Social Networking and the Olympic Movement: social media analysis, opportunities and trends

Final report

February 2011

Director:
Emilio Fernández Peña

Research:
Mari Arauz

Research support:
Angelica Sha, Sandro Garcia

And the support
of the CEO-UAB team

A research project of

TABLE OF CONTENTS

3. THE VANCOUVER 2010 OLYMPIC WINTER GAMES ON FACEBOOK, TWITTER AND ORKUT

4. SINGAPORE 2010 YOUTH OLYMPIC GAMES COMMUNICATION STRATEGIES ON FACEBOOK AND TWITTER

5. SPORT ORGANIZATIONS SOCIAL NETWORKING STRATEGIES: CASE STUDY ANALYSIS

0. Executive summary

The following Executive Summary highlights the main results of the report on social networks compiled by CEO-UAB. For further information on any of the aspects covered, please refer to the original report or to the conclusions section, which offers a more detailed explanation of the points contained in this summary. The report starts with a chapter on the sociodemographic characteristics of users of social networking websites (SNWs) and provides detailed background information about the top SNWs in different world regions. At the same time, it offers a compendium of tools available for performing sociodemographic analysis and future monitoring of the IOC's presence; these will help to find new partners in the social media environment. It also presents an exhaustive analysis of the social media strategies employed by members of the Olympic Family and TOP sponsors during the Vancouver Olympic Games and the Singapore Youth Olympic Games. The report examines the social networking strategies of the NBA, FIFA and International Federations, as well as those employed by five Olympic athletes (two during the Games and three in the non-Olympics period). It also presents an analysis of the successful strategies of two leaders in the social networking arena, Coco-Cola and Starbucks, and proposes their adaptation to the IOC strategy. A chapter on new communication trends and a recommendations section wrap up the report.

Social networking sites form part of an organisation like the IOC's Internet communication strategy as a whole. This integral, all-embracing strategy seeks 'cross-pollination' between and among all the institution's presences on the Internet.

Communication on social networks should become yet another element of interaction with the website and provide information in a close-up way, through the friend-to-friend mode of communication that social networking sites facilitate, and develop into an essential component of permanent institutional communication.

Facebook and Twitter are currently the most popular and widespread social networking sites in the world, even though a number of 'shadows' still exist in countries like China. Given the balanced sociodemographic distribution of their users, proportional in terms of gender and across all age ranges, they are a good example of a stakeholder with which the IOC can further explore and enhance its presence.

Traditional **websites** currently represent **static content** that is nonetheless accessible via the Internet anytime, anywhere. While they are a repository or store for the institution's whole virtual presence, they remain a static element that internauts generally only visit when they are interested in an organisation's content. This is where social networking sites like **Facebook and Twitter can help them become more dynamic**.

The traffic generated by social networking sites (Facebook, for example), where the IOC's messages reach people that would never think of visiting the website, could be an interesting way of making the website – the IOC's main presence on the Internet – more dynamic. Current fans of a social networking page are not the only ones that need to be taken into account, since other users may also be permeable to messages. With users

sharing and redistributing content published by the IOC on a social networking site, by the rule of three degrees, the institution could reach people with three degrees of separation from our fans or followers. This allows our potential capacity to reach new fans to be multiplied exponentially by three. After every section of this executive summary, we offer the page number of the final report where the reader can look up the original text with an in-depth explanation of every point.

Social Media Analysis of the Vancouver Olympic Games and the Singapore Youth Olympic Games

The analysis of communication and marketing strategies at the Vancouver Olympic Games and the Youth Olympic Games, as presented in this executive summary, is a detailed study of content distributed via social media: Facebook, Twitter and Orkut. The work takes an in-depth look into the interactions that were generated among the different audiences and between the different actors of the Olympic Family and its stakeholders. In both studies, we endeavoured to seek out a relationship between the type of content published on the social networking sites and the fans' replies.

Regarding the Vancouver Games, we focused on the activities of the IOC, VANOC, TOP Sponsors and official sponsors and partners of the Games, some television networks owning Games' broadcast rights and two athletes: Angela Ruggiero and Chad Hedrick.

In the study of content on social networking sites for the Youth Olympic Games, attention was focused on Facebook and Twitter: the number, topic and audiovisual content of posts, as well as the interaction of fans on the following sites: Youth Olympic Games, The Olympic Games (Olympics on Twitter) and official sponsors and partners of the Youth Olympic Games. The relationships between the pages on the social networking sites and other online communication platforms were also studied: mainly the website, the Youth Olympic Games channel on YouTube, and the WhyOhGee blog. For a detailed analysis of the both cases (Vancouver Olympic Games and Youth Olympic Games), please refer to the complete reports.

The Vancouver Olympic Games on Social Networking Sites

Vancouver 2010 Facebook Fan Page

We would like to highlight that the highest number of comments was published on the days leading up to the end of Games, just before the closing ceremony. Over these final days of the Games, the medals table is reviewed, Olympic records are reported and the "party" aspect of the Games across the globe is highlighted; the number of audiovisual items is also greater. Vancouver 2010 Facebook followers demonstrated through their participatory behaviour that their main interests were sport and the athletes. **(Pages 122-132)**

The Olympic Games (IOC) Facebook Fan Page

Regarding the Olympic Games on Facebook, we can state that, in general, there was less activity on this page than on the Vancouver page. The Olympic Games Facebook page had more fans than the Vancouver 2010 one (1,739,960 and 1,277,088, respectively, in September 2010), the fans of the Olympic host city's page are the ones that showed more interest and got more involved. **(Pages 132-136)**

The Olympic Games Facebook page in May was exclusively devoted to promoting the Youth Olympics and future Olympic events. **(Pages 137-138)**

VANCOUVER 2010 on Twitter

The VANOC Twitter page was used by the Vancouver Organising Committee as a platform to let people know about the daily competition results (39.36%), to transmit the Olympic ambience and to support participants and event spectators. In third place, with a significantly lower percentage (8.5%), it was used to promote the city and its attractions. Information on event venues (7.19%) and on ticket sales (5.9%) was also of relative importance. As a result of using Twitter in this way, the opportunity to create more discussion, retweets and public engagement on this social networking site may have been lost.

There was a much higher level of activity on Twitter, due to its nature, although the total number of followers represented just 10% of the total number of Facebook followers. No relationship was found between the days of highest activity on Twitter and on Facebook. **(Pages 138-143)**

Olympics (IOC) on Twitter

The use of the Olympics page was very different from that of the VANOC page. Here we found that 40% of total tweets were connected with the party going on in the streets, the emotion in the stadiums, etc. The links offered were to the IOC's official website in order to view photos and videos. In this instance, therefore, the function of Twitter was more akin to that of Facebook. **(Pages 144-148)**

TOP Sponsors on Social Networking Sites

The TOP Sponsors all had one thing in common: they were all on Facebook. Seven of them were on Twitter and six were on Orkut. Besides being on the three social networking sites studied, four of them also did self-promotion on their own websites as Official Worldwide Partners, and published posts over the duration of the Vancouver 2010 Olympics. These were Coca Cola, McDonalds, Panasonic and Samsung. Omega was the Official Worldwide Partner that took least advantage of its sponsorship, and was only on Facebook as a brand.

Most of the Top Sponsors were on Twitter (eight of them), six were on Facebook and only two were on Orkut. **(Pages 157-162)**

Analysis of the Singapore Youth Olympic Games (Results from Facebook)

The percentage participation, with likes and comments, in the Youth Olympic Games page was much higher than in the cases analysed for Vancouver in relation to the total number of fans. As a consequence of the fans' higher participation, the level of engagement is greater. However, these figures should be taken with some reservations, since they are undoubtedly connected with two issues:

1. The much lower total number of fans in comparison with The Olympic Games and VANOC pages (Singapore Youth Olympic Games only had 85,000 fans on Facebook) means that an increase in the engagement figure is much more likely, simply as a result of the participation in them of youth athletes, volunteers, and friends and family.

2. It is an event whose communication strategy and philosophy focuses on young people, who are much more active on, and participate much more in, social networking sites. **(Pages 183-188)**

The Sponsors and Partners of the Youth Olympic Games and Social Networking Sites
(Pages 210-214)

The percentage results of the analysis of the full list of partners and sponsors that participated in the Youth Olympic Games are:

1. 56.6% had a Facebook page, although many used it as a company page or simply as a product catalogue.
2. 49.2% had a Twitter account. Worthy of note is that 10.2% of this total had private accounts (tweets were protected), meaning that it was also used for internal communication in the company.
3. Account should be taken of the fact that **32.8% of the brands that sponsored the Youth Olympic Games were not on either of these social networking sites**.
4. Only 8.9% of the brands talked about and promoted their partnership.
5. Only 5.9% of the brands posted anything referring to the Youth Olympic Games.

Unnecessary Repetition of Content

As shown in the report, some items of video content of a highly informal nature, produced by young people, were repeated on different days, thus constituting an unnecessary redundancy of content. **(See examples on pages 189-190)**

A Lost Opportunity to Ascertain the Level of Engagement in Video on Facebook

Professional-quality videos and summaries, and those produced by young people, were premiered on the website and then, several hours or days later, were offered as links on the social networking sites. This does not make much sense because two opportunities were lost: first, to raise awareness of these "fresh" items of content with a great deal of added value for users of social networking sites, and; second, to create an appropriate feedback

circuit between Facebook and Twitter, the Youth Olympic Games website, the WhyOhGee blog and the YouTube channel. **The strategy used for the Youth Olympic Games did not consider social media as a part of a whole, coordinated in conjunction with other Internet media.** We believe that a good opportunity was lost to test the functioning of professional-quality videos on Facebook, since the market value of broadcast rights in these Games did not generate such protective zeal when broadcasting on social networking sites, unlike the Olympic Summer and Winter Games.

Case Study

NBA

The NBA has built an extensive presence on the Internet, with multiple social media initiatives that are, however, centred on its website, and a single presence on both Facebook and Twitter. On its Facebook page (7.3 million fans as at January 2011), video is used extensively, with highlights of matches and spectacular shots. It is combined with a number of photos and references to its sponsors. **(Pages 223-243)**

FIFA

FIFA has developed its corporate social responsibility through various campaigns such as 20 *Centres for 2010*, *FIFA Fair Play* (represented by the slogan "My Game is Fair Play") and *Say NO to Racism*, though none of these campaigns has yet used social networking or video sharing services or social media initiatives.

The core of FIFA's social networking initiatives is its website. Oddly, this institution does not have an official presence on Facebook. However, it is present on Twitter. It uses this social medium as an institutional news tool, and in fact has two accounts: FIFA President Joseph S. Blatter's and 2010 FIFA World Cup's, with very high numbers of followers. During the World Cup, FIFA used Twitter as a multi-language tool with a global reach. **(Pages 244-253)**

Other International Olympic Federations

For their part, **International Sports Federations** for Olympic winter and summer sports have a poor presence on social networking sites, with very low numbers of users and an obvious positioning flaw on Facebook and Twitter that does not help them to get new fans and followers to join. **(Pages 254-268)**

Olympic Athletes in a non-Olympic Period

In the case of the élite athletes studied, all of whom are Olympians (Bolt, Phelps and Gasol), the promotional nature of their presences on Facebook and Twitter and references to sponsorship or parallel businesses is a constant feature in the between-Games period analysed. **(Pages 271-297)**

Posting Mechanisms and a Comparison of Social Networking Strategies: NBA, FC Barcelona, Coca-Cola and Starbucks

Leading social networks like Coca-Cola and Starbucks opt for a strategy in which contributions made by users – who constantly leave their comments on the respective pages' walls – play a fundamental role. The emphasis is on participation, where the brands' posts are alternated with fans' comments; this is the core aspect of their strategies. Fans ask questions, post enthusiastic comments about the companies and upload videos and images that have been either reworked or created directly by the fans themselves, in which the brand is the subject. **The fact is that relationships on social networking sites are not top-down (from an organisation to a mass of followers), but rather as equals**, with replies to each fan (Facebook) or follower (Twitter). Each user is treated individually. There are literally hundreds of fans who express their feelings, post photos and put questions to the brand every day, thus building a more enduring flow of engagement that goes beyond users who write on the wall. **(Pages 310-318)**

On Twitter, these companies post messages, though they mostly respond to followers' joining remarks in a personalised way and in several languages.

We have analysed FC Barcelona and the NBA as two cases of sporting institutions with the highest number of fans on social networking sites. Neither case fosters fan participation through comments, unlike Coca-Cola and Starbucks, although they do have relatively high numbers of fans. We have seen the content posting strategies of two of the leading brands on Facebook and on sport-related social networks: NBA and FC Barcelona. We observed their posting dynamics over a normal week during their respective seasons and counted their numbers. You can see these numbers in the following table.

Percentage of fan participation in The Olympic Games, NBA and FC Barcelona Facebook pages

BRAND	FANS	POSTS	BRAND PARTICIPATION	PHOTOS AND VIDEOS	LIKES	COMMENTS	% LIKES	% COMMENTS	% TOTAL PARTICIPATION
The Olympic Games	2,097,748	4	0	4	11,053	412	96.4	3.6	0.54
NBA	7,356,940	42	0	42	156,131	19,877	88.7	11.3	2.39
FC Barcelona	8,956,549	11	0	9	206,291	15,051	93.2	6.78	2.47

Source: our own data

New Communication Trends

In this section, we present the main trends that have an impact on organisations like the IOC. First, we refer to the growing importance that applications providing direct access from smartphones and tablets will have on how users use the Internet, and we support that hypothesis with a summary of the main points contained in an article by Chris Anderson in *Wired* magazine, where he explains the logic behind this future evolution. Second, we give a detailed presentation of how geolocation applications available on social networking sites and accessible from smartphones are already being used by some sporting organisations, and how they might be used in the future. Indeed, these could be used in the near future for the London 2012 Olympic Games. **(Pages 321-328)**

Recommendations

The final recommendations represent a diagnosis of the IOC's current strategy, not in isolation, but in relation to its main partners and stakeholders. The recommendations emerging from the CEO-UAB study aim to maintain a balance between what, from our perspective, the IOC's social networking strategy is and what it should be. It is a reflection and a conscious analysis of the pros and cons of certain decisions, and it attempts to provide external input that contributes to making the task of disseminating Olympism more effective, a task that falls to its parent institution: the International Olympic Committee.

The communication and marketing strategy on social networking sites should form part of a whole, that is to say, of the communication and marketing strategy of the Olympic Family, which should be led by the IOC.

The Olympic.org website should be the core of the communication policy, and be connected with the IOC's presence on social networking sites. Social networking sites are a good opportunity for non-users to find out about its content and to share it through these networks; conversation, comments and viral communication activity is created through them, which would ultimately benefit the Olympic Movement.

It is vital to integrate the IOC's social networking strategy into a global strategy of IOC presences on the Internet (Olympic.org, YouTube channel, Facebook and Twitter). All together, they are elements that should be interconnected; they should not function as isolated units. A **cross-pollination** strategy between and among all the institution's presences on the Internet should be employed. That will allow some Facebook fans and Twitter followers to be redirected to the IOC website and to discover new content. To enhance the integration of all these Internet initiatives and to implement a mutual feedback strategy, we propose:

1. **Creating new dynamic content for dissemination on Facebook** and other social networking sites to generate participation. This should be combined with the posting of photos, which have been the most important type of content in recent months. This new content would serve a dual purpose: to increase the rate at which fans join the page in the

non-Olympic period and to maintain the public's interest. Some dynamic content could be hosted on the website. In the main, it would include: specifically created **blogs and videos** containing social marketing content on topics of interest to the IOC.

One of the formulas for presenting this new content could be **blogs**, hosted on the Olympic.org website itself, which would allow a more informal, closer kind of communication, albeit equally as rigorous as other kinds, to deal with different topics of special strategic importance to the IOC. This new content could be redistributed through these social networking sites, where they would be shared by fans and their friends, thus creating new advocates of our cause and raising the number of visits to the IOC's official website. The following are several proposals that could be studied and expanded on:

1. Olympic Education
2. Olympism and the Environment
3. The Battle against Doping
4. Gender Issues

These blog posts would be disseminated on social networking sites (mainly Facebook) and could redirect users to other content of interest on the website and the YouTube channel, among others, in a process of cross-pollination, as mentioned earlier.

Videos: Using the IOC's valuable archive footage and **creating new videos** containing social marketing content for dissemination on social networking sites (Facebook and Twitter). Short videos adapted to the attention span patterns of social media and new campaigns similar in their design, creativity and look to *The Best of Us* campaign.

Publishing videos on the Internet means that they are open to being copied or manipulated. Both the Olympic.org website and the YouTube channel contain a large number of videos that can be copied, altered and redistributed because the Internet is ultimately on open network. The point is that Facebook does not have technology enabling video content to be geo-targeted.

IOC puts its corporate videos on Facebook but above limitation of Facebook, i.e. video content not being able to be managed on geo-targeted basis does not allow IOC to share archive video footage because of certain contractual obligations.

Even though, in our opinion the organisation could consider posting videos to Facebook while safeguarding the interests of holders of television broadcast rights, the main source of revenue for the Olympic Movement. Videos on social networking sites like Facebook do not fade away. Indeed, they can be enhanced and reworked by internauts themselves, thus creating new viral content that will bring our institutional videos to more people.

2. **Coordinating endeavours to seek out complementary situations and synergies between** stakeholders' social networking strategies: television broadcast rights holders, sponsors, partners, Organising Committees for the Olympic Games and the IOC. This common strategy on social networking sites, coordinated with sponsors, partners and television broadcast

right holders, would be of benefit to all the stakeholders, adding value to television networks owning such rights through their presence on social networking sites, to TOP Sponsors and national sponsors and partners, and, above all, to the IOC and the Olympic Movement in general.

It is not easy to apply this strategy to actors from different sectors with varying degrees of presence and success on and interest in social networking. We propose that **a meeting of the various actors (the main television broadcast rights holders, TOP Sponsors and representatives of OCOGs) be held in Lausanne** to discuss and share common strategies and experiences in order to take advantage of them for the mutual benefit of stakeholders, sponsors and the Olympic Movement. We recommend that this meeting be held before the London Olympic Games to lay the foundations for a coordinated approach to policy and collaboration in the period following the Olympiad.

At the same time, alongside the financial criteria, the new television broadcast rights and sponsorship contracts could include and give priority to a commitment – by television operators and sponsors – to make such a coordinated use for the benefit of Olympic values and culture, as was the case for sales of broadcast rights at the beginning of this decade.

3. **Enhancing the Facebook design** by customising it with new tabs and functions: volunteers, collectors, YouTube channels, etc. Making reference to the Twitter page, which could in turn be used as a language tool, in the same way as FIFA used it in the last World Cup period. Exploring the potential of geolocation tools for upcoming Games.

4. Given the current importance of communication on social networking sites and its extraordinary future projection, we recommend **allocating the necessary material and human resources to implement this integral Internet communication strategy.** It is vital for there to be someone 'on the other side' of the IOC's social networks that is able to answer questions asked by fans and followers (publicly on Facebook and Twitter or privately, depending in the case). Marketing and communication on social networking sites is done for individuals, and not for a uniform mass of followers or fans.

5. **Responding to and facilitating participation**: Fans should be made to feel unique. Efforts should be made to ensure that relations with our fans on social media are individualised. If blogs are created that allow people to react to posts, it is vital to respond to blog followers, Facebook fans and Twitter followers when they ask questions and even when they politely criticise something. In the case of Twitter, thanks should be given for retweets to our posts in the same way as Coca-Cola does, for example. Another issue is whether a reply should be public or private; this will depend on the tone and depth of the question or criticism.

6. **Monitoring the IOC's presence on social media as a tool for reorienting our strategy or creating new content of interest and for anticipating a potential crisis.** Given that the social media strategy should be considered as a strategy that takes account of all the institution's presences on the Internet, when it comes to creating content or redirection strategies, it is

vital to review conversations on the Net: What are bloggers saying about the IOC? What are people on Twitter saying? What are people on Facebook saying? This can be done through a number of monitoring techniques, some of which we present at the end of the chapter on sociodemographics.

7. **New Social Media Presences of the IOC**

Facebook and Twitter offer several appropriate levels of privacy and of recognition of the identity and authenticity of a brand. However, other social networking sites like Orkut (Google Inc.), which is very popular in Brazil, should be taken into account as potential future partners, once the IOC has consolidated its presence on Facebook and Twitter. In China, social networking sites like Renren are very popular. However, joining this social networking site presents too many uncertainties. Even though IOC now have a social media presence in China on localized platform – weibo (Sina)

8. **Updating or Creating a Corporate Social Media Policy**

We also recommend the creation of an internal corporate social media policy by the IOC, which regulates and clarifies the role of this part of the IOC's general communication policy, the role of the various departments of the institution (mainly Marketing and Communication) and the people authorised to implement the strategy, among other matters.

1. Introduction

This study comprises an approach to, an analysis of and the future recommendations for the IOC's strategy on social networking in particular and on social media in general. It draws in numerous sources, including the most recent literature on the topic and the very latest contributions contained in specialist online publications (blogs and websites). We have endeavoured to ensure that the study is both practical and applicable. Nevertheless, some of the sections that we deemed relevant to include do appear as compendiums of data; these have been structured and put into context as far as possible.

We consider that the selected perspective and method offer a balanced combination of external observation and analysis of the social networking strategy of a global institution like the IOC, with case studies of approaches being taken by other global sporting organisations that share certain characteristics with it. Through these case studies, we found that the IOC was not the only organisation whose social networking strategy was not always sufficiently integrated into an overall online communication strategy. Another of the conclusions reached was that the strategy is growing and building on itself day by day as communication needs adapt to changing circumstances and specific requirements, and as the organisation's own creativity and other successful formulas are replicated.

The analysis and recommendations aim to be constructive, and have been made from an external view (CEO-UAB) of the social networking strategies of an organisation like the IOC. The advantage of this is that the observer is able to perform an *a posteriori* analysis of the strategies, doing so with the objectivity of a party that is not a participant in the elaboration of them. The disadvantage of our approach arises from a lack of first-hand knowledge of discussions held and pieces of information available to the people participating in the elaboration of such strategies; these provide the background as to why certain decisions have been taken, but the external researcher is obviously unaware of them. Consequently, some of the recommendations and diagnoses made in this study may have already been assessed, rejected or accepted by the organisation for internal reasons about which the researcher has no knowledge.

At the end of most of the sections that go to make up the study, there is an executive summary containing the main conclusions and observations. In addition, a more comprehensive section of conclusions appears at the end of the study, together more with detailed comments and reflections on the content as a whole.

Section 2 focuses on the sociodemographic characteristics of social networking. It begins with general considerations about the Internet and the Web as a mass medium and then goes on to take a closer look at the data from various open sources available on the Internet (excluding reports requiring payment) about the two main actors in the social networking environment, which are the ones that we considered of greatest interest to the IOC as a global organisation: Facebook and Twitter. This includes the sociodemographic characteristics of their presence in certain countries and regions of the world, together with user distribution maps for those regions. We considered it expedient to reproduce many of the charts and figures from the original sources because, in many cases, they quickly and succinctly summarise their content, thus making for ease of reading. In this section we also present the range of tools available on the Web – some open and free, others requiring

payment – that may be of interest to the IOC for performing studies on needs for specific sociodemographic data in the future.

This section of sociodemographic data is, at times, a summary of the main data published by various market research organisations, with links to complete data available on the Internet at the time of their publication. As the links are contained in the electronic version of this report, we believe that this way of presenting them adds value and makes them easier to peruse.

Sections 3 and 4 contain an analysis of the social networking strategies of members of the Olympic Family for the Vancouver Olympic Games and the Youth Olympic Games. All the data appearing in them are the exclusive result of the analysis and examination of content by members of this research team, and are the team's own compilations. Given that the webmaster of each website had the ability to edit previously published data, some data published by institutions at the time of the Games could have been deleted. This is likely in the case of some Olympic sponsors.

The statistical material that we present in the analysis of the strategy and content of posts to social networking sites by members of the Olympic Family during the Vancouver Olympic Games and the Youth Olympic Games is open material in Excel format that can be re-used from the electronic version of this report for the IOC's specific needs.

Regarding the case studies on social networking strategies, these focused on two global-reach sporting institutions (the NBA and FIFA) and attempted to outline the synergies observed between their use of social networking sites and their institutional online presence, and occasionally their collaborations with sponsors. Accompanying these two case studies is a more generic analysis of the presence of international federations of Olympic winter and summer sports, together with an analysis of their content and the interactions, where applicable, between their social networking pages and their websites, with data that we compiled ourselves.

Olympic athletes on social networking sites were also an object of analysis in our study. On the one hand, we performed an in-depth examination of the posts of two renowned athletes during the Vancouver Olympic Games (Angela Ruggiero and Chad Hedrick) and, on the other, we studied the use of social networking sites by other Olympic athletes in various sports during the non-Olympic period: Michael Phelps (swimming), Usain Bolt (athletics) and Pau Gasol (basketball). We considered that this combination of studying athletes during Olympic and non-Olympic periods relevant, and we also took account of the variety of sports and Olympic Games in which they took part: Winter Games in the first two cases and Summer Games in the last three.

Section 8 is a presentation of major trends in social media. On the one hand, we reflect on the increasing importance of mobile applications for smartphones that some global institutions like Real Madrid C.F. are using in pioneering ways, as well as a summary of the recent work by Chris Anderson, in which he anticipates that mobile applications will become even more important for interactions between companies and institutions and users. On the other, we highlight another trend that, over the coming months and years, will become more

and more present in relationships between sporting organisations and their fans: geolocation applications. We also include case studies about how certain sporting organisations are applying them to their interactions with fans.

The final recommendations represent a diagnosis of the IOC's current strategy, not in isolation, but in relation to its main partners and stakeholders. The recommendations emerging from the CEO-UAB study aim to maintain a balance between what, from our perspective, the IOC's social networking strategy is and what it should be. It is a reflection and a conscious analysis of the pros and cons of certain decisions, and it attempts to provide external input that contributes to making the task of disseminating Olympism more effective, a task that falls to its parent institution: the International Olympic Committee.

2. Socio-demographic data of social networking websites

2.1. Introduction

Social networks are, today, the ultimate example of user input in the communication process. The 'prosumer' figure, a producer and consumer of content, is becoming a major player on the Web. As a group, they are the ones who feed social media (blogs, wikis, social networks, etc.) and drive the open software industry.

This section focuses on the sociodemographic characteristics of social networking. It begins with general considerations about the Internet and the Web as a mass medium and then goes on to take a closer look at the data from various open sources available on the Internet (excluding reports requiring payment) about the two main actors in the social networking environment, which are the ones that we considered of greatest interest to the IOC as a global organisation: Facebook and Twitter. This includes the sociodemographic characteristics of their presence in certain countries and regions of the world, together with user distribution maps for those regions. We considered it expedient to reproduce many of the charts and figures from the original sources because, in many cases, they quickly and succinctly summarise their content, thus making for ease of reading. In this section we also present the range of tools available on the Web – some open and free, others requiring payment – that may be of interest to the IOC for performing studies on needs for specific sociodemographic data in the future.

2.2. Definition of virtual social networks

According to Danah Boyd, "social networks are a form of social interaction, a dynamic exchange between individuals, groups and institutions in contexts of complexity" (Boyd and Ellison 2007).

Social networks are open systems that are constantly in the process of construction; they allow groups of people with similar needs and problems to come together in order to leverage their resources.

The relationships established between individuals of a group can take many forms: financial, information sharing, friendship, sex, etc., and there is also room for shared leisure through online gaming, chats and forums.

However, it is clear is that not all social networks are equal in terms of content, target audience and geographic location of their users. In this study, we will see how this new medium is tailored to the needs and tastes of its users. We must not forget that users are the ones that feed social networks. Hence, they need to take account of all sociodemographic data – and even cultural traditions – as determining factors for the consumption of one network or another.

"The proposed Social Communication Network approach (SCN) is an extension of the traditional social network methodology to include, beyond human actors, discussion topics (e.g. usenet newsgroups threads) and subjects of discussion (e.g. usenet groups) as well" (Rafaeli et al. 2004).

There are videos on YouTube (Common Craft 2010) that explain clearly what a social network in the 'real world' is and others like Socialnomics 2010, which address this phenomenon on the Internet.

2.3. General Internet context data

According to World Internet Usage Statistics, world Internet users are distributed as follows:

Table 1. World Internet users and population statistics

World Regions	Population (2010 Est.)	Internet Users Dec. 31, 2000	Internet Users Latest Data	Penetration (% Population)	Growth 2000-2010	Users % of Table
Africa	1,013,779,050	4,514,400	**110,931,700**	10.9 %	2,357.3 %	5.6 %
Asia	3,834,792,852	114,304,000	**825,094,396**	21.5 %	621.8 %	42.0 %
Europe	813,319,511	105,096,093	**475,069,448**	58.4 %	352.0 %	24.2 %
Middle East	212,336,924	3,284,800	**63,240,946**	29.8 %	1,825.3 %	3.2 %
North America	344,124,450	108,096,800	**266,224,500**	77.4 %	146.3 %	13.5 %
Latin America/Caribbean	592,556,972	18,068,919	**204,689,836**	34.5 %	1,032.8 %	10.4 %
Oceania / Australia	34,700,201	7,620,480	**21,263,990**	61.3 %	179.0 %	1.1 %
WORLD TOTAL	6,845,609,960	360,985,492	**1,966,514,816**	**28.7 %**	444.8 %	100.0 %

Source: Internet World Stats 2010

NOTES: (1) Internet Usage and World Population Statistics are for 30 June 30 2010. (2) CLICK on each world region name for detailed regional usage information. (3) Demographic (Population) numbers are based on data from the US Census Bureau. (4) Internet usage information comes from data published by Nielsen Online, by the International Telecommunications Union, by GfK, local Regulators and other reliable sources. (5) For definitions, disclaimer, and navigation help, please refer to the Site Surfing Guide. (6) Information in this site may be cited, giving the due credit to www.Internetworldstats.com. Copyright © 2000 - 2010, Miniwatts Marketing Group. All rights reserved worldwide.

Chart 1. Top 20 countries in terms of Internet users

Top 20 countries in terms of Internet users

Country	Internet users
China	420.0 M
United States	234.4 M
Japan	99.1 M
India	81.0 M
Brazil	72.0 M
Germany	65.1 M
Russia	59.7 M
United Kingdom	51.4 M
France	44.6 M
Nigeria	44.0 M
South Korea	39.4 M
Turkey	35.0 M
Iran	33.2 M
Italy	30.0 M
Indonesia	30.0 M
Philippines	29.7 M
Spain	29.1 M
Mexico	27.6 M
Canada	25.1 M
Vietnam	24.3 M

Data source: Internet World Stats   www.pingdom.com
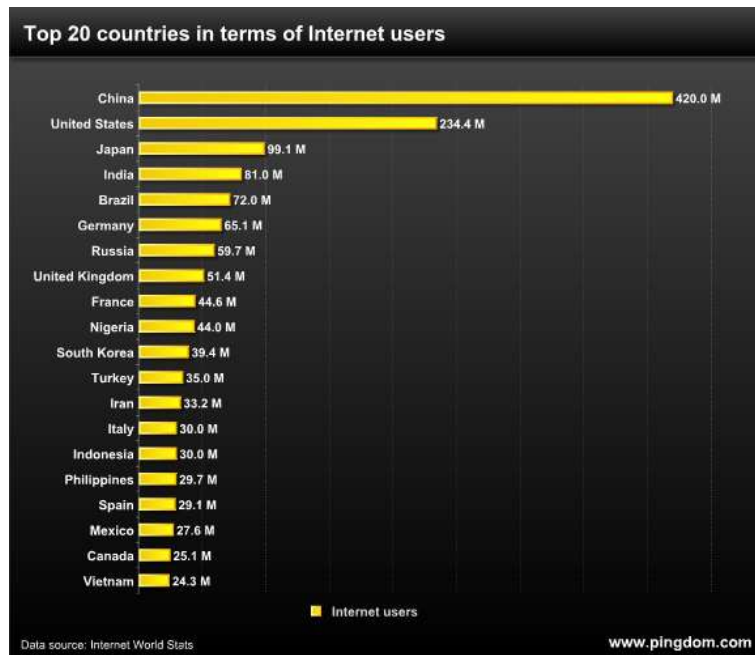
Source: Internet World Stats 2010

According to the Royal Pingdom 2010a blog:

- There are a total of **1.8 billion Internet users in the world**.
- There are **32 countries** with more than 10 million Internet users.
- **The top 10 countries** on the Internet together have 1.17 billion Internet users. That is 65% of all Internet users in the world.
- **The top 20 countries** on the Internet together have 1.47 billion Internet users. That is just under 82% of all Internet users.
- **India** is the fourth largest country in terms of Internet users in spite of having an Internet penetration of a measly **6.9%**. This is thanks to its huge population.
- **China** takes the top spot both in terms of population and Internet users. China has almost twice (1.8x) as many Internet users as the United States.
- **China together with the United States**, the top two countries, make up half of the Internet users in the top 15.
- Out of the top 20 countries, the five with the highest Internet penetration (not users) are: United Kingdom (82.5%), South Korea (81.1%), Germany (79.1%), Japan (78.2%), United States (76.3%).

By Internet penetration, we mean the share of the population made up of Internet users.

Chart 2. Internet users versus population size
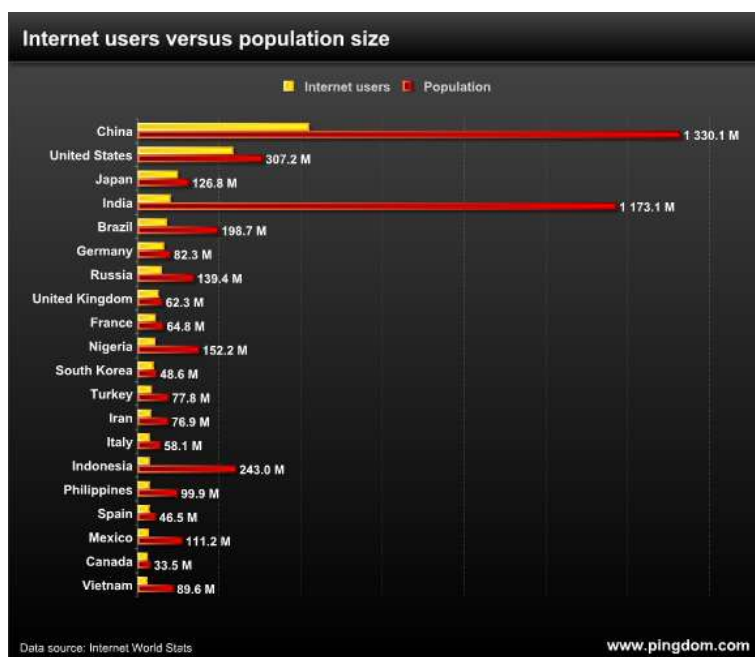
Source: Royal Pingdom 2010a

It is necessary to differentiate between the number of users and Internet penetration for various countries and continents since the figures vary. There are countries like China and India, where Internet use appears to be widespread. However, when compared to the total population, we see that this is not the case.

Below is a comparison between Internet users and penetration by continents (data calculated on a global population of 6,845,609,960):

Chart 3. Number of Internet users by continent in June 2010
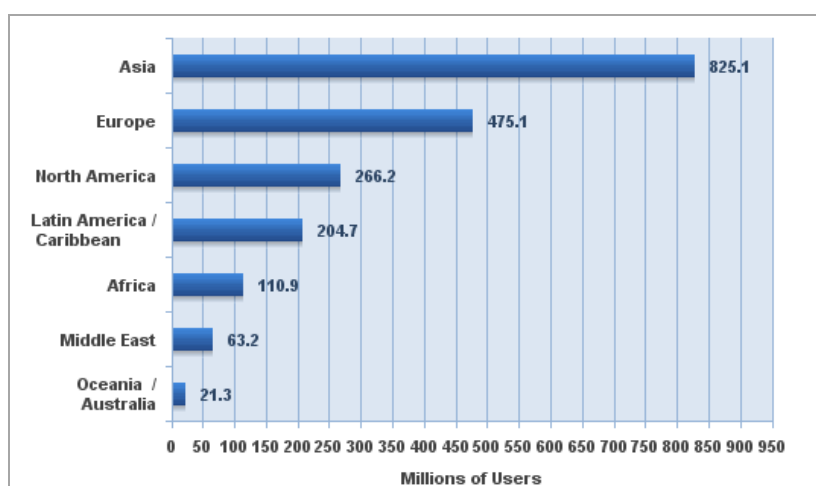
Source: Internet World Stats 2010

The chart 4 shows that there is a total of 1,966,514,816 Internet users around the world. However, Internet penetration varies by continent.

