, by the website in their goals as members of Free Range CrossFit, the Jobs-to-Be-Done format with each category of criteria – functional, emotional-personal, and emotional-social – being the basis for those recommendations.

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METHODOLOGY

Qualitative Methods Overview

Data for this project was collected using qualitative interviewing methods. The intended purpose of these interviews was to collect detailed, in-depth answers that provide insight into the conceptual and usability stories that participants provide, and how those stories help to reflect the brand of Free Range CrossFit. In order to obtain the level of detail required to craft this type of story, I used a semi-structured interview. I also wanted a basic consistency, and to cover the same topics covered throughout each interview and therefore followed a script of 5 questions (explained later in this section). The semi-structured nature allows for me to ask follow up questions in case I need clarification or any further details regarding their initial answers.

Pre-Interview Process

Due to the fact that my research involves human subjects in the form of interview participants, an Internal Review Board approved the plan of study before interviews. This included the demographic collection form, the recruitment materials & measures, the interview questions, and participant consent form & measures.

The informed consent form is shown in Appendix B. It was shown to each participant before/as the interview started and they were each recorded acknowledging the agreement that their participation in this research is voluntary.

I performed the recruitment for this study during the week of 02/25/18. I attended one of each class time throughout the week and read a recruitment slip (Appendix A). I received 9 interested participants and scheduled the interviews for the next week.

Conducting the Interviews

The location of the interviews was at the gym in Tempe, Arizona. They took place during the week of 3/4/18. Participants were given the option during recruitment to bring their own device for a question asking them to demonstration how they access the website; however, just in case they had no equipment for web access, the researcher brought the equipment below to allow the interviewees to access the website in a fashion similar to how they would do so typically:

- Interviewer's iPhone 7 using the VoiceRecorder App

- Interviewer's MacBook Air (for demonstration question)

- Participant's personal Laptop (for demonstration question)

- Participant's personal device (for demonstration question)

    The Interview.

The interviews were roughly scheduled for 30 minutes; however, the interviews did not always adhere to that time limit. Because I also used the option to ask for follow up or clarification as needed, they sometimes exceeded the time limit.

Before each interview I briefly explained that they would be asked 5 questions, and that one of the questions would involve them demonstrating their experience as they use the website. I informed them that I would be recording each interview on a Voice Recorder App on my personal device (iPhone 7). I also informed each participant that I would be using the transcripts to make my conclusions, and asked that on the question where they were asked to demonstrate their experience, that they please narrate their experience so that I could refer back to the recording and use it to include on the transcript. The interview questions and the aim of each question are as follows:

1. What were the factors that led to you become a member of Free Range CrossFit?

This question was designed me understand what were the events or actions taken that led each participant to commit their time and money to Free Range CrossFit. The main goal of this question is to see which branding efforts from the gym, if any, are identified so that I can see if there are overlaps between their reasons for joining, their user stories, and company goals (Questions 3 & 4).

2. What are your current goals as a member of Free Range CrossFit?

This question identifies user goals are and uncovers how they might or might not relate to the branding efforts of Free Range CrossFit. It also helps to determine if there are any shared affinities between the brand strategies, user goals, and user stories outlined in question 3 & 4.

3. What role does the Free Range CrossFit website play in helping you achieve your goals?

This question challenges the participants to think about the ways in which the website helps them, including defining the scope of how they use it with some exposition or inciting problems identified. It would also be the starting point for identifying whether any of the components identified in the first two questions are reflected in how they use the website.

4. Could you demonstrate how you use the website to achieve that goal?

This demonstration uncovers connections between abstract goals and more concrete steps in using the website. It gives me a start-to-finish look at their process as they narrate why it is they use the website. As they narrate, I'm given insights into which elements of the Free Range Brand are reflected in their process.

5. What difficulties do you have in achieving your goals?

This helps me identify their barriers in achieving stated goals, whether with the website, or in their experience as a member. Because they have already engaged the website physically, and have thought about and discussed their motivations for joining, users have been primed to see potential connections between the two. The information gathered in this will help with making recommendations for improvements.

The interviews were given a random number assignment ranging from 1-9. After each interview, each one was then transcribed on a document. There is a master list of the interview transcripts, but for the sake of coding, they are each on their own document as well. The coding manual I developed in covered in the next section.

Coding, Categorizing, & Modeling

Before coding can even take place, the data needs to be transformed into written text (Zhang & Wildemuth, 2005, p3). After each interview was completed, I had to transcribe each interview on a Microsoft Word Document. I slowed down the interviews to half-speed and repeated each interview until the transcript was completed. For this research, I did not include the consent agreement in the beginning, and eliminated filler words such and "like," and "um."

Each document was then uploaded into the program separately and titled in accordance with the number assigned to the interview. The Atlas.ti program first requires that each answer be categorized as a quotation before codes can be applied to the quotation (Friese, 2017). Within each quotation, different coding principles were applied. The coding manuals for each concept covered are listed in the Appendices D-G.

Qualitative content analysis typically identifies *themes* as means for analysis, which can be expressed in a single word, phrase, sentence or paragraph (Zhang & Wildemuth, 2005, p3). Friese (2017), identifies a method for coding in Atlas ti., which creates a hierarchy for those themes and breaks them down between concepts and categories. Concepts are the primary themes of the codes, and are written in all capital letters. Categories are the components of those concepts, and follow the concepts, separated by a colon. (Example: BRAND: Personal Development – physical). I followed this format in the way that I coded the Brand principles/components, usage story plot points, and story scopes.

The program of Atlas.ti, contains a system in which *quotations* are the units that are *coded*. When a quotation is coded, the code can be looked up in the 'Code Manager,' toolbar. There, it will display the number of occurrences for each code. Quotes can contain multiple, and possibly overlapping codes as well. These overlapping codes are identified in the Data Analysis section as "co-occurrences." Co-occurrences are identified in the Analysis toolbar of the program where 'Code Co-occurrence Table' is found in the drop-down menu.

Coding for Question Themes

The first phase of the coding process was to identify codes that related to the themes of each question. I did this by highlighting all of the text (quotes) after each interview question, and then applying a code to the highlighted selection according to the concept related to the theme of the question. For example, all of the text following the question "What were your initial reasons for becoming a member of Free Range CrossFit?" was highlighted and coded as "REASONS FOR JOINING." A complete list of question theme codes and their definitions are listed in a table in Appendix G.

Coding for Brand.

The next step I took in each document was to apply codes for the Brand concept and its categories/principles. This involved assessing each document line-by-line and recognizing any quotations that referenced or implied a Free Range CrossFit Brand principle. For example, if a participant mentioned that their goal was to improve their strength or cardiovascular abilities, that quote would be coded as 'BRAND: Personal Development – physical.' A complete list of Brand codes and their definitions for application are listed in a table in Appendix D.

Coding for User Story & Story Scope

The third phase of the coding process was to identify any quotations that could be coded under the concept of a user story. The first portion of this phase called for the identification of plot points. This involved re-assessing each document line-by-line and looking for references or implications to the concept of the usage story as defined by Lichaw (2016). For example, if there was a quotation in which the participant mentions realizing he/she forgot to log their score for the day's workout, this would be considered a reference to the thought when that member decided she/he needed to use the website. The code that would be applied in this example would be 'USER STORY: Inciting problem.' A list of the user story - plot point codes and their definitions for application are listed in a table in Appendix E.

In this phase, I also looked for references or implications of a story scope within the coded plot points. Using the same example from before of a member that forgot to enter their score for the day, that example references a small task that indicates no level of continuity beyond solving that one-off inciting problem. Therefore, the same quotations that was coded as 'USER STORY: Inciting problem,' would also be coded as, "STORY SCOPE: Micro task." A

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complete list of user story - scope codes and their definitions for application are listed in a table in Appendix F.

As I was coding in this phase of the project, I recognized that there were different web pages that members were mentioning in their stories. I felt that this would be an important piece of data to capture, and wanted to be able to identify any trends, so I started went through each document and coded each mention of a web page, according to the title of the page. If a participant mentioned that they go straight to the 'Workout of the Day' page I would code that quotation as "WEBPAGE: Workout of the Day." A complete list of the codes for web page and their applications are listed in a table in Appendix G.

Once I looked through each document and applied codes to all of the relevant quotations, I repeated the process, ensuring consistency between them. Once I ensured that there was consistency, I was able to use the "code manager," tool to get counts on the codes and easily navigate through the quotations for each concept. Also, the "co-occurence" tool enabled me to identify patterns of shared codes, again enabling me to check the quotations where codes were applied mutually. The results that demonstrate these applications within Atlas.ti are illustrated, summarized, and analyzed in the following section.

RESULTS AND DATA ANALYSIS

The results for this study could have taken many forms. Each transcript was entered as an individual document in the Atlas.ti program. After uploading each document, they were all then coded for the components covered in the literature review. The program then allowed for me to identify patterns in the form of occurrences, co-occurrences, and word counts. Those patterns are what will be presented in this portion of the report.

Demographic Information

Participants were first asked to fill out a brief demographic form. While demographics were not a key part of this study, it was still important to gather a baseline set of statistics for possible future reference, and to be able to supplement the qualitative data. I collected information on each participant's gender, age, device most commonly used to access the website, and months as a member (membership fees are paid monthly).

The results between participant demographics showed that Mr. Lucas has a diverse population in his membership. There was a 5-4 (female-male) split in the gender category. The age of the members ranged from 23-45 years old, and the tenure of those members ranged from 3 months to 79. The one consistency that I identified is that the 'means of site access' was predominantly by means of cell phone. This category reflected that 8 out of the 9 participants were using a mobile device to access the site, and one participant indicated that she used a laptop. The full results for demographic information based on the randomized interview number is provided in Appendix Z.

Question Themes and 'Brand' Results

Questions 1,2,3, and 5 were developed to identify the surrounding themes of *why* and *how* the members use the website. Those themes would ideally serve to promote the gyms 'Brand' identity and its components. For that reason, I used the Atlas.ti program to identify co-occurences between the concepts of each question's themes against the principles of Free Range 'Brand' identified in the literature review section of this report. The results that will be identified for conclusions are shown in the table below. The complete table is listed in Appendix AA.

