

8. APPENDIX

8.1 List of interview informants

CrossFit Affiliates owners

- Joshua Newman: Founder/owner of the first CrossFit affiliate in New York
- Jared Perelmutter: Founder/owner CrossFit Brick LA and Brick New York
- David Osorio: Founder/owner CrossFit South Brooklyn, New York
- Sam Radetsky: Founder/Owner CrossFit West Santa Cruz
- Keith Wittenstein: Founder CrossFit Virtuosity and CrossFit NYC. Works for CrossFit Headquarter training seminar staff

CrossFit coaches/ employees

- Heidi Jones: Head Coach CrossFit Brick New York
- Stacey Pearson: Community Manager and CrossFit member at CrossFit NYC
- Chelsea Hughes: CrossFit Coach at CrossFit Brick and professional CrossFit athlete

CrossFit members

- Erick Aguirre: Member Brick New York - Previous a member at CrossFit NYC
- Jessica Radetsky: Member of CrossFit Brick New York
- Lia Gonzalez: Member of CrossFit Brick New York
- Johnny Won: Member CrossFit Brick New York - Previous a member at CrossFit NYC

8.2 Interview guide – In depth interviews

My aim with these questions is to get my informants to talk freely about the specifics of their day-to-day work. How they think about growth, challenges, special qualities of what they offer.

Company values

1. What is CrossFit?
2. Why did you decide to found a CrossFit? Why did you decide to join CrossFit? / Become a trainer?
3. Why do you do CrossFit?
4. What do you think makes CrossFit so popular?
5. Why do you think people join CrossFit instead of other athletic programs?
6. Why do you think people pay a premium for CrossFit when they can buy other memberships at a lower cost?
7. Why do you do CrossFit?

Growth

8. What do you think is the reason behind the growth of CrossFit the last years?
9. Are there any drawbacks to growing so fast?
10. What happens when the demand for class spots exceeds the supply?
11. What do you do to address the problem?
12. How do customers respond when they can't get into class?
13. What do you offer customers? What do memberships give access to?
14. What has been your biggest challenge managing a CrossFit based on its popularity?
15. Can you give me an example of a recent challenge? What happened? How did you respond?

Community

16. How do you think about building relationships with customers/members?

Managing online presence

17. How do you use the open source community to grow?
18. Get an understanding about what kind of experience/value they believe they are offering customers, or why they believe people want to do CrossFit. What are

they conceiving of their product?

8.3 Summary interviews

Jessica Radetsky, CrossFit member

My brother, Sam, has been doing CrossFit since the early days of the old HQ, along with being a decorated martial artist and All American water polo player (basically freakishly athletic), so he knew first hand the benefits that CrossFit can give to another sport. He had opened his own CrossFit gym and talked a lot about it, making a really great case, but considering that my arms had never lifted anything heavier than my weekly groceries, it was not something I thought was for me. Not only did I not believe it was physically possible for me to do CrossFit, I was scared I'd get injured trying. And to be perfectly honest, I had always HATED exercising. Anything besides ballet didn't appeal to me.

Then several summers ago I severely injured my ankle. I went home to California for a visit and watched a bunch of Sam's classes and his own workouts and I saw exactly what he'd been saying to me for all those years, not only was it an incredible workout, but it looked like a lot of fun! Sadly I was on crutches at the time, so I had to wait until the next time I went back. All of a sudden I was insanely impatient to get started. When I was at least able to put some weight on my foot, he concocted workouts for me, slowly - my squat at that point was nowhere near even parallel with my knees because I had hardly any mobility in my ankle. But, he worked with me, and he's a tough coach, but I'd never been so sore and happy in my life! All my years of Pilates, all the so-called 'core strength', didn't stand a chance against CrossFit! So really, I think it took about a week before I was hooked on CrossFit.

As a dancer getting back into professional dancing shape after a really bad injury, CrossFit has been invaluable for strength and stamina. Getting back into ballet class, after doing a few months of CrossFit, was uncharacteristically easy. And it managed to keep my spirits high. This is going on 6 years now that I've been CrossFitting. I was spoiled starting at Sam's gym, which is the best, and from there went on to a terrible

gym in NYC. I had knee surgery a couple of years ago and luckily found Brick CrossFit when I was able to start rehabbing, it's a wonderful gym. When I came in for my first class back, I wasn't able to squat below parallel, that was less than a year ago, now I'm squatting below parallel with over 100 pounds on my back ... I feel stronger now than I have in all of my life. I think I'm dancing better, I think I'm healthier than I ever have been and I know for sure that I'm happier. It's, by far, the very best, most fun part of my day!

The constantly varied movements, the weightlifting, the insane amount of core strength you build, the quick muscle firing you train, all the little muscles around my knees that are so strong from constantly doing full range of motion squats, my posterior chain muscles that are challenged daily, the upper body strength that balances it all out. I feel not only will it protect me from injury in the future, but will keep me dancing freely for a long time. I get bored easily with exercise, and CrossFit changes every day, it's great, everyday you do something different, everyday there's a new challenge.

The CrossFit community is also a very unique part of the CrossFit world. We are a tight knit, very welcoming group, and the friendships made within a CrossFit Box are some of the best because we all power through these workouts together. We cheer each other on, we want each other to succeed. It's a rare thing when you can't wait to get to your gym to work out and see your friends! Welcome to the world of a good CrossFit Box!

Lia Gonzalez, CrossFit member

I love to brag about my new CrossFit life. I love to tell them that I went from doing nothing to loving this new life. I want others to believe in the power of their own mind. I would tell someone that they can do it. That scaling is my life saver and there is always a way to work up to the prescribed work out. I would tell them not to be discouraged and to trust in the process of learning from others and allowing for others to be strong for you when you need it. We have to take care of the bodies we have been given if not for ourselves for our families, this is a message I want to share with my loved ones,

especially my parents because I want them here with me for a long time! I know a lot of people say this but literally if I can do it anyone can!

I now consider myself an athlete. I can see myself competing some day. I can visualize myself accomplishing my goals and becoming stronger and healthier as an added bonus. I can envision muscles and a flat tummy and feeling great! My fiancé and I have connected in a whole new way. We have always been best friends but now this journey we have embarked means so much more than just working out. We are investing in each other and in our lives together almost like a daily commitment to becoming better than the day before so we can literally grow old together. He is my biggest supporter and has always believed in me. I always felt like I lagged behind but now I am right there with him fighting through the workouts. I always joke that Dell changed our lives, BRICK changed our lives but it is so NOT a joke. Our lives have forever been changed. We are surrounded by strong beautiful people and have a renewed outlook on life and the adventures it takes you on!