Chart 4. Internet penetration by continent in June 2010
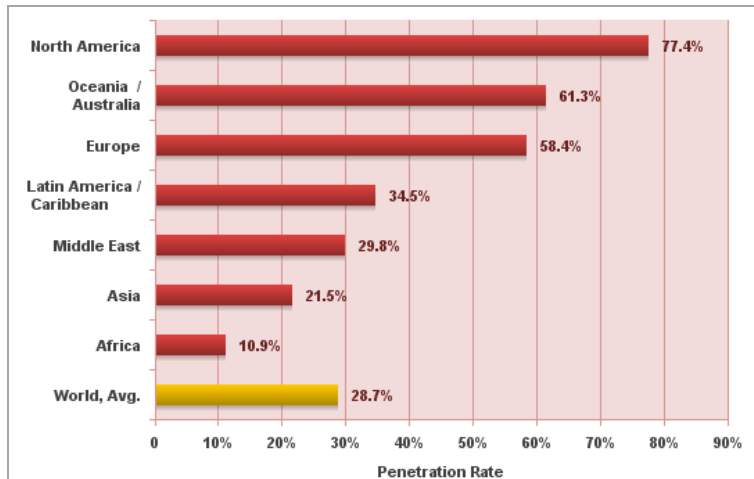
Source: Internet World Stats 2010

Therefore, the percentage of Internet users by continent is as follows:

Chart 5. World Internet users. Analysis by region in June 2010
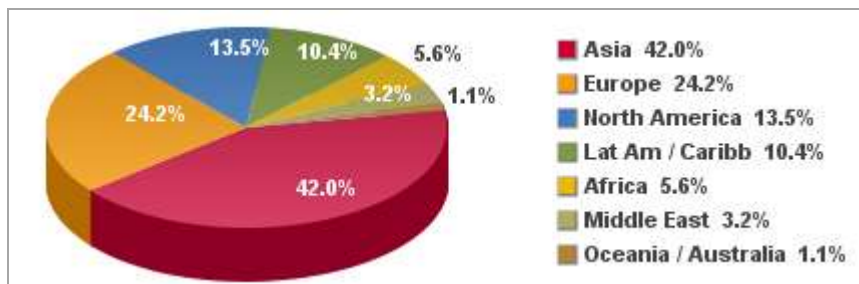
Source: Miniwatts Marketing Group 2010

We can see that Asia, due to its huge population, is the continent with the highest number of Internet users. It is followed by Europe, with half the number of users compared to Asia. The number of users in North America and in Latin America/Caribbean is similar. The obvious difference in Africa indicates that the economic situation and the development of a country or a region are crucial for its residents' access to technology.

Chart 6. Audience and consumption in native languages
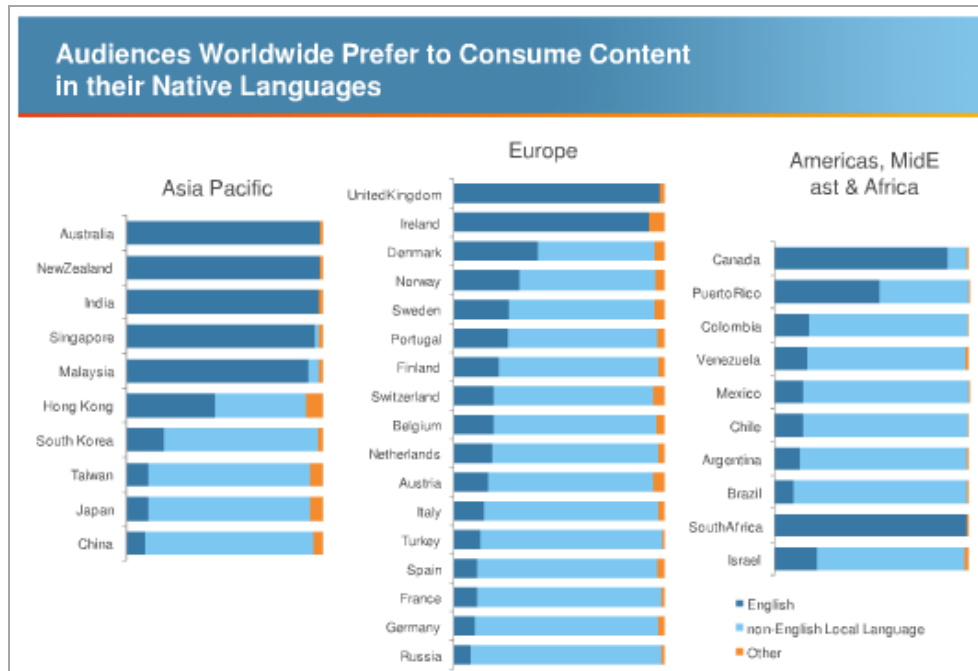
Source: Comscore 2010a

Table 2. Social networking: differences by region and gender

Social Networking Category Reach by Worldwide Region for Females and Males May 2010 Total Audience, Age 15+ - Home & Work Locations* Source: comScore Media Metrix		
	Social Networking % Reach by Region	
	Females	**Males**
Worldwide	75.8%	69.7%
Latin America	94.1%	91.9%
North America	91.0%	87.5%
Europe	85.6%	80.6%
Asia Pacific	54.9%	50.7%

Source: Comscore 2010b

In conclusion, women use social networks more than men, but with a purpose of sharing content among friends and relatives. Meanwhile, men are more likely to use them for making new friends, seeking out job opportunities or promoting their businesses.

Table 3. Social networking usage by gender

Worldwide Social Networking Category Usage and Engagement by Females and Males May 2010 Total Worldwide Audience, Age 15+ - Home & Work Locations* Source: comScore Media Metrix					
	Social Networking				
	% Reach	% Composition Unique Visitors	% Composition Pages	% Composition Minutes	Average Hours per Visitor
Total Audience	72.5%	100.0%	100.0%	100.0%	4.7
All Females	75.8%	47.9%	57.0%	56.6%	5.5
All Males	69.7%	52.1%	43.0%	43.4%	3.9

Source: Comscore 2010b

2.4. Social networking: general data

2.4.1. Global statistics for different social media by continent

Internet is becoming more socialised. There are nearly 2,000 million Internet users worldwide and approximately 50% of them are in a social network.

In some countries, like South Korea, people turn to these social networking sites for information even before performing a search on the web: "Facebook is fast becoming an alternative Internet, loaded with features that cannot be found elsewhere," wrote David Kirkpatrick, author of "The Facebook Effect", on the website *The Daily Beast* (Kirkpatrick 2010).

This is a map of the distribution of users of social networking sites in the world, dated on November 2010:

Chart 7. World map of social networking sites 2010
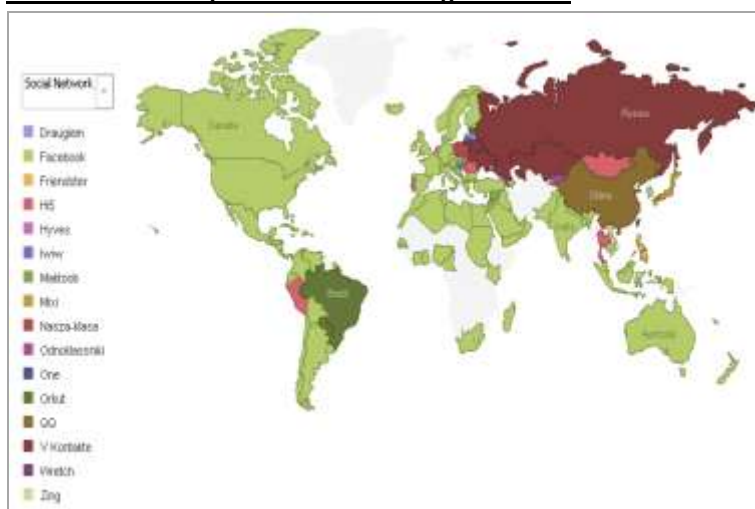
Source: Juan 2010

Chart 7 shows that Facebook predominates worldwide. Despite that, it is necessary to take account of the fact that the language and the alphabet used are characteristics of great importance; these explain the leadership of one social networking site or another in a particular geographic location. Facebook is the most widespread social networking site worldwide, and this is a factor to consider. Meanwhile, some areas have minimal Internet access (like most parts of Africa), and this accentuates the digital divide.

According to this map, there are 16 mainstream social networking sites across the globe. They are:

Table 4. Major social networking sites by geographic location of users

DRAUGIEM	Latvia
FACEBOOK	Canada, USA, Mexico, throughout Central America and Caribbean, Australia, Latin America (except Brazil, Paraguay and Peru)...(see an interactive map showing all the catchment areas of Facebook here)
FRIENDSTER	Philippines
HI5	Peru, Portugal, Romania, Thailand and Mongolia
HYVES	Netherlands
IWIW	Hungary
MAKTOOB	Syria
MIXI	Japan
NASZA-KLASA	Poland
ODNOKLASSNIKI	Kyrgyzstan
ONE	Lithuania
ORKUT	Brazil, Paraguay
QQ	China
VKONTAKTE	Russia, Belarus, Ukraine, Kazakhstan
WRETCH	Taiwan
ZING	Vietnam

Source: Vincos 2010

2.4.2. Tools providing general data about social networking sites

StatCounter Global Stats is a tool that provides access to data, by continent, about social networking sites around the world. Statistics are based on aggregate data collected by StatCounter on a sample exceeding 5 billion page views per month collected from across the StatCounter network of more than 3 million websites. Statistics are updated and made available every four hours, though they are subject to quality assurance testing and revision

seven days from publication. There is another tool on the Web offering global data by subscription. It is called Global Web Index.

2.5. Time spent on social media

According to data from Nielsen, Facebook is the number one social networking destination worldwide and accounts for nearly six hours (5:52:00) per person per month, with the average user logging on more than 19 times over that period.

Table 5. Time spent on social networks in 2010

Social Network Usage By Country / Feb 2010 Home & Work	
Country	**Time per Person (hh:mm:ss)**
Average	5:27:33
Italy	6:27:53
Australia	6:25:21
United States	6:02:34
United Kingdom	5:50:56
Spain	4:50:49
Brazil	4:27:54
France	4:12:01
Germany	3:47:24
Switzerland*	3:26:00
Japan	2:37:07
Source: The Nielsen Company	
*home only	

Source: Van Grove 2010

Table 6. Global traffic of the top five social networks in 2010

Global* Social Network Traffic / Feb 2010			
Web Site	**% Reach of Active Social Users**	**Sessions per Person**	**Time per Person (hh:mm:ss)**
Facebook	52%	19.16	5:52:00
Myspace.com	15%	6.66	0:59:33
Twitter.com	10%	5.81	0:36:43
LinkedIn	6%	3.15	0:12:47
Classmates Online	5%	3.29	0:13:55
Source: The Nielsen Company			
*United States, Brazil, Australia, Japan, France, Germany, Italy, Spain, Switzerland, United Kingdom			
Unique audience represents active usage, not overall membership of social networks			

Source: Van Grove 2010

Only six months later, in August 2010, comScore Internet Web data analysis reflected a change in the ranking of time spent on social networking in the top 10 countries:

Table 7. Top ten countries in the ranking of time spent on social networking

Top 10 Countries for Social Networking Ranked by Time Spent per Visitor August 2010Total Worldwide Audience, Age 15+ - Home and Work Locations* Source: comScore Media Metrix	Social Networking	
	Average Hours per Visitor	Total Unique Visitors (000)
Worldwide	*4.5*	*964,305*
Russian Federation	9.8	34,545
Israel	9.2	4,032
Turkey	7.6	20,911
United Kingdom	7.3	35,792
Philippines	6.2	5,176
Canada	5.8	22,087
Indonesia	5.3	7,183
Finland	5.0	2,983
Spain	5.0	18,569
Puerto Rico	4.9	1,078

Source: Comscore 2010c
*Reflects consumption at home and at work, like the Nielsen chart.

The Russian case is particularly worthy of note and will be further examined in a separate section.

2.5.1. Older adults and social networking sites: the end of the almost exclusive relationship between youths and social media

According to a recent study by Pew Internet, young adults and teenagers were early adopters of social networking sites, but the numbers of older adults in these sites is becoming more and more important. Social networking use among Internet users aged 50 and older has nearly doubled over the past year, from 22% to 42%. Half (47%) of Internet users aged 50-64 and one in four (26%) users aged 65 and older now use social networking sites. One in ten (11%) online adults aged 50-64 and one in twenty (5%) online adults aged 65 and older now say they use Twitter or another service to share updates about themselves or see updates about others (Madden 2010).

Chart 8. Social networking site usage by gender
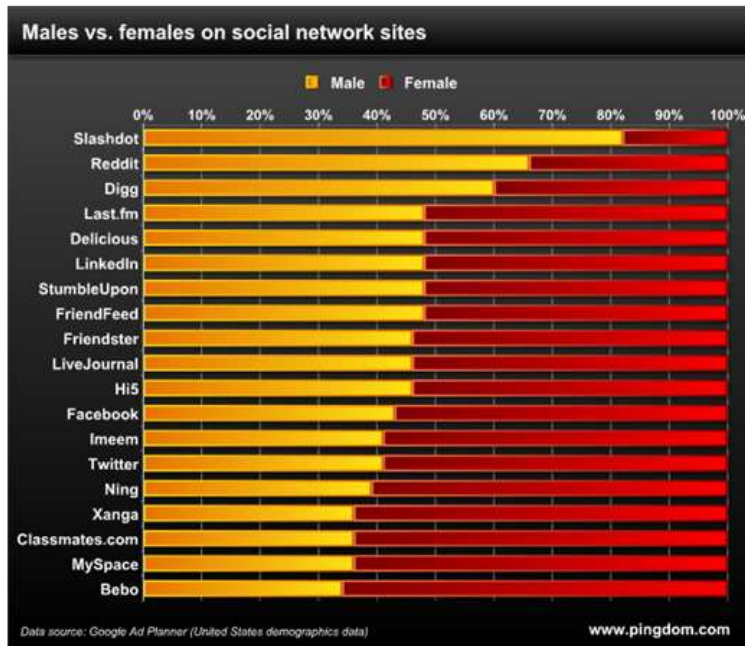
Source: Royal Pingdom 2009

Chart 9. Age distribution on social networking sites
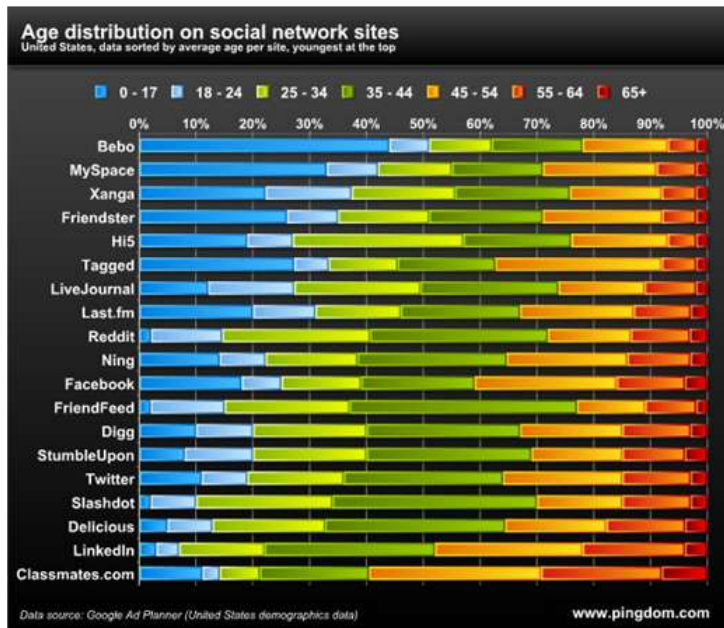
Source: Royal Pingdom 2010b

Chart 10. Average age distribution across social networking sites (U.S.)

Source: Royal Pingdom 2010b

2.6. The most popular social networking sites in the world

Every now and again, someone publishes rankings of social networking sites on the Internet. These lists are always led by Facebook, Myspace and Twitter. However, here we have reproduced part of an article because it deals with a series of minor social networking sites that are, in many cases, regionally established or of a specialised nature (Jain 2010).

Chart 11. 40 most popular social networking sites of the world

Source: Jain 2010

1. <u>Facebook</u>: will be discussed in a separate section below.

2. <u>Twitter</u>: will also be discussed in a separate section.

3. <u>Myspace</u>: is a social networking site targeting a general audience, which was launched in 2003. A system for adding friends to a network, with a number of functions allowing users to customise their profiles, write blog entries, play their favourite MP3 tracks, join groups and enter into discussions, Myspace allows users to interact in a way that they had never experienced before its emergence. The most compelling reason to join Myspace is for fun. In 2008, Data Availability Initiative announced that they would allow their users to share information with other sites such as Yahoo, eBay and Twitter, and to publish Facebook Connect on their blog. Through Facebook Connect, users can share their profile information, contacts, photos and other information saved on Facebook.

4. <u>LinkedIn</u>: LinkedIn is an online social network for business professionals, designed specifically for professional networking and to help users find jobs, discover sales leads and connect with potential business partners. Unlike most of the other social networking sites, LinkedIn does not focus on making friends or sharing media like photos, videos and music. To start using LinkedIn users needs to register and create a profile page. To register on LinkedIn, users need to provide personal information. Users can update their profiles with information about education and job details, and they can add a summary. Additionally, users can also give and receive recommendations from co-workers and bosses. There are more than 75 million professionals registered on LinkedIn.

5. <u>Bebo</u>: In the United Kingdom, Bebo is the second best social network. Bebo allows users to create social networking profiles for free. It offers many of the same features as other social networking sites. Users can register for a free account with Bebo and upload photos, videos and information. The site lets users connect with old friends and make new ones, using a unique user interface. The site boasts users from more than a dozen countries, including the United States, Australia, Canada, Poland, France and Germany.

6. <u>Friendster</u>: Friendster was one of the first websites to bring social networking to the masses. It was designed as a place to connect with friends, family and colleagues, and to make new friends over the Internet, and it went beyond just one-way communication. With Friendster, users can connect with friends and family, meet new people through the connections they already have, find people with similar interests, backgrounds or geographical locations, join groups by activity, school or interest, interact through message posts, games, blogs and application sharing, and share their details with the Internet community.

7. <u>Hi5</u>: Hi5 shares many similarities with many social network sites. However, it introduces some twists that make it worthwhile for people who enjoy trying out new and interesting online communities. However, it is not a popular site in the United States. This was a strategic move by the founder; Hi5 has around 60 million members from more than 200

countries other than the U.S. One of the site's biggest attractions is the addition of many entertainment options, including games.

8. <u>Habbo</u>: The Habbo online community is inhabited by pixelated, cartoon-character alter egos. You can meet others in public rooms (nightclubs, restaurants, shops) and create private rooms for selected friends. Habbo employees heavily moderate the site, catering to its solid teen user base. Most of the users of Habbo are in the 13-18 age group. Although the majority of users are from the U.S., Habbo social networks are very popular in places like the United Kingdom, Japan, Sweden, Spain, Italy, Finland and elsewhere.

9. <u>NING</u>: Ning is the leading online platform for the world's organisers, activists and influencers to create social experiences that inspire action. It helps users create a safe and secure place online for like-minded people. Ning states that it takes the idea of groups to a whole new level. The ability for users to create their own communities makes Ning a great home away from home for organisations and groups looking to fill the social void.

10. <u>Classmates</u>: Classmates is different from most social networks, in the sense that most of its features are only available to premium members. The price for premium membership depends on the length of the agreement – a shorter term results in a higher cost per month. Classmates.com is primarily used to reconnect with old classmates. The site features a search engine that lets users view other people who went to the same school as they did. Creating a basic Classmates.com profile is free and easy. However, most of the advanced features in Classmates.com are only available to paying users.

11. <u>Tagged</u>: Tagged is a blend of social networking features that Myspace and Facebook users are familiar with. Tagged was designed to help users meet lots of new people with similar interests in a short space of time. Users can access and register directly or be invited by a friend to join. This is a free social network that allows users to view their friends' newly uploaded Tagged photo album. Tagged encourages its users to meet strangers based on shared interests, with the idea of growing their networks to meet as many people as possible.

12. <u>myYearbook</u>: myYearbook is a place to meet new people and one of the 25 sites with the highest traffic in the United States. myYearbook has Flash-based games, and the games incorporate Lunch Money (the myYearbook virtual currency). It includes a virtual economy through which people can purchase gifts, which members send to each other. Lunch Money is also donated by members to their favourite charity. In 2010, myYearbook donated money to the Haiti Relief Fund to help victims of the earthquake in Haiti.

13. <u>Meetup</u>: Meetup is an online social networking portal that facilitates offline group meetings in various localities around the world. It makes it easy for anyone to organise a local group or find one of the thousands already meeting up face to face. More than 2,000 groups get together in local communities every day, each one with the goal of improving themselves or their communities.

14. <u>MyLife</u>: MyLife (formerly Reunion.com) is a social network service. MyLife can search over 60 social networking sites and other information resources on the Web. MyLife searches the Web to deliver accurate and timely results. Even in cases when users cannot immediately find who they are looking for, MyLife continues searching and provides updates and alerts. MyLife suggests friends and contacts that users may know based on their profile information and existing contacts. It also alerts users when someone else is looking for them. MyLife gives users a global view into the most popular sites their friends are part of, including LinkedIn, Facebook and Myspace, as well as 50 other sites.

15. <u>Flixster</u>: Flixster is a social networking site for movie fans. Users can create their own profiles, invite friends, rate movies and actors, and post movie reviews as well. From the site, people can also get information about movies, read user-generated movie reviews and ratings, converse with other users, get movie show times, view popular celebrity photos, read the latest movie news, and view video clips from popular movies and TV shows. Flixster.com also operates leading movie applications on Facebook, Myspace, iPhone, Android, and BlackBerry.

16. <u>myHeritage</u>: myHeritage is a family-oriented social network service and genealogy website. It allows members to create their own family websites, share pictures and videos, organise family events, create family trees and search for ancestors. There are more than 15 million family trees and 91 million photos on the site, and the site is accessible in over 35 languages.

17. <u>Multiply</u>: Multiply is a vibrant social shopping destination, but faster and more convenient, where sellers and buyers interact. Users' networks are made up of their direct contacts, as well as others who are closely connected to them through their first-degree relationships. Users are also encouraged to specify the nature of their relationship with one another, making it possible to share content based on relationship. Many shoppers in the Philippines, Indonesia, Malaysia, Singapore, Thailand and Vietnam have made the Multiply Marketplace a favourite shopping destination.

18. <u>Orkut</u>: Orkut is a free social networking site where users can create profiles, connect with friends, maintain an online scrapbook and use site features and applications to share their interests and meet others. The prerequisite for logging on to Orkut is that the user must be over 18 years old. Currently, Orkut's popularity is highest in Brazil. The number of Orkut users in India is almost equivalent to those in its original home in the United States.

19. <u>Badoo</u>: Badoo is a multi-lingual social networking site. It is gaining in popularity in emerging markets like Russia and Brazil. The site allows users to create profiles, send each other messages, and rate each other's profile pictures at no cost. However, features that are designed to make a user profile more visible to other users are provided at a cost. Badoo includes geographic proximity feature that identifies users' locations based on an analysis of their network connection. This lets users know if there are people near their current location who may wish to meet.

20. <u>Gaia Online</u>: Gaia Online is a mix of social networking and massive multiplayer online role-play gaming. It is a leading online hangout for teenagers and young adults, and offers a wide range of features from discussion forums and virtual towns to fully customizable profiles and avatars. It provides a fun, social environment that inspires creativity and helps people make meaningful connections around shared interests such as gaming, arts and anime.

21. <u>BlackPlanet</u>: Initially, BlackPlanet was designed as a way for African-American professionals to network. Since then, it has grown and evolved into a site operating under the principles of Web 2.0. Members can read other members' blogs, watch music videos, chat with one another, look for new careers and discuss news. Though BlackPlanet is not restricted to any community, this site is more popular among African Americans. This site helped Obama to connect to nearly 200,000 potential supporters.

22. <u>SkyRock</u>: SkyRock is a social networking site that offers its members free web space where they can create a blog, add a profile and exchange messages with other registered members. The site also offers a specific space for members who create blogs showcasing their original musical compositions. SkyRock is very popular in France and French-speaking markets, including Switzerland and Belgium. The site is also available in English, German, Dutch and Spanish. It is very popular in the European Union.

23. <u>PerfSpot</u>: PerfSpot provides a web portal for people of any age, gender or background to share their interests and favourite things on the Web. PerfSpot currently publishes its site in 37 different languages, with a comprehensive moderator team based in the U.S. and the Philippines that screens up to a million pictures on a daily basis.

24. <u>Zorpia</u>: Zorpia is a social networking site that has a large international community. Zorpia's features include profile customisation, networking features and an incredibly detailed search. Zorpia has an impressive music section featuring popular artists like Ashlee Simpson, Vanessa Hudgens, Alanis Morissette and more. You can purchase a Royal Membership for extra networking options such as an ad-free profile, extra profile design features and unlimited messaging.

25. <u>Netlog</u>: Netlog (formerly known as Facebox and Bingbox) is a Belgian social networking site specifically targeted at European youths. On Netlog, users can create their own web page with a blog, pictures, videos, events and much more to share with their friends. Netlog is a pageview market leader in Belgium, Italy, Austria, Switzerland, Romania and Turkey. In the Netherlands, Germany, France and Portugal, Netlog is in second place. Pan-European, Netlog is the market leader. Netlog is localised in over 25 languages to enable users from around the world to access the network.

26. <u>Tuenti</u>: Tuenti is an invitation-only private social networking site. It has been referred to as the 'Spanish Facebook', by many social network watchers. It is one of the largest social networking sites in Spain. It allows users to create profiles, upload photos, link videos and

connect and chat with friends. Many other utilities, such as the ability to create events, are also offered. From 2009, utilising a simple interface, Tuenti users can change their language to Catalan, Basque, Galician and English. Tuenti is also available as an iPhone App.

27. Nasza-Klasa.pl: nasza-klasa.pl is considered one of the largest and most used social networking sites in Poland. It primarily brings together pupils and students. The site is in Polish, therefore restricting its popularity to Poland and Polish-speaking people. Nevertheless, it claims to be the most popular networking site in Poland and, therefore, has found its niche in the competitive social networking space. This is a site where it could be said that new meets old, where the interaction is like Facebook's, albeit traditional with old-style forums.

28. IRC-Galleria: IRC-Galleria has been one of the most popular social networking sites for over 10 years in Finland; with over 550,000 registered users, 90% of whom use the site regularly. IRC-Galleria is popular within the 18-22 age group. To be able to create an account with this site, at least one of the uploaded images must be accepted by the administrator. While regular users can upload only up to 60 visible images, users have the option to upgrade to VIP status that enables them to upload 10,000 visible images. Using this site, users can communicate with other users, comments on photos, and join over a 100 communities.

29. StudiVZ: StudiVZ is the biggest social networking site in Germany. It is also popular in German-speaking countries like Switzerland and Austria. This site works as a student directory in particular for college and university students in Europe. The site allows students to maintain a personal page containing their personal information, such as their names, ages, study subjects, interests, courses and group memberships (within StudiVZ).

30. Xing: Xing (formerly known as openBC/Open Business Club) is a professional networking tool. It is popular in countries like Germany, Spain, Portugal, Italy and France. Xing is similar to LinkedIn and claims to have professionals from over 200 countries. Xing has two types of membership – Basic and Premium – depending on whether users want to use the site for free or at a cost. It is available in different languages, including English, German, Spanish, Portuguese, Italian, French, Dutch, Chinese, Finnish, Swedish, Korean, Japanese, Russian, Polish, Turkish and Hungarian; French and German are the most popular languages.

31. Renren: Renren (formerly called Xiaonei Network) is one of the largest social networking sites in China, and caters to people of Chinese origin. It is very popular amongst college students. Renren also has a WAP version, which users can access through mobile phones. It features an instant messaging service for its users. Users can use the same username to log on to both Renren and Kaixin. Renren appeals more to Chinese college students who use Internet cafes, while Kaixin001 targets Chinese white-collar workers who have Internet access at work.

32. <u>Kaixin001</u>: Kaixin001 is a popular professional networking tool in China. The target audience for Kaixin is typically white-collar middle-class people who come from a first tier city. This site in China is extremely popular among people who work for multinational companies, ad agencies and other white-collar companies. Kaixin001 has gained much more popularity since 2009, because social networking sites, such as Myspace, Facebook, Twitter and YouTube, were blocked in China.

33. <u>Hyves</u>: Hyves, pronounced hives (from beehives), is the largest social network in the Netherlands, with many Dutch visitors and members. Hyves Payments and Hyves Games, allow users to pay friends and play games and through the social networking site. Hyves provides the usual features of a social networking site, including profiles, blogs, photos and so on. 'Hyven' (Hyving) has become a common word in Dutch, and is gaining in popularity across Europe.

34. <u>Millatfacebook</u>: Millatfacebook is a Muslim-oriented social networking site. Originally launched in Pakistan, it has gained in popularity in Arab countries too. This site came into existence after Facebook was banned in Pakistan. Millatfacebook offers video chat, bulletins, blogs, polls, a shout box and profile page customisation. Members can change the page CSS (cascading style sheet) and design their own.

35. <u>Ibibo</u>: Ibibo stands for iBuild, iBond. It is an Indian social networking site. It is an umbrella site that offers a variety of applications. The services offered include games, blogs, unlimited photo storage, mail, messenger, videos, free SMS, mail, polls and surveys.

36. <u>Sonico</u>: Sonico is a free access social networking site targeting the Latin-American audience. The site offers a whole host of features, and it allows users to search for friends, add friends, interact with friends via a messaging service, update their personal profiles, manage their privacy, upload photos and videos, organise events and play games with other users. More importantly, Sonico lets its members have greater control over their profiles by offering them three profile types: private, public and professional. This site is popular in Latin America and other Spanish and Portuguese-speaking regions.

37. <u>Wer-kennt-wen</u>: Wer-kennt-wen is one of the most popular social networking sites in Germany. It is an invitation-only social networking site, and only for people ages over 14. The site allows users to write blogs, chat with friends and write in their guestbook. It provides users with a social community to interact with whoever they want.

38. <u>Cyworld</u>: Cyworld is a South Korean social network service. It has had a big effect on Korea's Internet culture. Many renowned Korean socialites and celebrities have accounts where they post upcoming tours and works. Cyworld has networks in South Korea, China, and Vietnam, and is gaining in popularity across Asia and the Pacific Island. Users have access to a profile page, photos, drawing and image uploads, an avatar, neighbourhoods and clubs.

39. <u>Mixi</u>: Mixi is primarily for the Japanese market. Mixi offers options to meet new people, send and receive messages, write in a diary, read and comment on other users' diaries,

organise and join communities, and invite their friends. The site requires users to own a Japanese cell phone, which excludes anyone who is not or has not been a resident of Japan.

40. iWiW: iWiW (abbreviation for International Who is Who) is a Hungarian social networking site. It is an invitation-only site, where users can provide personal information. Users can search for friends using the search tool. iWiW allows users to log on to external websites using their iWiW credentials. iWiW is also available for iPhone and Android.

2.7. Facebook

According to Alexa, Facebook is the second and Twitter the ninth most important resource on the Web by audience. Through this page, Alexa offers sociodemographic statistics on all the social networking sites. The importance of Alexa statistics is their capacity to include the context of other websites in them. Alexa offers data on gender, education, age, browsing location and whether or not users have children.

2.7.1. Facebook statistics

One of the most useful resources we have found to date for sociodemographic data is Checkfacebook.com. Data are updated daily and we wholeheartedly recommend it. It offers data by country, age and gender.

The Alexa website provides the following information on Facebook users in November 2010 (a complete analysis with further details is available here).

Chart 12. Audience demographics of Facebook in November 2010
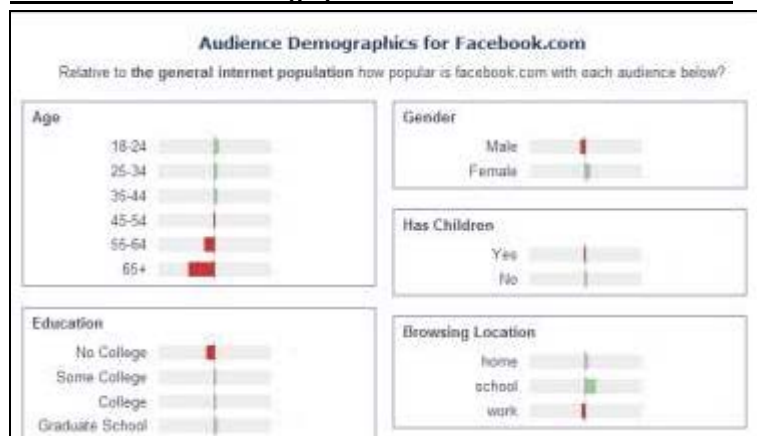
Source: Alexa 2010

Chart 12 shows that Facebook shares some common factors with general Internet use, since the majority of its users are in the 18-44 age group. Facebook also has a policy of not allowing users under the age of 13 to register themselves. This social networking site's audience tends to be users who mainly access the Internet from school and home; the number of Facebook users over the age of 45 tends to dip considerably.

If we compare Facebook, Twitter and Google traffic over the last three months, we can see how social networking sites have already significantly surpassed the search engine:

Chart 13. Percentage of search visits to Facebook, Twitter and Google

Source: Alexa 2010

2.7.2. Other statistics

Table 8. Number of Facebook users and distribution on 31 August 2010

Geographic World Regions	Population (2010 Est.)	Facebook Users	Facebook Penetration	Facebook Index(*)	Internet Users	Internet Penetration
Asia	3,834,792,852	93,584,580	2.4 %	11.3 %	828,930,856	21.6 %
Africa	1,013,779,050	17,607,440	1.7 %	15.9 %	110,948,420	10.9 %
Europe	813,319,511	162,104,640	19.9 %	34.1 %	475,121,735	58.4 %
Latin America	550,924,250	68,189,920	12.4 %	35.0 %	195,042,230	30.4 %
North America	344,124,450	149,054,040	43.3 %	56.0 %	266,224,500	77.4 %
Middle East	212,336,924	11,698,120	5.5 %	18.5 %	63,240,946	29.8 %
The Caribbean	41,632,722	3,925,060	9.4 %	39.0 %	10,055,240	24.2 %
Oceania / Australia	34,700,201	11,596,660	33.4 %	54.5 %	21,272,470	61.3 %
WORLD TOTAL	6,845,609,960	517,760,460	7.6 %	26.3 %	1,970,837,003	28.8 %

Source: Internet World Stats 2010

Notes: (1) Facebook World Users and Facebook World Penetration Statistics are consolidated for 31 August 2010 from the official number of Facebook users reported in each country or world region. (2) The Facebook Index corresponds to the ratio of Facebook users in relation to the total number of estimated Internet users in each country or world region, expressed as a percentage. (3) World Demographic (Population) numbers are based on mid-year 2010 data from the US Census Bureau . (4) Internet usage information comes from data published by Internet World Stats, from estimates by the International Telecommunications Union, by GfK, by local Regulators and by other reliable sources. (5) For definitions, disclaimers, and navigation help, please refer to the Site Surfing Guide. (6) Information in this site may be cited, giving the due credit to www.Internetworldstats.com. Copyright © 2000 - 2010, Miniwatts Marketing Group. All rights reserved worldwide.

In the table above, it is important to highlight the Facebook Index, which refers to the total amount of Internet users in every region who are Facebook users. From this data, we can conclude that in order to create a social networking strategy, Facebook would be a good reliable partner in North America, in most of Europe and Oceania and, perhaps, Latin America and the Caribbean in conjunction with other partners. But we would consider one or several social networking partners for Asia and the Middle East.

The significant fact about Facebook is that more and more users are spending more time on it than on other websites. According to comScore, U.S.-based Internet users spent, on average, 41.1 million minutes, or 9.9%, of their Web time on Facebook in the month of August, compared to 39.8 million minutes, or 9.6%, of their Web time on all of Google Inc.'s sites combined, including YouTube, Gmail, and Google News. Yahoo, which Facebook just bypassed for the first time in July, ranked in at number 3, with users spending 37.7 million minutes, or 9.1%, of their time on the company's sites. This figure shows the time spent on social media in different countries. Australians lead the field in this respect, spending more than 7:12:00 hours a month on social media see the table .