Table 1

Questions 1-3 Themes & Brand Co-occurrences (Shown in Full on Appendix V)

	REASONS FOR JOINING	GOALS	ROLE OF WEBSITE	DIFFICULTY
Accountability - Self	2	2	4	3
Athlete/coach experience	4	0	1	1
Availability	2	1	0	7
Culture - Belonging	4	1	0	0
Focus	1	2	4	3
Measure/track	0	3	9(a)	1
Personal development - physical	3	9	7	2
Push physical limit	2	3	2	1

Total possible score = 9 for 9 participants

(a) 'Measure/track' was mentioned 13 total times in the nine interviews due to it members referencing it in measuring/tracking through different web pages.

Question 1 - Reasons For Joining

The "REASONS FOR JOINING" concept results reflect that 2 key aspects of the Free Range CrossFit Brand are being achieved at the beginning of their experience as a member.

"Culture - belonging," was identified by 4 of the participants as a contributing factor to the reason they decided to join the membership, but this was reflected in different ways. One exemplified from the quotation in Interview 7 when the participant states that it was the in-person experience of when she walked in the door after returning from a trip as part of her reason to join. Another participant in Interview 2 states that it was checking the Free Range CrossFit Facebook page and seeing the images of people who looked like they enjoyed being there that initially drew him in. This demonstrates that Mr. Lucas has created a culture of belonging that is reflected in the in-person experience of visiting the gym, and the virtual experience of his website freerangecrossfit.com.

Athlete/coach experience was also identified by 4 of the participants as a contributing factor to the reason they joined to become members. The fact that Matt Lucas was mentioned specifically in 3 out of those 4 times by participants in interviews 1, 3, and 7 demonstrates that members respond well the way his leadership in exemplifying the Brand principle of culture of belonging.

Question 2 - Goals

The "GOALS" concept in question 2 reflected that All 9 of the participants included a level of physical personal development in their goal description. These quotes came in a variety of forms. Participants from interviews 3, 4, and 6 specifically mentioned the word "maintain" in their goals for personal development, and the participant from interview 9 stated that she wanted to "continue to stay in shape and not get injured."

For 3 of these participants in interviews 1, 2, and 5, this involved being able to improve the amount of weight they were able to lift, and/or learn a new movement and for the participant

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in interview 9 it meant "being able to progress through the band standards," which specific

weight requirements for power-lifts and olympic-lifts are part of the requirements for progression

through the band standards.

Regardless of the form that physical personal development takes, it is reflected strongly

in the goals of each member. This finding shows that the culture of belonging identified as the

primary reason for joining in the previous section can be built through diversity. Members all

have a goal that applies to their physical development, but it is reflected in different ways. The

more diversity in members' goals, the more potential there is that another non-member comes in

to and is able to identify with someone who shares their personal development goals, thus

leading to more conversions because of that culture based on a diverse set of physical

development goals.

Question 3 - Role of the Website

The "ROLE OF THE WEBSITE" concept in question 3 identified one primary pattern:

that the members were using the website to track/measure their progress. "Measure/track" was

mentioned 13 times in the 9 interviews for ways in which the participants used the website to

achieve their goals indicating that the members use different pages to track different metrics. The

data shows how many participants recognized specific pages to assist their ability to

measure/track an element of their progress. Based on the findings in the previous section this

strong connection between goals and the role of the website is likely to track their physical

personal development. This is further demonstrated in the list below:

- 3 participants identified the My Maxes page (2, 4, 7)
- 7 participants identified the Band Standards page (Interviews 1, 2, 5, 6, 7, 8, 9)

- 4 participants identified the Workout of the Day (scores) page (Interviews 3, 5, 6, 7)

All of these web pages have different roles but overall, are all utilized by members to help them measure/track their progress in regards to their progression in physical development. This shows that by offering these pages on his website, Mr. Lucas is giving his members tools to ensure that whether they want to increase the amount they are able to lift, or ensure that they are maintaining their own definition of fitness, that they have a variety of pages they can use on his website to assist them in doing so, and are being identified overwhelmingly for that purpose.

Question 5 Difficulties

The "DIFFICULTY" concept in question 5 identified one significant finding, mentioned by 7 out of the 9 participants. Those 7 members identified 'availability' as a barrier in being able to achieve their goals, but there were 2 different patterns within that 'Availability' code. Quotations from participants in interviews 3, 4, 6, 7, 8, and 9 all indicated that they experience difficulty due to their own schedules. The other way in which 'Availability' was recognized was by participants in interviews 2 and 9 also mentioned being able to work around the gym's scheduled hours of operation.

Three of the participants (Interviews 2, 3, and 6) included 'accountability' as one that acts as a barrier in their abilities to achieve their goals. Each of the participants from interviews referred to a difficulty they experienced when outside of the gym.

Both of these findings reflect the fact that elements related to not being at the gym, whether it be for accountability or availability reasons, hinder their abilities to achieve their goals. This finding in the difficulty concept illustrates the opportunity for Mr. Lucas to use the website as a tool to, with a strong awareness of the potential usage stories, be that available

outlet for them when they are not at the gym and having trouble keeping themselves accountable and focused on their goals.

Establishing the Identity

The initial draw of Free Range CrossFit is shown in the results to be the culture of belonging and the owner/coach that exemplifies that culture. The results of participants being asked about their goals suggests that 'Personal development - physical' is the overwhelming driver of that culture, with all 9 participants identifying it as a goal. This illustrates a natural connection to the fact that each of the participants also indicated that measuring/tracking was a role of the website. It's clear that members are using the site to see a virtual representation of their quantified selves. They joined because of the strong reflection of the 'culture - belonging' Brand principle and then have remained members because part of the role that another Brand principle, "Personal development - physical," plays in building and driving that culture. The "Measure/track," Brand principle then comes in through the website, and a sustainable process that potentially identities Free Range CrossFit is born. Understanding the usage story of each member is a vital piece of determining the website's step-by-step role in this process, and identifying potential gaps or areas for improvements.

User Story Results & Findings

Each phase of the user story which participants made a reference to will be displayed in the following sections. The results for the 'user story' will include a variety of measures used, from key terms identified, to coded references to a specific web page, to occurrences certain plot points.

The results for 'USER STORY: Exposition' category within the 'USER STORY' were typically captured in question 3 and 4 of the interview. Some of the participants when asked about the role of the website expressed a time or place that they use it, some waited until the demonstration, and some did not provide a reference that fit the category. The results for the 'Exposition' codes are included the following patterns:

- Six out of the nine participants (Interviews 1, 2, 5, 7, 8, 9) verbalized that they use the website on a daily basis.

- Some exceptions to the daily-use mentions, which indicated an Exposition in this portion were:
    - "Usually on a Monday," - Interview 8
    - "Sometimes when I'm out of town at a hotel," - Interview 7
    - "So today when I woke up in the morning." - Interview 8

The primary takeaway from the "Exposition' category is that members use the website on a daily basis. There were exceptions, which included one user stating that it's something a checked at the beginning of each day, and another using it regularly on Mondays (the beginning of each week), which could provide value added basis for making recommendations. These conclusions show that Matt has built a tool that his members place a strong value. They value their status as members of his gym, and use the website regularly, either at the beginning of each day and/or week to assess how they are going to be able to establish their path towards contributing to the culture of belonging by developing themselves physically. It's in their heads on a regular basis.

The next plot point is the 'Inciting Incident/Problem' (coded as "USER STORY: Inciting problem"). This code was similar to the 'Exposition in that it was referenced in questions 3 and 4. The key takeaways for the 'Inciting Incident/Problem" plot point are as follows:

- Six out the nine participants (Interviews 2, 3, 4, 7, 8, 9) state that they will go to both the Workout of the day and Workout of the Day (scores) page to look at the workouts and what the scores are.

- Four out of the nine participants (Interviews 1, 6, 8, 9) indicated that they will check the website to look up their 'Band Standard.'

- Three out of the nine (Interviews 1, 6, 8) participants mentioned that they look up the 'Upcoming WODs' page to see what the upcoming workouts are for the week.

- Two out of the nine participants (Interviews 1, 4) stated that they regularly need to update their weight in the 'My maxes' webpage.

- One of the participants (Interview 7) states that she regularly checks the 'Past wods' page to look at previous workouts and see if there are any she can repeat.

The primary takeaway from the inciting incident/problem plot point of the user story is that members are visiting the website consistently to check what the workout of the day is, and formulate a strong connection to a sense of self from this metric. Six of those members claim that they continue from there to look at the scores for the workout of the day [Workout of the day (scores)]. Four of the members also stated that they regularly check the 'Band Standard.' Those are all indications of what the users are typically visiting the website for on a regular basis. Other than that, the results show that a minority of users are checking for future and/or past work outs, and a small percentage regularly use the website to update/track their "maxes." Considering that the user's goals were identified consistently as to improve their personal physical development,

this finding in the inciting problem reiterates the fact that members are constantly looking to the website to establish a quantified version of themselves so that they are better able to demonstrate a contribution to the culture of belonging through their own personal physical development.

The next plot point, 'Rising Action,' was primarily captured in question 4 as the member demonstrated how they use and engage with the website. Because the rising action is considered to be when the user starts interacting with the site, as each member narrated their normal usage of the site, I captured each web page they visited and coded in accordingly in Atlas.ti. The result for each participant's mention of this interaction is listed in the table below.

Table 2

Rising Action & Webpages Co-Occurences

	Band Standards	My maxes	My profile	Past wods	Upcoming wods	Workout of the day	Workout of the day (scores)
Rising action	4	1	1	2	5	7	6

The findings from the rising action show that the trend continues of engagement with the 'Workout of the Day,' and 'Workout of the Day (scores),' page. The members are also at this point checking to see what the upcoming workout for the week are. Almost half of the users stated and demonstrated engagement with the 'Band Standards' page. Only a small amount of the user stated or demonstrated that they use the pages 'Past wods,' 'My maxes,' and 'My profile.'

The next plot point of crisis only was referenced once in the interviews. It was in regards the user demonstrating a hypothetical situation in which he realized there was a conflict with his

schedule. This one-off mention of a crisis was not related to the website, and more of a personal issue for the participant. It is consistent with the findings in the "Question 5 - Difficulty," section, though regarding the indication that 7 of the participants identified "Availability" as something that makes it difficult for them to achieve their goals. This could be indicative of the fact that when members aren't directly at the gym and working towards their physical development, they are unaware of how to measure that attribute, thus conflicting with their ability to contribute to the culture of belonging through that development.