These data might tell us that there is a trend whereby users are shifting away from the open Web to restricted access social media, where they converge. At the same time, this highlights the capital importance of a marketing and communication strategy on social networking for an organisation like the IOC.

Other data may also support this hypothesis. For example, social networking sites offer a unique example of users' behaviour for the so called 'attention economy'. Every user spends 55 minutes on Facebook per day, much more than on other Internet services. These details are shown in chart 14.

According to the Royal Pingdom 2010b blog, Google Ad Planner estimates worldwide monthly visitors to Facebook.com at 550 million. This is slightly higher than the 500 million active users Facebook says it has, but on the other hand, not all visitors to Facebook.com need to have an account. The bloggers stated that they used the 550-million number in the calculations below to be consistent (i.e. to avoid mixing data from different sources, which can give misleading results).

- "The United States alone accounts for almost **24% of Facebook's users**.
- The United States has **4.6 times** as many Facebook users as the second-largest country on Facebook, the United Kingdom.
- The top 10 countries on Facebook account for almost **58% of its users**.

The rest of the countries account for the 'long tail' that makes Facebook the colossus it has become". (Royal Pingdom 2010b)

Chart 14. Details of Facebook consumption

Source: Saleem 2010

2.7.3. General Facebook

Chart 15. Top 10 countries on Facebook
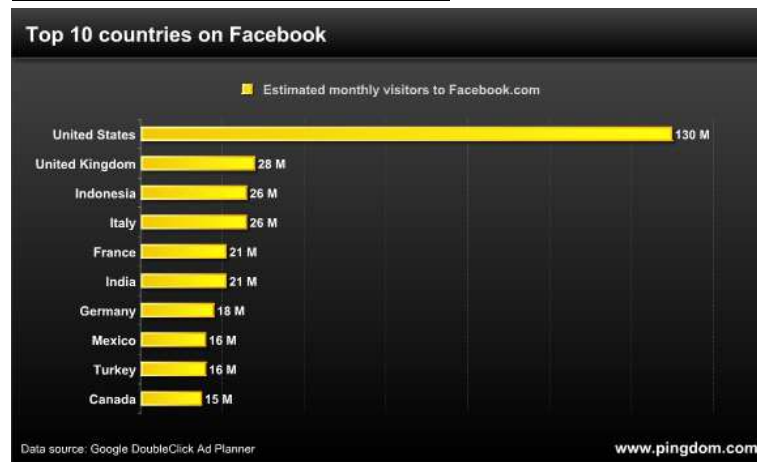
Source: Peng 2010

Table 9: Top 30 countries with highest number of Facebook users (1 July 2010 - data from Facebook)

Rank	Country	Number of	Number of	Number of	12 month	24 month
1	USA	27,811,560	69,378,980	125,881,220	81.4%	352.6%
2	UK	11,171,540	18,711,160	26,543,600	41.9%	137.6%
3	Indonesia	209,760	6,496,960	25,912,960	298.9%	12253.6%
4	Turkey	3,464,640	12,382,320	22,552,540	82.1%	550.9%
5	France	2,461,140	10,781,480	18,942,220	75.7%	669.7%
6	Italy	491,100	10,218,400	16,647,260	62.9%	3289.8%
7	Canada	9,621,820	11,961,020	15,497,900	29.6%	61.1%
8	Philippines	162,640	2,719,560	14,600,300	436.8%	8877.1%
9	Mexico	1,042,820	3,644,400	12,978,440	256.1%	1144.6%
10	Spain	695,900	5,773,200	10,610,080	83.8%	1424.7%
11	India	711,520	3,236,140	10,547,240	225.9%	1382.4%
12	Argentina	417,980	4,906,220	10,542,040	114.9%	2422.1%
13	Colombia	2,412,000	5,760,300	10,226,820	77.5%	324%
14	Germany	618,080	3,136,680	9,949,760	217.2%	1509.8%
15	Australia	3,217,380	6,053,560	9,009,660	48.8%	180.0%
16	Malaysia	450,580	1,995,040	7,317,520	266.8%	1524.0%
17	Chile	2,105,820	4,830,680	6,944,540	43.8%	229.8%
18	Taiwan	71,340	685,460	6,745,160	884.0%	9355%
19	Venezuela	966,700	3,578,740	6,686,300	86.8%	591.7%
20	Brazil	119,080	1,015,400	4,757,200	368.5%	3895%

21	Thailand	114,180	697,340	4,216,760	504.7%	3593.1%
22	Sweden	1,141,700	2,287,240	3,798,020	66.1%	232.7%
23	Egypt	783,440	1,618,040	3,581,460	121.4%	357.2%
24	Belgium	531,740	2,372,460	3,505,920	47.8%	559.3%
25	Hong Kong	837,900	2,087,580	3,408,240	63.3%	306.7%
26	Israel	591,900	1,433,540	3,006,460	109.7%	407.9%
27	South Africa	878,120	1,720,820	2,884,080	67.6%	228.4%
28	Greece	505,000	1,638,980	2,838,700	73.2%	462.1%
29	Poland	83,180	619,180	2,772,540	347.8%	3233.2%
30	Czech Rep	51,680	1,088,020	2,686,040	146.9%	5097.5%

[*figures taken from Facebook and then compared to Facebook usage statistics lists that Nick Burcher said that he had previously compiled (allowing the 12 month and 24 month comparisons.)]
Source: Burcher 2010

A new source with other data...

Table 10. Facebook top 10 growth markets

Facebook Top 10 Growth Markets
September 2010

Country	8/1/2010	9/1/2010	Change	% Change	% Pen
United States	128,936,800	133,925,380	4,988,580	3.90%	43.80%
Mexico	13,788,560	15,483,640	1,695,080	12.30%	14.50%
India	11,534,480	13,188,580	1,654,100	14.30%	1.20%
Indonesia	26,277,000	27,800,160	1,523,160	5.80%	12.10%
Philippines	15,284,460	16,235,000	950,540	6.20%	17.90%
Turkey	22,924,780	23,833,140	908,360	4%	33.80%
Germany	10,276,120	11,072,300	796,180	7.70%	13.50%
United Kingdom	27,020,020	27,806,860	786,840	2.90%	45.40%
Brazil	5,333,880	6,050,840	716,960	13.40%	3.20%
Canada	15,756,400	16,465,260	708,860	4.50%	49.20%

Source: Inside Facebook Gold
Data from Facebook September 2010   INSIDE NETWORK

Source: Data extracted from a pay service called InsideNetwork

Another chart (from comScore) shows how Facebook is the Google of social networks. An online ad campaign can (in theory) target 62.4% of online Americans, with Myspace a distant second at 24.3%:

Chart 16. Top social network publishers in the U.S. (September 2010)
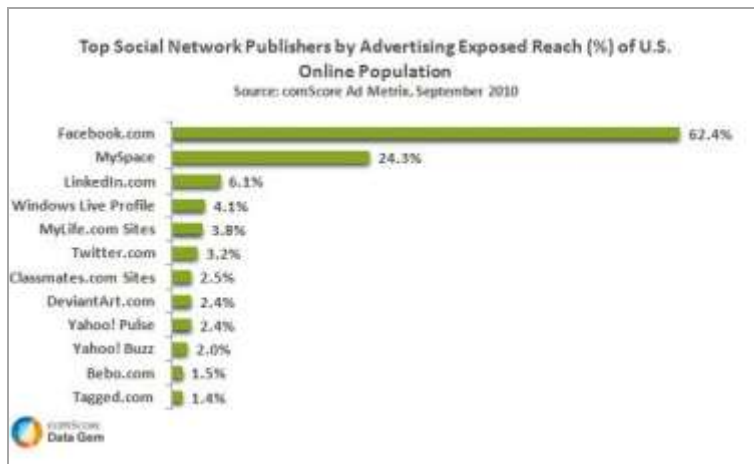
Source: Singer 2010

2.8. Twitter data

Twitter, created by a San Francisco start-up called Obvious and publicly released in August 2006, is a free social network service that enables anyone to post short messages, known as tweets, to groups of self-designated followers. The tweets can be sent from and received by any kind of device – PC, laptop, BlackBerry, mobile phone. It is like instant messaging or text messaging service, but one to many, instead of one to one. Twitter has grown with astounding speed, attracting 17 million visitors in April 2010, an 83% gain over the previous month, according to the research firm comScore.

Source: http://twitter.com/

In 2007, the company was busy adding features to the product, like Gmail import and search. It launched a new site section called 'Explore' for external and third-party tools that interact

with Twitter, and a new visualisation tool called Twitter Blocks. The service was started by Obvious Corp., who also started Odeo.

Chart 17. Tweets per day
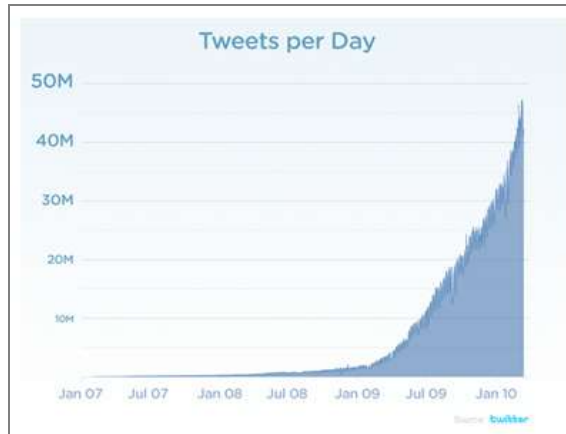
Source: Twitter 2010

Chart 18. Development of Twitter
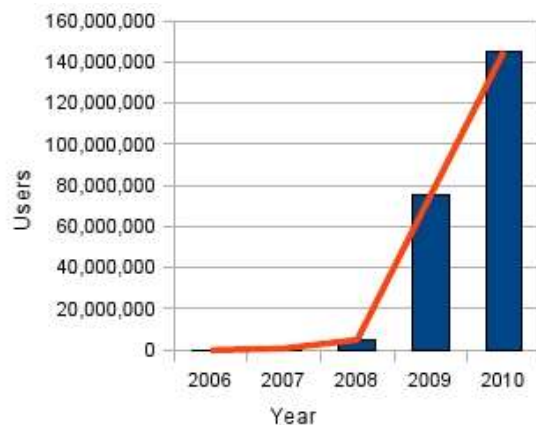
Source: White 2010

Chart 18. Development of Twitter (continued)

Year	Facebook	Twitter	LinkedIn	WordPress	Tumblr
2006	12,000,000	1,000	8,000,000	600,000	0
2007	50,000,000	750,000	15,000,000	2,000,000	170,000
2008	100,000,000	5,000,000	33,000,000	4,300,000	1,000,000
2009	350,000,000	75,000,000	50,000,000	8,000,000	2,000,000
2010	500,000,000	145,000,000	75,000,000	11,100,000	4,400,000
CAGR	154.07	478.23	74.98	107.39	195.8

Source: White 2010

Currently, Twitter is the world's fourth most popular social networking site:

Chart 19. Top 10 social network sites by U.S. market
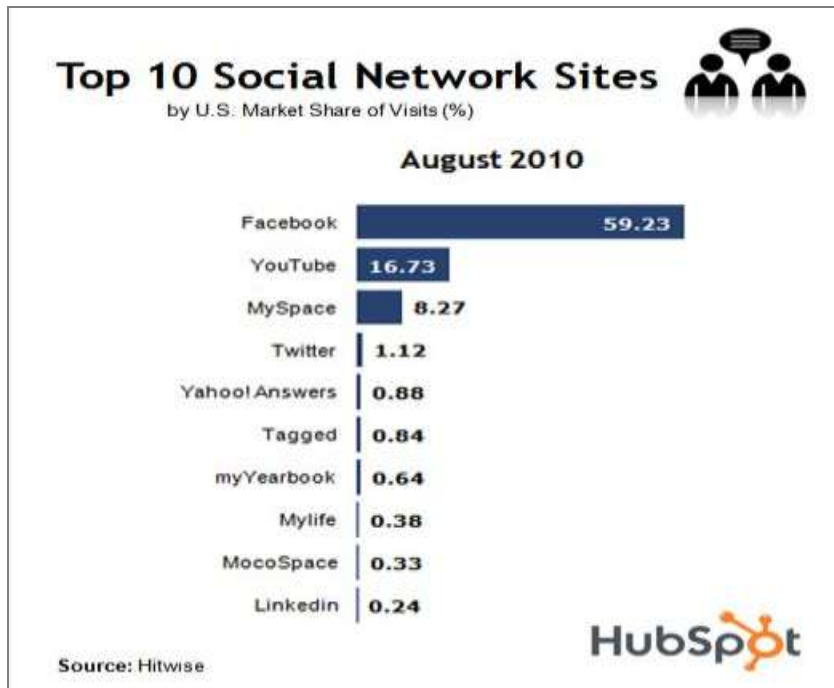
Source: Hubspot 2010

Its influence across the globe is distributed as follows:

Chart 20. Worldwide influence of Twitter

Source: Reexporta 2010

The following cities are the ones with the largest number of followers on this social networking site:

Chart 21. Cities with the largest numbers of Twitter followers
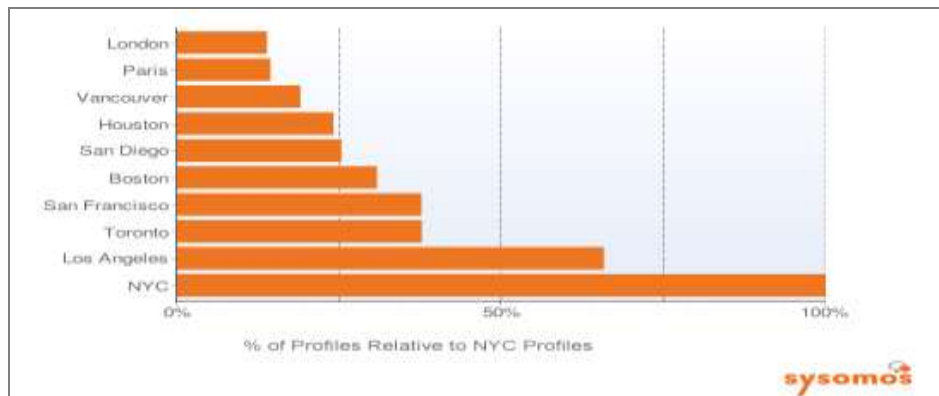
Source: Sysomos Inc 2010

In April 2008 Twitter launched Twitter Japan, named Twicco, in partnership with Digital Garage.

Chart 22. Twitter data

Source: Techcrunch 2010

Chart 23. Twicco (Twitter Japan)

Above: Twicco Homepage

Source: Twicco

When it comes to potential new features for Twitter, the Japanese version has always been a testing ground. For example, Twitter in Japan is supported by ads, which have not hit the U.S. yet. While some users are happy to use Twitter without ads, they say that they would love to see an English version of Twicco, which basically adds group support to Twitter. They also say that users can test the Twicco themselves if they know Japanese or use something like Google Translate.

Regarding Twitter, one of the most comprehensive studies published on the Web is the one released by Sysomos. Shown below are some of the main data of the study, a **complete version of which is available** at this link **.**

According to Syosomo "Over the past few months, Twitter has experienced explosive growth, attracting celebrity users such as Oprah, and a growing mountain of media and blog coverage. Sysomos Inc., one of the world's leading social media analytics companies, conducted an extensive study to document Twitter's growth and how people are using it." (Syosomos, 2010) After analysing information disclosed on 11.5 million Twitters accounts, Sysomos discovered that:

- 72.5% of all users joining during the first five months of 2009.
- 85.3% of all Twitter users post fewer than one update a day.
- 21% of users have never posted a tweet.
- 93.6% of users have less than 100 followers, while 92.4% follow less than 100 people.
- 5% of Twitter users account for 75% of all activity (see the report on analysis of top-5% users).
- New York has the most Twitter users, followed by Los Angeles, Toronto, San Francisco and Boston; while Detroit was the fast-growing city over the first five months of 2009.
- More than 50% of all updates are published using tools, mobile and Web based, other than Twitter.com. TweetDeck is the most popular non-Twitter.com tool with 19.7% market share.
- There are more women on Twitter (53%) than men (47%).
- Of the people who identify themselves as marketers, 15% follow more than 2,000 people. This compares with 0.29% of overall Twitter users who follow more than 2,000 people. (Sysomos 2010)

Chart 24. Twitter growth 2008-2009
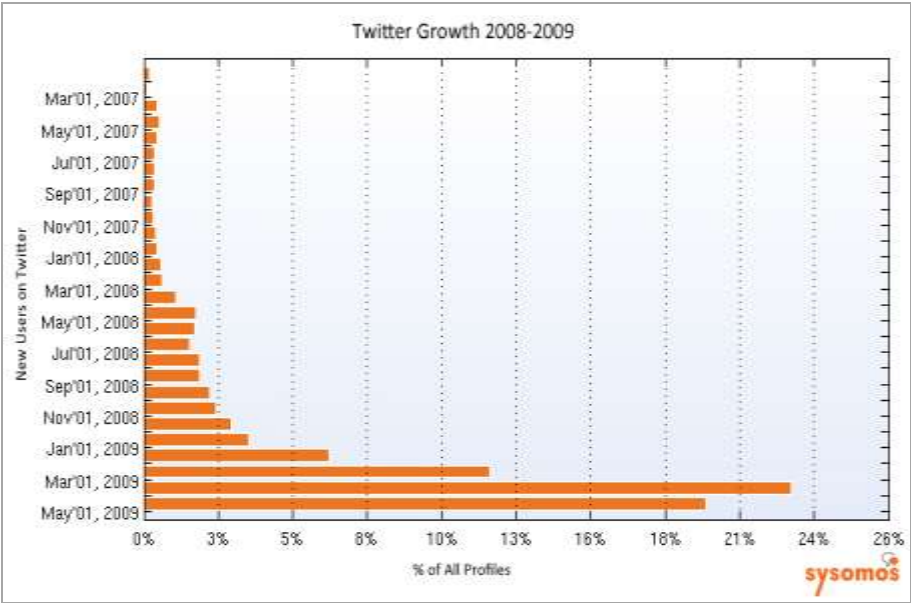
Source: Sysomos 2010

Chart 25. New Twitter users by country
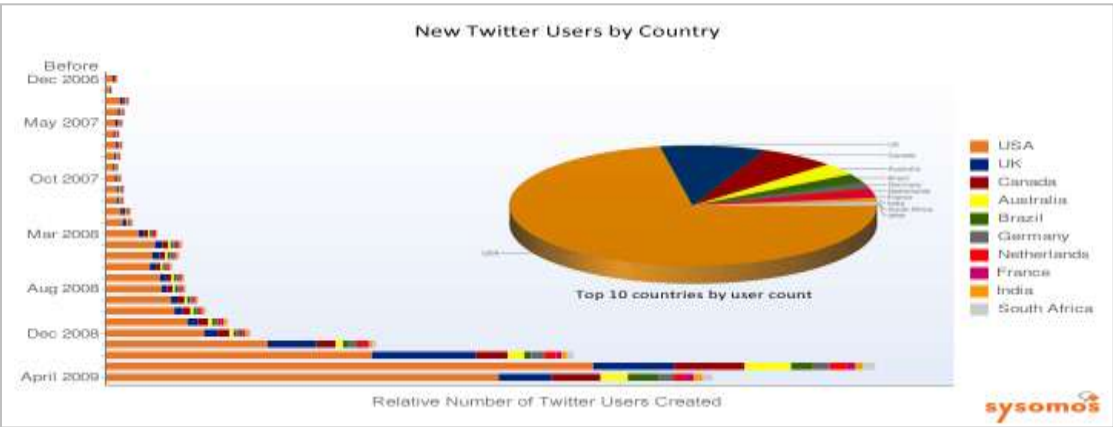
Source: Sysomos 2010

Table 11. Percentage of Twitter users by country

Country	% twitter user
USA	50.88
Brazil	8.79
UK	7.20
Canada	4.35
Germany	2.49
Indonesia	2.41
Australia	2.39
Netherlands	1.32
India	1.27
Japan	1.22
Mexico	1.11
Philippines	1.08
France	0.98
Spain	0.78
Singapore	0.69
Italy	0.65
Ireland	0.52
Chile	0.51
Sweden	0.50
New Zealand	0.47

Source: sysomos.com sysomos

Source: Sysomos 2010

2.8.1. Sociodemographic data on Twitter

2.8.1.1. Age

According to Nielsen Online, people aged 35-49 were the largest single group of tweeters, making up about 42% of the total in February 2010 (in fact, people older than 55 exceeded the number of users aged 25-34). Twitter therefore appeals to an older, more serious audience than more popular social networking sites like Facebook and Myspace.

Chart 26. Age distribution of Twitter users
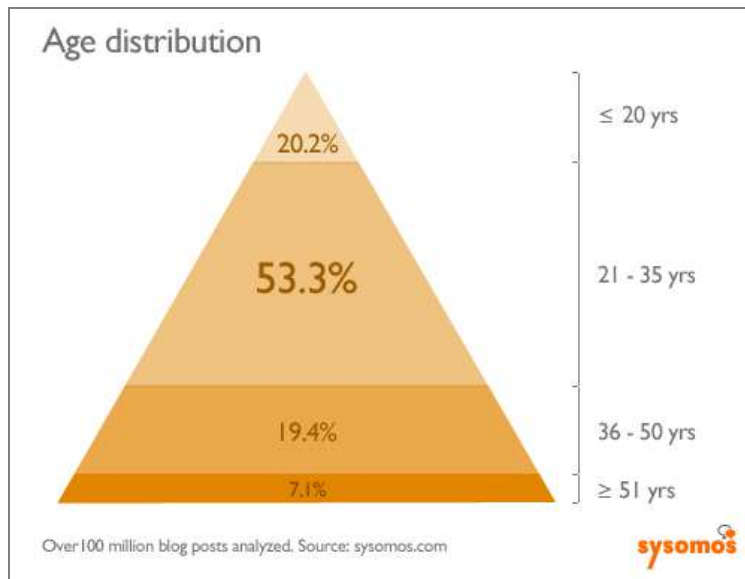
Source: Sysomos 2010

Chart 27. Percentage of Twitter users by age

Age group	Percentage of twitter users
15-19	31
20-24	35
25-29	15
30-34	7
35-39	4
40-44	3
45-49	2
50-54	2
55-60	1
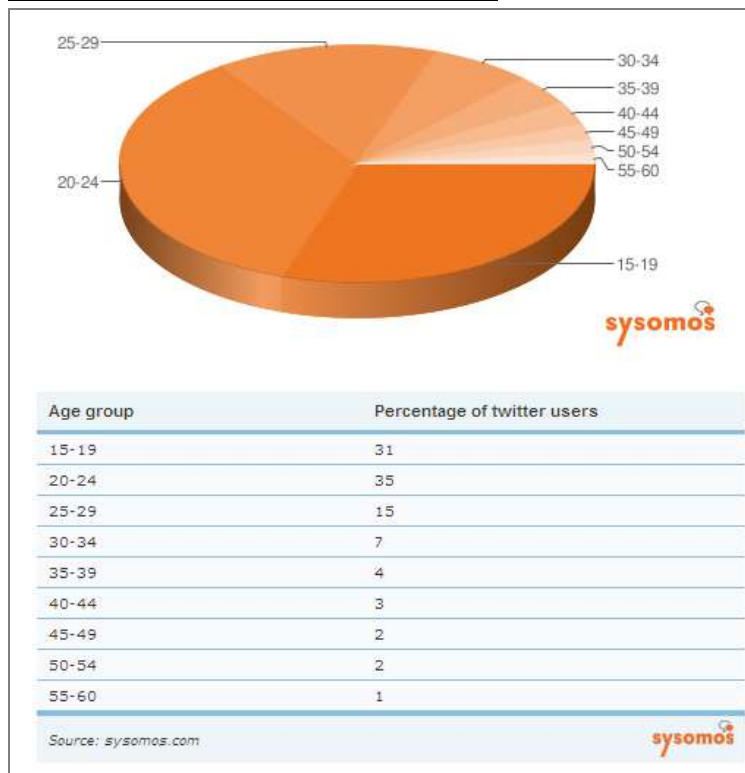
Source: sysomos.com

Source: Sysomos 2010

2.8.1.2. Gender

Chart 28. Twitter use by gender
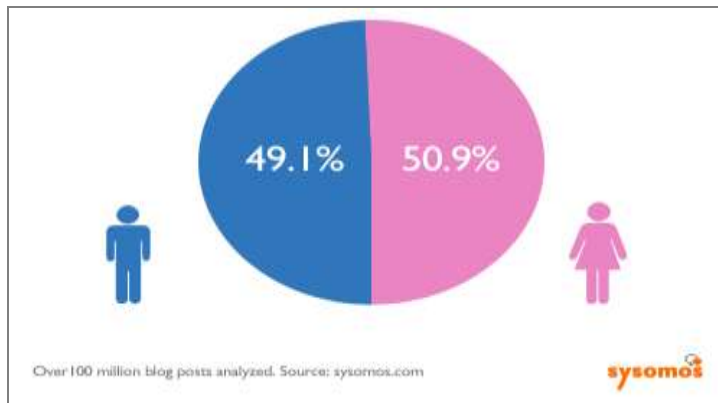
Source: Sysomos 2010

Chart 29. Twitter followers by gender

	a woman	a man
Woman follows	44%	56%
Man follows	35%	65%

	a woman	a man
Woman is followed by	52%	48%
Man is followed by	42%	58%

Source: Heil & Piskorski 2009

2.8.1.3. Languages

Chart 30. Most popular tweet languages
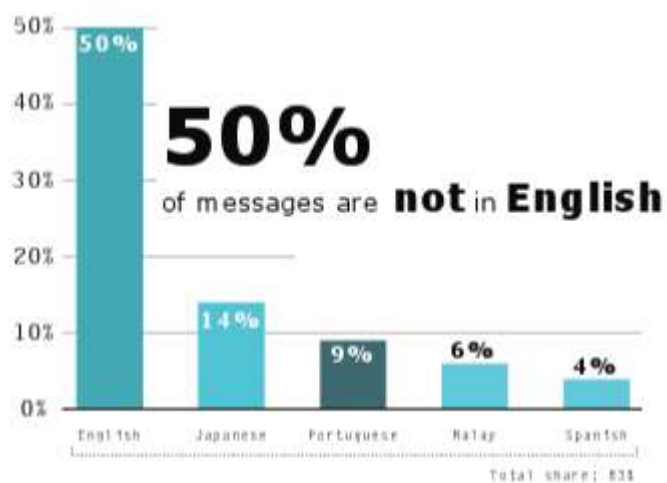
Source: Wauters 2010

2.8.1.4. Peak times of day and most active days on Twitter

Chart 31. Twitter activity by time of day
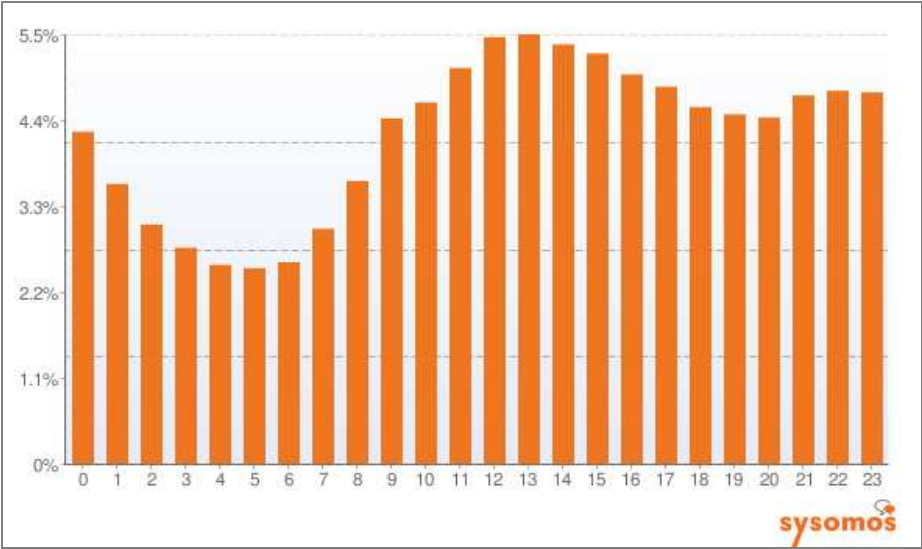
Source: Sysomos 2010

Chart 32. Twitter activity by day of the week

Day of the week	Percentage of all tweets
Mon	14.38
Tue	15.78
Wed	15.68
Thu	14.31
Fri	14.58
Sat	13.12
Sun	12.14

Source: sysomos.com

Source: Sysomos 2010

2.8.1.5. Sociodemographic characteristics: a summary

Chart 33. U.S. demographics of Twitter

US Demographics
Jan 2009

47%	Male	94
53%	Female	105
0%	3-11	1
1%	12-17	7
47%	18-34	166
31%	35-49	115
21%	50+	88
82%	Cauc.	103
7%	Afr. Am.	90
5%	Asian	106
5%	Hisp.	66
2%	Other	124
74%	No Kids 0-17	113
26%	Has Kids 0-17	74
21%	$0-30k	114
28%	$30-60k	106
24%	$60-100k	87
27%	$100k+	96
37%	No College	82
46%	College	111
17%	Grad. Sch.	119
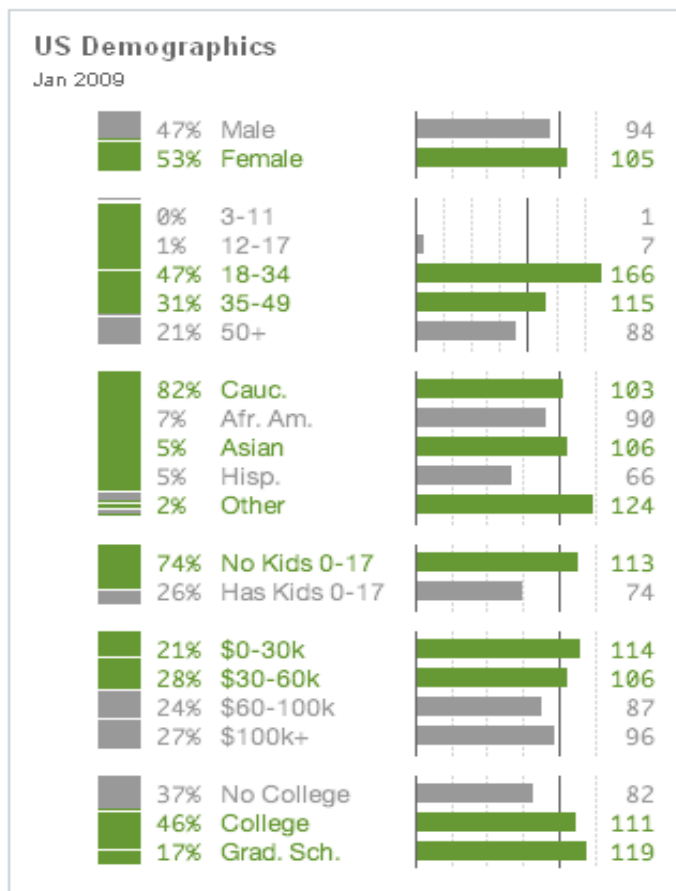
Source: Morgan 2009

2.8.1.6. Types of relations

Twitter's growth has been explosive (thanks in part to all the promotion the news media have given it), but it is less clear how dedicated all those newbies are to their 140-character haikus. In late April, new data from Nielsen showed that 60% of the people who sign up for Twitter do not return the following month – twice the 'I-don't-get-it' factor that Facebook or Myspace faced at a similar stage of their development. According to the Fast Company, influence is not only about having the most friends or followers. Real influence is about being able to affect the behaviour of the people that users interact with, to get others in users' social networks to act on a suggestion or recommendation. When users post links or recommend a site, how many people actually bother to check it out? And what is the likelihood of those people then forwarding it on? *How far does your influence spread*?

Chart 34. Followers' use of Twitter
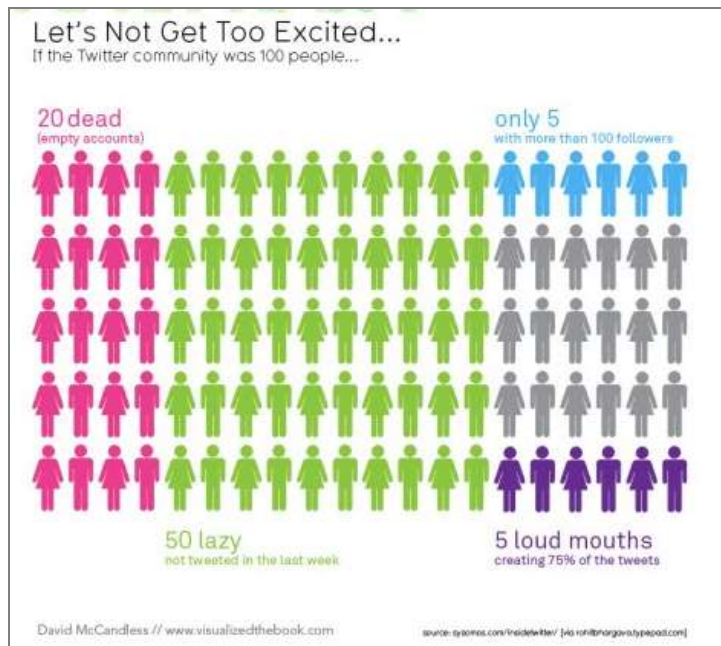
Source: Denken Über 2009

Nielsen analyst David Martin calls this retention pattern a long-term problem; Twitter, he notes, will run out of new recruits long before it can achieve widespread acceptance on the Internet. Mediaweek greeted this observation by suggesting that Twitter might be today's Second Life, another site with devoted followers that has never lived up to its gargantuan hype.

2.8.1.7. Average number of followers

This is the area where, in January 2010, there was the most change from the August 2009 data. According to the data by Twitter, the average Twitter user had 27 followers, down from 42 followers in August 2009. The distribution of users by follower count is shown in the chart below.

In August 2009, the '0 Followers' piece of the pie was about 20%. In January 2010, it was closer to 25%. A likely reason for the drop in average number of followers is Twitter's rapid growth rate. A third of Twitter's user base had joined up in the previous four months, and it is a known fact (as shown in the chart below) that users acquire more followers the longer they are on the system.

Chart 35. Number of followers
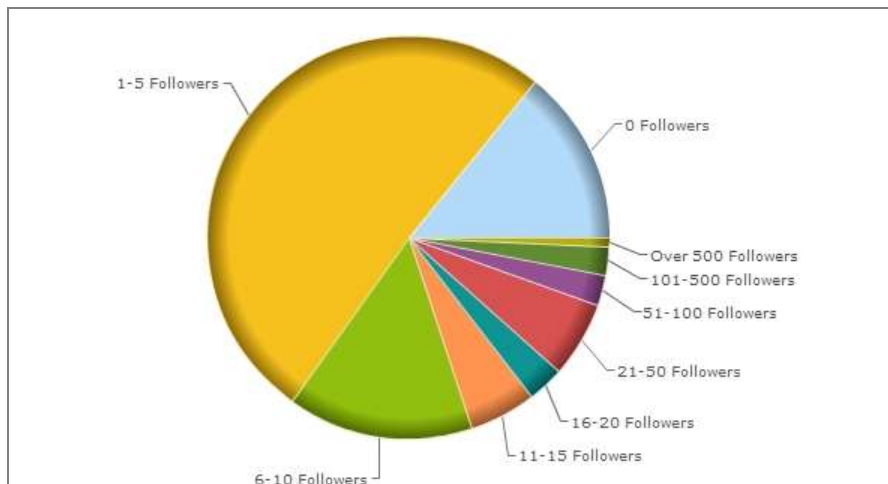
Source: Moore 2009

Chart 36. Number of twitter users' friends
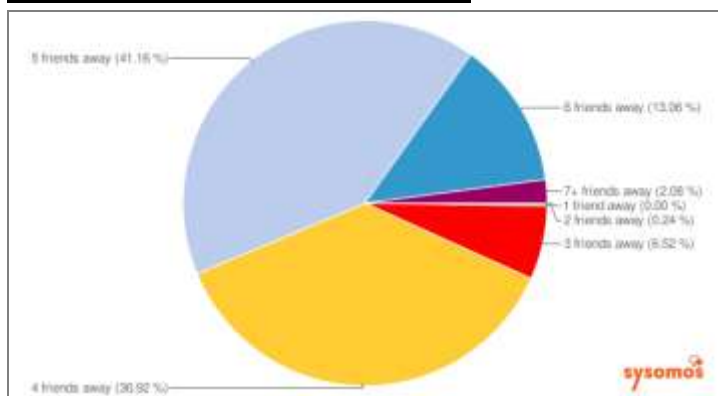
Source: Rao 2010

2.8.1.8.2010 top ten trends on Twitter

According to the article published in TechCrunch on 13 December 2010, over 25 billion tweets have been published on Twitter since it was launched. Here is the ranking of the top 10 topics:

Table 12. Ranking of the top 10 topics on Twitter

1. Gulf Oil Spill
2. FIFA World Cup
3. Inception
4. Haiti Earthquake
5. Vuvuzela
6. Apple iPad
7. Google Android
8. Justin Bieber
9. Harry Potter & the Deathly Hallows
10. Pulpo Paul

Source: Siegler 2010

2.8.1.9. Accounts with the largest number of followers:

Table 13. Accounts with the largest numbers of followers

User	Followers	Follower Authority
@chrisbrogan **Chris Brogan**	**139,693 followers** 126,813 following	Average follower authority: **4.0** Most common: **21% with authority 4**
@jasonfalls **Jason Falls**	**27,195 Followers** 25884 following	Average follower authority: **4.8** Most common: **21% with authority 5**
@jowyang **Jeremiah Owyang**	**64,775 followers** 8974 following	Average follower authority: **4.0** Most common: **20% with authority 4**
@steverubel **Steve Rubel**	**42,351 followers** 1,937 following	Average follower authority: **4.1** Most common: **20% with authority 4**
@unmarketing **Scott Stratten**	**56,314 followers** 32,090 following	Average follower authority: **4.6** Most common: **24% with authority 5**

Source: sysomos.com

sysomos

User	Followers	Follower Authority
@aplusk **Ashton Kutcher**	**5,060,724 followers** 345 following	Average follower authority: **1.8** Most common: **30% with authority 0**
@britneyspears **Britney Spears**	**4,837,244 followers** 419,584 following	Average follower authority: **1.3** Most common: **30% with authority 0**
@TheEllenShow **Ellen DeGeneres**	**4,740,437 followers** 34640 following	Average follower authority: **1.9** Most common: **30% with authority 0**
@ladygaga **Lady Gaga**	**4,471,570 followers** 150,243 following	Average follower authority: **2.1** Most common: **23% with authority 0**
@barackobama **Barack Obama**	**4,196,618 followers** 725,554 following	Average follower authority: **2.4** Most common: **20% with authority 1**
Source: sysomos.com		sysomos

Source: Sysomos 2010

According to the information from ComScore (2010d), Indonesia, Brazil and Venezuela are leading the global growth of the use of Twitter. The Twitter.com global audience doubled in 2010, while the Latin-American audience quadrupled (see more).

Table 14. Increase in Latin-American social networking audience

	Search Query	1 Month Increase
1	twitter	0.35%
2	youtube	0.17%
3	facebook	0.17%
4	wikileaks	0.15%
5	尖閣	0.09%
6	you tube	0.06%
7	blekko	0.05%
8	time	0.05%
9	rally to restore sanity	0.05%
10	game	0.04%

In June 2010, nearly 93 million Internet users visited Twitter.com, an increase of 109% from the previous year, as the social networking site experienced strong growth in all global regions. Indonesia presented the highest penetration, with 20.8% of Internet users in that country visiting Twitter.com that month, followed by Brazil and Venezuela (the growth in Venezuela was largely due to Venezuelan President Hugo Chavez's decision to join Twitter in late April) (Comscore 2010d).

Table 15. Accounts that have lost most followers

	Search Query	1 Month Decline
1	john lennon	0.11%
2	rick sanchez	0.11%
3	fb	0.10%
4	new twitter	0.09%
5	segway	0.07%
6	juegos	0.05%
7	tse	0.04%
8	deezer	0.04%
9	hotmail	0.04%
10	jogos	0.04%

"Today nearly 3 out of 4 global Internet users access social networking sites each month, making it one of the most ubiquitous activities across the Web. As more users around the world have become acquainted with connecting and expressing themselves through social media, it has created an environment where new media like Twitter can emerge globally in a relatively short period of time," said Graham Mudd, comScore vice president (Comscore 2010d).

Triple-digit visitation growth across most global regions

In June 2010, approximately 93 million unique users in the world from the age of 15 visited Twitter.com from home or work, an increase of 109% from the previous year. It excludes the use of applications associated with Twitter, such as TweetDeck. An analysis of the top five global regions revealed that Latin America experienced the highest audience growth, reaching 305%, with 15.4 million users. Asia Pacific was ranked as the region with the second highest growth, with a rate of 243% and 25.1 millions of visitors. Africa / Middle East had an increase of 142%, with 5 million visitors, while Europe grew by 106%, with 22.5 million visitors. North America, where Twitter reached a higher level of maturity in other regions, showed growth of 22%, with nearly 25 million visitors in June (Comscore 2010d).

Table 16. Global Twitter usage

Visitation to Twitter.com by Global Regions June 2010 vs. June 2009 Total Audience, Age 15+ - Home & Work Locations* Source: comScore Media Metrix	Unique Visitors (000)		
	Jun-09	Jun-10	% Change
Worldwide	44,520	92,874	109
Latin America	3,792	15,377	305
Asia Pacific	7,324	25,121	243
Middle East - Africa	2,058	4,987	142
Europe	10,956	22,519	106
North America	20,390	24,870	22

Source: Comscore 2010d

Across the 41 individual countries currently reported by comScore, Indonesia at 20.8% had the highest proportion of its home and work Internet audience visiting Twitter.com. Brazil ranked second with 20.5% penetration, followed by Venezuela at 19% percent. With Venezuelan President Hugo Chavez joining Twitter in late April, Twitter.com penetration in the country spiked 4.8 percentage points in a few short months. The Netherlands (17.7%) and Japan (16.8%) rounded out the top five, while countries in Latin America and Asia Pacific represented many of the remaining top markets, including the Philippines (14.8%), Mexico (13.4%) and Singapore (13.3%) (Comscore 2010d).

What's more, users of social media report that they have no intention to stop using them:

Chart 37. Usage of Twitter and intention to stop
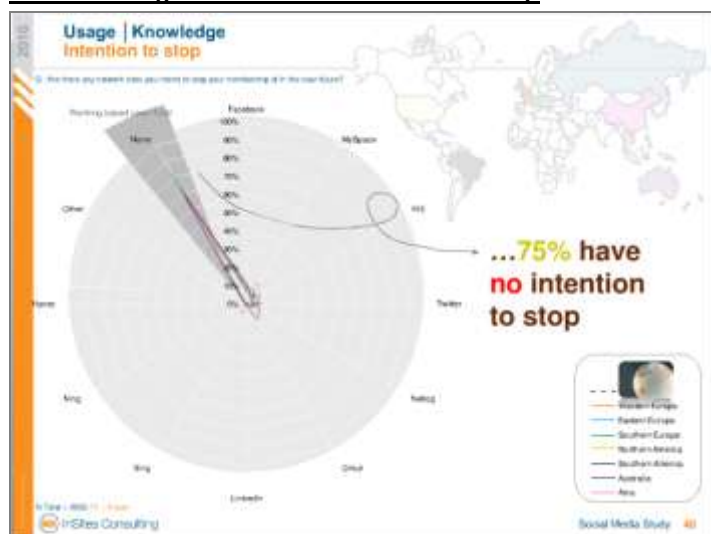
Source: Van Grove 2010

"For applications such as Twitter that function as an instantaneous broadcast medium, the mobile device represents the ideal platform to engage with this content anytime and anyplace," added Mr Mudd. "The advanced web browsing features of smartphones enable this behavior, making it likely to accelerate as these devices gain continued adoption. While desktop-based Internet usage is still king, mobile web usage is surging on a global scale placing applications like Twitter at the forefront of that paradigm shift." (Van Belleghem 2010)

Chart 38. Twitter users more mobile
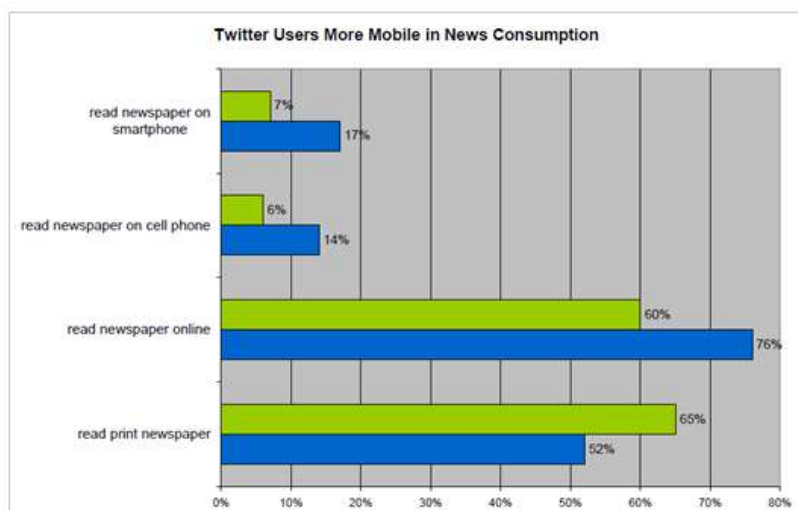
Source: Morgan 2009

Chart 39. Iphone users by country
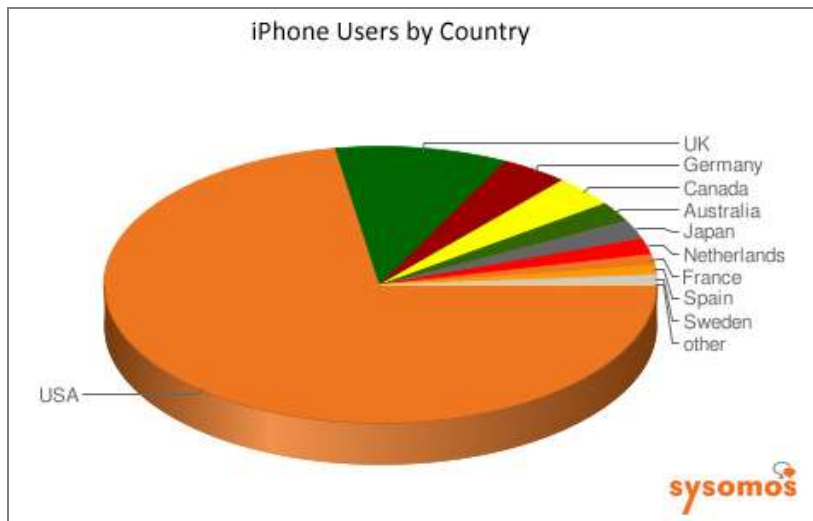
Source: Sysomos 2010

Chart 40. Market share of mobile publishing tools
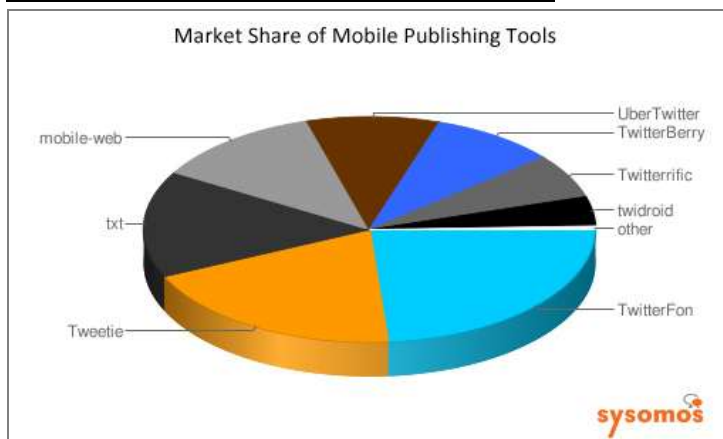
Source: Sysomos 2010

On *The Metric System* blog, Robert J. Moore said that "Since my guest post on TechCrunch last fall, I've received frequent requests to update and expand upon my Twitter data analysis. As the Twitter API continues to improve, our ability to profile the company from the outside-looking-in becomes even stronger. I recently conducted an updated round of analysis and will be posting my findings in a series of posts here at The Metric System in the coming weeks. Updating this analysis in RJMetrics was just a matter of a few clicks, and we could easily highlight the most interesting tidbits of new information. If you'd like that level of control of your own business's data, you should try out our demo to learn more. Today, I'm starting with an update of the basics: users and engagement." (Stein 2010)

Moore went on to say that "We analysed data through the end of 2009. Where the data overlapped with our previous analysis (which ran through August 2009), the findings were highly consistent. However, the updated data revealed the following noteworthy trends:

- Twitter ended 2009 with just over 75 million user accounts.

- The monthly rate of new user accounts peaked in July 2009 and is currently around 6.2 million new accounts per month (or 2-3 per second). This is about 20% below July's peak rate.

- A large percentage of Twitter accounts are inactive, with about 25% of accounts having no followers and about 40% of accounts having never sent a single tweet.

- About 80% of all Twitter users have tweeted fewer than ten times.

- Only about 17% of registered Twitter accounts sent a tweet in December 2009, an all-time-low.

- Despite these facts, Twitter users are becoming more engaged over time when we control for sample age." (Stein 2010)

He added, "We are not associated with Twitter in any way and have no direct access to their backend data. However, we do have access to their API. This allowed us to take advantage of a few unique characteristics of the Twitter data set:

- A Twitter user's activity data (tweets, followers, etc) is all public by default.

- Twitter's API allowed us to automatically download up to 20,000 data points per hour.

- Twitter uses auto-incrementing ID numbers (1,2,3,4…) for both users and tweets, and the percentage of unused numbers can easily be detected via the API.

- The central limit theorem tells us, among other things, that a large enough random subset of a large data set will behave like its parent set with a high degree of statistical confidence.

We downloaded just under 2 million tweets from about 50,000 users to conduct this analysis. As before, one restriction we should note is that we were only able to download the most recent 3,200 tweets for each user. This means we may be missing part of the data for 'power users' who have sent over 3,200 tweets (they represent less than a tenth of a percent of the Twitter population)." (Stein 2010)

"By leveraging the auto-incrementing ID numbers used by Twitter and our ability to predict the ratio of used to unused IDs, we identified the following data on new Twitter users by month." (Stein 2010)

Referring to a chart in the blog post, he said, "As you can see, the number of new users per month is currently at about 6.2 million. This is an enormous number, but it is about 20% lower than the July 2009 peak of 7.8 million. In fact, the past 6 months have shown steady decline in the number of new account registrations."

"Twitter's hockey stick continues to blaze a trail upward and to the right. As we identified above, the recent data points are showing a linear, rather than exponential, growth trajectory. Twitter ended 2009 with just over 75 million active user accounts." (Stein 2010)

Referring to another chart in the blog post, Moore said "Below we show a distribution of Twitter users by the number of status updates (tweets) they have ever sent." "As before, the 'youngness' of the Twitter user population is surely skewing this data toward lower numbers, but even still the numbers we see are quite astounding: about 80% of all Twitter users have tweeted fewer than ten times. This is up from the 75% we detected when analyzing data through August 2009. Finally, he said that "As you might expect, the average number of tweets increases over a user's lifetime. This is demonstrated below, where we show the average number of tweets sent by the user's join year." (Stein 2010)

Chart 41. Retweets and replies on Twitter
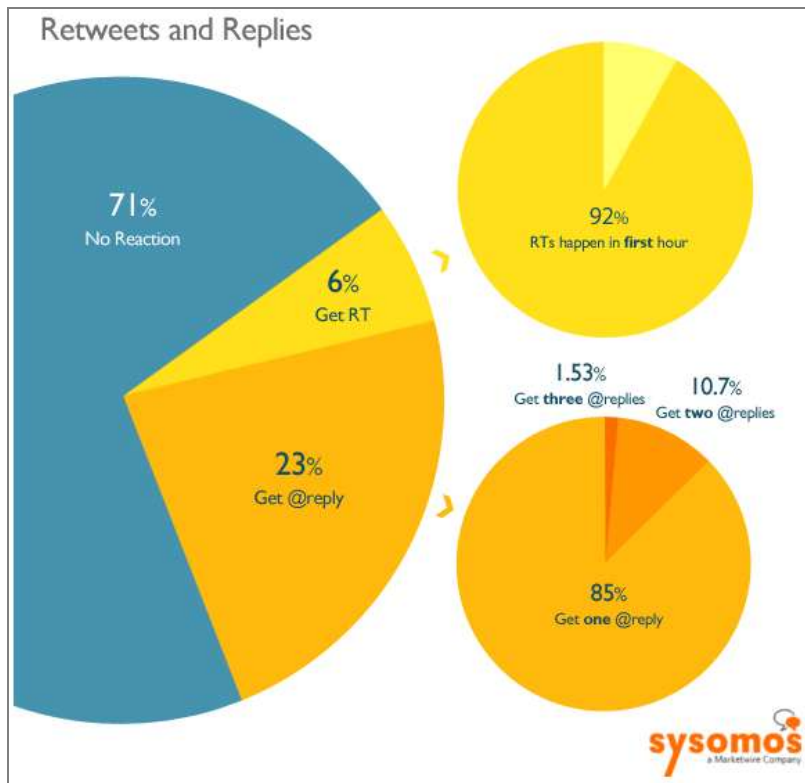
Source: Sysomos 2010

To conclude, Moore explained that "Analyzing Twitter is like a roller coaster ride:

· When you look at new account registrations, no one can deny that Twitter is still growing like a rocketship (that's good).

· However, upon closer inspection, the rate of new user signups has dropped meaningfully from its peak and many new users never do anything with their accounts (that's bad).

· Furthermore, the percentage of accounts sending out tweets has steadily declined over the past six months (that's worse).

· However, our cohort analysis reveals tremendous loyalty and engagement from those Twitter users who stay on the system after their first week as members (that's good).

· In fact, those users who stay become more active over time, so much so that they make up for the missing activity from those users who leave (that's incredibly good).

And, with 75 million total accounts, an active userbase of around 20% still leaves around 15 million highly active tweeters". (Stein 2010)

2.9. Social networking by countries or regions

2.9.1 United States

In the U.S., the Google search engine is in the top spot, followed by the social networking site Facebook and Yahoo's mail server host.

Chart 42. Top three sites in the U.S.
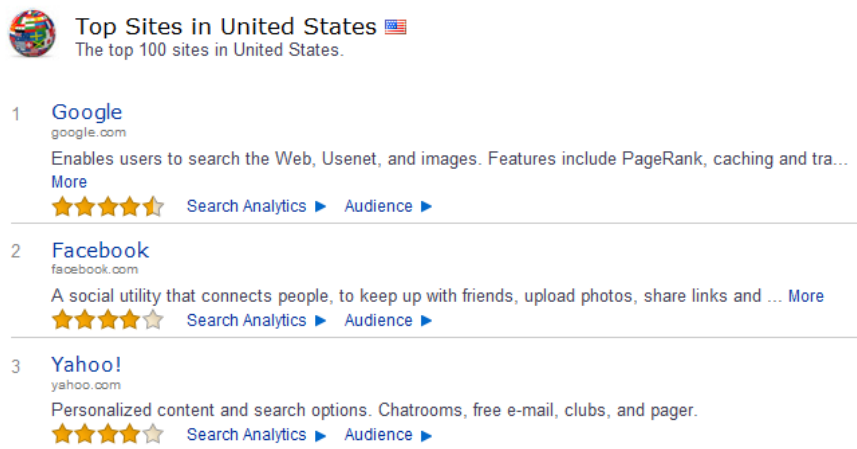
Source: Alexa 2010b

The following is a list of the top 10 social networking sites in the U.S., shown in order of importance, according to Iohana Georgescu (2010):

1. Facebook: is the king of social networking. This popular social networking site has 500 million users worldwide, and the number is still increasing every day. A short while ago the company introduced a new version of Groups, which allows members to form small groups of friends to chat or share stuff with each member of the group at the same time, rather than with one person individually or with all friends on the list. Given these factors, it may not be subjective to make a prediction that more impressive changes can be expected. Whether Facebook manages to reach 1 billion users or not, it is clearly the top social networking site. On 16 November 2010, with the announcement of Facebook messages, the network came into direct battle with Google, Yahoo and even Microsoft's Hotmail service, incorporating the same network mail service.

2. YouTube: "is not really a social networking site, when in fact it is. That's because YouTube includes members who want to upload and share videos with other members. They can comment on other people's videos, build a channel, subscribe to certain users, leave comments or build your own playlists"(source).

3. Twitter: Twitter is mostly about sending short messages between users. Any given member will get to have followers and choose who to follow. This new habit of sending

out 140-character tweets has been called micro-blogging by some users, and most users seem to love it. The site also allows users to follow multiple people (including celebrities) from all over the world and get their latest news.

4. Myspace: The functions of downloading music, video and games make this network a favourite among young Americans. It has recently renewed its appearance to make it more attractive, and it provides a new function of sharing content with Facebook, Twitter and email.

5. LinkedIn: The site currently has over 35 million members and has said on multiple occasions that it features executives from every company. The profiles on LinkedIn revolve around a person's professional experience and skills. On top of that, the site supports various activities which allow members to collaborate on projects.

6. Bebo: was created by AOL and it has gained a bit of ground in the U.S. Just like in the cases of other sites, users can personalise their profiles, add apps, set privacy settings, join groups, upload photos or add friends. However, what may make it odd is that the users are assigned automatically a user name, based on their real names without the option of having their own choices.

7. Hi5: Based in San Francisco, it is perhaps one of the fastest growing sites of 2008. It has been on the market since 2003 and in 2005 it had already recorded 10 million members. Of course, after finding out that Facebook has 500 million, 10 million does not sound that much anymore. Because it did not catch on very well in the U.S., the company decided it might be a good idea to expand it internationally. Nowadays, Hi5 is available in many languages and countries. The Spanish version has proved a great success and Hi5 also became the most popular social networking site in Mexico and in several other Latin-American countries.

8. Friendster: Since it was one of the first social networking sites to appear on the Web, most people had expected this one to grow quite big and become very popular. Jonathan Abrams launched the site back in 2002. It allowed members to find friends or friends of their friends. While this all sounds pretty complicated and the word 'friend' is used a bit too many times, the site's name includes it, after all. Unfortunately, after several years of considerable popularity, Friendster fell in the rankings due to better and more interesting alternatives such as Myspace and Facebook. It remains popular in Asia, however, and a large number of people from the U.S. still have accounts of the site.

9. Orkut: While Google Me is still awaited, which might not even be in process (or in Google's plans, for that matter), Orkut is Google's current social networking site. While it is based in the U.S., this particular site has become the most popular one in Brazil. Only 17% of the site's traffic is from the United States.

10. Tagged: is a social networking site based in San Francisco, California. It offers plenty of interesting features. Its members are able to play games, share tags or virtual gifts and offer friend suggestions to members, based on shared interests. Tagged was founded in 2004 and it is now visited by about 26 million users worldwide each month. Under the

motto "A different kind of social network", Tagged is actually attempting to convince people that other social networks were created for staying in touch with people that users already know. Tagged makes it easy for members to actually meet new people and make new friends.

2.9.2. Europe

The following data from comScore (2010e) show that the Netherlands ranked highest among European countries in terms of frequency of Internet use with 78.2 visits per user in September 2010. Dutch Internet users also show strong engagement with an average of 31.9 hours per visitor spent online in September 2010. Users spent most of their time on portals (7.2 hours), followed by instant messaging (6.9 hours), social networking (3.5 hours) and e-mail (3.1 hours). This table reflects the data:

Table 17. Top 10 European countries by visits per user (Sept. 2010)

Top 10 European Countries by Visits per Visitor September 2010 Total Europe, Age 15+* - Home & Work Locations** Source: comScore Media Metrix	
	Average Visits per Visitor
Europe	58.9
Netherlands	78.2
United Kingdom	71.3
France	68.4
Spain	63.7
Germany	61.0
Poland	55.6
Finland	54.6
Turkey	53.7
Russian Federation	52.3
Sweden	49.8

Source: Comscore 2010e

This map shows the importance of Facebook in major European countries. Here are the major social networks in the most populated countries of Europe:

Chart 43. Best known social network in some European countries
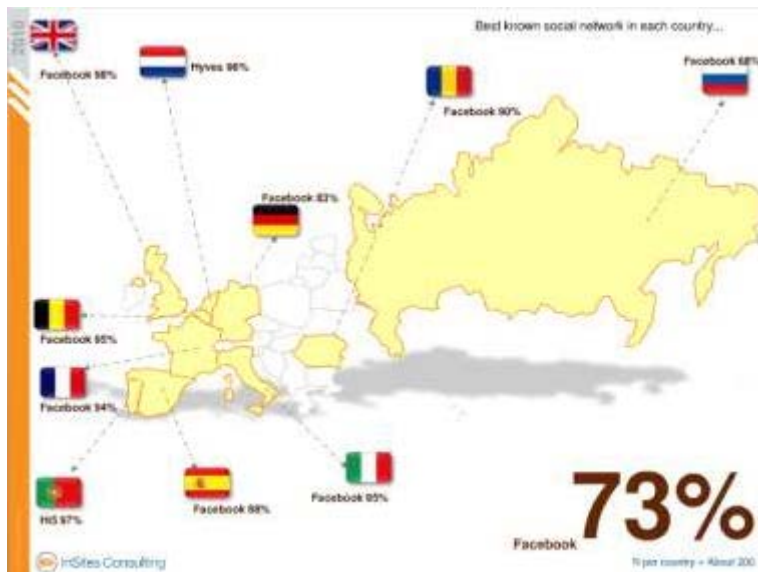
Source: Van Belleghem 2010

Chart 44. Percentage of social network users in some European countries
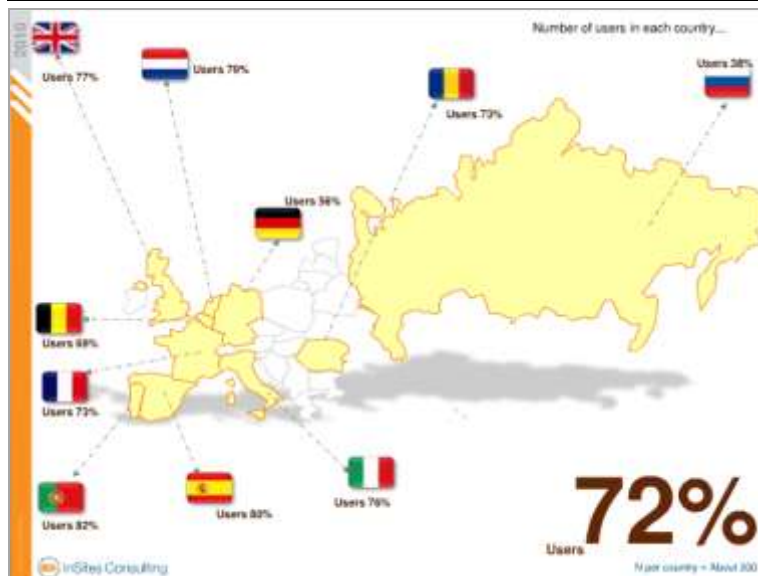
Source: Van Belleghem 2010

Regarding the penetration rate, the percentages are as follows:

Chart 45. Social network sites with highest penetration in some European countries
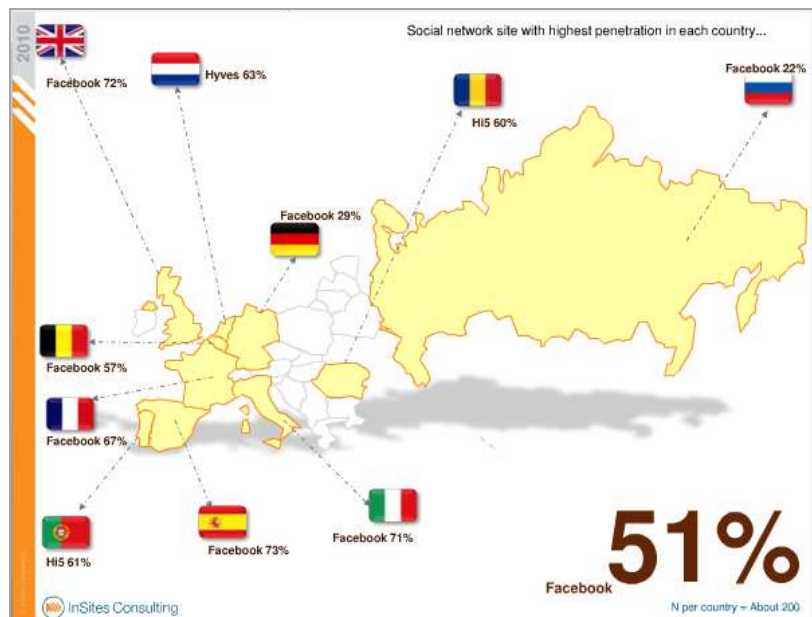
Source: Van Belleghem 2010

A study by Nielsen Online in the major European markets, tells that, compared with other neighbouring countries, Spain was the country where the use of social networking sites grew the least last year (4.4%). In contrast, Italy recorded a significant increase in the number of users (19.5%). In France and United Kingdom, the number of social networking site users increased by 17.4% and 15% respectively.

2.9.3. Russia

The study from ComScore published in August 2010, said that "Russians are the heaviest social networkers worldwide in terms of time spent per user and that Yandex is the leading property in the Russian Federation".

Of the 44 million Web users aged 15 and above in Russia in August 2010, 34.9 million accessed the Russian search portal Yandex Sites, ranking it as the top property in the market. Internet holding company DST, which includes, among others, Mail.ru, Odnoklassniki and ICQ, ranked second with an audience of 34.4 million visitors, followed by Google Sites with 30.2 million unique visitors. Russian-based social network Vkontakte ranked fourth with 28 million visitors (63.6%), while RosBusinessConsulting ranked fifth with 19.3 million visitors (43.9% reach).

The consumption of the network seems to focus on younger people, from 18 to 24 years. Unlike most other European countries, consumption of the medium begins to decrease after the age of 35, while Facebook, for example, has the largest percentage of users in this age group in other world regions.

The consumption of the network also focuses on home and people with higher education. But most striking is the difference between men's and women's use of Vkontakte: social networks normally have more female users than the male ones, however, this is not the case in Russia.

The table below shows the most visited websites in the Russia. It highlights the fact that people are not on Facebook, Twitter or other social networking sites common in other European countries: "Vkontakte.ru ranked as the top social networking site in Russia with 27.8 million visitors, followed by Odnoklassniki with 16.7 million visitors. Despite Facebook's strong leadership position both worldwide and in the majority of individual Internet markets, it ranked just fifth in Russia with 4.5 million visitors. However, its audience has grown 376% in the past year (2009) outpacing each of the other top five social networking sites in the market" (see more).

Table 18. Top 15 most visited web sites in Russia

Top 15 Web Properties Ranked by Unique Visitors (000) August 2010 Total Russian Audience, Age 15+ - Home & Work Locations* Source: comScore Media Metrix	Total Unique Visitors (000)	% Reach
Total Internet: Total Audience	44,027	100.0 %
Yandex Sites	34,926	79.3 %
DST	34,407	78.1 %
Google Sites	30,202	68.6 %
Vkontakte	28,015	63.6 %
RosBusinessConsulting	19,308	43.9 %
Wikimedia Foundation Sites	14,979	34.0 %
Rambler Media	14,272	32.4 %
Microsoft Sites	12,117	27.5 %
SUP	10,261	23.3 %
Ucoz.ru	9,823	22.3 %
Depositfiles.com	9,745	22.1 %
Gazprom Media	9,263	21.0 %
Zaycev.net	8,894	20.2 %
Opera Software	8,792	20.0 %
Letitbit.net	8,535	19.4 %

Source: Alexa 2010c

The importance of demographic characteristics for the consumption of one social networking site or another are evident in the case of Vkontakte; users are concentrated in Russia and former USSR countries.

2.9.4. Japan

This interesting Power Point presentation show us the importance of the use of social networking sites in Japan through mobile devices. More than 74% of users in Japan access them through their smartphones. The context is a very mature market when it comes to mobile phones. The IOC should consider smartphone applications in this segment of the market. Japanese males are the main users of Twitter, although this micro-messaging site does not have much penetration in the country. In Japan, Facebook only reaches 2.3 % of Internet users. Mixi is the leading social networking site by number of users. Mobage Town and Gree are other social networking sites with good penetration in this country thanks to the connections that come from smartphones.

On Alexa, we can see the ranking of the top sites in the five countries with the highest number of Internet users (China, United States, Japan, India and Brazil). If we examine the situation of the top three sites in each of these countries, we again find that language is the demographic factor that determines the top spot in the ranking of sites in Japan. Yahoo and Google are adapted to Japanese with the same services in English, and FC2, a global web server, is in third place.

Chart 46. Top sites in Japan

Source: Alexa 2010d

The leading social networking site in Japan is Mixi. It claims to have more than 24 million users. Wikipedia says that the site requires users to own a Japanese mobile phone which bars anyone who is not or has not been a resident of Japan. Alexa data puts the number of active users around 12 million. Facebook in Japan is small. Only 1.7% of the online population, or 1.65 million people, use the global social networking site. The comparison is shown in the chart below:

Chart 47. Comparison between the number of visitors to Facebook and Mixi in Japan
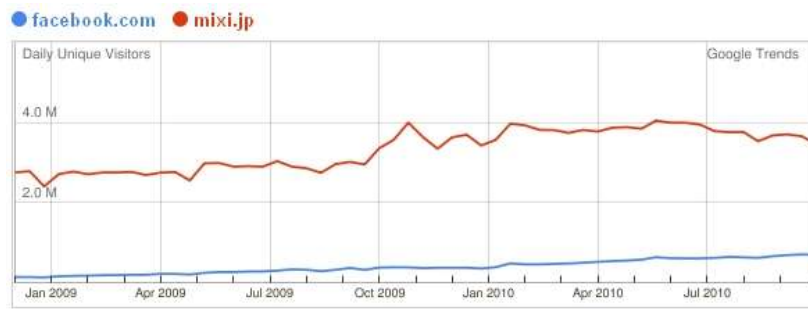
Source: Alexa 2010e

Mixi is by far the largest with over 80% market share, which is around 30 million users. Twitter's official Japanese site was launched in 2008 and has around 5 million active users. Twitter.jp has an interesting revenue model whereby users can charge their followers to view their tweets, either on a monthly basis or per single tweet.

In Japan, paying by the amount of content, particularly on the mobile web, is something users are willing to do. From a marketer's point of view it is interesting to note that writing in Japanese and Chinese characters enables Twitter users to squeeze a lot more content into single tweets than writing in English.

2.9.5. China

2.9.5.1. Communication Context

There are basically two dynamics that influence the development of social networking sites in China. On the one hand, there is a tendency to the copy other successful sites like Twitter and Facebook, and on the other, there is the censorship when it comes to accessing Western sites. (Here you can find a preliminary Power Point presentation about the Social Media in China). Internet Censorship, a phenomenon within the national context, is a crucial element to the development of social network services and all Internet-based social media in China. It is a way for the government to prevent opposing political and ideological views. Currently, there are over 60 laws and regulation on Internet censorship. The case between Google and the Chinese government is possibly the most famous one in recent years. Due to this censorship policy, almost all the main international social networking sites have been blocked by the 'Great Firewall', including Twitter, Facebook, Yahoo 360°, while Myspace is very unsteady, as are other information or image sharing websites such as Flickr, Photobucket, Blogspot and LiveJournal.

However, the use of social network services has not been eliminated in China. On the contrary, in fact. In the last decade, the number of regular users of the social network services increased. A statistical report by the China Internet Network Information Center in 2008 found out that, despite censorship, 92% of netizens in China still use social networks, 68% of them are under the age of 30 and 19.7% of them are aged 31-40. The prohibition of international networks leaves netizens who need or want to use social network services with two options: proxy or local Chinese social network services. Before 2005, proxy services had

been the only option; since then, local Chinese social network services have been developing rapidly. The presentation and analysis of a few of them may serve to explore the situation and nature of local Chinese social network services.

Chart 48. Chinese social media landscape

Source: Chinese Social Media Landscape

In China, we see the first place is occupied by a Web browser (Baidu.com) followed by an instant messaging service (qq.com) and a portal for buying and selling, similar to eBay but focused only on China (taobao.com).