The plot point 'Climax/resolution' was referenced in five out of nine of the total interviews. The climax would be the point where the user interacts with the website in a way that solves their inciting problem. The climax could be interpreted as the point where they click 'Workout of the Day,' because that was the most common reference in the inciting problem. Because those were typically coded as 'Rising Action,' I did not assign the code of Climax to anything that was merely clicking a link. A member needed to enter some piece of data or information into the site for it to constitute receiving a 'Climax/resolution code.' For the 'Climax/resolution' findings, the quotes for each reference are listed below.

- I'll check things off on certain days as we mark them off." - Interview 1
- "So, I like that on the website you can check off band standards to give you like a visual of like how you have been improving." - Interview 2
- "I have the ability to look at scores or put my scores in and if I have if forgot to put it in." -Interview 3
- "add my score that way." – Interview 6
- "There's something there for you it's present on your phone and you just check it off." - Interview 7

These examples reflect the climax to the usage story of members visiting the website. Before they reach this point, they are unaware of their status ad where they are in their workout journey. The fact that they are able to take their history of physical developments, whether it be through just performing one workout, or over the course of having to perform the same one(s) over and over, and simplify that achievement into the form of a score or 'check' on their screens is what perpetuates their status as members of a culture who identify themselves through personal development.

The plot point 'Falling action,' was only identified in three of the interviews. It was however identified twice in one interview. The quotations that were coded as 'Falling Action' are listed below:

- "So I can try to use it to keep my profile accurate" - Interview 1

- "I'd like to be able to check off the remaining things that I haven't." - Interview 2

- "And then as far as like that improving my maxes just keep track of those maxes and the weight you've been using." - Interview 2

- "looking back at how much improvement has been made year after year even if it's just like a few seconds is it helps." - Interview 4

The primary finding here is that each time a quotation was categorized for "Falling action," it was also categorized, under the 'Brand' concept of 'Personal development – physical.' This demonstrates that even after users have solved their problem and simplified their achievements, they are still navigating and searching for additional content that will help them achieve their next goals regarding their personal physical development in order to continually maintain their status in the culture.

The final component of the story, 'End,' was not indicated by any of the users. Since 8/9 demonstrated on a cell phone, it was noted that when they were done explaining their normal use of the website, they just put their phone down or away.

Story Scope Findings

The transcripts were also coded for mentions of the type of story 'scope' that was being referenced by the members as they described either the role of the website, or their typical usage story. Each time they expressed a component of 'USER STORY I coded it with a "SCOPE," as well. The results for those codes are displayed in the table below:

Table 3

Scope Occurrences

Scope	Count
Micro Task	36
Serial	20
Epic	1

Table 3 Total Occurrences (mentions) of a task
and the scope it was framed in.

Based on these results, the majority of tasks identified in the members' stories were micro tasks that showed no indication it was part of a series or greater picture. This finding reflects the fact that users are using the website as a tool to enter a given score.

Twenty indications of a serial task over 9 interviews is still a strong indicator that the website is being used as a series. Based on the results in the exhibition, I already have insights into how members are utilizing the website. The indications that members use the website daily

to look up the workouts and scores, and weekly to plan out their weeks, gives me confidence that the site is at least achieving a *serial* purpose for the members.

The fact that only one of the members saw the website usage as part of an epic journey will require addressing in the recommendations section. The member who identified an 'Epic' scope and had 68 months of tenure at Free Range CrossFit, and referred to "looking back at how much improvement has been made year after year," as part of the way she regularly uses the website. While it is good that she noticed this, it is a problem that members aren't seeing the greater scope of how their personal physical development is reflected through their usage stories, and this will be the focus of one of the recommendations in the following section.

RECOMMENDATIONS

This section will first identify what the site is doing well according to the data provided in the previous section, and indicate what the gym ownership should therefore maintain. Then, I will offer recommendations in the forms of 'Jobs-to-Be-Done," as outlined in the literature review. The functional and emotional criteria will be synthesized with the 'Brand' elements that they would satisfy and/or reflect. Those Jobs-to-Be-Done will then be inserted into a hypothetical user-story.

Jobs-Well-Done

The website offers some clear success stories. The findings in demographics, for instance, demonstrate that the site in its current state users are able to regularly access it through the convenience of a browser on their mobile devices. This ease of access benefits both the user

and the business because it allows the members to remotely access the site regardless of what their setting is. The business can then generates and attract maximum visits to the site.

The 'Brand' codes helped identify some key points about the identity of Free Range CrossFit. The results show that a significant number of the participants became members because of their athlete/coach experience and the culture of belonging. This demonstrates that Mr Lucas is achieving his branding efforts in these areas, and further points out that he himself is an example of that culture. The fact that each member identified goals for physical development demonstrates that what promotes and drives the culture of belonging is the mutual striving for physical development between members. The fact that seven out of the nine participants stated that they believe the website helps them achieve that goal is a testament to the functionality of the website and its role in helping the users solve their need to measure and track their development. A key insight to that is the fact that between the nine interviews, there were 13 mentions of how the members use the website to measure/track their development. This shows that the site is achieving that CrossFit core mission of using data to achieve personal growth and development, and that that mission is in alignment with the users' goals of becoming fitter and more aware of that fitness.

Filtering the research through the user story clarifies how the business has no issues with *drawing member in* to the site. Because each member contributes to the culture of belonging through their goals of physical development, specific pages assist them in demonstrating their contributions The fact that Free Range CrossFit showed 2 of the web pages that dedicated to helping members achieve that purpose ('Workout of the day (scores)' and 'Band Standards') in a majority (over 50% occurrence) of the results, demonstrates that the business is addressing that

member-need and business 'Brand' component. Mr. Lucas should continue to draw attention to this aspect of his website through whatever methods and/or initiatives he's used up to this point.

The rising action component of the user story also suggests that the site is successfully set up for initial points of interaction. Each of the seven different pages was identified at least once through the interviews for the 'Rising action' component of the user story. With the Workout of the Day and 'Workout of the day (scores)' showing such a strong occurrence rate in the rising action, it would be my recommendation to keep the site the same. The members have come to know the site for that reason, and because of the rate indicated that members often check/visit the website (daily), it would be unwise to attempt to direct users to anywhere different. Users/members are still engaging with other parts of the site in the rising action phase, and that is something that should also be considered moving into the next phase of recommendations.

While other CrossFit gyms might subscribe for third party app services to track the results of workouts and members' development, Mr. Lucas at Free Range has demonstrated that he does not need to invest in any such apps due to the success of members being able to use the Free Range CrossFit website to record their results and progress between the Band Standards and the Workout of the Day (scores) page. This keeps members focused on the fact that as they are tracking and recording their progress, they are doing so on their own unique platform. As members of Free Range CrossFit, they are provided with the tools that they need to help quantify their progress, and they don't have to wonder whether they are paying extra money so that Mr. Lucas can take shortcuts by providing 3rd party software for his members.
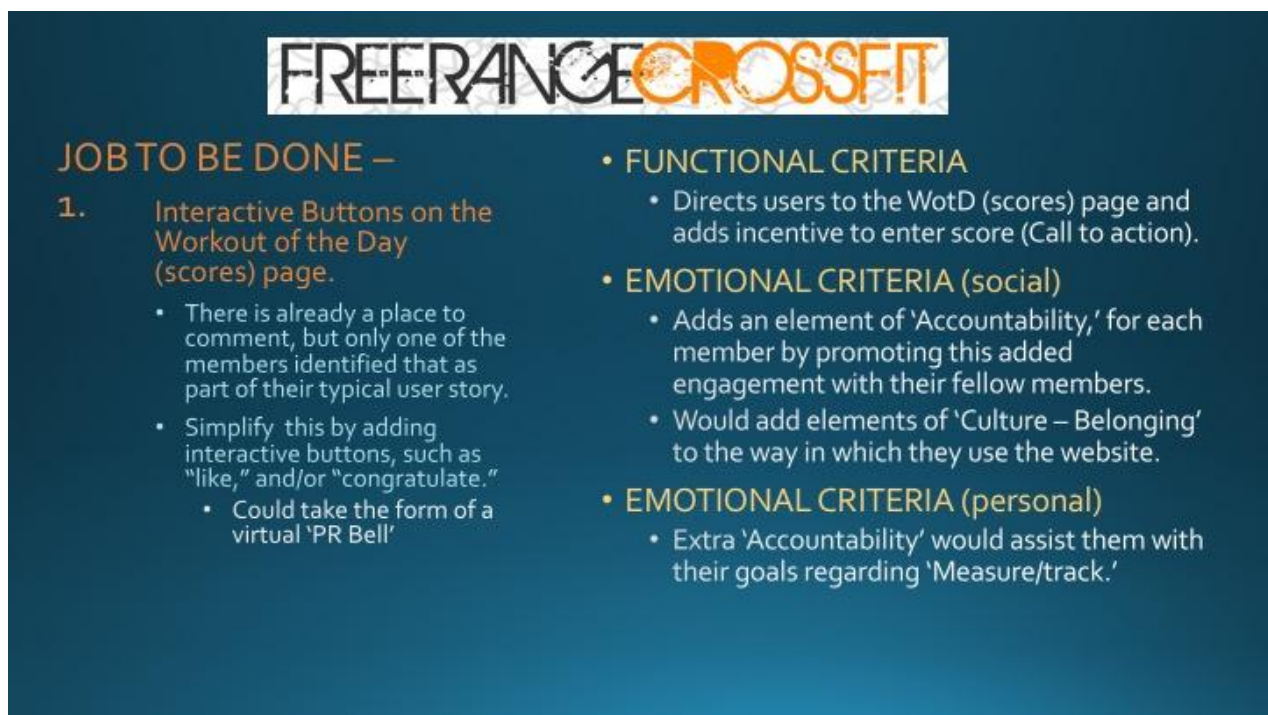
Jobs-to-Be-Done

The recommendations in this section will identify some Jobs-to-Be-Done for Mr. Lucas to consider implementing. Slides for Jobs-to-Be-Done will be presented in figures along with the summary potential user story after the jobs are completed. The Literature Review section of this report details the Job to-Be-Done format for making recommendations. There are three components to it: functional criteria, emotional criteria (personal), and emotional criteria (social).