Chart 49. Top sites in China

Source: Alexa 2010i

Xuefei (Michael) Peng states that, "In mainland China, social networking sites are taking off at a tremendous speed. Kaixin, for instance, founded at the end of 2007, has already reached

30 million users. And that is by no means the largest site audience. Social networking is part of life here." (Peng 2010)

His article states that "According to the China Internet Network Information Center, 48 percent of users of social networks in China use the sites to post and share photos; 51 percent leave messages to friends; 41 percent of users post blogs about topics such as personal trip experiences, favourite dishes, current affairs comments, etc. Another 41 percent of users follow friends' status, such as social events, job changes, and personal status. With 3G users growing up, some mobile handsets have been embedded with social networking applications". (Peng 2010)

For the 2010 Spring Festival this past February, New Year best wishes and blessings were posted more than 100 million times through Kaixin, according to Peng (2010)

Famous social networking sites in China include QQ, 51, Baidu, and Xiaonei (Renren), among others.

Below is a list of top social sites in China, according to consultancy web2asia:

Table 19. List of top social networking sites in China

Website	User Volume in China
Qzone.qq.com	376,000,000
51	130,000,000
Baidu	110,000,000
Renren	40,000,000
Baidu Kongjian	27,500,000
Kaixin	30,000,000
ipartment	22,000,000
Wangyou	10,000,000
Baihe	9,000,000
Zhanzuo	7,000,000
Myspace	6,000,000
360quan	4,000,000
Douban	2,000,000
Tianji	1,500,000
Wealink	1,500,000
Facebook	1,452,000
Friendster	1,100,000
LinkedIn	1,026,000
Hainei	1,000,000
Source: web2asia	

He goes on to say that "Several trends characterize social networking sites in China. According to recruitment corporation Manpower, social networks have been widely used by employers to do business development, employee recruiting, and marketing in mainland China. Job seekers get to know the vacancies more promptly through social networking and

apply for the position from anywhere. Companies can speed up their recruiting process with social networking sites" (Peng 2010).

Unlike American counterparts like Facebook , Chinese social sites count on more than mere clicks to make a profit. In 2008, 51.com made its payment system open to third-party application software developers. Users pay 51.com, for example, real money to get virtual capital to use third-party application software for online games. And the social networking and application software developers share the profits 50/50.

Another trend that began this year involves social sites advertising by inviting celebrities such as Kai-Fu Lee to join their networks, according to Peng (2010)

As this author has stated, more and more celebrities show up on social sites from different industries, such as entertainment, sports, business, and academics. Social networking offers celebrities an unparalleled way to communicate with their fans and followers. And even more and more enterprises, institutions, and organizations, such as football clubs, NBA China, universities, theaters, charity funds, and even the China Red Cross, are registering on such sites. Social networking gives these entities a unique platform for advertising.

At the same time, social networking has its problems. As they do elsewhere in the world, users of these sites face risks such as private information leaking, online fraud, and more.

Currently, Facebook is still blocked in mainland China. If the situation goes on, Facebook will lack communication with its users in mainland China. This will definitely weaken Facebook's brand and decrease its user volume.

As to the future, Peng expects that many social sites in China, as elsewhere, will exit from the market or merge with other social networking site operators as the consolidation in the industry unfolds over the coming three years. (Peng 2010)

2.9.5.2. Social networking in China

The leading social networking site in China, Renren.com, started out as a blatant Facebook clone - but it now has tens of millions of users. Despite obvious similarities to Facebook, there is one significant difference from the U.S. in how Renren and other Chinese social networking sites are used. The bread and butter of these sites is **social games** using virtual items. Indeed, Farmville originated in China.

There are three social networking sites that are clearly in the lead in China, according to Kaiser Kuo.

Renren.com is the leading social networking site. It began as a Facebook clone called Xiaonei.com - which means 'on campus' in Chinese. In August 2009, it changed its name to Renren, which means 'everybody'. Renren had 70 million registered users at that point. The site is owned by Oak Pacific Interactive and has had over $400 million pumped into it by investors Softbank. The site was founded in December 2005, shortly after Facebook began to ramp up. Its founder Wang Xing later founded Fanfou, a popular Twitter clone.

Xiaonei.com was literally a Facebook clone when it started, sporting the same shade of blue and the same layout. *ReadWriteWeb* guest writer published on his blog Gang Lu wrote on this blog in June 2008 that Xiaonei.com "was like a simplified version of Facebook in Chinese

when it was first launched." He noted that it had "the same layout, same color scheme and even a very similar logo," which he said "made people wonder if there was an official connection with Facebook." (Gang Lu 2008)

Other important social networking sites are:

Douban

Douban originated from a readers' club social networking site, which was founded on Internet by a young CTO of a small logistic company in a Cafe in Beijing in 2005, with start-up capital of €20,000. By the end of 2005, it already had over 110, 000 registered users, and turned from a readers' club social networking site exclusively for exchanging information about books into a mature, comprehensive social networking site, with functions of sharing personal information, communicating and building social networks among individuals and groups. By the end of 2007, Douban already had over 1 million registered users.

By May, 2010, it had 41.4 million registered users from 546 cities in China, 160,000 'groups' and nearly 2,000 registered organisers of art and cultural activities. Besides the 546 cities in China, the 41.4 million users also include users residing in other cities all over the world, covering almost every major city (i.e., the capital city of the country and the city with the largest population) in every country in Europe, Oceania, East and South Asia and North America.

Because of its special origin and the comparatively 'free' and 'open-minded' content and style, Douban is particularly attractive to students in the higher education sector, young professionals and young/mid-aged users working in art-related professions.

The main functions of Douban include: the publication of personal information (e-mail address, personal blog or website, personal interests, recommended website links, etc.), photos of the user and friends, or photos from the Internet, a diary, books, music albums, movies ratings, searches recommended by the user, broadcasting (the same as 'what is on your mind' of Facebook), a private message box, social groups, public information about art, sports and cultural activities going on in a user's resident city, a public on-line music radio station and mini-stations (a sub-network inside Douban which allows organisers of cultural or art events to publish and update their information and offer commercial promotions). The functions of Douban are very similar to Facebook. In fact, except some game functions, Douban has all the same functions as Facebook, the only difference being that it is all in Chinese.

Douban had been valued and embraced by young and mid-aged students, professionals and intellectuals until the summer of 2009, when the administrative group gave in to the Internet Censorship policy (which intended to eliminate different political and cultural ideas under cover of anti-pornography for the protection of minors) of the Chinese government and closed down many communication and information-sharing functions. After that, the voice of criticism and protests against Douban and its administrative group has never stopped. This summer, during the highly sensitive period of the anniversary of the Tiananmen Square Protests of 1989, the network again aroused criticism and protests among its users by

cooperating with the government to temporarily close many functions of the network to prevent 'unharmonious voices'.

Despite the criticism, worthy of note is the fact that that many media and businesses have explored this newly emerged social networking site and claimed their own camps there. Mainstream international media, such as the BBC, National Geographic Channel, VOA, and organisations like the British Council and the Instituto Cervantes, have their networks on Douban, and have attracted a large number of members. The information offered by the BBC is mostly in English, but it still attracts over 20,000 regular members. Meanwhile, international sports media also plays its part in this Chinese social networking site. FC Barcelona, a Spanish football club which has about 130,000 official members, has a network on Douban which has over 4,000 regular members, and almost every first team player has his own fan network; Real Madrid, another Spanish football club which has about 100,000 official members, has a Douban network with nearly 1,000 members, and the captain Raúl González has his own network (built and administered by fans) with over 1,500 members.

In addition, Douban has offered businesses in many areas an efficient marketing and advertising tool. One case is the British cosmetics company *The Body Shop*. The company has had a Douban network for over three years, with nearly 8,000 regular members. It should be noted that this company still has no retail outlets in China and the majority of its on-line shops in Europe and North America do not offer delivery to China. This may be inspiring for business owners hoping to explore the potential market in China, because on the one hand, it does reveal the fact that China has a very large potential market, given that it has the world's largest population; on the other, social networking in China, though still under development, can be a very effective and efficient marketing tool.

Kaixin001.com

This is another very popular social networking site. Its users fall mostly into the white-collar middle-class category and typically come from a first tier city. Kaiser noted that Kaixin001.com is extremely popular among people who work for multinational companies, ad agencies and other white-collar companies. Accordingly, the site is valuable because of its relatively wealthy user base.

It is a recently established social network service, which was founded in 2008. It has over 70 million registered users and, according to Alexa statistics, it occupies eighth place in the ranking of China's top websites, and first place in the ranking of the country's social networking sites.

One of the most significant characteristics of Kaxin001.com is its variety of users' backgrounds and age groups. The youngest population still accounts for the highest proportion of its users, though it should be noted that there is a comparatively larger group of mid-aged users on this social networking site than an others. One of the reasons is that its functions are easy to use. Another attraction of this social network service is its on-line drive function for permanent storage of files, photos and audio data. Besides this, it also has all the traditional functions of a social network service.

In June, 2009, Kaixin001.com and Xinhua Agency, the dominant national medium in China since 1949, became official collaborators. For the first time in history, a social network service has cooperated with a national medium in China. This cooperation provides more space for the development of social network services in China, and may play an important role in the internationalisation of Chinese social network services.

The development of local social network services is an alternative to the unavailability of international ones. While it is true to say that local social network services provide opportunities for their users, a number of questions need to be asked: Have local Chinese networks made the country and the country's media network more open or more closed to the rest of the world? Are there any opportunities for international social network services in China? How can both local and international social network services survive and develop within the special national context of the country?

51.com

The first Chinese social network on Internet, which was established by a famous Chinese IT expert D.S. Pang in Shanghai in 2005. 51.com now has over 160 million registered users all over the world, including residents abroad.

It is the first Chinese social network service, and the one with the largest number of registered users. However, 51.com cannot be considered a mature social network for a variety of reasons. Firstly, its communication function is fairly limited. Different from other international or local social network services with various kinds of network, 51.com only has 'forum for the same city', which is a basic forum for people in the same city to share information. Moreover, although the social networking site allows users to share photos and personal information, it has limited functions for sharing the same interests, which make it difficult to build an effective user network, which is usually based on common interests. Thirdly, although the number of users is surprisingly big, the population is highly concentrated in southern China, or includes Chinese people overseas originally from southern China. The first Chinese social networking site on the Internet, which was established by the renowned Chinese IT expert D.S. Pang in Shanghai in 2005, 51.com now has over 160 million registered users all over the world, including residents abroad.

It is mostly used by people living in lower tier cities and even rural areas. He noted that it has a "lower brow offering."

Q Zone

Also founded in the year 2005, Q zone is one of the most popular social network services for teenagers and students. By the end of 2009, it had over 3 million registered members, and according to the Internet service portal Tencent, over 140 million netizens have viewed Q zone.

Q zone has a much more colourful and lively style, with more functions than a basic, traditional social network service to satisfy the needs of its main group of users – netizens

under the age of 25. Besides the basic functions of a social networking site, such as sharing personal information, ideas and photos, it also provides a platform for users to do on-line commercial deals, exchange personal collections and play online games. It is also one of the very few local social network services offering special version for mobile phone users. It has explored many new functions not included in traditional social networking sites, which have proven effective in attracting young users.

However, the non-traditional nature of the site has also become its disadvantage as a social network service. Its user population is mainly limited to students and young people working in non-professional positions. It also fails to provide an efficient platform for sharing common interests instead of online gaming and friend searches among teenagers. With the common impression as a 'fun network' or 'teenagers' network', its competition as a serious mainstream social network service has been weakened.

2.9.6. India

According to ComScore, "More than 33 million Internet users aged 15 and above in India visited social networking sites in July, representing 84 percent of the total Internet audience. India now ranks as the seventh largest market worldwide for social networking, after the U.S., China, Germany, Russian Federation, Brazil and the U.K. The total Indian social networking audience grew 43 percent last year, which is over a triple more than the rate of growth of the total Internet audience in this country" (Comscore 2010f).

In India, Google dominates with a very peculiar feature: because English and Hindi are both official languages in the country, Google has a version of each language. Facebook below, is the most important network in the country (another one is Orkut, in the seventh place):

Chart 50. Top sites in India
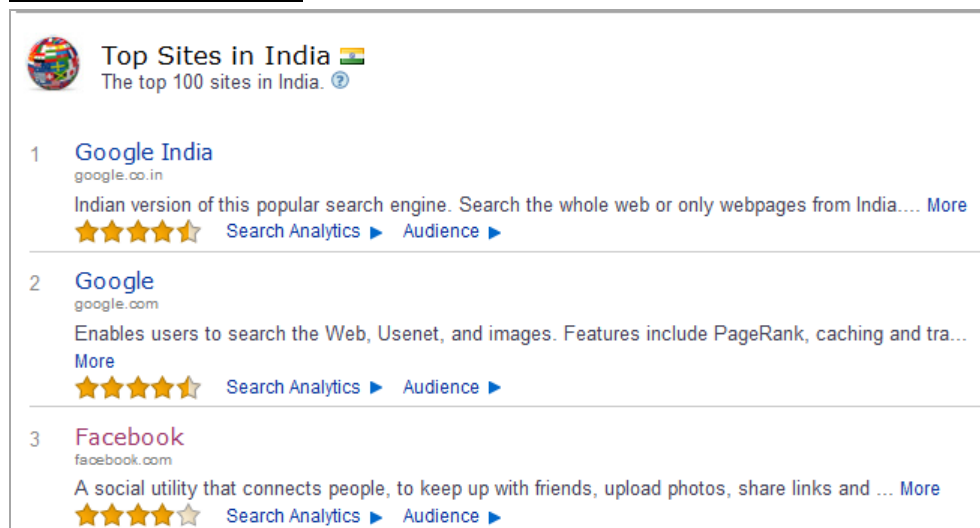
Source: Alexa 2010f

The table below summarises the top ten social networks in India and the growth of Facebook in a single year, from 2009 to 2010, which has surpassed Orkut, which was until then the most widely used network in India.

Table 20. Top social networking sites in India

Top Social Networking Sites in India July 2010 vs. July 2009 Total India – Age 15+, Home & Work Locations* Source: comScore Media Metrix			
India	Total Unique Visitors (000)		
	Jul-2009	Jul-2010	% Change
Total Internet : Total Audience	35,028	39,562	13
Social Networking	23,255	33,158	43
Facebook.com	7,472	20,873	179
Orkut	17,069	19,871	16
Bharatstudent.com	4,292	4,432	3
Yahoo! Pulse	N/A	3,507	N/A
Twitter.com	984	3,341	239
LinkedIn.com	N/A	3,267	N/A
Zedge.net	1,767	3,206	81
Ibibo.com	1,562	2,960	89
Yahoo! Buzz	542	1,807	233
Shtyle.fm	407	1,550	281

Source: Swamykant 2010

These two networks are already well-known to Internet marketers in the English-speaking world, so they may help to make India an attractive market to target. BharatStudent is another popular network in India with 4.32 million unique monthly visitors. As its name suggests, this network is aimed at the younger population. The chart below presents the evolution of both Facebook and Orkut in India:

Chart 51: comparison between users of facebook and orkut in india

Source: Alexa 2010g. Read more

2.9.7. Brazil

Only 37.8% of Brazilian residents use the Internet, nevertheless the number is about the same as the total percentage of the whole South America. This number shows an obvious comparison with UK (82.5%), and the US(77.3%) . But social networking is popular and welcomed in Brazil. Nielsen's study back in June 2010, revealed that 86% of Internet users in Brazil regularly used online social networking.

India and Brazil have a lot in common: Google has two versions (English and Portuguese) and a predominant social networking site, Orkut, with widespread use in this country and mostly in Portuguese. Brazil is now the only country in the world where Orkut, Google's social networking site, is more important than Facebook.

Chart 52. Top sites in Brazil

Source: Alexa 2010h

As we have stated, in Brazil, Orkut is the most popular network. In fact, over 51% of Orkut's total traffic comes from Brazil. That is around 20 million monthly visits. Sonico.com is another popular network, closely targeted on Latin-American users, which has around 8 million members in Brazil. Myspace has been the third largest network in Brazil for some years, although now Facebook seems to be about to take the number three position. To get started in foreign-language social media marketing, it is necessary to decide which countries to target. One way to approach this would be to find out the most popular social networking sites in those countries. Data provided by Nielsen and comScore are useful in order to get the relevant information.

Once some potential networks to target have been identified, an option worth considering is to drawn on the expertise of social media experts in those countries. This will help understand social media etiquette and online behaviours, which is particularly important in certain countries' markets, where censorship and state control may have an impact on marketing activities. Take China for an instance, where there is a list of prohibited words, the use of which will cause an automatic ban on posts.

Most likely, the translation services of native speakers will be required to write copy and translate campaigns, ensuring messages are understood and trusted by local users. These modest investments in local expertise will probably bring an attractive return when considering the access to social networks in foreign languages.

The chart below shows the difference between users of Orkut and Facebook in Brazil:

Chart 53. Users of Facebook and Orkut in Brazil
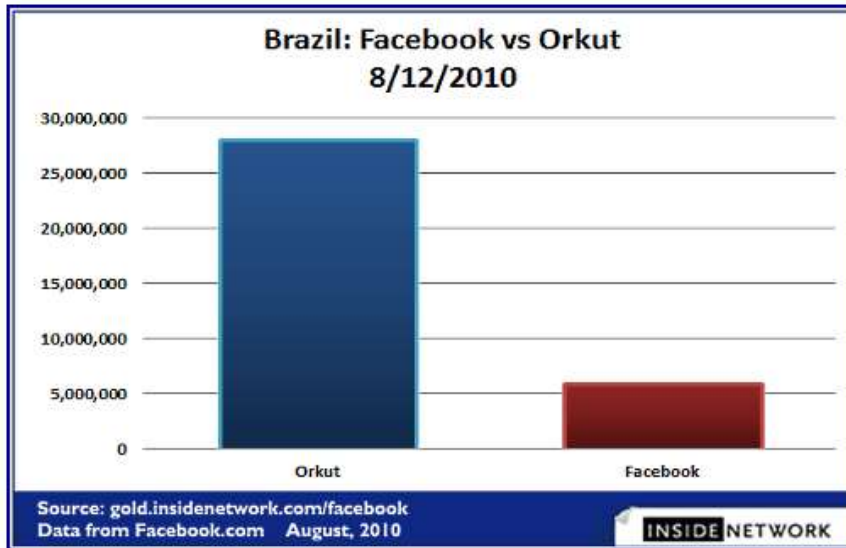
Source: gold.insidenetwork.com/facebook

The top ten social networking sites in Brazil are:

Table 21. Top social networking sites in Brazil (Aug. 2010)

Top Social Networking Sites in Brazil by Unique Visitors
August 2010
Total Brazil Internet Audience*, Age 15+ - Home & Work Locations
Source: comScore Media Metrix

	Total Unique Visitors (000)	Average Minutes per Visitor	Average Pages per Visitor	Average Visits per Visitor
Total Internet Persons: 15+	37,527	1,561.0	2,109	58.0
Social Networking	36,059	252.6	585	32.4
Orkut	29,411	275.8	657	35.8
Windows Live Profile	12,529	5.5	12	3.7
Facebook.com	8,887	29.3	55	6.6
Twitter.com	8,621	31.8	44	7.5
Formspring.me	3,638	34.8	57	9.0
Sonico.com	1,711	10.0	15	2.9
Ning.com	1,570	6.4	10	2.4
LinkedIn.com	1,471	10.7	26	2.6
Multiply.com	1,349	3.6	5	1.6
Vostu.com	1,130	2.2	2	1.7

Source: Comscore 2010g

A look at the demographic profile of visitors to Facebook.com, Orkut and Twitter.com across Brazil revealed varying levels of engagement by gender, age and geographic region. Females exhibited stronger engagement across the social networking category, as well as with the three individual brands. Women were 16% more likely to consume content on social networking sites than an average visitor. Facebook.com showed the strongest disparity with females consuming 31% more content on the site (according to comScore 2010g)

Table 22. Demographic profile for visitors to Facebook, Orkut and Twitter in Brazil

Demographic Profile for Visitors to Facebook.com, Orkut and Twitter.com
August 2010
Total Brazil Internet Audience*, Age 6+ - Home & Work Locations
Source: comScore Media Metrix

	Composition Index Page Views**			
	Social Networking Category	Facebook.com	Orkut	Twitter.com
Total Audience	100	100	100	100
All Males	84	69	84	81
All Females	116	131	116	119
Persons - Age				
Persons: 15-24	128	65	132	136
Persons: 25-34	89	110	88	81
Persons: 35-44	86	118	83	69
Persons: 45-54	84	141	80	105
Persons: 55+	73	135	71	71
Region				
Center-west	94	86	94	86
North	103	27	107	101
Northeast	99	46	101	93
South	101	85	103	95
Southeast	100	116	100	103

Source: Comscore 2010g *Excludes traffic from public computers such as Internet cafes or access from mobile phones or PDAs.
**Composition Index Page Views = % of Category or Site Page Views / % of Total Internet Page Views x 100; Index of 100 indicates average representation.*

According to comScore, "Looking at differences among age segments, younger users were more likely to view content on Orkut and Twitter.com than Facebook.com. Persons age 15-24 were 32 percent more likely to view content on Orkut than an average visitor and 36 percent more likely to do so on Twitter.com, while on Facebook.com this age group was 35

percent less likely than average. On the other hand, older age segments exhibited stronger engagement with content at Facebook.com with persons age 45-54 indexing at 141 and persons age 55 and older indexing at 135."

Table above compares the demographics that characterise the three major Brazilian social networks (Orkut, Facebook and Twitter).

2.9.8. Asia Pacific

We have studied the case of countries like China and Japan, but the situation in the Asia-Pacific region, with countries like Australia, South Korea and Singapore, also deserve to be studied.

According to comScore, "The study found that 50.8 percent of the total online population in the Asia-Pacific region visited a social networking site in February 2010, reaching a total of 240.3 million visitors. Facebook.com ranked as the top social network across the majority of individual markets in the region, while competing brands commanded the top position in certain markets, including Orkut in India, Mixi.jp in Japan, CyWorld in South Korea and Wretch.cc in Taiwan."

"In February 2010, Internet users in the Asia-Pacific region averaged 2.5 hours on social networking sites during the month and visited the category an average of 15 times. Across markets, the Philippines showed the highest penetration of social networking usage with more than 90 percent of its entire Web population visiting a social networking site during the month, followed by Australia (89.6 percent penetration) and Indonesia (88.6 percent penetration)" (see the Comscore 2010h).

1. In Australia, as ranked by Alexa, Facebook is the preferred network and is located in the second place in the top of most visited websites after Google Australia. The second network that appears in the list is Twitter, in tenth position.

2. In the Philippines, Facebook is not only the preferred network, but also the most visited website, ahead of Google and Yahoo.

3. In Indonesia, the new Facebook ranks first as a social network and most visited website. Behind Google and not until the eleventh position is there another social network: Twitter.

4. In South Korea, the web browser Naver.com the most visited site. Facebook appears in third place, QQ.com in tenth place and the social networking site Cyworld, in eleventh place.

5. In Taiwan, Yahoo is the most visited website, followed by Facebook. Then comes the Wretch network dedicated to blogs and photo sharing.

In other countries of the region, Facebook is the most widespread social networking site. It should be noted that in India, as mentioned earlier, it has already surpassed Orkut (although the chart data have yet to be updated).

Table 23. Social networks in Asia pacific

Top Social Network in Individual Asia Pacific
Markets by Percent Reach of Web Population
February 2010
Total Internet Audience*, Age 15+ - Home &
Work Locations
Source: comScore World Metrix

	Top Social Network in Market	% Reach of Web Population
Asia Pacific	Facebook.com	14.9%
Philippines	Facebook.com	84.5%
Australia	Facebook.com	69.4%
Indonesia	Facebook.com	84.9%
Malaysia	Facebook.com	77.5%
Singapore	Facebook.com	72.1%
New Zealand	Facebook.com	63.6%
Taiwan	Wretch.cc	62.5%
Hong Kong	Facebook.com	62.6%
India	Orkut	46.8%
South Korea	CyWorld	54.2%
Vietnam	Facebook.com	18.4%
Japan	Mixi.jp	18.9%

*Excludes visitation from public computers such as internet cafes or access from mobile phones or PDAs.

Source: Comscore 2010h

The following table shows the consumption of social networking sites in the Asia-Pacific region in minutes, both at home and at work. In the case of the Philippines, the number of users is over twice the number in countries like Australia and Japan.

Table 24. Social networking reach and engagement in Asia pacific

Social Networking Reach and Engagement in Asia
Pacific Markets
February 2010
Total Internet Audience*, Age 15+ - Home & Work
Locations
Source: comScore World Metrix

	Social Networking		
	% Reach	Average Minutes per Visitor	Average Visits per Visitor
Asia Pacific	50.8	148.9	15.1
Philippines	90.3	332.2	26.3
Australia	88.6	228.0	20.9
Indonesia	88.6	324.4	22.6
Malaysia	84.7	226.0	22.3
Singapore	83.7	220.9	22.1
New Zealand	81.2	217.5	20.3
Taiwan	75.9	131.3	18.3
Hong Kong	75.4	223.3	25.4
India	68.5	130.1	13.0
South Korea	63.5	131.4	16.0
Vietnam	46.1	49.5	7.2
Japan	42.3	120.5	14.0

*Excludes visitation from public computers such as internet cafes or access from mobile phones or PDAs.

Source: Comscore 2010h

This pdf from Nielsen offers other data on the Asia-Pacific region.

2.9.9. Latin America

The posts in this blog offer comprehensive data regarding Latin America.

Chart 54. Latin America online population (November 2010)
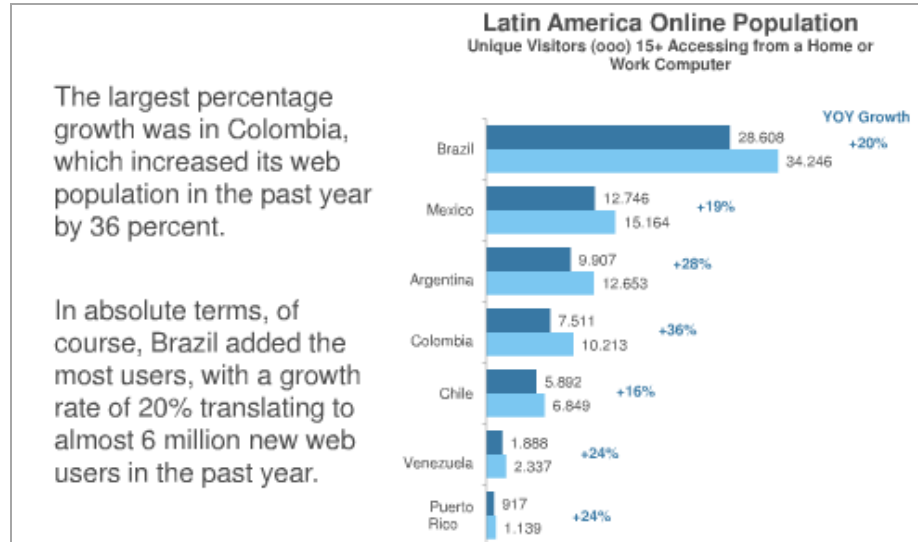
Source: Comscore 2010a

Chart 55. Time spent online per visitor in Latin America (2010)
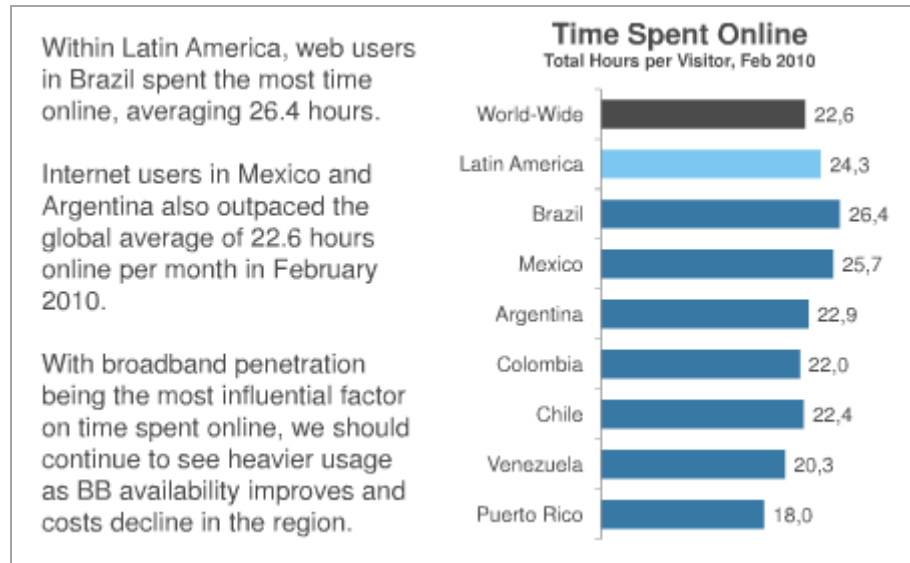
Source: Comscore 2010a

Chart 56. Top social networks in Latin America
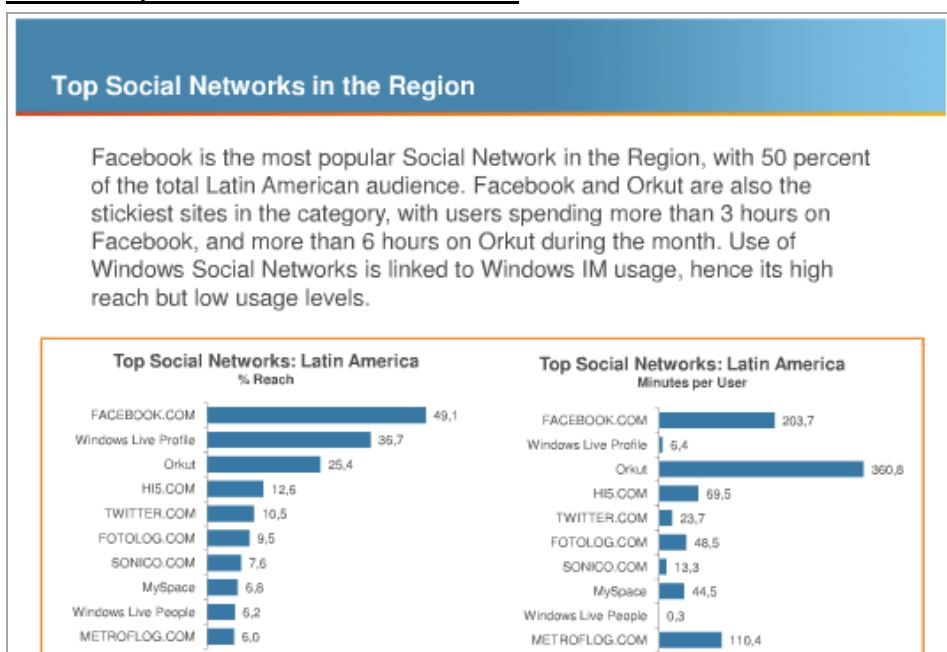
Source: Comscore 2010a

The impact of social networks like Facebook, Twitter and LinkedIn is becoming more significant in Latin America. Facebook is the leader in all the countries except Brazil. In July 2010, Facebook surpassed 500 million members, but only 2% are from Latin America. In October 2010, users of Facebook in the Latin-American region, were distributed as follows (in millions of users):

Table 25. Evolution of Facebook consumption in Latin America 2009 to 2010

FACEBOOK USERS WORLDWIDE	526 MILLION
DAILY SHARED CONTENT ON FACEBOOK	30 BILLION
NUMBER OF USERS IN LATIN AMERICA:	
VENEZUELA	6.9 MILLION
COLOMBIA	10.9 MILLION
BRAZIL	6.5 MILLION
URUGUAY	0.9 MILLION
ARGENTINA	11.4 MILLION
CHILE	7.1 MILLION
PERU	3.2 MILLION
MEXICO	15.9 MILLION
PANAMA	0.6 MILLION
GUATEMALA	0.8 MILLION
COSTA RICA	0.9 MILLION
ECUADOR	1.6 MILLION

Source: Spanish.fastrackmedia.com

Chart 57. Latin American countries. Use of Facebook (November 2010)

Source: Clases de periodismo 2010

Chart 58. Facebook reach in Latin American countries 2009-2010
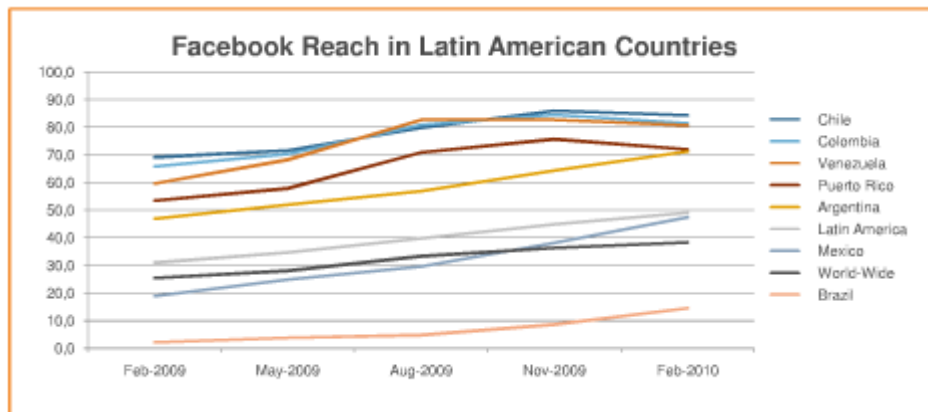
Source: Comscore 2010a

This chart shows the overall rise in the use of Facebook in Latin America. The largest increases were in Colombia, Brazil and Argentina.

It also shows that the use of this social networking site rose in Chile, Mexico and Venezuela between November 2009 and February 2010.

Chart 59. Twitter reach in Latin American countries 2009-2010
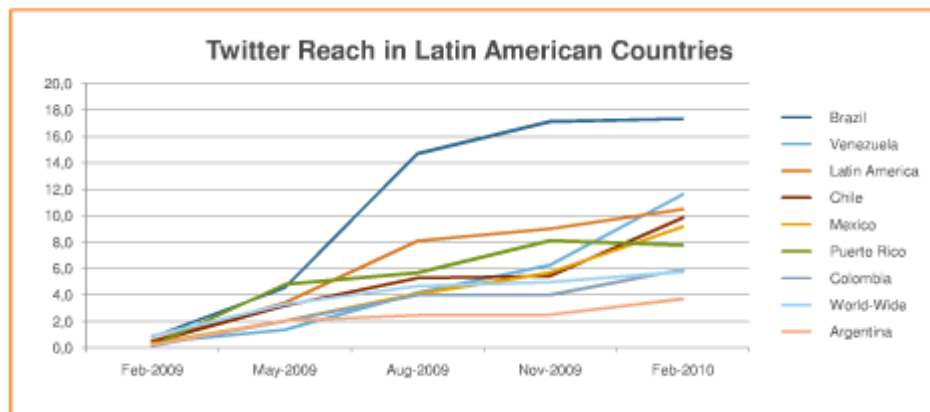
Although Facebook is the leading social networking site in Latin America, Twitter grew significantly in 2010 in all countries. Brazil and Venezuela once again lead the ranking of countries with the highest growth in this medium.

Chart 60. Twitter growth 2008-2009
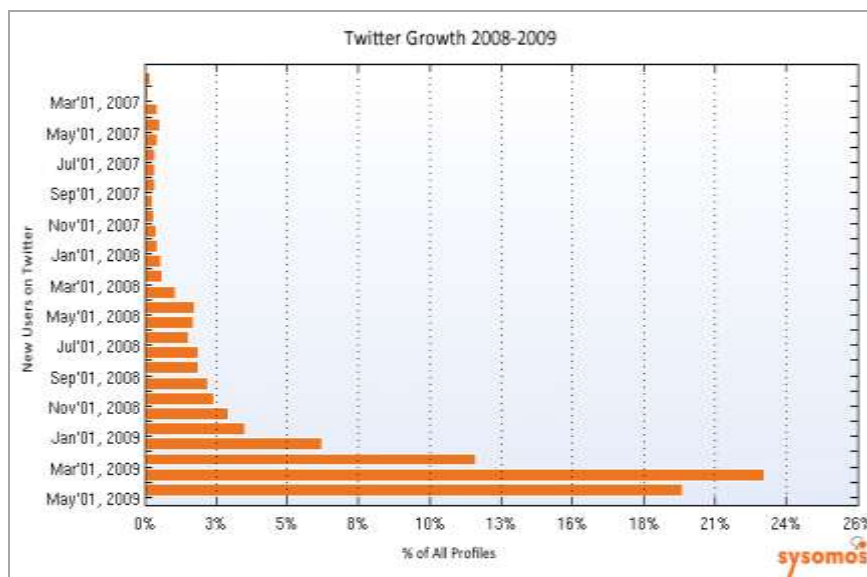
Table 26. Percentage of Twitter users by country

Country	% twitter user
USA	50.88
Brazil	8.79
UK	7.20
Canada	4.35
Germany	2.49
Indonesia	2.41
Australia	2.39
Netherlands	1.32
India	1.27
Japan	1.22
Mexico	1.11
Philippines	1.08
France	0.98
Spain	0.78
Singapore	0.69
Italy	0.65
Ireland	0.52
Chile	0.51
Sweden	0.50
New Zealand	0.47
Source: sysomos.com	sysomos

Source: Sysomos 2010

2.10. Tools for optimising and monitoring our brand on social networks

2.10.1. Tools for monitoring Twitter

Table 27. Tools for monitoring Twitter

TO CREATE OUR PAGE	TO DEFINE OUR TARGET	TO HAVE MORE IMPACT AND USERS	TO FOLLOW CONVERSATIONS ON DIFFERENT SOCIAL MEDIA	TO ENHANCE INTERACTION
TWITTER IMAGES	LOCALTWEEPS	TWITZAP	TWITTERFEED	TWTQPON
OATH AUTHENTICATION	TWELLOW	TWEETDECK	COMMENT WRITER	CHEAPTWEET
STRONG PASSWORD GENERATOR	TWITALIZER	SOCIALOOMPH	BETTWEEN (TW CONVERSATIONS)	TRENDRR
	TWITTERHOLIC	COTWEET	TWEETMEME	COTWEET
	TWEEPZ	HAPPN.IN	PRESS RELEASES	LOCALBUNNY
		NEARBYTWEETS		TWITTER COUNTER
		TWTPOLL		TWEET EFFECT
		TWITPIC		RETWEETRANK
		TWTVITE		BIT.LY
		TWEETSTATS		ALLTOP
		TWITTERFRIENDS		

Source: our own data.

In addition, we can implement systems to monitor our brand name in real time, with software like SPLITWEET and, undoubtedly the best, RADIAN 6.

These tools allow us to do a number of things, for example:

1. When creating our page on a social networking site, we can **customise** it to differentiate ourselves from the rest. Apart from our profile picture, we can customise the background image on Twitter using something original, creative and impressive. Twitter Images let us do this. We must also strengthen the security of our site with a more effective password (with a Strong Password Generator, for example) and, importantly, verify our account via the Twitter service companies (Oath Authentication).

2. When defining our target, we must be very precise. Although social networking sites have millions of users, we must define our tweet features such as:

    1. **Language used** (there is even an option to publish in two languages).

    2. **Expressions used**, which will vary depending on the age of the audience.

3. **Typical aspects of life** in a particular geographical area or community.

4. **Things of interest to the target audience** in relation to our brand, finding out in advance what the agenda of issues is by using tracking tools such as top issues Localtweeps).

Once we open the page on Twitter, we should not limit ourselves to adding content; we also need to:

1. Keep track of what our fans are saying about our tweets by creating real-time polls about what they say and think about them (with Tweetpoll, for example).

2. Directing our target audience to content disseminated on other social media. Hence the importance of always having interesting content for our users and to facilitate sharing. For this, we can use Twitterfeed utilities.

3. Acknowledge that interaction is essential in any process of communication and in social networks it is even more important. In addition, it is worth recognising those users who get involved most; this will lead to greater empathy.

This is just a sample of the tools available today to further the process of communication within Twitter. The good news is that many are free, and new and better tools are becoming available almost by the day, thus making it increasingly easier to get the most out of our page.

2.10.2. Tools for monitoring Facebook

Facebook is the ideal social networking site for **hypertargeting** (Moran 2008). Companies can set extremely precise target variables across classic criteria, such as age and gender, while combining them with more personal items: supporting a particular football team, watching a particular television program or using only certain applications of the thousands available for free on the social networking site.

Audiovisual applications, unlike Twitter, are the great asset that Facebook has. Users can see photos, watch videos or play online games in their networks, without using any link that redirects to other social media (like Flickr, YouTube, etc). In November 2010, data for the state of brands on Facebook are as follows:

Chart 61. State of brands on Facebook
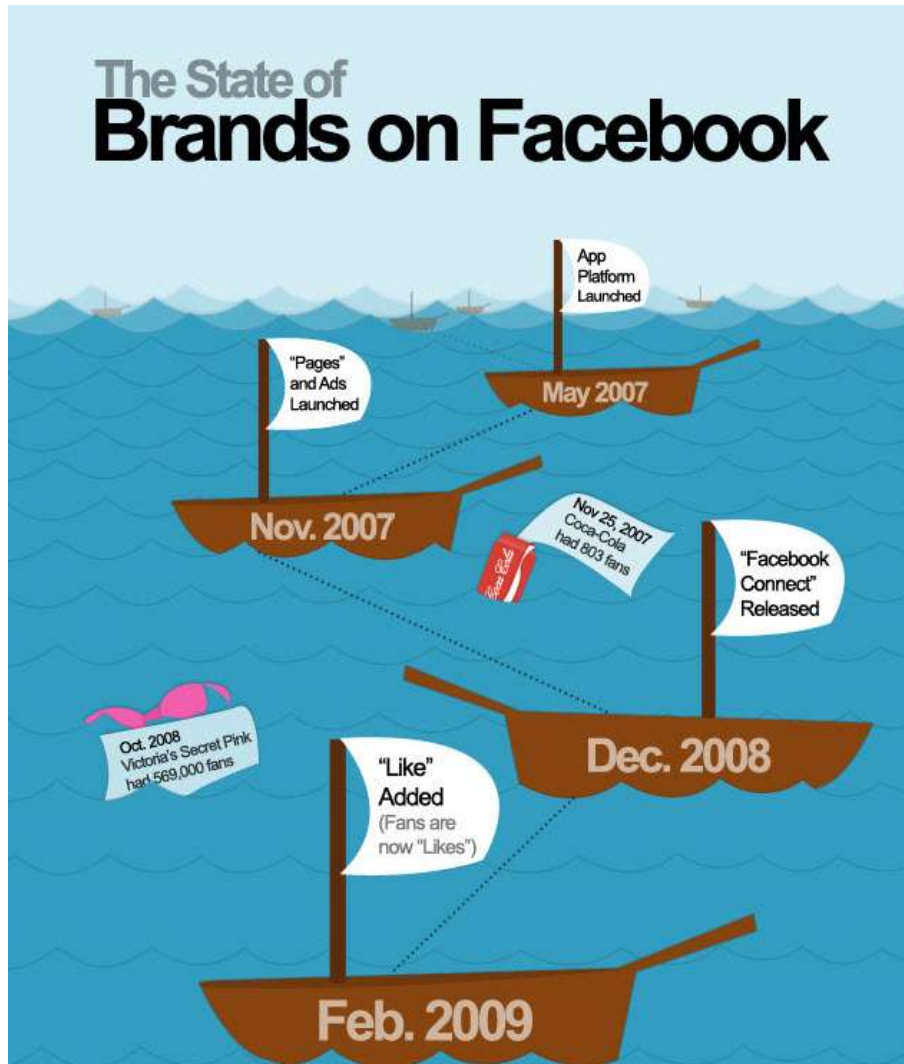
Source: Snow 2010

Chart 61. State of brands on Facebook (continued)
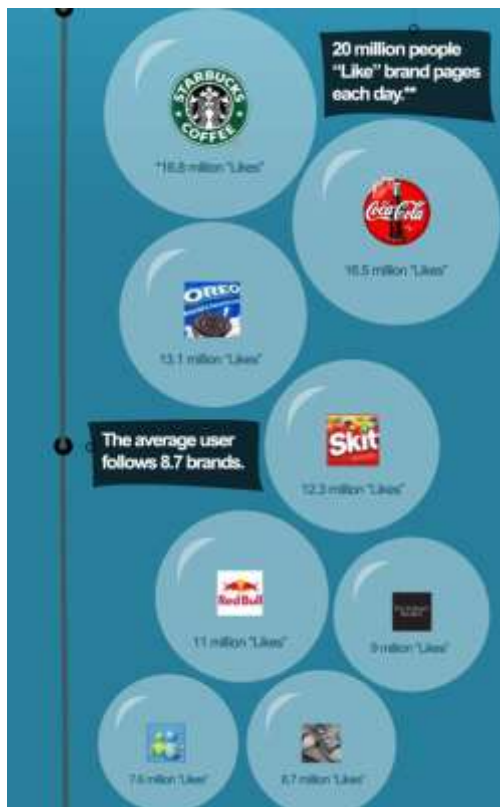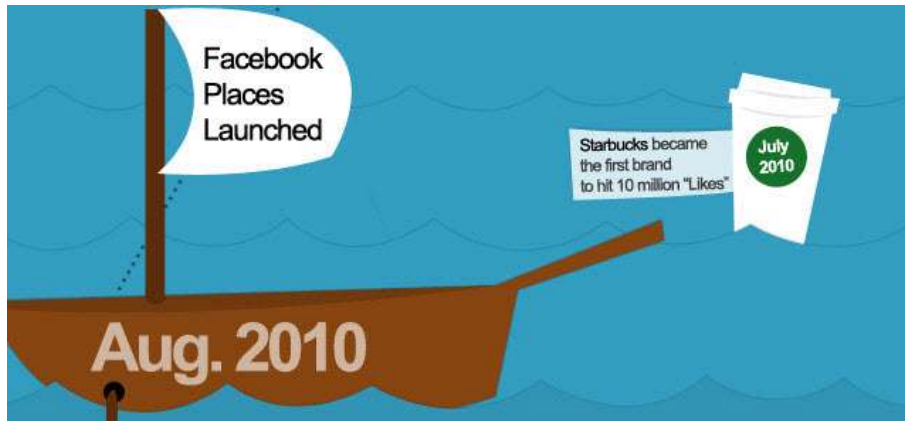
Source: Snow 2010

Table 28. Tools to increase our fans' engagement on Facebook

TO CREATE OUR PAGE	TO DEFINE OUR TARGET	TO HAVE MORE IMPACT AND USERS	TO REFER USERS TO OTHER SOCIAL MEDIA	TO ENHANCE INTERACTION
REQUEST A VERIFIED ACCOUNT	DEFINE THE LOCATION OF OUR TARGET	WEB TV	SPREAD INFORMATION	ENCOURAGE LIKES
DECIDE WHETHER TO HAVE A FAN PAGE OR A PERSONAL PROFILE	DECIDE WHICH LANGUAGE TO USE	ONLINE GAMING	PROFILE HTML	QUESTIONS
CREATIVE COMMONS LICENSE	AVERAGE AGE OF OUR PUBLIC	PHOTOS	MEMORABLE WEB ADDRESS	SLIDESHARE
INSERT A VIDEO OR CUSTOMISED TEXT IN THE WELCOME TAB		VIDEOS AVAILABLE TO VIEW ON THE WALL	TWITTER LIST	NUTSHELLMAIL
GIVE A CONTACT ADDRESS		YOUTUBE VIDEO BOX	ADD ALL WEB PROFILES	REVIEWS
GIVE ALL OUR SOCIAL NETWORKING PROFILES		STATIC FBML	YOUTUBE CHANNELS	POLL
CUSTOMISE EVERYTHING POSSIBLE IN OUR WEBSITE WITH STATIC FBML		NOTES	FLICKR TAB	RSS GRAFFITI
		MAXIMISE THE APP 'ADD TO MY PAGE' AND THE 'SUGGEST TO FRIENDS'	INVOLVER	DISCUSSION BOARD
		PROMOTIONS	ARTICLE LINKS	SKYPE ME
		'MY PORTFOLIO'(NAVIGATION FOR IMAGE VIEWING)		CONSTANT CONTACT WITH E-MAIL MARKETING SERVICE
		VIDDLER		FAQ PAGE
		VPYPE LIVE BROADCASTER		CLOBBY
		ANALYTICS		CONTESTS
		AWEBER		
		MAILCHIMP		
		FAN REVIEWS		
		GET FANS TO JOIN SNS		
		HOOTSUITE.COM TO INCREASE CLICKS IN THE 'SHARE' BUTTON OF OUR PAGE		

Source: wchingya.com

2.11. 100 ways to measure social media

David Berkowitz, senior director of Emerging Media and Innovation for agency 360i, compiled a great list of 100 ways to measure social media. These are listed below:

1. Volume of consumer-created buzz for a brand based on number of posts
2. Amount of buzz based on number of impressions
3. Shift in buzz over time
4. Buzz by time of day/daypart
5. Seasonality of buzz
6. Competitive buzz
7. Buzz by category/topic
8. Buzz by social channel (forums, social networks, blogs, Twitter, etc.)
9. Buzz by stage in purchase funnel (e.g., researching vs. completing transaction vs. post-purchase)
10. Asset popularity (e.g., if several videos are available to embed, which is used more)
11. Mainstream media mentions
12. Fans
13. Followers
14. Friends
15. Growth rate of fans, followers, and friends
16. Rate of virality/pass-along
17. Change in virality rates over time
18. Second-degree reach (connections to fans, followers, and friends exposed – by people or impressions)
19. Embeds/Installs
20. Downloads
21. Uploads
22. User-initiated views (e.g., for videos)
23. Ratio of embeds or favoriting to views
24. Likes/favorites
25. Comments
26. Ratings
27. Social bookmarks
28. Subscriptions (RSS, podcasts, video series)
29. Pageviews (for blogs, microsites, etc)
30. Effective CPM based on spend per impressions received
31. Change in search engine rankings for the site linked to through social media
32. Change in search engine share of voice for all social sites promoting the brand

33. Increase in searches due to social activity

34. Percentage of buzz containing links

35. Links ranked by influence of publishers

36. Percentage of buzz containing multimedia (images, video, audio)

37. Share of voice on social sites when running earned and paid media in same environment

38. Influence of consumers reached

39. Influence of publishers reached (e.g., blogs)

40. Influence of brands participating in social channels

41. Demographics of target audience engaged with social channels

42. Demographics of audience reached through social media

43. Social media habits/interests of target audience

44. Geography of participating consumers

45. Sentiment by volume of posts

46. Sentiment by volume of impressions

47. Shift in sentiment before, during, and after social marketing programs

48. Languages spoken by participating consumers

49. Time spent with distributed content

50. Time spent on site through social media referrals

51. Method of content discovery (search, pass-along, discovery engines, etc)

52. Clicks

53. Percentage of traffic generated from earned media

54. View-throughs

55. Number of interactions

56. Interaction/engagement rate

57. Frequency of social interactions per consumer

58. Percentage of videos viewed

59. Polls taken/votes received

60. Brand association

61. Purchase consideration

62. Number of user-generated submissions received

63. Exposures of virtual gifts

64. Number of virtual gifts given

65. Relative popularity of content

66. Tags added

67. Attributes of tags (e.g., how well they match the brand's perception of itself)

68. Registrations from third-party social logins (e.g., Facebook Connect, Twitter OAuth)

69. Registrations by channel (e.g., Web, desktop application, mobile application, SMS, etc)

70. Contest entries

71. Number of chat room participants

72. Wiki contributors

73. Impact of offline marketing/events on social marketing programs or buzz

74. User-generated content created that can be used by the marketer in other channels

75. Customers assisted

76. Savings per customer assisted through direct social media interactions compared to other channels (e.g., call centers, in-store)

77. Savings generated by enabling customers to connect with each other

78. Impact on first contact resolution (FCR) (hat tip to Forrester Research for that one)

79. Customer satisfaction

80. Volume of customer feedback generated

81. Research & development time saved based on feedback from social media

82. Suggestions implemented from social feedback

83. Costs saved from not spending on traditional research

84. Impact on online sales

85. Impact on offline sales

86. Discount redemption rate

87. Impact on other offline behavior (e.g., TV tune-in)

88. Leads generated

89. Products sampled

90. Visits to store locator pages

91. Conversion change due to user ratings, reviews

92. Rate of customer/visitor retention

93. Impact on customer lifetime value

94. Customer acquisition/retention costs through social media

95. Change in market share

96. Earned media's impact on results from paid media

97. Responses to socially posted events

98. Attendance generated at in-person events

99. Employees reached (for internal programs)

100. Job applications received

Read more: Dyer 2010

2.12. Social media monitoring tools

Services marked with a **$** are not free, but many of them offer free demos.

Table 29. Social media monitoring tools

Addictomatic	Addictomatic searches the best live sites on the Web for the latest news, blog posts, videos and images. It's the perfect tool to keep up with the hottest topics, perform ego searches and feed your addiction for what's up, what's now or what other people are feeding on.
Alterian	Alterian's social media engagement solutions make it easy to listen to the conversations taking place about your company and brand on the Internet. **$**
Analytic.ly	Analyticly is a data mining, DIY analytics, and brand engagement service provider for enterprise brand managers, advertising agencies, social media strategists, and hedge fund managers. **$**
ASOMO	ASOMO helps interpret and understand spontaneous opinion. Discover which topics and sub-topics are being discussed, the volume of comments, themes, and the relationships between them. **$**
Attentio	Right now, millions of people all around the world are discussing a multitude of topics, including brands and products that matter in their lives. By continuously monitoring what is written in blogs, discussion forums and other social media, Attentio provides organisations with the ability to listen, analyse and react to what is happening in the 'webosphere'. **$**
Awareness Networks	The Awareness Social Marketing Hub provides marketers with the information they need to measure success and direct future marketing investment. Track the effectiveness and reach of published content across social media channels with one simple view of activity across your social marketing campaigns and drill down to see the details of how a particular piece of content is being consumed, shared, commented on, and favorited. **$**
Backtype	Backtype is an analytics platform that helps companies understand their social impact and make sense of social media so they can make better marketing decisions.
Bantam Live	Bantam Live is an online service for business teams to collaborate in a workspace and build relationships across the Web. With integrated applications for microblogging, CRM, and project management, Bantam Live is centered around a real-time stream, where people, applications, and data come together. **$**
Beevolve	Track consumer-generated media, understand sentiment, identify emerging trends and use the resulting insights to improve products, marketing, sales and service. **$**
Blog Grader	Blog Grader measure the marketing mojo of your blog and makes suggestions to help you improve it.
Blogpulse	BlogPulse is an automated trend discovery system for blogs. It applies machine-

	learning and natural-language processing techniques to discover trends in the highly dynamic world of blogs.
BoardReader	BoardReader was developed to address the shortcomings of current search engine technology to accurately find and display information contained on the Web's forums and message boards. It uses proprietary software that allows users to search multiple message boards simultaneously, allowing users to share information in a truly global sense.
BoardTracker	BoardTracker is an innovative forum search engine, message tracking and instant alerts system designed to provide relevant information quickly and efficiently while ensuring you never miss an important forum thread no matter where or when it is posted.
Brandchats	Brandchats picks up the chat about your brand. You tell it what to look for and it will find it, whether it's in Facebook, Twitter, a blog, or any other source. Slicing and dicing your data, Brandchats will instantaneously visualise the results. Powerful unique analysis and graphics capabilities support you to make sense of the 'chattering'. Is it good news or bad news? Does it come from blogs or Facebook? Is it increasing or rather decreasing? **$**
BrandsEye	BrandsEye protects your brand from attacks, allows you to tap into key insights which are integral to making the right decisions and harnessing positive word-of-mouth. **$**
Buzz Manager	Buzz Manager constantly searches the Internet for information about your organisation or specific individual subjects. It measures and analyses the 'Buzz', and then accurately presents the results in time saving, easy-to-use reports. **$**
Buzzcapture	Buzzcapture monitors places where opinions are exchanged to provide insight into how often companies and their brands, products, and competitors are discussed, what the sentiments are, and where discussions are taking place. **$**
BuzzGain	BuzzGain is an online service for discovering and engaging with the people who will help your business thrive in today's social economy — where attention is a precious commodity. **$**
Buzzient	Buzzient provides a next-generation solution for social media analytics and integration of this valuable content with enterprise applications. **$**
BuzzPerception	BuzzPerception provides comprehensive blog monitoring and analysis to help clients better understand and manage their brand perception online. **$**
BuzzStream	How do you build credibility online? You do it by cultivating quality relationships with influencers across the Web. Until now that process was time-consuming and resource-intensive. BuzzStream simplifies this process, allowing you to efficiently cultivate and manage these relationships. **$**
Chartbeat	Chartbeat is a revolutionary real-time analytics service that enables people to understand emergent behaviour in real-time and exploit or mitigate it. **$**
Cogito Monitor	What is being said online about my company? Why do people like my

	competitor's product better? How is our new marketing campaign going? My reputation has been damaged: why? These are a few of the questions that Cogito Monitor can answer. **$**
Collecta	Collecta is a real-time search engine bringing content to you as it's posted.
Collective Intellect	Collective Intellect's Social CRM Insight platform automates your ability to identify emerging consumer considerations and preferences, and to track your ability to change them. **$**
ContextVoice	Tracking millions of daily micro-conversations from the real-time social Web, ContextVoice helps you get business intelligence and real-time insights and analytics about consumers. **$**
Conversation	eCairn Conversation is a SaaS application that provides a cost-effective solution for marketing professionals who want to leverage communities and influencers. **$**
CoTweet	CoTweet is a comprehensive Web-based social media engagement, management, and reporting solution that helps companies of all sizes engage, track, and analyse conversations about their brands across the most popular and influential social communities today: Twitter and Facebook. **$**
Crimson Hexagon	By leveraging the Crimson Hexagon ForSight platform, customers can easily uncover consumer opinions and insights about their company, products, industry, competitors and more. They can then use that information to make meaningful business decisions. **$**
Dialogix	Dialogix is a social media monitoring tool that shows you exactly what is being said about your brand, industry, and competitors on Twitter, Facebook, YouTube, Flickr, news Web sites, forums, Myspace, and more. **$**
Direct Message Lab	Direct Message Lab provides one central platform for companies to effectively build, manage, and analyse their social presence everywhere across social media, social networks like Facebook and Twitter, plus other popular user channels including mobile applications, widgets, desktop applications, and video sharing sites. **$**
dna MediaVantage	dna13's MediaVantage solution provides real-time access to TV, print, online and social media content, providing communicators the insight they need to plan marketing strategies, securely align corporate teams, synchronise the delivery of corporate messages, and engage with key stakeholders. **$**
eWatch	eWatch is the fast, easy, and cost-effective way to track what the media, investors, consumers, and the competition are saying about your organisation. It scans hundreds of thousands of traditional print and Web-based articles and postings each day and delivers its findings back to you in an easy to read report. **$**
Facebook Grader	Facebook Grader is a free tool that measures the power of a Facebook business page.
FollowThing	FollowThing is a powerful, Web-based professional networking and media

	monitoring tool that informs inbound and outbound marketing decisions.
Gnip	Gnip is a social media API aggregation tool that streams social data from Twitter, Facebook, and dozens more sources — all in one API. **$**
Google Blog Search	Blog Search is Google search technology focused on blogs. It enables you to find out what people are saying on any subject of your choice.
GraphEdge	GraphEdge measures changes in your network. Your first report is sent in 2-3 days. **$**
HowSociable	HowSociable provides a simple way for you to begin measuring your brand's visibility on the social Web.
IceRocket	IceRocket is a real-time blog search engine.
iMooty	IMooty is a next generation media monitoring tool that helps companies, PR professionals, and marketers gain real-time insights on the latest news and trends that matter to them and who the important opinion makers are.
ImpactWatch	ImpactWatch is an easy-to-use online dashboard that gives you the power to monitor and measure all of your media coverage in real time. **$**
JitterJam	JitterJam helps your consumer-facing brand or business capture relevant conversations on the real-time Web and turn them into lasting and trusted customer relationships. **$**
Klout	Klout tracks the impact of your opinions, links and recommendations across your social graph. It collects data about the content you create, how people interact with that content, and the size and composition of your network. It analyses the data to find indicators of influence and provides you with tools to interact with and interpret the data. **$**
Looxii	Looxii is a social media analytics platform. It enables you to search for keywords on Twitter, Facebook, blogs, YouTube, Flickr, and more. It stores the search results and you receive easy to interpret, top-level insights into what's being said about your keywords throughout social media. **$**
Maestro	The Cymfony Maestro platform gives you real-time access to a comprehensive, custom-built archive of traditional and social media, filtered and classified to be relevant to your company, brand and business goals. **$**
MambaIQ	MambaIQ tells you where people are talking about you, compared to your competitors, and segmented by all the relevant concepts (themes, type of media, sentiment, characteristics, reputation of the sites, and even universes (groups of sites) defined by you. **$**
Market Sentinel	Market Sentinel has the technology to monitor, analyse and measure online commentary to inform your marketing strategy and help you make better business decisions. It trawls the Internet to find discussions on blogs, forums, in chat rooms, and on mainstream media which mention your brand, and then accurately calculates the sentiment, which provides you with a profile of your brand as it is perceived online. **$**

Marketo B2B Social Marketing	By integrating with social media solutions, Marketo can help companies extend their marketing initiatives to include B2B social media and incorporate the conversations that happen on social sites. As a result, customer conversations that influence word-of-mouth opinion are responded to in real-time and relationships are developed across a variety of channels. **$**
Meltwater Buzz	Meltwater Buzz is an innovative social media monitoring tool that enables comprehensive tracking and analysis of user-generated content on the Web. It enables users to monitor more than 200 million blogs, micro-blogs, social networks, forums, video and photo Web sites, product reviews, and other social media sites to gain a better understanding about end-user sentiment on hot topics, new products, companies, and the competition. **$**
Monitor	Monitor is a social media monitoring platform with support for 150 million blogs and thousands of news sources including Twitter, YouTube, Digg, Flickr, and Technorati. It is the only media tracking tool for monitoring brands and topics, that connects social media activities with financial metrics. **$**
Monitter	Monitter is a Twitter monitor — it lets you 'monitter' the Twitter world for a set of keywords and watch what people are saying.
Newsdesk	Newsdesk is an easy-to-use business intelligence SaaS application for intuitive mining, finding, and sharing of real-time relevant information from a vast collection of world-wide daily news, social media, and industry publications. **$**
PositivePress	Now, more than ever, it's essential to track what people are saying about your brand online. PositivePress makes it easy for you to track and measure online coverage. It creates a complete historical archive so you can make better decisions over the long run. **$**
PostRank	PostRank is the largest aggregator of social engagement data in the industry. Its platform tracks where and how users engage, and what they pay attention to — in real time. PostRank social engagement data measures actual user activity, the most accurate indicator of the relevance and influence of a site, story, or author. PostRank offers both free and **$** plans.
Radian6	The Radian6 dashboard is a complete social media monitoring, engagement, and workflow management platform created to help you aggregate and analyse the comments people are making about your brand and products on the Web. View trends and dig deeper into specific posts to get a pulse on how your company is faring online. **$**
Raven	Raven is an online software system that helps customers quickly research, manage, monitor, and report on SEO, email, social media and other Internet marketing campaigns. **$**
RepuTrace	RepuTrace enables you to keep up on developments that affect your company and your industry. It monitors, analyses, and measures intelligence from Web sites, blogs, chat rooms, social networks, and other media sources. **$**
RESONATE	RESONATE's social media monitoring technology helps your business keep up with social media conversations. It analyses content from over 200 million online sources in real time, enabling you to better understand and respond to

	customers, threats, and opportunities as they happen. **$**
Revinate	The first enterprise-grade social media solution for hotels, Revinate brings order to the chaos of guest reviews, online reputation, and social media marketing. Hotels can now harness online reviews and social media as the ultimate measures of guest satisfaction and drivers of demand. **$**
RightNow Social Experience	RightNow Social Experience allows you to monitor conversations on Twitter, YouTube, RSS feeds, your Facebook fan page, and other social channels, and then helps you respond quickly and appropriately. **$**
Samepoint	Samepoint is a conversation search engine that lets you see what people are talking about.
SAS Social Media Analytics	SAS Social Media Analytics integrates, analyses, and enables organisations to act on intelligence gleaned from online conversations occurring across professional and consumer-generated media sites. It enables organisations to attribute online conversations to specific parts of their business, allowing an accelerated response to shifts in the marketplace. **$**
Scanbuzz	Scanbuzz™ is the leading service for life science companies to track mentions of their brands across social media. With increasing numbers of physicians and patients sharing their experiences online, Scanbuzz™ allows you to discover, listen, manage feedback and develop relations with social network users. **$**
ScoutLabs	Scout Labs provides cutting-edge technology and a collaborative platform for listening to customers and engaging with them across the Internet. The Web-based application tracks social media and finds signals in the noise to help your team build better products and stronger customer relationships. **$**
Silverbakk Briefing Room	Silverbakk Briefing Room monitors and analyses social media based on relevance, activity, and engagement. **$**
SM2	Alterian SM2 is a business intelligence product that provides visibility into social media and lets you tap into a new kind of data resource; your customers' direct thoughts and opinions. It allows you to easily capture and analyse data from social media channels to monitor your brands, identify key communities and influencers, address customer service issues, and generate new sales leads. **$**
Social Mention	Social Mention is like Google Alerts but for social media. Sign up to receive free daily e-mail alerts of your brand, company, CEO, marketing campaign, or on a developing news story, a competitor, or the latest on any topic you choose.
Social Radar	Social Radar allows you to track, measure, analyse, and understand chatter from all over the Web in an easy-to-use Web-based control panel. **$**
SocialToo	SocialToo helps automate the management of your Twitter and Facebook accounts and unclutters your stream and social graph so you can focus on building relationships. **$**
Socialscape	There have never been so many ways for so many people to say so much about your company, your products, and your competition. Socialscape tracks and analyses all of that talk and turns it into actionable information that can improve

	your brand, your business, and your customer relationships. **$**
SocialSense	SocialSense leverages social media conversation to fuel insights that drive smart marketing decisions. **$**
SocialTALK	SocialTALK helps you better manage and measure your social media presence and impact. It is an innovative tool that allows brands to more effectively create, publish, and measure their content strategy and posting schedule. **$**
Spredfast	Spredfast is an enterprise-class solution that empowers your company or organisation to communicate across all of your social media channels, measure the effectiveness of each conversation, and prove the value of social media. **$**
StartPR	StartPR helps you find, manage, and respond to mentions of your company, your brand, your products, your service, and your people online. **$**
StatsMix	StatsMix allows companies to easily build and share custom dashboards for displaying and analyzing all the metrics they generate. It provides an overview of all your metrics and what drives them.
StepRep Reputation Intelligence	StepRep Reputation Intelligence pokes an ear into every corner of the Web to find out what your customers are saying about your brand right now. These results are analysed to reveal trends and stats that you can use to improve your marketing and customer service. **$**
SWIX Social Marketer	SWIX offers social media analytics applications that monitor all of your social media properties (Facebook, Twitter, YouTube, +20 others). Each day, SWIX gathers visitor and usage data for your sites, graphs it all over time and puts everything in one convenient place for you. **$**
Tealium Social Media	Tealium Social Media lets social media marketers and PR professionals measure the true ROI of their activities. You can measure the impact of your social media and online PR using tangible numbers that make sense to your organisation. **$**
The Search Monitor	The Search Monitor closely watches your paid and organic search keywords and trademarks on search engines, Web sites, news sites, and blogs. It logs competitor activity, affiliate activity, trademark use, and who's talking about you. **$**
ThoughtBuzz	ThoughtBuzz is a real-time platform for tracking, managing, and engaging in conversations online, helping companies make informed decisions to protect their brand. **$**
Topsy	Topsy is a new kind of search engine that sees the Internet as a stream of conversations. Topsy results are the things people link to when they're talking about your search terms. Topsy ranks results based on how well they match your search terms, and the influence of the people talking about them.
TraceBuzz	TraceBuzz shows you what people say on the Web right now about your name, brand, product, company or competitor. **$**
Trackur	Trackur is an online reputation and social media monitoring tool designed to assist you in tracking what is said about you on the Internet. It scans hundreds of

	millions of Web pages — including news, blogs, video, images, and forums — and lets you know if it discovers anything that matches the keywords that interest you. **$**
Trendrr	Trendrr is a business intelligence Web service for digital and social media. It allows you to listen, measure, and respond to the conversation about a product, service, or brand in real time. **$**
TRIBE Monitor	TRIBE MONITOR is a social statistics aggregator that helps you find out where your fans are and where conversations about your brand are taking place by tracking your online presence once every hour.
Twazzup	Twazzup operates a leading real-time news platform that enables users to filter the news out of live Internet content.
TweetBeep	TweetBeep helps you keep track of conversations that mention you, your products, your company, anything, with hourly updates. You can also track who's tweeting your Web site or blog, even if they use a shortened URL (like bit.ly or tinyurl.com). It offers both free and **$** plans.
TweetFeel	Tweetfeel monitors positive and negative feelings in Twitter conversations about many things, including popular brands, and displays the results in a clear and simple way.
Twendz	The twendz Twitter-mining Web application from Waggener Edstrom uses the power of Twitter Search, highlighting conversation themes and sentiment of the tweets that talk about topics you are interested in. As the conversation changes, so does the twendz application by evaluating up to 70 tweets at a time. When new tweets are posted, they are dynamically updated, minute by minute.
Twitalyzer	Twitalyzer is the social media industry's most popular, most widely used analytics application. It offers both free and **$** options.
twitt(url)y	twitt(url)y tracks and ranks the URLs people are talking about on Twitter.
Twitter Grader	Twitter Grader is a free tool that allows you to check the power of your twitter profile compared to millions of other users that have been graded.
Twitter Search	There is an undeniable need to search, filter, and otherwise interact with the volumes of news and information being transmitted to Twitter every second. Twitter Search helps you filter all the real-time information coursing through the service.
uberVU	uberVU is the complete social media platform that helps your team collaborate on listening, reporting and engaging in social media. Perfect for agencies or teams inside businesses that want to deliver social media excellence. **$**
Viralheat	Viralheat is a social measurement platform designed with simplicity and ease of use in mind. Built from the ground up to be timely and efficient, Viralheat allows users to easily comprehend social media. **$**
Vitrue Social Media Index	The Vitrue Social Media Index is an easy-to-use tool designed to provide you a snapshot in time to help you measure your brand's online conversations.

Vocus	Vocus social media software enables you to listen to customers and prospects, find influencers, and monitor conversations, mentions and trends. **$**
WaveMetrix	WaveMetrix tracks online buzz for major global brands around the world, using a unique methodology based on human analysts reading each post. **$**
WebDig	WebDig is a next-generation business intelligence and analysis engine that finds, aggregates, and interprets digital word-of-mouth (WOM) content. Every study is reviewed, analysed, and reported on by assigned industry expert analysts. **$**
Webtrends	Webtrends Social Measurement offers a self-service platform for identifying and participating in conversations related to your products and brands wherever and whenever they occur on the social Web. **$**
White Noise	White Noise is a DIY tool that lets you monitor the Web and understand what is going on without the need for hiring outside companies to do the work for you. **$**
Woopra	Woopra is a desktop Web analytics tool designed as a client + server application. It creates a one-stop service for monitoring all your blogs and Web sites. **$**
Workstreamer	Workstreamer is a business listening platform that delivers a competitive advantage to professionals by providing real-time social updates on competitors, customers, prospects, partners and more.
Xinu Returns	Find out how well your site is doing in popular search engines, social bookmarking and other site statistics. Check PageRank, backlinks, indexed pages, rankings, and more.
YackTrack	As a content producer, you can search YackTrack for comments on your content from various sources or other blogs that talk about your content. Another site feature, Chatter, gives you a keyword search for the social media sites — this allows you to see 'chatter' on various sites that talk about a specific keyword.

Source: Panorama.net

2.13. References

Alexa. 2010. "Facebook.com". http://www.alexa.com/siteinfo/facebook.com

Alexa. 2010b. "Top Sites in United States". http://www.alexa.com/topsites/countries/US

Alexa. 2010c. "vkontakte.ru" http://www.alexa.com/siteinfo/vkontakte.ru

Alexa. 2010d. "Top sites in Japan". http://www.alexa.com/topsites/countries/JP

Alexa. 2010e. "mixi.jp". http://www.alexa.com/siteinfo/mixi.jp

Alexa. 2010f. "Top sites in India". http://www.alexa.com/topsites/countries/IN

Alexa. 2010g. "Search for Facebook India".
http://www.alexa.com/search?q=facebook+india&r=site_siteinfo&p=bigtop

Alexa. 2010h. "Top sites in Brasil". http://www.alexa.com/topsites/countries/BR

Alexa. 2010i. "Top sites in China". http://www.alexa.com/topsites/countries/CN

Boyd, D.M. 2010. *"*Social Network Sites as Networked Publics: Affordances, Dynamics, and Implications*"*. In *Networked Self: Identity, Community, and Culture on Social Network Sites* (ed. Zizi Papacharissi), pages 39-58.