Job 1 - Interactive Buttons on the Workout of the day (scores) page

In order to promote more of the "culture and belonging," Free Range CrossFit should add some interactive buttons to the Workout of the Day (scores) page. The Job-to-Be-Done criteria is listed in the figure below.

Figure 1: Job 1 - Interactive Buttons on the Workout of the day (scores) page

This feature would also promote users to engage in some of what would be considered 'Falling action' after entering their scores for the day, which would still be considered the 'climax' action. A hypothetical user story with this feature is listed below:

- Exposition – I just finished my workout

- Inciting incident – I still need to enter my score

- Rising Action – I use my cell phone to access the Workout of the Day page and click the link to get to the Workout of the day (scores) page.

- Crisis – I don't yet know how to compare myself to other members, or which actions to take to prove that I belong in this culture.

- Climax – I enter my score. On my screen now, I'm able to visualize where I'm at and how I fit in to this culture through a demonstration of my personal physical development.

- Falling Action – I scroll through the other scores on the page and noticed that someone from an earlier class hit a PR on their score for this workout and that it has a lot of likes and comments. I comment on it to congratulate him/her.

- End – I close the browser and put my phone away.

"Creating a culture centered around a deep sense of belonging and encouragement," (Free Range CrossFit, 2018) is one of the Free Range CrossFit Brand principles and participants in the interviews mentioned it the most when asked about their reasons for joining the gym. This suggestion is to give the website an extra element of that principle. By adding this feature, Mr. Lucas is offering a simpler means for users to interact with each other, thereby providing affirmation and support after goals of personal physical development are achieved. This will only benefit him more because it brings members to that page more often, and that look into other

members accomplishments will translate into additional motivation in overcoming the difficulties they have in achieving their goals.

Job 2 – On Deck section on the Band Standards page

Another feature that would help users identify focus points, and hold them accountable to achieving them, is an 'On Deck' section of the Band Standards page. This would be a blank space towards the top of the Band Standards page where users could drag-and-drop one of the Band Standard requirements that they want to perform next. It would be functional for them because it would be reflected on a page they are already visiting and updating to measure and track the progress of their physical development. It would suit their emotional needs by making them feel supported in achieving their goals. This feature would demonstrate that the business supports their progression, and then they would be able to easily demonstrate to others what their goals are for progressing as a member. The slide below illustrates the 2nd proposed Job-to-Be-Done.
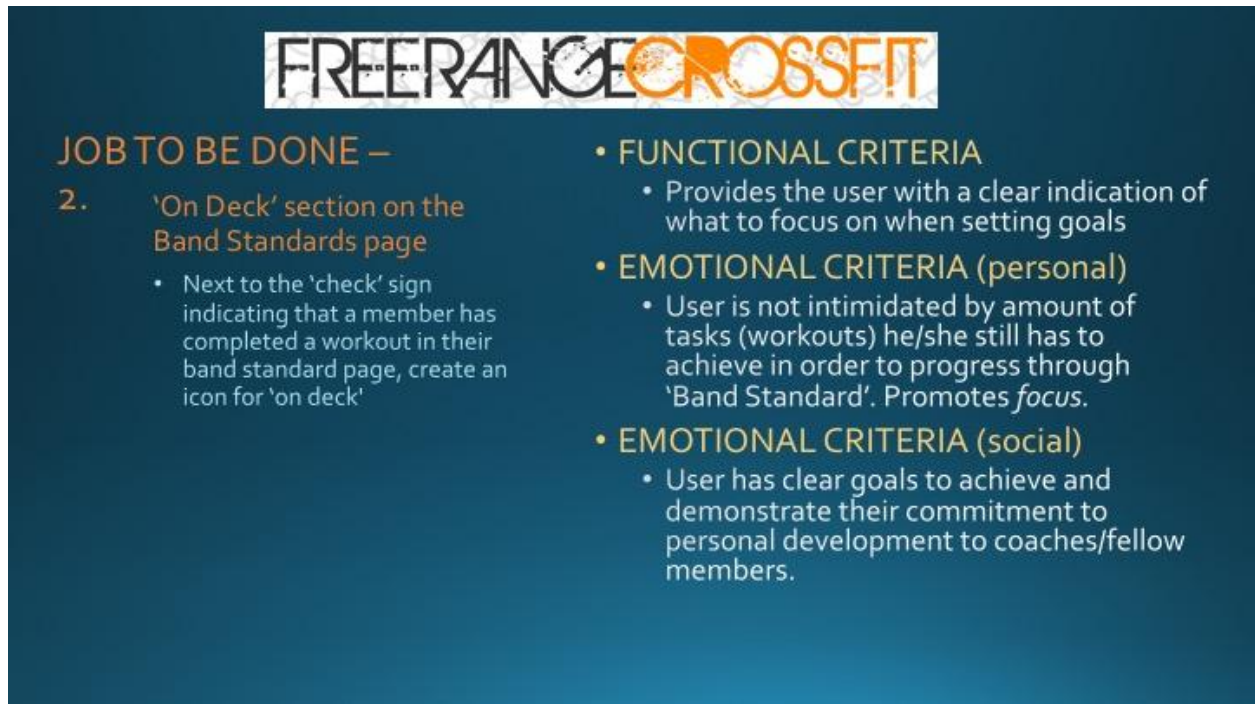
Figure 2: Job 2 – On Deck section on the Band Standards page

The 2nd proposed Job-to-Be-Done would also encourage a call to action that could be considered a climax or falling action to the user story, depending on how/when/why they are utilizing the tool. Regardless, its adds some much-needed content for the back end of the user story. It also would help the members with the Brand component that were tied for second-most-recognized difficulty: 'Accountability - self' and 'Focus.' The addition of this recommendation would create a visual representation for them of 1 goal that they set for themselves. They wouldn't have to look at the totality of unaccomplished workouts or movements, because at (or towards) the top of the page, he/she would see exactly what's next on their list.

This sense of sequence helps users to see their story as more of an Epic than just a serial. A lot of times, it would take more than just a day or even week to complete the workout or movement standard that they would have on deck, and it would enable them to see the long-term vision of advancing through the bands.

Job 3 - Automatic congratulatory email from owner/coach

The final Job-to-Be Done could be made in conjunction with the previous recommendation. It would be to implement an automatic email from Matt or another coach from the gym whenever an achievement is made regarding a member's maximum lifts or band standard progression. This would ensure that the athlete/coach interaction component of members' reason for joining the gym is met through interaction with the website.

The email would contain a canned-text prompt which would congratulate the member by name on their accomplishment. Its functional component would be reflected in that it is automatically done. The member would get the email as soon as they confirm that they made the achievement. It would emotionally satisfy the personal needs of the member by giving them extra validation for their accomplishment. It would satisfy their social needs because it would make them feel like a valued by the coach(es) that was/were likely part of the reason they joined the gym in the first place. The slide detailing this information is displayed in the figure below:

Figure 3: Job 3 - Automatic congratulatory email from owner/coach

The reason that it would be made in conjunction with the previous recommendation is that it would be a satisfying 'end' to the user story. The member would be done with their experience on the Free Range CrossFit website and would get an email shortly after, including in it a congratulatory message and ensuring that the member has included the next challenge/workout/movement to be displayed in their on-deck portion.

A hypothetical user story is listed below which includes the implementation of both the previous Jobs-to-Be-Done.

- Exposition – I'm getting home after being at the gym.
- Inciting problem – I checked off one of the movements to advance through my band standard but don't know which movement to focus on next
- Rising action – I access the Band Standard page on my web browser and begin to look for which work out I want to attempt next.

- Crisis – There are so many to choose from. It's almost too intimidating to remain focused while looking at the workouts I have left to perform to get to the next band standard level.

- Climax – I see a workout that interests me and click the icon next to the check mark indicating that my goal is to be able to achieve the requirement for that workout. This gives me a clear path towards demonstrating my commitment towards personal physical development, and now I don't have to search through the entirety of my path forward.

- Falling action – I scroll through the band standard page. I look at all of the workouts I've checked off already in my time at Free Range CrossFit and also I see what's ahead in the next band-level. I scroll back up to the top and notice the workout I've selected in the on-deck section.

- End – I close the browser. I get an email as I close and check the new message in my inbox. It's from Matt Lucas congratulating me on my recent accomplishment. It says he can't wait to talk to me about what's on deck, and this opens up a communication stream in which I can reply to ask for some additional resources to help me achieve my next goal.

REPORT CONCLUSION

The results of the study indicate that the Brand of Free Range CrossFit website does play a big role not just in members' experiences as members, but in their everyday lives as well. Mr. Lucas has created the website as a tool that is accessible whenever and wherever they carry their mobile device. This translates into a dominant majority of members using it habitually to track the progress of their day-to-day physical development. That "culture of belonging," referenced in the Free Range CrossFit 'About Us' page is a top reason that most of them joined the gym in the first place, but the most recognized goal throughout the goals and role-of-the-website questions

was that personal, physical development is the driving theme of the Free Range CrossFit Brand. Due to this, it is already key component of why they use the website, indicating that Mr. Lucas and his business are offering the website as a good tool for his members to visualize themselves as a part of that culture through their own, and their peers', progress.

The price of working out and retaining a membership at a CrossFit gym adds up over time, though. Members could potentially start to take things for granted at any point if they lose that driving motivation in setting new goals. If a website is merely their ruler for day-to-day progress, it could play a role in a loss of membership. Although the website is used regularly, if it continues to remain stagnant, members will eventually grow tired or bored with the lack of changes, and the same usage story. Mr. Lucas needs to take into consideration the fact that the website he provides should ultimately be the driving factor in a Brand identity that promises a culture of belonging through the measurements of personal development. The recommendations I've made would offer members some new avenues of focus and would provide a greater opportunity for members to experience a complete epic story while enhancing that recently identified Brand identity. Those changes would be a good start for potential improvements, and additional user testing from that point could provide even more benefits for both the business and its membership.

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Appendix A

Recruitment Script

A Free-Range User Journey: Establishing the Identity of a Community Through a Usage Story.

I am a graduate student under the direction of Dr. Andrew Mara, and in the College of Integrative Arts and Sciences at Arizona State University. I am conducting a research study to highlight how user research in a narrative format can help businesses -- in this case Free Range CrossFit -- establish an identity of their customers – or in this case, members -- in order to provide them with a better, more useful website.

I am recruiting individuals to participate in a 5-question, audio-recorded, interview which will take no longer than 30 minutes. The recordings will be transcribed and those transcripts will be anonymized, aggregated, and coded for similarities. The recordings will be erased upon completion of the project.

You will also be asked to fill out a short, 4-question form involving demographics upon scheduling an interview.

Your participation in this study is voluntary. If you have any questions concerning the research study, please call me at (480) 247- 1880.

Appendix B

Participant Consent Agreement

A Free-Range User Journey: Establishing the Identity of a Community Through a Usage Story.

I am a graduate student under the direction of Dr. Andrew Mara in the College of Integrative Sciences and Arts at Arizona State University. I am conducting a research study, in accordance with business owner Matt Lucas, in to highlight how user research in a narrative format can help businesses (in this case Free Range CrossFit) establish an identity of their customers (members) in order to provide them with a better, more useful website.

I am inviting your participation, which will involve a 5-question interview where you will be asked about your experiences as a member of the Free Range community and as a user of the Free Range CrossFit website. The interview will be limited to a 30-minute maximum time cap. You have the right not to answer any question, and to stop participation at any time.

Your participation in this study is voluntary. If you choose not to participate or to withdraw from the study at any time, there will be no penalty or negative consequences.

There are no foreseeable risks or discomforts to your participation.

If you agree to be interviewed, your responses will be recorded, transcribed, and coded. Your identifying data will be removed, the transcripts will be anonymized, aggregated, and coded for similarities and/or differences with other responses. The results of this study may be used in reports, presentations, or publications but your name will not be used.

I would like to audio record this interview. The interview will not be recorded without your permission. Please let me know if you do <u>not</u> want the interview to be recorded; you also can change your mind after the interview starts, just let me know.

If you have any questions concerning the research study, please contact the research team at:

gtrella@asu.edu

If you have any questions about your rights as a subject/participant in this research, or if you feel you have been placed at risk, you can contact the Chair of the Human Subjects Institutional Review Board, through the ASU Office of Research Integrity and Assurance, at (480) 965-6788. Please let me know if you wish to be part of the study.

When you are finished reading, please verbally acknowledge that you are over 18 years old and that your participation in this research is voluntary.

Appendix C

IRB Approval

EXEMPTION GRANTED

Andrew Mara
CISA: Interdisciplinary Humanities and Communications
-
Andrew.F.Mara@asu.edu
Dear Andrew Mara:
On 2/27/2018 the ASU IRB reviewed the following protocol:
Type of Review: Initial Study
Title: A Free-Range User Journey: Establishing the Identity of a Community Through a Usage Story
Investigator: Andrew Mara
IRB ID: STUDY00007605
Funding: None
Grant Title: None
Grant ID: None
Documents Reviewed: • Demographic Collection Form, Category: Measures (Survey questions/Interview questions /interview guides/focus group questions);
• Trella AP Recruitment.pdf, Category: Recruitment Materials;
• IRB Form, Category: IRB Protocol;
• Site Permission, Category: Off-site authorizations (school permission, other IRB approvals, Tribal permission etc);
• Interview Questions, Category: Measures (Survey questions/Interview questions /interview guides/focus group questions);
• Participant Consent Form, Category: Consent Form;

The IRB determined that the protocol is considered exempt pursuant to Federal Regulations 45CFR46 (2) Tests, surveys, interviews, or observation on 2/27/2018.
In conducting this protocol you are required to follow the requirements listed in the
INVESTIGATOR MANUAL (HRP-103).
Sincerely,
IRB Administrator
cc: Gavin Trella
Gavin Trella

Appendix D

Brand Codes & Definitions Table

Code name:	Code Definition
BRAND: Personal development - physical	Refers to a member expressing an improvement of their mental abilities.
BRAND: Personal development - mental	Refers to a member expressing an improvement of their mental abilities.
BRAND: Accountability	Refers to member expressing holding him/herself to a certain standard.
BRAND: Culture - Belonging	Refers to an instance where they felt support from their fellow members
BRAND: Athlete/Coach Experience	Relates to a positive experience between the member and a coach.
BRAND: Continuous Learning	Refers to a member expressing their ability to learn over time.
BRAND: Support Outside Gym	Refers to a member expressing they felt a sense of support while not in the gym.
BRAND: Push Mental Limit	Refers to a member feeling like he/she is pushing him/herself to the fullest of his/her abilities (mentally).
BRAND: Push Physical Limit	Refers to a member feeling like he/she is pushing him/herself to the fullest of his/her abilities (physically).
BRAND: Shared Accomplishment	Refers to a member feeling like he/she accomplished a goal or task with another person/member.

BRAND: Self Expression — Refers to a members ability to express themselves through something provided by the gym.

BRAND: Measure/track* — Refers to the member tracking data related to his/her workout.

BRAND: Variety* — Refers to a member expressing something that reflects the variety of movements or knowledge-relating-to movements performed.

BRAND: Focus* — Refers to a member's ability to identify one out of potentially many movements or the knowledge associated with a movement.

BRAND: Availability* — Reflects a member referring to the availability of their own, and/or the gym's class schedule.

* Indicates *a component of Brand that was not taken from the Free Range website*

Appendix E

User Story Codes & Definitions Table

Code name: Code definition

USER STORY: A reference to the time or place that the member realized they would
Exposition   log on to the website.

USER STORY: A reference to the thought or action that takes place when a member
Inciting problem   decides he/she will use the website.

USER STORY: A reference to when the the first action(s) the member experiences on
Rising action   the website.

USER STORY: Crisis   A problem that the member experiences while interacting with the site

USER STORY: A reference to an action the member performs on the site that solves
Climax/resolution   their problem.

USER STORY: The actions the member takes on the site after performing the action.
Falling action

USER STORY: End   The end of the member's experience on the site.

Table 2 Codes displayed as "CONCEPT: Category"

Appendix G

Question Theme Codes

Code name: Code Application

REASONS FOR JOINING   Applied to all text in Question 1

GOALS   Applied to all text in Question 2

ROLE OF WEBSITE   Applied to all text in Question 3

USER STORY   Applied to all text in Question 4

DIFFICULTY   Applied to all text in Question 5

Appendix H

Interview 1 Demographics

DEMOGRAPHIC INFORMATION:

Age: 29

Gender: Male

Member since (Month/Year): February 2019

Device most commonly used for Free Range CrossFit website access: Cell Phone

Appendix I

Interview 2 Demographics

DEMOGRAPHIC INFORMATION:

Age: 29

Gender: Male

Member since (Month/Year): March 2014

Device most commonly used for Free Range CrossFit website access: Cell Phone

Appendix J

Interview 3 Demographics

DEMOGRAPHIC INFORMATION:

Age: 45

Gender: Male

Member since (Month/Year): August 2011

Device most commonly used for Free Range CrossFit website access: Cell Phone

Appendix K

Interview 4 Demographics

DEMOGRAPHIC INFORMATION:

Age: 27

Gender: Female

Member since (Month/Year): July 2012

Device most commonly used for Free Range CrossFit website access: Cell Phone

Appendix L

Interview 5 Demographics

DEMOGRAPHIC INFORMATION:

Age: 25

Gender: Male

Member since (Month/Year): July 2017

Device most commonly used for Free Range CrossFit website access: Cell Phone

Appendix M

Interview 6 Demographics

DEMOGRAPHIC INFORMATION:

Age: 41

Gender: Female

Member since (Month/Year): January 2018

Device most commonly used for Free Range CrossFit website access: Cell Phone

Appendix N

Interview 7 Demographics

DEMOGRAPHIC INFORMATION:

Age: 38

Gender: Female

Member since (Month/Year): July 2018

Device most commonly used for Free Range CrossFit website access: Cell Phone

Appendix O

Interview 8 Demographics

DEMOGRAPHIC INFORMATION:

Age: 41

Gender: Haley

Member since (Month/Year): August 2013

Device most commonly used for Free Range CrossFit website access: Lap Top

Appendix P

Interview 9 Demographics

DEMOGRAPHIC INFORMATION:

Age: 31

Gender: Female

Member since (Month/Year): March 2016

Device most commonly used for Free Range CrossFit website access: Cell Phone

Appendix Q

Interview 1 Transcript

Question number one:
What were some of the initial factors that lead you to become a member of Free Range CrossFit?

My initial joining of Free Range was due to the fact that my wife was very interested in CrossFit, asked me to join her, and when she search Google for the nearest CrossFit location Free Range came up due to its good SEO score.
We tried out an elements class and I enjoyed it more than she did because of Matt and Butters initial coaching. So we ended up staying as full-time members of Free Range CrossFit.

What are some of your current goals as a member of Free Range CrossFit?

My current goals of her and to CrossFit are to RX nine out of 10 or every workouts and to be able to fill in my skill gaps for things like double-unders, handstand push-ups –that I'm unable to do now-- and to be 100% honest, to get some aesthetic benefit out of it and look a little bit better with my shirt off.

What role do it does the Free Range CrossFit website plan helping you achieve any of your goals?

So initially the Free Range across the website very little for me, but now I use it on a daily basis. I look up the WODs to see what we're doing, to see what days I should go hard, what days I need to know I can't skip the kind of plan my days.
So if I have something on Thursday or if there's it we're going to really want to hit, I make sure not to plan anything on Thursdays or Wednesdays and every day it is or used to kind of plan my week out and know that I can login and see what's there.
I've also been doing it to find my focuses for my question to know what I want to work on so when I see the different band metrics and I know where my skill gap is to get to the next when I know what I need to focus on.

Excellent so going into that, could you demonstrate you said that you primarily use it on yourself phone can you demonstrate how you use the website to achieve those goals?