Boyd, D. M. ; N. Ellison. 2007. "Social Network Sites: Definition, History, and Scholarship". *Journal of Computer-Mediated Communication,* 13 (1), http://jcmc.indiana.edu/vol13/issue1/boyd.ellison.html. Accessed 24 March 2010.

Bruns, A. 2008. *Blogs, Wikipedia, Second Life, and Beyond: From Production to Produsage.* (Digital Formations)

Burcher, Nick. 2010. "Facebook usage statistics by country - July 2010 compared to July 2009 and July 2008" *Nick burcher. Personal thoughts on the evolution of media and advertising*. 2 July 2010. http://www.nickburcher.com/2010/07/facebook-usage-statistics-by-country.html

Common Craft. 2010. "Social Networking in Plain English".
http://www.youtube.com/watch?v=6a_KF7TYKVc&feature=fvw

Comscore. 2010a. "State of the Internet with a Focus on Latin America".
http://www.slideshare.net/neoconsulting/estado-de-Internet-en-latino-amrica-comscore

Comscore. 2010b. "Social Networking Sites Reach a Higher Percentage of Women than Men Worldwide".
http://www.comscore.com/Press_Events/Press_Releases/2010/7/Social_Networking_Sites_Reach_a_Higher_Percentage_of_Women_than_Men_Worldwide

Comscore. 2010c. "Russia Has Most Engaged Social Networking Audience Worldwide".
http://www.comscore.com/esl/Press_Events/Press_Releases/2010/10/Russia_Has_Most_Engaged_Social_Networking_Audience_Worldwide

Comscore. 2010d. "Indonesia, Brasil y Venezuela Lideran Aumento Global del Uso de Twitter".
http://www.comscore.com/esl/Press_Events/Press_Releases/2010/8/Indonesia_Brazil_and_Venezuela_Lead_Global_Surge_in_Twitter_Usage

Comscore. 2010e. "The Netherlands Leads Europe in Online Visit Frequency".
http://www.comscore.com/Press_Events/Press_Releases/2010/10/The_Netherlands_Leads_Europe_in_Online_Visit_Frequency

Comscore. 2010f. "Facebook Captures Top Spot among Social Networking Sites in India".
http://www.comscore.com/Press_Events/Press_Releases/2010/8/Facebook_Captures_Top_Spot_among_Social_Networking_Sites_in_India

Comscore. 2010g. "Orkut Continues to Lead Brazil's Social Networking Market, Facebook Audience Grows Fivefold".
http://www.comscore.com/Press_Events/Press_Releases/2010/10/Orkut_Continues_to_Lead_Brazil_s_Social_Networking_Market_Facebook_Audience_Grows_Fivefold

Comscore. 2010h. "Social Networking Habits Vary Considerably Across Asia-Pacific Markets".
http://www.comscore.com/layout/set/popup/layout/set/popup/Press_Events/Press_Releases/2010/4/Social_Networking_Across_Asia-Pacific_Markets

Crampton, Thomas. 2010. "Publish and Be Deleted" *China Digital Times*.
http://chinadigitaltimes.net/china/douban/

Denken Über. 2009. Estudio de usuarios de Twitter.
http://www.uberbin.net/archivos/comunidades-online/estudio-de-usuarios-de-twitter.php

Dyer, Pam. 2010. "100 Ways to Measure Social Media" *Pamorama: marketing, life, social media.* 5 April 2010. http://www.pamorama.net/2010/04/05/100-ways-to-measure-social-media/#ixzz1AuR9HP00

Fischer, C.S. & Oliker, S. J. 1983. "A research note on friendship, gender and life cycles*",* Social Forces, No 62, pages 124-133.

Georgescu, Iohana. 2010. "Top Ten Network Sites". http://www.metrolic.com/top-10-social-networking-sites-137726/

Heil, Bill; Mikolaj Piskorski. 2009. "New Twitter Research: Men Follow Men and Nobody Tweets" *The Conversation*. 1 June 2009.
http://blogs.hbr.org/cs/2009/06/new_twitter_research_men_follo.html

Huang, X.Y. 2009. *Douban, A Public Secret*. Beijing: Industry and Engineering Press.

Hubspot. 2010. *Charts Marketing*.
http://www.hubspot.com/Portals/53/docs/ebooks/marketing-charts-data-q3-2010.pdf

Internet World Stats. 2010. "Internet Usage Statistics. The Internet Big Picture. World Internet Users and Population Stats". http://www.internetworldstats.com/stats.htm

Jain, Sorav. 2010. "40 Most Popular Social Networking Sites of the World" *Social Media Today*. 6 October 2010. http://socialmediatoday.com/index.php?q=soravjain/195917/40-most-popular-social-networking-sites-world

Juan. 2010. "Redes Sociales: mapa de utilización mundial de las redes sociales" *Marketing en Internet*. 7 January 2010. http://blog-marketing-internet.es/index.php/2010/01/07/redes-sociales-mapa-de-utilizacion-mundial-de-las-redes-sociales/

Kirkpatrick, David. 2010. "Facebook's New Battle With Google", *The Daily Beast*, 15 November 2010. http://www.thedailybeast.com/blogs-and-stories/2010-11-15/facebook-email-the-social-media-giant-attacks-google/

Lu, Gang. 200. "China's Facebook Clones" *Read Write Web*. http://www.readwriteweb.com/archives/china_facebook_clones.php

Madden, Mary. 2010. "Older Adults and Social Media"*Pew Internet & American Life Project.* 27 August 2010. http://pewresearch.org/pubs/1711/older-adults-social-networking-facebook-twitter

Miniwatts Marketing Group. 2010. http://www.miniwatts.com/

Moore, Robert J. 2009. "Twitter Data Analysis: An Investor's Perspective" *Techcrunch*. 5 October 2009. http://techcrunch.com/2009/10/05/twitter-data-analysis-an-investors-perspective/

Moran, Mike. 2008. "Hypertargeting: The Future of Online Advertising?" *Internet evolution*. 11/4/2008. http://www.internetevolution.com/author.asp?section_id=698&doc_id=167306

Morgan, Jacob. 2009. "Twitter Demographics" *Social media today*. 5 March 2009. http://socialmediatoday.com/index.php?q=SMC/78505

Peng, Michael. 2010 "China's Social Networking Scene: An Inside Update" *Internet evolution*. 25 May 2010. http://www.Internetevolution.com/author.asp?section_id=789&doc_id=191887&f_src=Internetevolution_gnews

Rafaeli, S. ; G. Ravid ; V. Soroka. 2004. "De-lurking in virtual communities: a social communication network approach to measuring the effects of social and cultural capital**".** *System Sciences, 2004. Proceedings of the 37th Annual Hawaii International Conference on (2004)*.

Rao, Leena. 2010. "Sysomos: The Kevin Bacon Game Applies To Twitter" *Techcrunch*. 29 April 2010. http://techcrunch.com/2010/04/29/sysomos-the-kevin-bacon-game-applies-to-twitter/

Reexporta. 2010. "Uso de Twitter en el mundo". http://www.reexporta.com/es/uso-de-websites-en-el-mundo/uso-de-twitter-en-el-mundo.html

Royal Pingdom. 2010a. "The top countries on Facebook" *Pingdom*. 8 December 2010. http://royal.pingdom.com/2010/08/12/the-top-countries-on-facebook-chart/.

Royal Pingdom. 2010b. "Study: Ages of social network users" *Pingdom*. 16 February 2010. http://royal.pingdom.com/2010/02/16/study-ages-of-social-network-users/

Royal Pingdom. 2009. "Study: Males vs. females in social networks" *Pingdom*. 29 November 2009. http://royal.pingdom.com/2009/11/27/study-males-vs-females-in-social-networks/

Saleem, Muhammad. 2010. "Visualizing 6 Years of Facebook [INFOGRAPHIC]" *Mashable*. 10

 February 2010. http://mashable.com/2010/02/10/facebook-growth-infographic/

Siegler, MG. 2010. "25 Billion Tweets Were Sent In 2010, And Not All Of Them Were About Bieber" Techcrunch. 13 December 2010. http://techcrunch.com/2010/12/13/25-billion-tweets-were-sent-in-2010-and-not-all-of-them-were-about-bieber/

Singer, Dirk. 2010. "Facebook reaches 62% of online Americans" *Social media today*. 23 October 2010. http://socialmediatoday.com/dirktherabbit/211412/facebook-reaches-62-online-americans

Socialnomics. 2010. "Social Media Revolution"
http://www.youtube.com/watch?v=sIFYPQjYhv8&feature=related

Soroka, V. 2004. "The Invisible People: Social and Cultural Capital and Lurking and De-lurking on the Internet*"* http://www2006.org/programme/files/pdf/1018-slides.pdf

Snow, Shane. 2010. "The Biggest Brands on Facebook [INFOGRAPHIC]" Mashable. 15 November 2010. http://mashable.com/2010/11/15/biggest-facebook-brands/

Stein, Jake. 2010 "New Data on Twitter's Users and Engagement" *RJ metrics*. http://themetricsystem.rjmetrics.com/2010/01/26/new-data-on-twitters-users-and-engagement

Swamykant. 2010. "Top 10 Social Networking Sites in India" *Your Digital Space*. http://www.yourdigitalspace.com/2010/09/top-10-social-networking-sites-in-india/

SySomos Inc. 2010. "Inside Twitter: An In-Depth Look Inside the Twitter World". June 2009. http://www.sysomos.com/insidetwitter/

Techcrunch. 2010. "Posts about: Sysomos". http://techcrunch.com/tag/sysomos/

Twitter. 2010. "Measuring Tweets" *Blog Twitter*. 22 February 2010. http://blog.twitter.com/2010/02/measuring-tweets.html

Van Belleghem, Steven. 2010. Social Media around the World. http://www.slideshare.net/MichelDemoor/steven-van-belleghem-on-social-networks-the-short-warning-speech-presentation

Van Grove, Jennifer. 2010. "Social Networking Usage Surges Globally [STATS]" *Mashable*. 19 March 2010. http://mashable.com/2010/03/19/global-social-media-usage/

Vincos. 2010. "World Map of Social Networks (dec 2009)". http://www-958.ibm.com/software/data/cognos/manyeyes/visualizations/7843c5d6ebb811dea956000255111976/comments/7865ca0aebb811dea956000255111976

Wauters, Robin. 2010. "Only 50% Of Twitter Messages Are In English, Study Says" Techcrunch. 24 February 2010. http://techcrunch.com/2010/02/24/twitter-languages/

White, Steven. 2010. "Social Media Growth from 2006 to 2010" *D. Steven White All Things Marketing.* 8 August 2010. http://dstevenwhite.com/2010/08/08/social-media-growth-from-2006-to-2010/

Wikipedia. 2010. "Internet Censorship in China". http://en.wikipedia.org/wiki/Internet_censorship_in_the_People%27s_Republic_of_China

Yu, H.Q. 2009. *Media and Cultural Transformation in China*. Abingdon: Routledge

3. The Vancouver 2010 Olympic Winter Games on Facebook, Twitter an Orkut

3.1. Study objectives

The Olympic Games and the Olympic Movement are, by their very nature, open to public participation. For that reason, social networking sites and other social media can be useful tools in terms of getting spectators and viewers involved in their activities and ideals. One of the key issues associated with social media is that they turn every fan into an advocate of the cause.

It is important to highlight the rapid growth of the Olympic Games and the Vancouver Olympics pages on Facebook and Twitter in the weeks leading up to the Vancouver 2010 Olympic Winter Games. This fact demonstrates one thing that the IOC is already very aware of: the enormous power of the Olympic Games to engage people in the weeks before, during and after the event. It also shows that social networking communications are part of a vast media environment that is not only fed by television as a medium capable of creating global public attention, but also by other traditional media (radio, newspapers, etc.) and new media (blogs, YouTube, etc.). Without them and without television in particular, it would be impossible to achieve such a high level of participation and engagement in social media.

Twitter played a different role to Facebook. According to Graeme Menzies, director of online communications, publications and editorial services, Twitter pushed out links rather than engaging users in discussions, which was useful for distributing ticket information and sharing local-focused items. This meant that Twitter's ability to create interaction and engagement with the public was renounced to some extent. In our opinion, Twitter is potentially a better tool for connecting people than for pushing content.

This study analyses and monitors a number of different Olympic stakeholders on Facebook, Twitter and Orkut: the International Olympic Committee (IOC), the Vancouver Organising Committee (VANOC), the athletes and the sponsors.

3.2. Methodology

This study analyses the textual and visual (audiovisual) posts disseminated through the official Facebook, Twitter and Orkut pages of Olympic Movement's main stakeholders: the IOC, VANOC and the Olympic Sponsors over the duration of the Vancouver 2010 Olympic Winter Games (12-28 February 2010). Other social media sites were considered, but no official presence was found. Attempts were made to find similarities and differences between content and the way the event was covered on the pages and the social networking sites where posts were published.

The same pages were also studied after the Games (2-9 May 2010) to find out more about the dynamics both during and after the Games.

All the screenshots of posts and comments were taken using Snagit 9 software. The content was classified by number of posts and topic, and the results were transferred to Excel tables. The same procedure was applied to sponsors: screenshots of all of them and their comments (where applicable) on the social networking sites in question.

Regarding Twitter, an analysis was performed of the posts published by the aforementioned stakeholders. Due to the complexity of following retweets on Twitter, it was impossible to count every one manually. This can be done using TweetReach, an online service to measure how far something has travelled on Twitter, to which the IOC might consider signing up.
A particular difficulty on Orkut is knowing how to verify whether or not a page is official or authorised.

3.3. Vancouver 2010 on Facebook

Table 1. Participation in Vancouver Olympic Games Facebook page. Official Posts and User Comments (part1)

DATE	12-Feb	13-Feb	14-Feb	15-Feb	16-Feb	17-Feb
GENERAL PARTICIPATION/CONTENT DATA						
LIKE	38,778	22,756	24,424	70,586	42,363	41386
COMMENTS	5,255	5,205	3,615	11,355	1,546	7,955
OFFICIAL NUMBER OF POSTS	8	7	3	6	5	3
LIKE MEAN	4,847	3,250	8,141	11,764	8,472	13,795
COMMENT MEAN	656	743	1,205	1,892	309	2,651
DIFFERENT SPORTS THAT APPEAR						
BIATHLON	0	0	1	0	0	0
BOBSLEIGH	0	0	0	0	0	0
NORDIC COMBINED	0	0	0	0	0	0
CURLING	0	0	0	0	1	2
FREESTYLE SKIING	0	0	0	0	0	1
ALPINE SKIING	0	0	0	1	0	0
CROSS-COUNTRY SKIING	0	0	0	1	0	0
ICE HOCKEY	0	0	0	0	0	0
LUGE	0	0	0	0	0	1
FIGURE SKATING	0	0	0	0	0	0
SHORT TRACK SPEED SKATING	0	0	0	1	0	1
SPEED SKATING	0	0	0	0	0	0
SKI JUMPING	0	1	0	0	0	0
SKELETON	0	0	0	0	0	0
SNOWBOARD	0	0	0	1	0	2
TOPICS ACCORDING TO OUR OWN CLASSIFICATION						
INFORMATIVE	7	5	1	2	2	4
FORMATIVE	0	0	0	0	0	0
CONTEST	0	0	0	0	0	0
SPONSOR ADVERTISING	0	0	0	1	0	0
COUNTRY PROMOTION	2	1	1	0	0	1
ATHLETE RECOGNITION	0	1	1	3	0	1
OLYMPIC SYMBOLS (RINGS, TORCH, MEDALS, ETC.)	5	2	0	1	0	2
QUESTIONS LEADING TO PARTICIPATION	0	1	1	3	1	1

Source: Our own data

Table 1. Participation in Vancouver Olympic Games Facebook page. Official Posts and User Comments (part2)

| DATE	18-Feb	19-Feb	20-Feb	21-Feb	22-Feb	23-Feb
GENERAL PARTICIPATION/ CONTENT DATA						
LIKE	108,728	68,733	88,924	81,628	37,568	41,943
COMMENTS	15,481	9,796	13,738	10,675	5,038	5,308
OFFICIAL NUMBER OF POSTS	5	5	8	6	2	4
LIKE MEAN	21,745	13,746	11,115	13,604	18,784	10,485
COMMENT MEAN	3,096	1,959	1,717	1,779	2,519	1,327
TOTAL OLYMPIC SPORTS						
BIATHLON	2	0	0	0	1	0
BOBSLEIGH	0	0	0	1	1	0
NORDIC COMBINED	2	0	0	0	0	0
CURLING	0	0	0	0	0	0
FREESTYLE SKIING	0	0	0	0	0	1
ALPINE SKIING	0	0	1	0	1	0
CROSS-COUNTRY SKIING	0	0	1	0	1	0
ICE HOCKEY	0	1	2	0	0	0
LUGE	1	1	0	0	0	0
FIGURE SKATING	0	1	0	0	0	0
SHORT TRACK SPEED SKATING	0	0	0	1	0	0
SPEED SKATING	0	0	0	0	0	1
SKI JUMPING	0	0	0	0	1	0
SKELETON	1	0	0	0	0	1
SNOWBOARD	0	0	0	0	0	0
TOPICS ACCORDING TO OUR OWN CLASSIFICATION						
INFORMATIVE	1	2	5	0	0	2
FORMATIVE	0	0	0	0	0	0
CONTEST	0	0	0	0	0	1
SPONSOR ADVERTISING	0	1	0	1	1	0
COUNTRY PROMOTION	0	2	1	3	1	0
ATHLETE RECOGNITION	3	1	3	1	2	1
OLYMPIC SYMBOLS (RINGS, TORCH, MEDALS, ETC.)	3	2	3	3	2	1
QUESTIONS LEADING TO PARTICIPATION	1	1	1	0	0	0

Table 1. Participation in Vancouver Olympic Games Facebook page. Official Posts and User Comments (part3)

DATE	24-Feb	25-Feb	26-Feb	27-Feb	28-Feb
GENERAL PARTICIPATION/CONTENT DATA					
LIKE	37,134	112,163	163,773	53,869	55,096
COMMENTS	4,956	14,626	21,708	7,077	13,158
OFFICIAL NUMBER OF POSTS	2	4	7	2	5
LIKE MEAN	18,567	28,040	23,396	26,934	11,019
COMMENT MEAN	2,478	3,656	3,101	3,538	2,631
TOTAL OLYMPIC SPORTS					
BIATHLON	0	0	2	0	1
BOBSLEIGH	1	0	0	1	0
NORDIC COMBINED	1	2	0	0	0
CURLING	1	0	1	1	1
FREESTYLE SKIING	1	1	0	0	0
ALPINE SKIING	1	2	2	1	0
CROSS-COUNTRY SKIING	1	2	1	1	1
ICE HOCKEY	1	1	1	0	3
LUGE	0	0	0	0	0
FIGURE SKATING	0	1	1	0	0
SHORT TRACK SPEED SKATING	0	0	2	0	0
SPEED SKATING	0	0	0	0	0
SKI JUMPING	0	0	0	0	0
SKELETON	0	0	0	0	0
SNOWBOARD	0	0	0	1	0
TOPICS ACCORDING TO OUR OWN CLASSIFICATION					
INFORMATIVE	1	0	0	0	1
FORMATIVE	0	0	0	0	1
CONTEST	1	1	1	0	0
SPONSOR ADVERTISING	0	0	1	0	1
COUNTRY PROMOTION	0	0	1	1	0
ATHLETE RECOGNITION	2	3	4	1	0
OLYMPIC SYMBOLS (RINGS, TORCH, MEDALS, ETC.)	1	3	4	2	1
QUESTIONS LEADING TO PARTICIPATION	0	0	0	0	2

Chart 1. Interactions on the Vancouver Olympic Games Facebook page
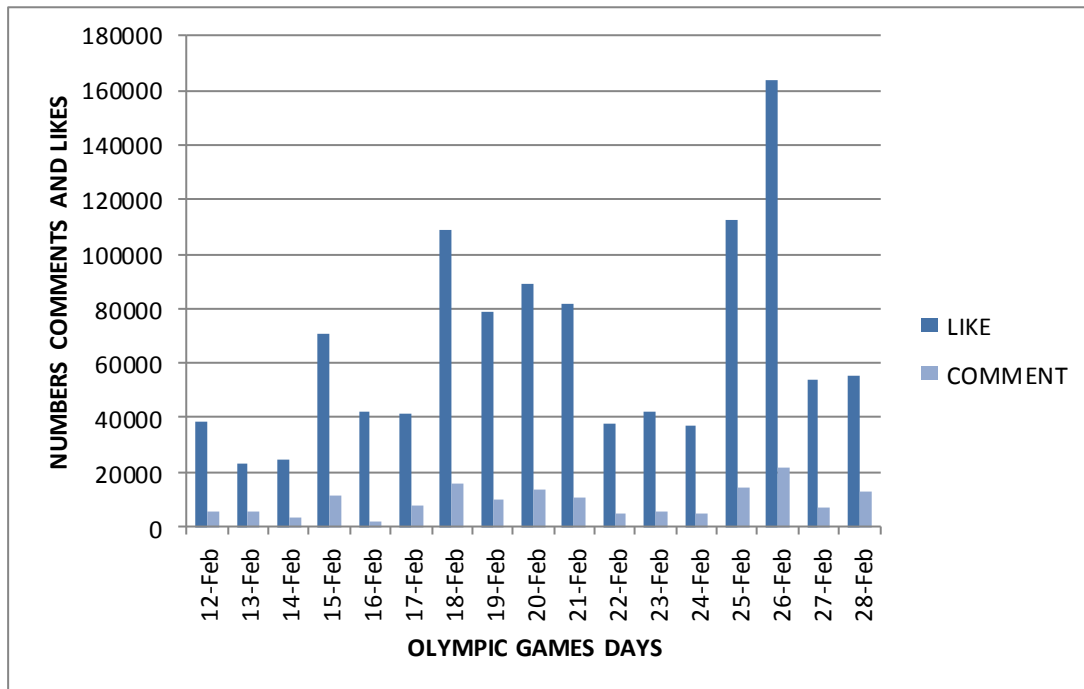
Source: Our own data

Of the total number of page followers (1,297,459), we were able to work out the real percentage of those who took part, either by posting likes or comments. From this total number of fans, over the duration of the Vancouver 2010 Olympics, the VANOC Facebook page received 1,099,852 likes and 156,492 comments. Converted into chart form, the participation percentages were:

Chart 2. Total participation of Vancouver 2010 Facebook page fans
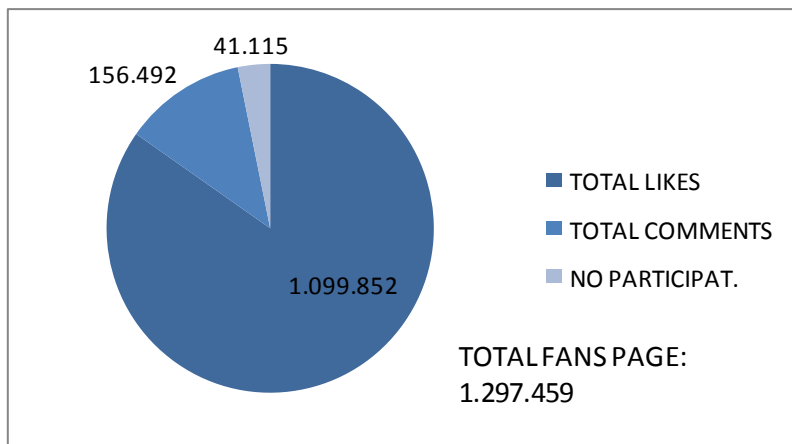
Source: Our own data

When replying to a post, users have two options: likes and comments. As shown in the chart 3, likes are the most common reaction, representing 99% of total participatory behaviour.

Chart 3. Percentage of likes and comments of Vancouver Facebook page fans
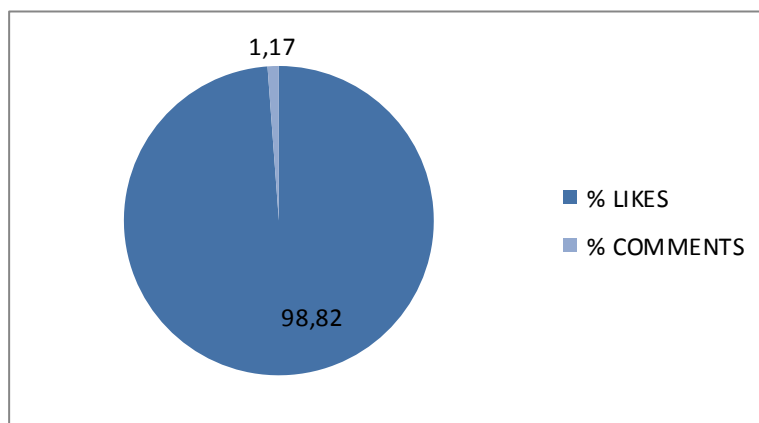
Source: Our own data

Chart 3 compares the total participation in the page (total likes and comments equals 1,256,344) to the total number of page fans (1,297,459). Assuming that every Vancouver 2010 Facebook page fan participated in one way or the other, the result is that an overwhelming 98.82% chose like rather leaving a comment (1.17%).

At first sight, another surprising fact is that the opening and closing days of the Games (12 and 28 February 2010) were by no means the days that motivated people to participate the most. This aspect will be analysed later, to see if it is dependent on the comments posted on those particular days, for example.

Chart 4. Percentage user participation in relation to number of posts
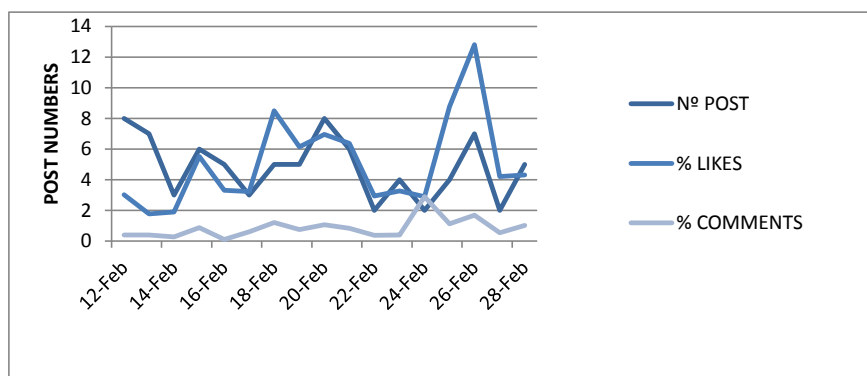
Source: Our own data

Chart 4 shows that participation numbers are directly related to:

▪ The higher the number of official comments, the higher the number of comments and likes.

▪ The higher number of comments on the days leading up to the end of Games, just before the closing ceremony. Over these final days of the Games, the medals table is reviewed,

Olympic records are reported and the "party" aspect of the Games across the globe is highlighted; the number of audiovisual items is also greater.

This is clear to see from the respective table:

Table 2. Percentage of likes and comments in relation to the total number of fans

DATE	Number of posts	% LIKE	% COMMENTS
12-Feb	8	3.03	0.41
13-Feb	7	1.78	0.4
14-Feb	3	1.91	0.28
15-Feb	6	5.52	0.88
16-Feb	5	3.31	0.12
17-Feb	3	3.24	0.62
18-Feb	5	8.51	1.21
19-Feb	5	6.16	0.76
20-Feb	8	6.96	1.07
21-Feb	6	6.39	0.83
22-Feb	2	2.94	0.39
23-Feb	4	3.28	0.41
24-Feb	2	2.9	2.9
25-Feb	4	8.78	1.14
26-Feb	7	12.82	1.7
27-Feb	2	4.21	0.55
28-Feb	5	4.31	1.03

Source: Our own data

Publishing the same number of posts may elicit more responses on some days than others. It would seem that content is the key to participation: we are able to assert that some types of topic foster more participation than others.

Our assertion is irrefutably supported by the data shown in the table above; on 18 and 26 February, the content managed to generate more responses from fans because these were the days when posts paid greater attention to recognising the athletes and teams that had successfully participated in the Olympic Games, and also to the meaning of Olympism (medals table, podiums, triumphant moments shown in photos, etc.).

Vancouver 2010 Facebook followers demonstrated that their main interests were sport and the athletes. This is reflected in table 3 and chart 5 showing the number and topic of posts.

Table 3. Number of posts, by topic

DAYS	INFORM.	FORMATIVE	CONTEST	SPONSOR ADV.	GRATITUDE	MARKET	QUESTION
12-Feb	7	0	0	0	0	5	0
13-Feb	5	0	0	0	1	2	1
14-Feb	1	0	0	0	1	0	1
15-Feb	2	0	0	1	3	1	3
16-Feb	2	0	0	0	0	0	1
17-Feb	4	0	0	0	1	2	1
18-Feb	1	0	0	0	3	3	1
19-Feb	2	0	0	1	1	2	1
20-Feb	5	0	0	0	3	3	0
21-Feb	0	0	0	1	1	3	0
22-Feb	0	0	0	1	2	2	0
23-Feb	2	0	1	0	1	1	0
24-Feb	1	0	1	0	2	1	0
25-Feb	0	0	1	0	3	3	0
26-Feb	0	0	1	1	4	4	0
27-Feb	0	0	0	0	1	2	0
28-Feb	1	1	0	1	0	1	2

Source: Our own data

Chart 5. Thematic content of official posts on the Vancouver Olympic Games Facebook page
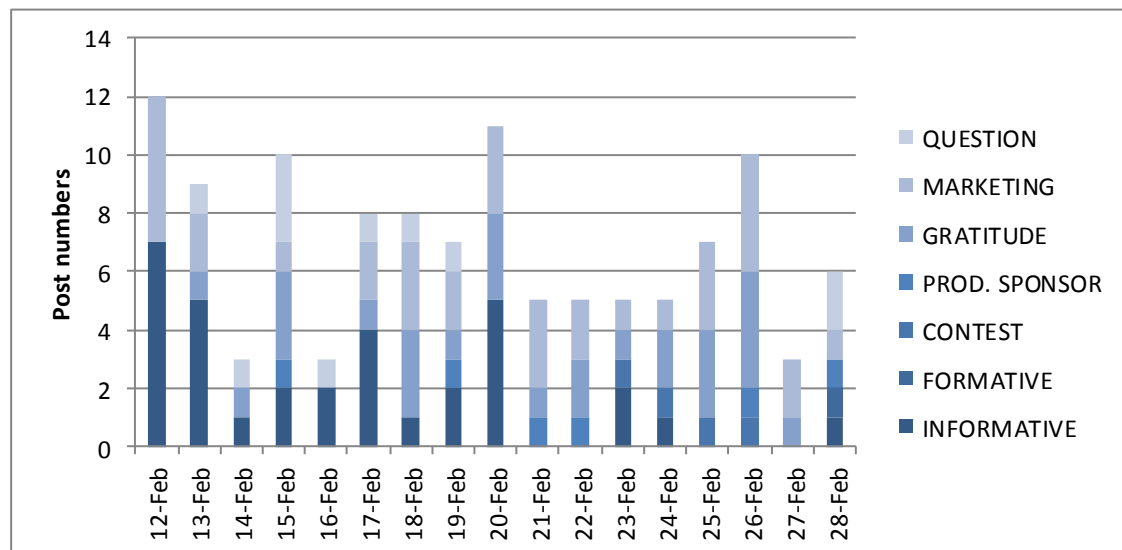
Source: Our own data

Regarding the chart on thematic content, account should be taken of the following:

- The Vancouver 2010 Facebook page is an informative page on the athletes' and teams' achievements. Despite that, there is no information on schedules, ticketing or venues (this is set aside for Twitter).

- In second place come marketing posts, devoted mainly to traditional or new collectors: official mascots, stamps, etc. All these posts are accompanied by a photo.

- Expressions of congratulations to the teams for their achievements and of gratitude to the Olympic volunteers are very important too.

- Contests were devoted to the best amateur photo of the Vancouver Games. No prize was awarded and the person taking the photo was not identified. The photo was only published on the page.

- Olympic education, referred to in this study as formative posts, was not found directly in comments. The Olympic Games are considered to be a special occasion for explaining a number of aspects related to this issue, as well as other topics.

3.3.1. Photos on the Vancouver Facebook fan page

Chart 6. Distribution of photos on the Vancouver Olympic Games Facebook page, by topic
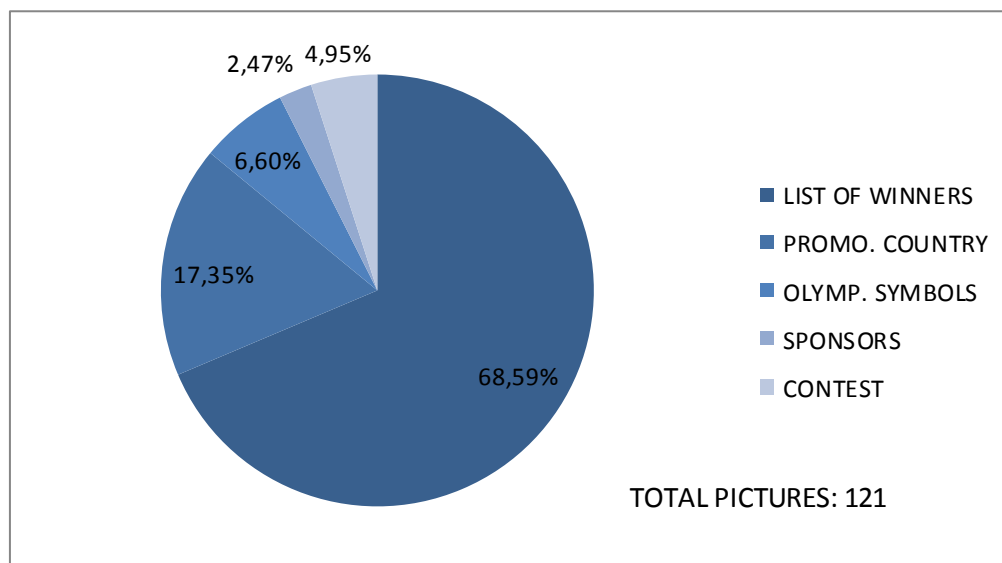
Source: Our own data

By "List of Winners", reference is made to scenes that the Vancouver Olympic Games page called "Olympic Moments": photos of triumphant athletes, of podiums and of medal award ceremonies, and everything that surrounds winning a competition. There was only one scene of a fall in an acrobatic jump, which suggests that there was a desire to reflect the rewards of hard work rather than the failures or bad moments that also form part of sport.

Canada was promoted through photo galleries of its natural landscape (never of its cities).

Photos of Olympic symbols included mascots, the torch being carried through the streets, the Olympic rings and the stadiums where competitions were being held.

Regarding the contests, the photos that best reflected the Olympic spirit or the most wonderful and striking sporting moment were selected: the winning photos were of an ice skating spectator and of a Canadian man in national costume with the Olympic flag behind him. The "prize" awarded to the winners was the publication of their photos on the Facebook page by the Olympic Committee (there was no financial reward).

Regarding the sponsors, there were only three posts over the 16-day duration of the Games. The most obvious ones were by Samsung, with a photo of a mobile phone and the logo.