So when I initially log on to the homepage more often than not this is the WOD first check
[So you go to today's 'workout of the day?']
More often than not yet I just jump here (Work out of the day') immediately to see what today's in this takes you to the actual freerangeathlete.com right from home page.
Then after that I'll check my profile I'm coming out of my weight or whatever other things and then I know that my band standards here and I'll actually go through the different workouts here and I'll check things off on certain days as we mark them off.
So if we do Cindy and I mark it I've been coming in here and marking them off as we go through to measure and know exactly where I'm sitting.

So I can try to use it to keep my profile accurate so I can have this (band page) to both into my goals and I use this and then the upcoming workouts.

OK what difficulties, if any do you have in achieving your goals?

So my biggest difficulty is lack of knowledge.
Matt Lucas has been a huge benefit to that.
Whenever I have questions he's more than happy it along with a lot of members and coaches, but I would love to see something on the website potentially where there is maybe some nutrition information, or workout information or demonstrations on certain things where I have a lack of knowledge.

Appendix R

Interview 2 Transcript

Question number one: What are some of the initial factors that lead you to becoming a member of Free Range CrossFit?

So I used to exercise a lot before but it was mainly like running and cardio stuff.
I was looking for something more weight-training-related.
My initial reason was because I was looking to gain more weight and then I just started looking online for different gyms that I could go to.
I tried going to like a standard gym I guess, and then when I went there I didn't love it so much, I didn't really know what to do, and I ended up just kind of gravitating to the things that I'd normally do like running and elliptical and stuff like that.
So I was looking for something where I could have somebody teach me the things that I didn't already know how to do.
So then I looked online. I think this (Free Range) was the second website that I looked at. And then, I mean just for me, I looked at the website and then their Facebook page and saw like the pictures and stuff like that, and then signed up for that Intro class.
[Is there any reason you chose this gym over the other ones that checked out?]
A lot of pictures from the Facebook page and then then some of the ones they have ones online too but people looked like they enjoyed going there.
Also location to it was close to work.
And then I think class hours. They had a 730 class and I worked until seven so I was like right after right after work.

What are some of your current goals as a member?

Right now current goals are like improving my lift weights. Specifically like I like to improve snatch and like the overhead press weights, like push press. So I started going to barbell club recently to focus more on those things.

What role does the Free Range CrossFit website play and you helping you achieve your goals?

So I like one: that you can track your maxes on the website.
I also really liked the band standards.
It's kind of for me originally, it was kind of I was doing as well because like all the workouts were like a guys' prescribed weight and a girls' prescribed weight and I could never do whatever the guys' prescribed weight, but when Matt switched to the band standards and doing a percentage of your bodyweight it kind of made me be able to focus more on like improving on myself and not comparing myself to like what everybody else is doing.
So I like that on the website you can check off band standards to give you like a visual of like how you have been improving.

And then as far as like that improving my maxes just keep track of those maxes and the weight you've been using.

Would you be able to show me either on cell phone or the computer what ways you would routinely access and utilize the website?

[I see you just go right to Free Range athlete page (through browser on phone)]
I think I only recently on Sunday I went to the free range website page, (homepage) because I wanted to look to see what time the open gym was going to redo 18.2, so I went to that page to check the schedule but other than that I go straight to (Free Range) athlete page.
So I mean every day like I look to see what the workout is.
So I'll go there click that button (burger menu) and click 'Workout of the day' and to see what that is and then also like check to see kind of what some other people of been doing, just to get a gauge of what weight or what reps I want to go for.
As like maxes of cards in the "max" section so for like for 18.2 on Saturday like I was trying to get an idea of what I might do for the clean so when I go to [pause for search] for like the past few classes. [Interviewer clarification] to see see what I have done in the past to be able to gauge what I would be able to do for that workout.
And then as far as the band standards but I was talking about so I go to the Band Standard section of the website to see what I still have left -- that's another one going back to your question.
That would be sometime in the near future I have like a specific date (deadline) in mind but I'd like to be able to check off the remaining things that I haven't.

What difficulties if any do you have in achieving your goals as a member?

I would say probably one of my difficulties would be focusing on one specific thing.
Rather I feel like there's so many things that I want to do, so being able to focus on one specific thing set a goal for that, and then make it so I can see improvement and also making it so I can come in on "off" times, or like before or after class to work on those specific things.
I'm really good at coming to class, participating in class, you know maybe doing some mobility before or after class, but I don't spend a lot of time on my own trying to help myself reach the goals I've set.
So any improvement that I see on anything is gonna be something that happened because of what I'm doing in the classroom, not on my own.

Appendix S

Interview 3 Transcript

Question number one is what were some of the initial factors that lead you to become a member of free range CrossFit?

So I knew Matt previously from when he coached at CrossFit Southwest so when I heard that he was starting his own gym I just moved in, almost like the next week after they started.
So like a few weeks after they started I jumped in the community.
I had friends that were or actually I didn't know a lot of people that I was really new to CrossFit it up I was only cross fitting for three months, but I like Matt as a coach so I thought he made the workouts fun and really have an element of *play* and *comradery* when we do his work outs so that's one of the reasons why I joined.

OK and then what are some of your current goals as a member Free Range CrossFit?

At my age my current goal is just really just to *maintain* fitness and just to stay somewhat competitive with myself.
No competition.
I do set goals yearly just to kind of learn new skills, or maybe the weight in increasing my maxes, my PR's, is not a goal anymore for me but if it happens that's great. But now my goal is just learning new skills.
Like last year and my goal was to do handstand push-ups and I was able to do that now I'm somewhat comfortable in that now.
So every year I have this kind of benchmark that I want to make sure I reach it's mostly gymnastic skills because the weight and other stuff weightlifting stuff I'm OK with.
I feel comfortable with them if I max on some of them that's just a plus.

What role does the Free Range CrossFit website help you if at all, in achieving any of your goals?

For me well on a yearly basis, I am now almost every year Matt asked for people to state their goals.
I think he posted on the blog on the website I haven't really looked. But I do look at that look at the workouts before I come in just to prepare equipment-wise, what I need to wear, what wraps I need to have.
And then of course, because of my age and my limitations I do look at the workouts and see if it fits my capacity and my skills.
So if I know it's not gonna fit my skills then it's a rest day for me.

You wrote that you use your cell phone yes can you demonstrate real quick and go through how you use the website on the website?

I will just go on Safari and then I would go to the website (freerangeathlete.com) and I would just click the (hamburger) menu portion.
If I just want to see if I just want to see the Workouts for (of) the day' the next day I would just click on the menu and go on workout of the day
So if I do login so I feel fine enough so I can I have the ability to look at scores or put my scores in and if I have if forgot to put it in.
But that's it and sometimes if their announcements I really use Facebook for announcements and stuff, I don't look at the website for it. Calendar changes or anything like that or schedule changes, it's usually on Facebook but for the website is really just looking at the workouts.
I rarely look at my previous scores or anything like that, I do that here at the gym.
I just look at our electronic scoreboard here to look for history but that's it.

What difficulties do you have in achieving your goals?

For me at this point it's just time, and I do have some limitations with a little bit.
I've sustained some injuries on my knee but that's actually gotten better already, so it's just really for me it's time and putting in the work to, for example, like I suck at running, but I don't run outside of coming here so just putting in the time really to talk to you those things is probably one of the things I really want to focus on.

Appendix T

Interview 4 Transcript

OK question number one what were some of the initial factors that lead you becoming a member free range CrossFit?

The fact that there is a structured program helped.
I've done those video workouts at home and other just going to those globo-gyms and could never really figure out what exactly to do were or what to work on so they were days where I just do legs, or just do cardio or just do arms, and here we can work out everything which is nice. I love the structured program and every day is different.

OK so what are some of your current goals as a member for your age CrossFit?

I go to school full-time and work full-time so right now it is maintaining a good fitness level.
 I do love so anytime there is strength training in there I like to maintain my strength, maybe increase it just little bit.
So I like to look back at what those old workouts were that we accomplished especially the repeat WODs to see if I can do them faster, or go a little bit heavier is always nice to see.

OK what role does the free range website play in helping you achieve your goals?

Looking back at the maxes definitely helps.
The girl WODs for sure because those are benchmarks and looking back at how much improvement has been made year after year even if it's just like a few seconds is it helps.

OK on could you demonstrate for me and you said you use your cell phone primarily to look at the websites OK if you could can you kind of just narrate how are you typically would use the website?

I usually have it already open in a browser, so I use Google Chrome on my phone and I refreshed it to like to 'Workout of the Day' and always asked me to login all of the information saved in case.
[so that's the free range athlete page that you're at]
So I like to look at the workout of the day what it is specifically and I get a little competitive and I like to look at what other people have done for the day and kind of shoot for a good number but it's also kind of nice to see who else is gone in and specially my fiancé now that he's been going in.
Just check up on him sometimes better than him.

OK and then what difficulties do you have if any in achieving your goals?

I think it's the skill work.

I know we've started doing like a skill program which definitely helps. Also finding time in my schedule to work on a specific skill set.

So either coming in 30 to 45 minutes before class or staying after class and finding time to make it work and dedicating just that time to work on a specific skills it.

So like right now doing gymnastics so finding the space by the wall or somewhere on the floor where I'm not gonna be in anybody's way, it's really just time management on my part but With the free range website I think it's could be both a little bit better with maybe like a skill set.

So working on your progressions maybe here are some videos to look at and how to further progress this or further progress your skills.

But it's been doing that on Thursdays after barbell class that's been kind of helping like actually a physical instruction on site with videos and everything to work on, so you can do them over and over again.

Appendix U

Interview 5 Transcript

Question number one is: what were some of the initial factors that lead you to become a member of Free Range CrossFit?

So I was a long-time admirer of like CrossFit in general, and then I was like finally decides like I just need a change in my life and I want to do something that was out of my comfort zone.
I came from a background of not-athletic or anything like that and so the most recent amount of physical activity was in high school but it was mostly like working out solo at the gym.
So like CrossFit was like a very good way to get me to do something with the group and also a community.
So the key word for me was community which was like trying to find like a group that I would feel comfortable, feel welcome, and stuff like that.
So I spent a lot of time looking online, looking at gyms nearby that will fit with my schedule.
Then I bumped into into Free Range and its website.
So what I did was I would research things on the Facebook group.
You know, the feedback and what they posted. I want to see all the yelp reviews and things that sort, and Google reviews, and things like that.
For me it was like I researched like people's input into it, how recent they were, but I also looked at the worst reviews.
Because there's sometimes you have a negative review and something just need to look at it and see like was it a good reason we was negative review or was it just people being spiteful, or something just happened.
And so overall Free Range fit my best needs. Its smaller gym but I like to because it was more personal that way.
And like I know it's going to be like in the big gym and that kind of scenario. So I just signed up for it and then literally right after I turned 25 I walked into the gym and did my first course.
And that's how I found Free Range and I'm addicted to it and I mean I'm addicted to CrossFit in all the health aspects that have change me, but also like how great the people are here at the gym.

Awesome, what are some of your current goals as a member of Free Range?

Goals are ever-changing with me, because I'm so new but also I'm a little older and also I have lot of stress from my job, I try to set like more realistic goals and that's why my goals are always ever changed.
There's always gonna be numbers like I'm trying to hit like a 300lb back squat by the end of this year.
There's some overall goals like trying to go through all my blue-band requirements or green band, or you know just being able to like you more movements in a certain time or things that sort.
I found that for me that taking like a general goal that it's a bit harder to hit, but it usually like preps me to really put the work in throughout the times I come here and then eventually aim closer to hitting that goal.

Whether I hit it or not, I end up doing better than normally I might be during initial progress. So I kind of have a high standard, push that high standard, and its OK if I don't hit that high standard, but sometimes I do and I get ecstatic or sometimes I exceed it.

What role does the free range website play in helping you achieve your goals?

So, accountability, especially with every tool whether it's a website, or things like that or even like a journal the Free Range has been great to figure out if, relating back to the second question of like goals, so like if I want to do for example auxiliary work of some sort of like or what the work out of the day is going to be and I kind of think like maybe OK maybe this auxiliary workout's not going to be beneficial to me because I'm already doing that in the work out.
So I'll tweak my planning like my auxiliary work to do that instead.
Also, it's great that I'm able to like put it in my score and figure out what I did that time and see my when was the last time I did it, and see it.
That way I can see how much improvement or how badly or well I did on that day. It's been a very effective tool that's like super easy to get access to almost on the phone.
I have to bookmark on my phone.
Boom I'm right there saved on my login.
And its great that the interface is simple enough that I can submit my score pretty easily.

Great can we just go through a quick demonstration of how you would typically use or visit the website?

So usually I'll just go to like on my Chrome app, and stuff like that. I am already have it loaded and because I'm like on there like daily, but even if I wasn't I would just like to pull out a new tab and I am just typing 'free range' I'll see it from my history, right to the main page as a guest but if I want to.
But because it has my password from a previous site previously it will log me directly in and direct me to [free range athlete].
So it's pretty easy to get to the interface, checking out my bands, and stuff like that, which was kind of surprising with the band standards.
I thought it was going to be more like when they don't curb the website and they make the icons become too small because they don't that way but like its extra nice that they have easily, readily able to hit check marks on my standards and what I need to look at.
That was pretty nice.
Basically I can go through the tabs really easily and go back through the top to get wherever I need.
Past WODs, maxes, it's pretty easy.

What are some of the difficulties that you have in achieving your goals?

I think because I'm so new I think one of the big things might be for me that I try to be self-critical.
It might be my mental game.
I've been trying to go into aka 'the dark place' as people would say. You know, when you hit the wall and you try to slowly push it.

So I think it's a whole different type of training that I'm going through. For example today, I did the work out twice.

Not back to back, but one in the morning and one in the evening.

So I was like "OK let's see if I can do this method of 'I really don't want to do this, just push for one more or two more past that limit" and take a little bit of recovery if I need to during the workout.

So that's been one of my big things is the mental game is what I'm trying to improve on.

The other one is probably making sure that I don't push myself too hard. Because I'm so in love with CrossFit it's easy to get carried away and over-work myself and not take proper days of rest kind of thing. I take a little of with recovery, and stretch and everything but obviously taking an actual proper day of rest can be the difference between recovering and building the muscles and injury.

So that's the thing I'm trying to – with the volume of work that I'm doing – to take more active rest periods over however many days.

Overall it has been like everything else, surprisingly like matt's doing now the skill workshop, it's like showed some great scaled work that I can work to.

There's a bunch of movements that I still don't know how to do. I'm terrible at hand stand push-ups, I'm terrible at double unders.

There's so many of movements that I'm trying to get to so it's been really nice to see how there's now like scaled WOD's and a scaling aspect that I can potentially get to.

And then now I can get to the auxiliary WOD's so that's been really nice.

Appendix V

Interview 6 Transcript

Question number one is what are some of the initial factors that led to you becoming a member of Free Range CrossFit?

For a change of scenery because I had lost motivation at my previous gym.
I was looking for a new gym and a new atmosphere to continue doing CrossFit-type workouts.
[so you were at a CrossFit gym] Yes

OK and then what are some of your current goals as a member?

For your interest but I would like to maintain health and fitness kind of a focusing more on Bodyweight movements my focus have been more heavy lifting previously just because of the way the programming was structured and I had a few injuries and so now I can I just want to focus on more overall health and fitness.

How does the free range website what role does the free range website play and helping you achieve those goals?

The band standards is something that was appealing to me because it's one thing if you can lift a whole bunch of weight but if you can't do handstand push ups, then… It gives me something to focus on that's not something I previously focused on.
So that was probably one of the most appealing parts of the website for me. I like the online leaderboard and the keeping scores online.

Could you just demonstrate? You said that you use your cell phone mostly to access the website if you could just demonstrate how you would typically use the free range website?

So if I haven't already entered the scores in when I was here at the gym, then I usually will go to Safari.
Sometimes it's one of my already open windows in my phone.
So generally I'll go to either 'Workout of the Day' and add my score that way.
I often will look at Future WODs so that I can plan out my schedule.
I usually try to work out 3-4 days a week.
I'll look at the future workouts.
I haven't entered a lot of my maxes because I'm still pretty new here, but I have started to pay attention to maxes for when I am testing something else.
And then the last thing that I tend to look at a lot are the Band Standards.
Because I was new, I was trying to see what I could check off and what I still have left in order to move up to the next band.
Oh and then scores.

So, that's the one thing that I'd say isn't quite necessarily intuitive for me sometimes.
So if you go to 'Workout of the Day' and look at this, I'll often look at the scores to see what everyone else is doing. And talk smack to people.
[Clarifying question: Do you normally access the home page first, or are you going right to Free Range Athlete page]
Because it's in the memory in my phone, it will usually go to the Free Range Athlete page.
Even if I click a new window, I visit them so often recently, it will often go straight there and log me in automatically.

What difficulties do you have if any, in achieving your goals that you mentioned?

Some of it are mental barriers.
Probably for certain things or movements that I struggle with in terms of gymnastic stuff.
Some of it is just busy lifestyle of being a working mom.
Some of it is not setting myself up for success in terms of focusing more on diet and alcohol intake and stuff like that.
Probably things that a lot of people struggle with.

Appendix W

Interview 7 Transcript

What are some of the initial factors that led to you becoming a member of Free Range CrossFit?

I wanted to do CrossFit.

I had looked into it for a few years prior, but because my job consulting I was always out on the road and most CrossFit gyms are only open certain hours and they weren't open on the weekend which is the only time I was home.

So I figured I wasn't gonna get enough work in and training that I needed to be at the level that I wanted to be in and was expected.

So when I stopped working as much I came to the area here for work and I stayed for a long while so I popped in and registered. I joined for a few weeks, and then after that decided to stay.

I watched the CrossFit Games I think it was in 2012 so that was before I got into it, and I knew that was what I wanted to do.

Then when my schedule freed up I happened to be here.

I looked around at a few other gyms and this was the one that I decided on.

[Was there anything about this one that set it apart?]

The people.

So I tried East Valley (CrossFit). I stayed at a hotel which just down the street on baseline and I looked on a map. I saw Free Range, which was close by, but I also went to Lulu Lemon, the store.

When I was in there one of the guys that worked there said "Oh I work at East Valley, you should come try it out." It was nice, it was great but it was a little hard core for a beginner, so I thought maybe in a few years-time when I come back.

So then I'd already contacted Matt and I was already due to come in so I came in and I soon as I walked through the door, the sense of community and belonging, I know everyone says it, but the *friendships*.

I didn't know anybody because I was and from out of town working, and was just visiting for 6 weeks.

I didn't know I was going to be here at that point. I walked through the door and I remember (member name) was here, (member name) was here, and I felt so welcome.

I made friends instantly.

That 6 weeks went by really quick and then when they asked me to move here, I moved locally and then I just joined straight here.

When I came back I remember coming back in the gym and people were giving me hugs. It was like an instant circle of friends.

That's how I became a Free Ranger and I've been here ever since.

[OK thank you for clarifying.]

What are some of your current goals as a member of Free Range?

I mean just continue progressing my training and my abilities. Whether it just be more efficient with the lifts, with the movements, trying to build as much as I can on my weekend. You know, build my personal goals.

I try not to compare myself to people. It's hard but you kind of know where you sit amongst everybody, but for me I'm trying to *defy age*.

I'm getting older now, I'm in masters. There only a few years in my category left so I'm trying to do the best that I can.

You know minimize injury.

You know you always learn, and you know for me I just mentioned my weekend and things like working on my pacing and I can just keep taking rest.

Everybody wants to get stronger so I wouldn't mind seeing how much stronger I could get. I don't want to peak and that's kind of what I'm trying to hold off. That's where I am here and then just enjoying it.

It's my hour of having fun, not having think about work, do you what I enjoy, doing what I enjoy.

Coming in here sweating, burning calories, improving, being able to eat what I want.

So on that note what role if any does the free range website play in helping you achieve your goals?

I mean I use it on a daily basis.

And I do look at the Workout of the Day. I look to see what it's going to be, but I don't cherry pick, I'll still come in anyway.

You know whether it's a good one, and you can kind of plan a little bit.

I can't say that I don't, you know how are you going to attack a workout.

You just don't get the anxiety of in the Open when you see *that workout*.

So you come in and you do it, and you do get to see people's scores. I like to think it doesn't play into my workouts, but if I'm reading them they must play into it somehow.

I'm gonna try and beat their score kind of thing. I log it for my metrics as well.

So the maximum lifts, all my weights and that I log them in there just so I've got a central place that I store it.

So even if we don't do it in class, and I have to get a max clean somewhere else I'll go and put it in. I have my own notes but I also put them there just in case.

You know it's like putting them in the cloud.

That's mainly what I do. I do use the band scheme.

Not as much as I used to because I kind of just know what I have left to do on there.

But when that first got released I would use the app to update on there and just check off things.

You know when you come in and you don't know.

There's something there for you it's present on your phone and you *just check it off*.

I used to use it for that but I just know what I have left to do.

Would you be able to just demonstrate real quick how do you typically would use it?

So my phone if we go to just my Safari it's always up there still.

So I don't have to keep logging in.

Evidently I've been looking at what's coming up for the workouts as well.

Typically, I'll just go to 'Workout of the Day' and see what that workout is.
Today is obviously Barbell Club. Scroll down see what we've looked at.
If I didn't enter my score in here then I may go home and use the app as well.
I do tend to go back and look at work outs as well.
So I'll use Past WODs and Upcoming WODs as well.
Also sometimes if you go to 'Workout of the Day,' you don't know what the skill work will be so you click right here to "skill work."
Sometimes if I'm out of town, at a hotel, and I don't have means to the gym, and I'm looking for something to do but don't want go to the treadmill for 30 minutes and bore myself, I'll have a look at what the workouts are.
If I'm not here I don't I don't follow it as much, but there are workouts that you can adapt to hotels.
So I'll go and I'll use this (Past WOD's) and go back for a previous work out.
There's always scaling options as well.
You know sometimes at a hotel you've got dumb bells, and you don't have all the equipment, but you can make due and do something with it and it just passes the time a little quicker.
So I really like it and use it a lot.

What difficulties do you have, if any, trying to achieve your goals?

[Clarification questions]
I don't have any difficulties other than my own limitations, being things like work schedules.
Now that I'm in this job, If I'm not in plain sight I can't be her I can't train as consistently as I'd like.
If I had my own way I'd be here 5-6 days a week.
Do no traveling for work. But with that schedule, it's difficult to see progress in myself but that's the only thing.
It has nothing to do with the gym.
When I come in there's plenty of resources around. Matt and Butters. The Band Scheme. There's no limitations.

Appendix X

Interview 8 Transcript

What were some of the initial factors that led to you becoming a member of Free Range?

So I first decided I wanted to start CrossFit because at the time I always worked out but I was bored of my routine and I was living at home with the family and it was a long summer and I just needed to get out of the house.
So I literally just googled Tempe CrossFit and Free Range was one of the first one ones that came up.
And then as I mentioned yesterday I picked Free Range based on the website.
It was between free range and another one that I don't remember it was but Free Range had the nicer website in terms of the colors that stood out more.
It was just laid out much nicer.
Where the other one I had to really search for "what's a class like," and "how much is it." Where Free Range was really neat and I judge a lot of places I go to based on the website first so I decided to come in.

What are some of your current goals?

In terms of like my abilities here I'm always just trying to be better. I started partly because I just wanted to be stronger. I wasn't overweight or anything, but all I ever did before I came to CrossFit was cardio. So nowadays is I'm always working at upper body strength and more recently I'm trying to get better at gymnastics. And then a lot of my social life is here. So I guess even outside of that, Free Range has led to a lot of success with just friendships, and career. My job that I have now is because of people I know here. So it's kind of trickled into all aspects of my life.

Question number three is what role does the Free Range website play in helping you achieve your goals?

I feel like it just gives me a focus sometimes in times of the band standards.
I like being able to see where I'm at, and where I want to be in terms of like for example in the green band which is cool for me to look at it and be like oh I need to be able to do three muscle ups in order to keep progressing.
I also like it so every week Matt usually puts up with the full week of workouts which is nice because I do a lot of extra stuff outside of just the classes.
So that kind of helps me better plan I going to do this week that's going to help me but that's not going to be too much, based on what Matt's programming.

You said that you use a laptop to regularly access the website. Would you be able to just demonstrate to use the website?

So usually if I come up here the first thing I was like to look is the 'Workout of the Day.'

So I today I woke up this morning thought it was push press press jerk.

(I) looked at it, that's pretty much just give me an idea of the workouts are.

Usually on like a Monday I'll come over here to Upcoming WODs and I'll sign in and that's when it'll give you the full list.

I usually take one day off during the week, because I work out on the weekends a lot, so I kind of use this as my guide of "what days am I going to go in," "What extra stuff am I gonna do," and "what are my rest days going to be," and that's just kind of helps guide me through that.

And then when I am this part as often but if I want to see where I'm at green band come over here and I'll look at different than what mine are but I'll look at OK well I have I'm pretty much have all my weight but it's a lot of upper body and like the girl workouts I don't have, so I look back and see what I have left to do.

I just look at what's coming up in other bands with what I have and don't have to make new goals.

It's just nice.

The final question is: What difficulties do you have an achieving your goals?

I think I guess at one point a.) and I have a lot that I'm always trying to work on it's all out of my things are conflicting, like I want to be lean, but I want to be really strong and it's hard to try to achieve both of those at the same time.

So I feel like a lot of my struggles with things that I'm doing is all just I have a lot of goals and I have to separate them out and it's just progress like I can only do so much at one time.

Actually I think that's my main answer is it's just a lot to work on and you can only do so much.

In terms of things here I really like how it is.

I feel like Matt's awesome.

If I struggle at something I know I can go to Matt or Butters and they're both really awesome with pay you know you want to get a muscle up, here are some progressions for you.

And gym times really good I'll come in here twice today once a while if I really need to and I'll get a workout in in the morning and then do extra stuff in the evening if I feel I need to.

So I feel like Free Range is very much set up for success it's just a matter of finding what your personal goal isn't finding the time to do it.

Appendix Y

Interview 9 Transcript

What were some of the initial factors that lead to you become a member of Free Range?

I was looking for an activity to commit to stay in shape but also to have fun.
And something that I can do with my partner.
Something we could both be interested in staying in shape at the same time

OK what are some of your current goals as a member of Free Range?

I guess is of changed as I've been in.
So my current goals are to progress in the skill set and band system that Free Range has, and to continue to stay in shape not get injured.
And just really be more involved in the community and the people there and kind of thrive with everything the gym has the offer and both athletic and community-wise.

How does the website if it all help you achieve those goals?

I don't use all of the website's functionality.
I do look up the work out ahead of time the day of.
So I use to look at workouts. I use it to kind of check off my items in the band system.
That's kind of touch and go I'm not always committed to the band system here and there, I'll remember to go in and kind of check off some skill-sets.
But I mostly just use it to look up the workouts.

Could you demonstrate or narrate for me how you would typically use the website?

Yes, if I'm just looking at the work out, I'll typically go on my phone and it's one of my like bookmark tile pages on my home screen like when I click on the Internet [your browser] yeah I'll just click on it and it takes me straight to the 'Workout of the Day' page.
So click on that and just look at the workout of the day [in the free range athlete] page yeah it's already bookmarked, so it goes straight to it.
Sometimes I'll look ahead and I'll click ok the hamburger menu and I have to go in and click look up 'Future Workouts' to see things that are in the days coming, so it's not actually on the Workout of the Day page.
So I'll use hamburger menu and I'll click on the top right and then 'Future Workouts.'

What difficulties do you have in achieving your goals website broad stroke either one?

Well since you're on the website looking up future workouts is difficult because it's on a different page.
And if you're going if you're going to the typical funnel, like if you don't have a 'Workout of the Day' page bookmarked like I do, it's kind of hard to find a future work outs because you have to

going to the 'Workout of the Day' and then you have to go back into the main menu and then the future workouts show up.

So that's kind of a pain I didn't even know it existed the future work out page existed for about a year.

I don't go in and use the band system checklist on mobile, because it's a little bit difficult to go through it it's less will be easier on desktop.

In terms of achieving my goals at the gym you know inconsistency with coaching has been a big factor. I never know who is going to be coaching a class.

Getting new coaches, on boarding training, there's a big adjustment when new ones come on and when they're switching they switch around to different classes.

Or just having two different coaches randomly teach the evening class has been hard because I get different advice or there's different coaching styles.

Sometimes they explain the work out differently than the athletes in earlier classes in the day, so we're not all doing the work out the same.

Other difficulties at the gym they're just personal.

Just finding the time to come in and work on skills.

Whether it be stretching and learning to not get hurt, or also like advancing in learning new movements.

I'll try and do it the best I can and maybe not listening to the set warm up session or pepper in my own stretches so I don't get hurt, but that goes back to like who's actually coaching.

Some coaches like that, some coaches don't so yeah.

Appendix Z

Participant Demographics Table

Interview Number	Gender/Age	Tenure (months)	Means of Site Access
1	M/29	13	Cell Phone
2	M/29	48	Cell Phone
3	M/45	79	Cell Phone
4	F/27	68	Cell Phone
5	M/25	8	Cell Phone
6	F/41	3	Cell Phone
7	F/38	56	Cell Phone
8	F/23	55	Lap Top
9	F/31	23	Cell Phone

Appendix AA

'BRAND' & Question 1-3 Themes Co-occurences

	REASONS FOR JOINING	GOALS	ROLE OF WEBSITE	DIFFICULTIES
BRAND: Accountability - Self	2	2	4	3
BRAND: Athlete/coach experience	4	0	1	1
BRAND: Availability*	2	1	0	7
BRAND: Culture - Belonging	3	0	0	
BRAND: Continuous learning	0	1	0	1
BRAND: Focus*	1	2	4	3
BRAND: Measure/track*	0	3	13	1
BRAND: Personal development - mental	0	1	0	2
BRAND: Personal development - physical	3	9	6	2
BRAND: Push mental limit	2	0	0	2
BRAND: Push physical limit	2	3	2	1
BRAND: Self expression	0	0	2	0
BRAND: Shared accomplishments	3	0	0	0
BRAND: Sharing passions	1	0	0	0
BRAND: Support outside gym	0	1	0	2

BRAND: Variety*	3	1	1	2