Chart 7. Photos on the Vancouver Olympic Games Facebook page, by topic
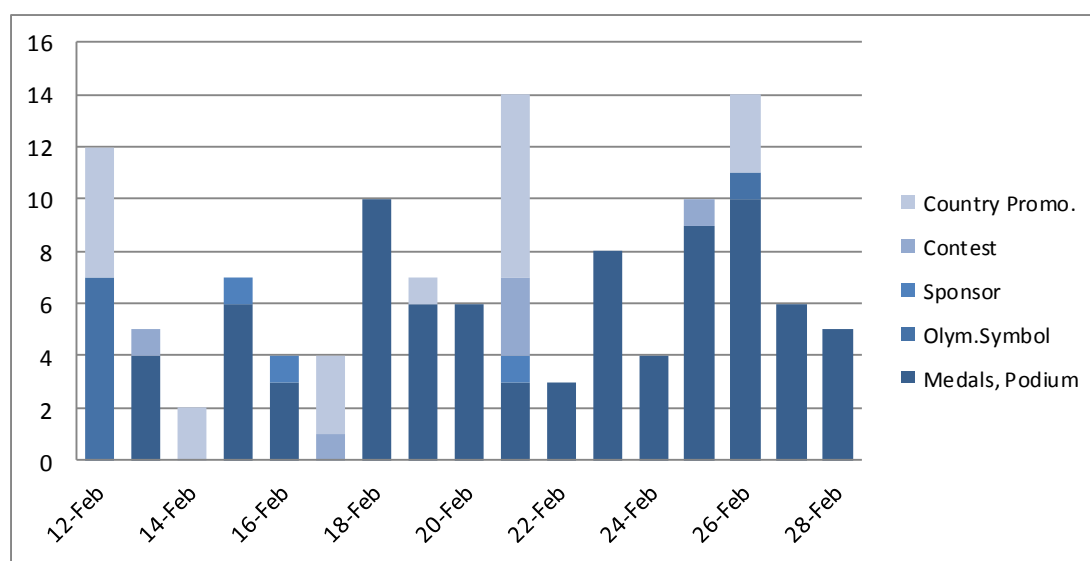
Source: Our own data

Moments of Olympic glory was the number one topic on the Vancouver 2010 Facebook page, followed by an exhaustive promotion of the host country. On this social networking site, photos of medal winners and of Canada's nature prevailed.

It is worth noting that recourse was only taken to audiovisuals for the Olympic symbols (rings, torch, etc.) during the Olympic Games opening and closing ceremonies. The rest of time, audiovisuals were devoted to athletes and the Olympic atmosphere or ambience in the city.

By contests, reference is made to the publication of photos winning one of the photography contests mentioned above. Of all the photos published (121), only three of them were the sponsors'.

Later on in this document, a combined analysis of the variables is performed:

1. The relationship between the publication of posts with audiovisual content and participation (with likes or comments).

2. The impact of audiovisual content on people's responses: not only assessing whether the photos/videos generate more responses, but also ascertaining which topics covered in them attract most users.

Thus, we shall see that it is not only posting a photo that matters, since the content must really be of interest to the public too. We found that some followers were highly selective; they valued textual and image quality as much as the topics.

Once again, we found more responses to images that reflected these aspects, in this order:

a. List of winners, medal award ceremonies, competition photos, etc. (Olympic Moments).

b. Photos of the Olympic host country (natural beauty, or lovely photos in general) served as attractions that few users could not "like".

Elements such as the sponsors' or contest photos were overshadowed, mainly because of the poor use made of this material (it was not promoted, those responsible for taking the photos were not identified and there was no financial reward for their efforts, etc.).

Olympic symbols, when accompanied by other elements (athletes, opening/closing ceremonies, etc.) did not arouse much interest. Rather than in marketing, this study seems to demonstrate that, on the Vancouver 2010 Facebook page, users were interested in athletic achievements and not in topics surrounding the Games, as indeed happens with television, which we have analysed in other studies.

Chart 8. Relationship between participation and the type of audiovisual content posted on the Facebook page
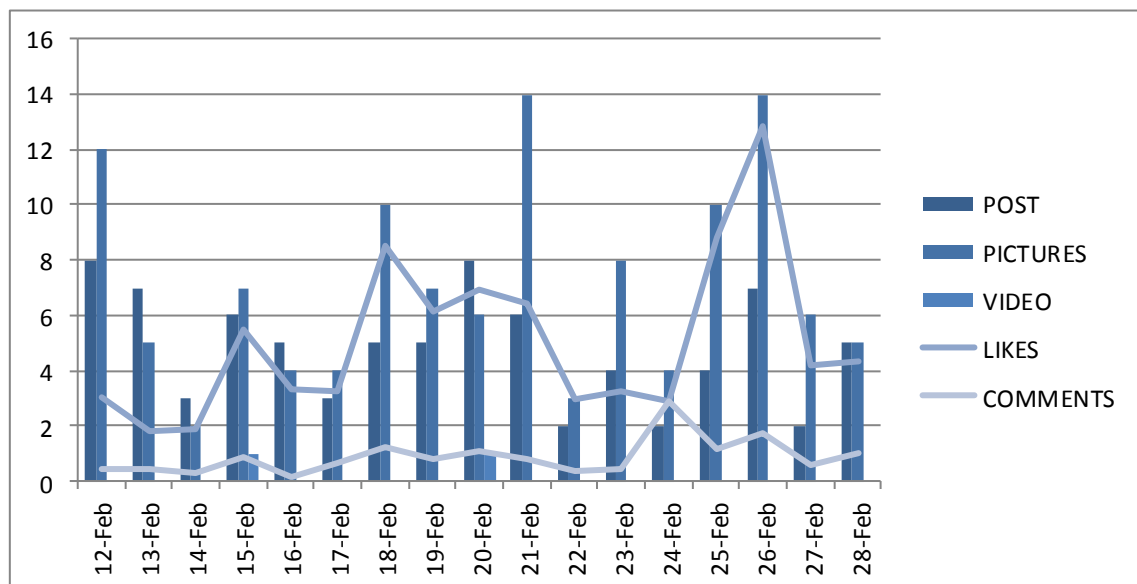
Source: Our own data

Chart 9. Relationship between participation and the type of topic covered in posts on the Facebook page
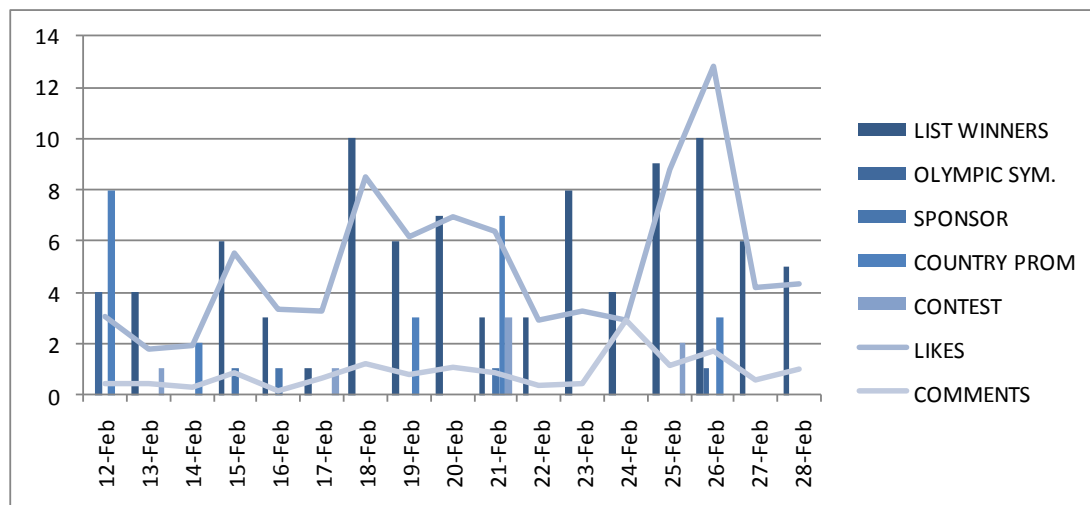
Source: Our own data

Consequently, the Vancouver 2010 Facebook page follower appears to be interested in:

1. Visual elements that show the whole Olympic spectacle and the organisation surrounding the Games.
2. The human achievements of the athletes, together with images showing the celebration of moments when medals are awarded.
3. The highest participation is connected with the above-mentioned points, but Olympic fans express their liking for higher-quality content: whether valuable or breaking news content, or an emotive photo. On this point is worth asking oneself what participation results would videos of past sporting events have had if they had been more prevalent on Facebook.

3.4. The Olympic Games on Facebook

As was the case for Vancouver 2010, we found that the Facebook page was not officially verified by Facebook. As a result, most Olympic followers joined it on recommendation from a friend, or because the number fans was higher in comparison to other Facebook pages with the same or similar names. The option is simple: The IOC only has to go to the home page, in this section:

An example of a verified page is:

In this instance, the page for a celebrity, band or business (or organisation) on Facebook guarantees the authenticity of the person or people behind it.

In general, there was less activity on this page than on the Vancouver page. Another general aspect that should be pointed out was the occasional redundancy of some of the content: videos, photos and comments. This issue lead us towards a reflection on the conclusions of part of this study.

Table 4 shows the activity of the Olympic Games page during the Vancouver Games.

Table 4. General activity on The Olympic Games Facebook fan page

DATE	12-Feb	13-Feb	14-Feb	15-Feb	16-Feb	17-Feb
GENERAL DATA: PARTICIPATION						
LIKE	21,368	35,917	13,497	0	0	9,943
COMMENTS	5,117	5,296	1,401	0	0	5,226
NUMBER OF POSTS	3	4	4	0	0	2
TOPICS ON THE OLYMPIC GAMES FACEBOOK FAN PAGE						
INFORMATIVE	1	0	1			0
FORMATIVE	0	0	0			0
CONTEST	0	1	0			0
SPONSOR ADVERTISING	0	0	1			0
COUNTRY PROMOTION	1	0	0			0
ATHLETE RECOGNITION	0	0	0			2
OLYMPIC SYMBOLS (RINGS, TORCH, MEDALS, ETC.)	1	3	2			0
QUESTIONS LEADING TO PARTICIPATION	0	0	0			0
% TOTAL POSTS	1.50%	2.36%	0.80%	0.00%	0.00%	0.87%

Source: Our own data

On 15 and 16 February there was no activity at all. The fan page recorded most activity on 13 February, thanks to the opening ceremony images from the previous day. In this respect, people commented on their personal impressions of the ceremony as a stadium spectator or television viewer.

Table 5. General activity on The Olympic Games Facebook fan page

DATE	18-Feb	19-Feb	20-Feb	21-Feb	22-Feb	23-Feb
GENERAL DATA: PARTICIPATION						
LIKE	15,712	3,729	10,483	1,076	16,269	5,871
COMMENTS	2,325	812	954	167	2,360	741
NUMBER OF POSTS	8	2	3	1	6	4
TOPICS ON THE OLYMPIC GAMES FACEBOOK FAN PAGE						
INFORMATIVE	1	0	0	1	1	0
FORMATIVE	0	0	0	0	0	0
CONTEST	0	0	0	0	1	0
SPONSOR ADVERTISING	0	0	0	0	0	1
COUNTRY PROMOTION	2	0	0	0	0	0
ATHLETE RECOGNITION	3	2	3	0	3	1
OLYMPIC SYMBOLS (RINGS, TORCH, MEDALS, ETC.)	1	0	0	0	1	2
QUESTIONS LEADING TO PARTICIPATION	1	0	0	0	0	0
% TOTAL POSTS	1.03%	0.26%	0.65%	0.07%	1.07%	0.38%

Source: Our own data

Over these days, the number of posts grew, but we found that, as the number posts published on the Vancouver Facebook page increased, participation in The Olympic Games Facebook fan page fell. Therefore, this suggests that both pages might have overlapped.

The posts did not focus on contests and direct questions, which lead to participation.

Table 6. General activity on The Olympic Games Facebook fan page

DATE	24-Feb	25-Feb	26-Feb	27-Feb	28-Feb
TOPICS ON THE OLYMPIC GAMES FACEBOOK FAN PAGE					
LIKE	15,804	8,365	11,781	10,986	27,055
COMMENTS	1,626	952	3,479	1,129	15,354
NUMBER OF POSTS	7	4	6	4	7
TOPICS ON THE OLYMPIC GAMES FACEBOOK FAN PAGE					
INFORMATIVE	1	0	0	2	0
FORMATIVE	0	0	0	0	0
CONTEST	0	0	0	0	1
SPONSOR ADVERTISING	0	0	0	0	0
COUNTRY PROMOTION	2	3	0	2	0
ATHLETE RECOGNITION	2	1	5	0	0
OLYMPIC SYMBOLS (RINGS, TORCH, MEDALS, ETC.)	2	0	1	0	2
QUESTIONS LEADING TO PARTICIPATION	0	0	0	0	4
% TOTAL POSTS	1%	0.53%	0.87%	0.69%	2.43%

Source: Our own data

At the end of the Games, as shown in table 6, we found that the number of posts had increased on account of:

1. A review of the Olympic medals table.

2. The fact that questions began to be asked, aimed at finding out the opinions of the followers of the Vancouver 2010 Facebook page.

Chart 10. The Olympic Games Facebook fan page posts over the duration of the Vancouver 2010 Olympics
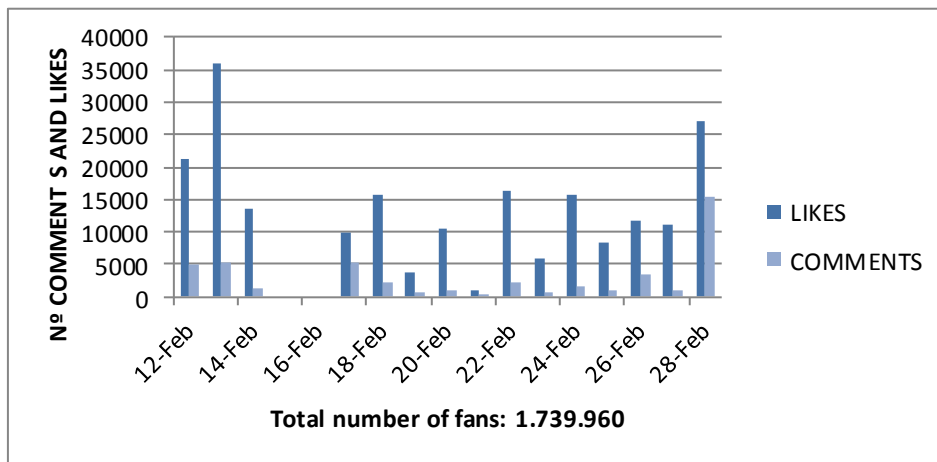
Source: Our own data

Chart 11. Comparison between participation in the Vancouver 2010 Facebook page and The Olympic Games Facebook page over the duration of the Vancouver 2010 Olympics
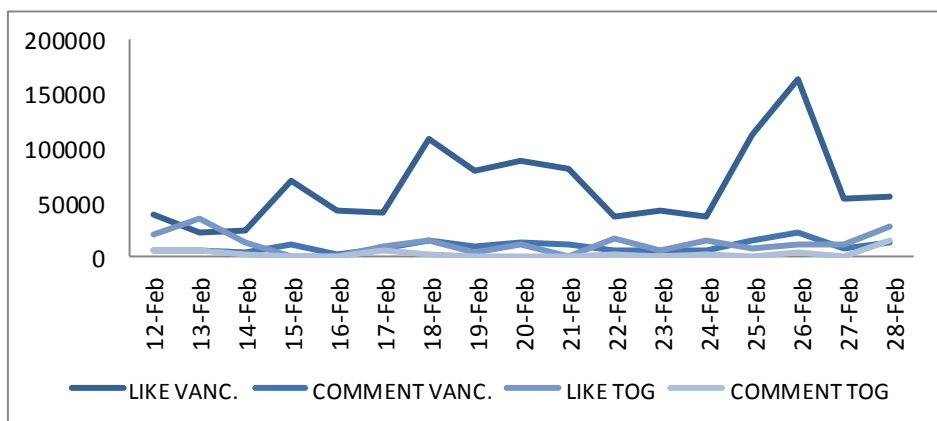
Source: Our own data

Chart 12. Relationship between participation and the type of audiovisual content posted on The Olympic Games Facebook page over the duration of the Vancouver 2010 Olympics
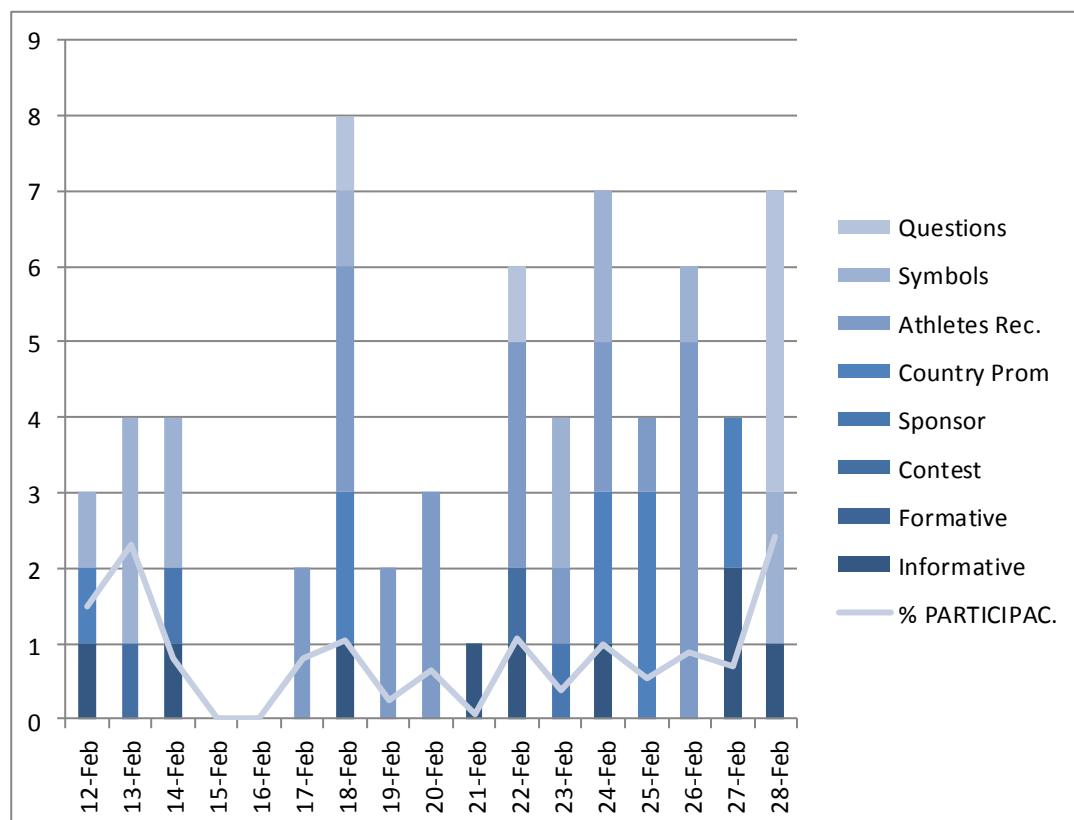
They are striking charts because they show how important breaking news and updates are: even though The Olympic Games Facebook page had more followers than the Vancouver 2010 one (1,739,960 and 1,277,088, respectively, in September 2010), the fans of the Olympic host city's page are the ones that showed more interest and got more involved. The reasons for this are:

1. More updates on the Vancouver 2010 Facebook page.

2. Later on, in chart 12, the content differences are analysed to try and find out if they generate user responses. The celebration of sporting achievements is the aspect that attracts the highest number of participants. In this instance, on 28 February, questions about the opinions that these Games had generated triggered more opinions.

After analysing the data, we found that The Olympic Games Facebook page voluntarily ceded centre stage to the Vancouver Facebook page, since that was where the news was happening.

3.5. Vancouver 2010 and the Olympic Games on Facebook, two months later

In the section on the objectives of this study, we mentioned that we wanted to find out how an event like the Olympics affects its social networking page. We initially assumed that activity would be more intense over the days when the Games were taking place, but we did not have any quantitative data available to make a reliable comparison.

As a result, a decision was taken to analyse the week from 3 to 9 May, two months after the Vancouver 2010 Olympics, to see if both the number and content of the posts on both the Vancouver 2010 and The Olympic Games Facebook pages had changed.

3.5.1. Vancouver 2010 in May

Chart 13 summarises the state of the Vancouver 2010 Facebook page in May 2010.

Chart 13. Activity on the Vancouver Olympic Games Facebook page in May 2010
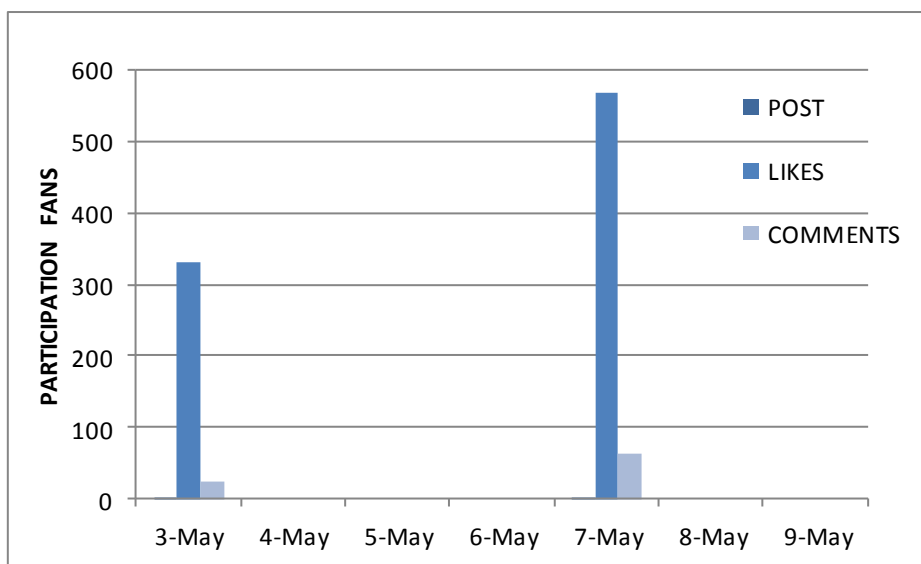
Source: Our own data

Over the week studied, only three content posts were published (two videos and one photo) on 3 and 7 May. All the posts on those days were Youth Olympics promotional items, with the Winter Olympics being left behind.

The two videos were posted on 7 May, but this did not affect the public's response because, if we divide the total impact obtained by the two, we find that the same level of response as on 3 May (the day when the post was accompanied by a photo and not a video).

3.5.2. The Olympic Games in May

The Olympic Games Facebook page in May was exclusively devoted to promoting the Youth Olympics and future Olympic events.

Indeed, it served as an informative cover page for future Games (such as Rio 2016) and, owing to a lack of updates or staff to inform the public of breaking news on the Olympic Movement, it was found that recourse was taken to archive material:

The enormous amount of archive material, photos and particularly audiovisual material that the IOC has available can be used to create activity in the between-Games period. This period could also be used by the institution to run Olympic education campaigns or to publicise issues relevant to the Olympic Movement Day.

3.6. Vancouver 2010 on Twitter

Examining comment posts and replies on Twitter is extremely complicated if the necessary IT tools are not to hand. It is impossible to know how many tweets are made every minute, and how many retweets are generated in response, without an appropriate set of tools such as those listed in blogs like Dobleo, which are now becoming more and more popular.

How is it possible to measure the impact of a tweet, or how far a tweet has travelled? TwitterAnalyzer, for example, produces instant charts of the activity that posts are generating. It is a vital tool for any business or organisation that wants to know what impact their page on this social networking site is having.

The conduct of Vancouver 2010 on Twitter over the duration of the Vancouver 2010 Olympics is detailed below in daily activity tables.

Table 7. VANOC Twitter activity over the duration of the Vancouver 2010 Olympics

DATE	12-Feb	13-Feb	14-Feb	15-Feb	16-Feb	17-Feb	TOTAL
GENERAL PARTICIPATION/CONTENT DATA							
NUMBER OF FOLLOWERS							**9,884**
PAGE NAME							**VANOC**
NUMBER OF TWEETS	58	42	36	43	41	56	**276**
VERIFIED							**NO**
TOPICS ON TWITTER							
TICKET SALE INFORMATION	5	0	3	4	5	5	**22**
EVENT VENUE INFORMATION	14	5	5	7	2	4	**37**
RESULTS INFORMATION	0	17	13	15	9	22	**76**
BREAKING NEWS	3	0	0	1	2	3	**9**
NEWS CORRECTIONS	0	1	0	1	0	1	**3**
ATHLETE/TEAM RECOGNITION	0	0	2	1	10	5	**18**
QUESTIONS LEADING TO PARTICIPATION	0	0	0	0	1	2	**3**
COMMENTS ON OLYMPIC AMBIENCE	20	6	7	4	6	5	**48**
PHOTO LINK	6	5	2	3	1	1	**18**
VIDEO LINK	0	2	1	2	1	1	**7**
TOURISM AROUND THE CITY	10	6	3	5	4	7	**35**

Source: Our own data

Once again, we find that this is a non-verified page, which makes it a little difficult to know whether or not it is official.

In addition, this poses legal problems if someone is illegally using the VANOC and IOC names, as described in Twitter's privacy policy and terms and conditions of use:

4. Be a good partner to Twitter

(a) If you display Tweets in an offline context, do so according to the guidelines found here.

(b) Respect the features and functionality embedded with or included in Twitter Content or the Twitter API. Do not attempt to interfere with, disrupt, or disable any Twitter API features, and you should only surface actions that are organically displayed on Twitter.

o For example, your Service should execute the unfavorite and delete actions by removing all relevant messaging and Twitter Content, not by publicly displaying to other end users that the Tweet was unfavorited or deleted.

(c) If your application causes or induces user accounts to violate the Twitter Rules (for example, by retweeting spam updates, repeatedly posting duplicate links, etc.), it may be suspended or terminated. We've provided some guidance in our Abuse Prevention and Security help page.

(d) Respect the intellectual property rights of others.

(e) Do not use the Twitter Verified Account badge, Verified Account status, or any other enhanced user categorization on accounts other than those reported to you by Twitter through the API.

Source: Twitter

The number of followers, the lists they follow (the whole Olympic Movement), the type of content and the participation of numerous athletes whose accounts are, strangely enough, verified, lead us to believe that it is an official page.

Tables 7, 8 and 9 show how another strategy is used on this social networking site: Twitter is used for breaking news, from recently awarded medals to ticket sales and where they can be purchased.

Table 8. VANOC Twitter activity over the duration of the Vancouver 2010 Olympics

DATE	18-Feb	19-Feb	20-Feb	21-Feb	22-Feb	23-Feb	TOTAL
GENERAL PARTICIPATION/CONTENT DATA							
NUMBER OF FOLLOWERS							**9,884**
PAGE NAME							**VANOC**
NUMBER OF TWEETS	71	78	84	90	78	62	**463**
VERIFIED							**NO**
TOPICS ON TWITTER							
TICKET SALE INFORMATION	3	6	2	5	4	4	**24**
EVENT VENUE INFORMATION	4	3	3	4	2	1	**17**
RESULTS INFORMATION	33	41	36	43	36	29	**218**
BREAKING NEWS	2	1	3	1	2	1	**10**
NEWS CORRECTIONS	1	0	2	0	1	0	**4**
ATHLETE/TEAM RECOGNITION	4	8	6	5	6	4	**33**
QUESTIONS LEADING TO PARTICIPATION	1	1	0	1	0	0	**3**
COMMENTS ON OLYMPIC AMBIENCE	14	18	21	19	21	13	**106**
PHOTO LINK	1	1	2	1	1	1	**7**
VIDEO LINK	1	2	2	3	1	1	**10**
TOURISM AROUND THE CITY	6	5	6	7	4	3	**31**

Source: Our own data

The highest level of activity was also on 21 February, coinciding with the highest level of activity on Facebook generated by a review of the Olympic medals table and medal winners up until that date.

Table 9. VANOC Twitter activity over the duration of the Vancouver 2010 Olympics

DATE	24-Feb	25-Feb	26-Feb	27-Feb	28-Feb	TOTAL
GENERAL PARTICIPATION/CONTENT DATA						
NUMBER OF FOLLOWERS						**9,884**
PAGE NAME						**VANOC**
NUMBER OF TWEETS	35	32	36	40	35	**178**
VERIFIED						**NO**
TOPICS ON TWITTER						
TICKET SALE INFORMATION	2	2	3	2	0	**9**
EVENT VENUE INFORMATION	0	2	1	3	6	**12**
RESULTS INFORMATION	14	17	15	16	5	**67**
BREAKING NEWS	0	0	1	0	1	**2**
NEWS CORRECTIONS	2	0	0	0	1	**3**
ATHLETE/TEAM RECOGNITION	6	4	3	6	4	**23**

| QUESTIONS LEADING TO PARTICIPATION	0	0	0	0	0	**0**
COMMENTS ON OLYMPIC AMBIENCE	8	5	9	8	11	**41**
PHOTO LINK	0	0	1	1	1	**3**
VIDEO LINK	1	1	1	1	2	**6**
TOURISM AROUND THE CITY	2	1	2	3	4	**12**

Source: Our own data

The most news did not appear on the day of the closing ceremony, but on the day before: Twitter served to prepare the ambience for the ceremony, to let people know about the venues where tickets were still available and how to get to the stadium.

It is a known fact that this social networking site is based on short messages up to 140 characters long. There were links to the official website and even to the Facebook page in order to view photos and videos.

Chart 14 shows the content into which the 917 tweets posted to the Vancouver 2010 page on this social networking site was divided.

Chart 14. Topics on the VANOC Twitter page
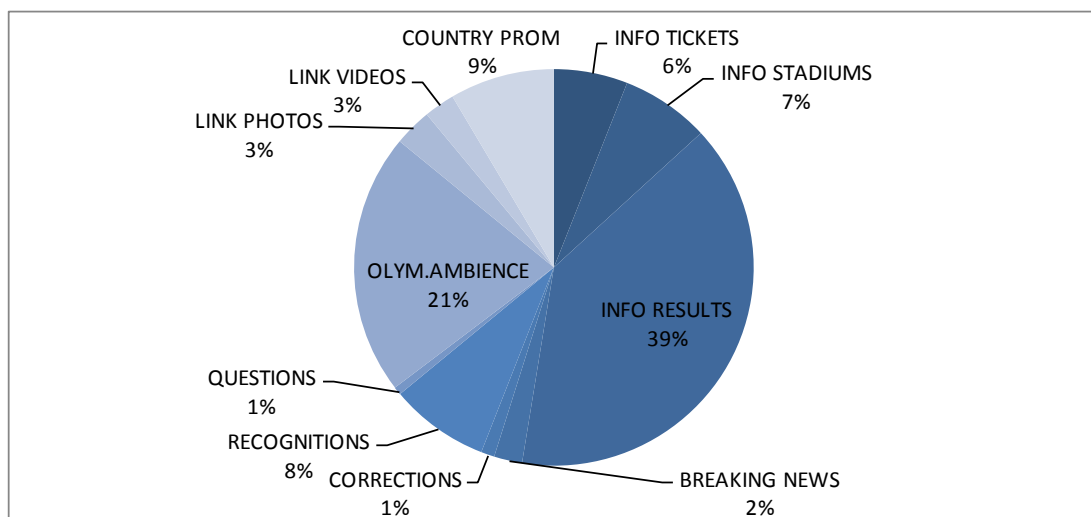
Source: Our own data

Of the total number of tweets, 361 were on breaking news, 195 on the Olympic ambience in the streets, stadium and experiences by the athletes themselves, and in third place, a significantly lower number of 78 were on the promotion of the city of Vancouver (places to visit, where to buy souvenirs, etc.).

Worthy of note is the minimal use of questions put to Twitter followers to encourage them to participate, and the small number of links to photos and videos: Facebook was used for that purpose. In short, the chart above shows that the content on Twitter was distributed as follows:

Table 10. Content distribution on the VANOC Twitter page

GENERAL DATA ANALYSIS	TOTAL	
	TOTAL	% TOTAL
TICKET SALE INFORMATION	55	5.9
EVENT VENUE INFORMATION	66	7.19
RESULTS INFORMATION	361	39.36
BREAKING NEWS	21	2.29
NEWS CORRECTIONS	10	1.09
ATHLETE/TEAM RECOGNITION	74	8.06
QUESTIONS LEADING TO PARTICIPATION	6	0.65
COMMENTS ON OLYMPIC AMBIENCE	195	21.26
PHOTO LINK	28	3.05
VIDEO LINK	23	2.5
TOURISM AROUND THE CITY	78	8.5

Source: Our own data

Twitter was used as a platform to let people know about the daily competition results (39.36%), to transmit the Olympic ambience and to support participants and event spectators. In third place, with a significantly lower percentage (8.5%), it was used to promote the city and its attractions. Information on event venues (7.19%) and on ticket sales (5.9%) was also of relative importance.

As a result of using Twitter in this way, the opportunity to create more discussion, retweets and public engagement on this social networking site may have been lost.

Chart 15 shows how tweets were posted, irrespective of their content, on each day:

Chart 15. VANOC Twitter page, number of tweets over the duration of the Vancouver 2010 Olympics
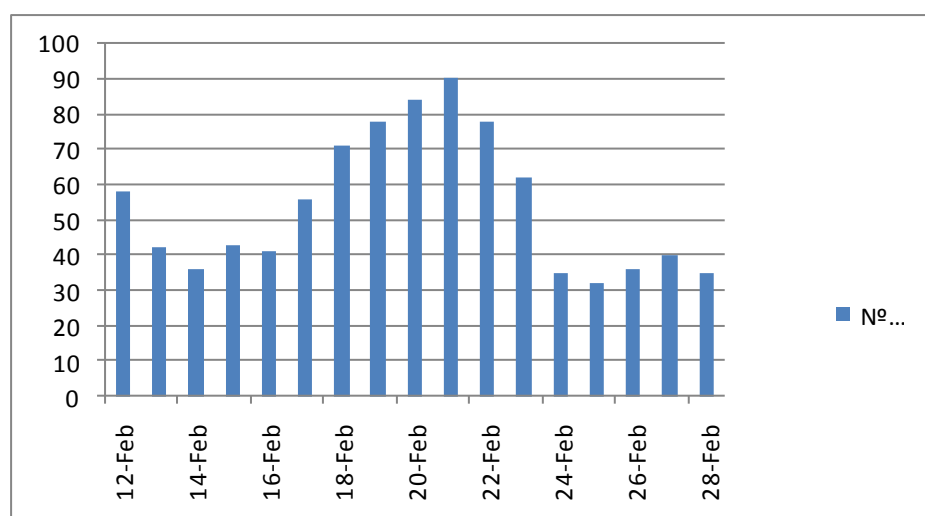
Source: Our own data

The highest level of activity on this social networking site was on the days in the middle of the Olympic Games and on the day of the opening ceremony, whereas activity fell over the last five days. This is unquestionably due to the specialised use made of Twitter, as mentioned earlier.

Information on ticket sales, advertisements and venues was of less interest towards the end of the Games: most of the tickets had sold out, there were few competitions remaining and everything focused on expressions of thanks and on the preparation of the closing ceremony.

Let's compare the number of VANOC posts/tweets on Facebook and Twitter. This is the result:

Chart 16. Number of VANOC Facebook and Twitter posts/tweets
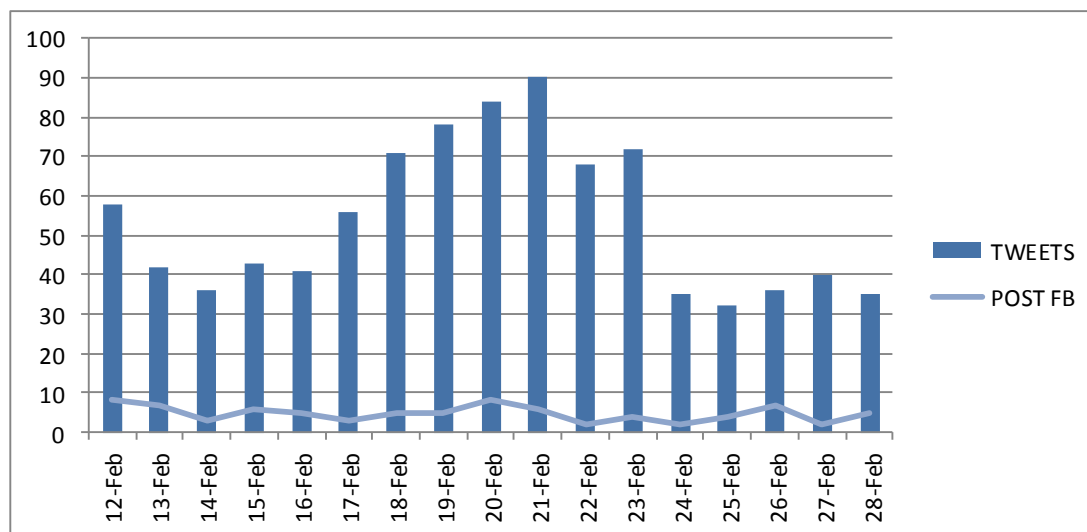
Source: Our own data

There was a much higher level of activity on Twitter, due to its nature, although the total number of followers was 10% lower than Facebook followers. No relationship was found between the days of highest activity on Twitter and on Facebook.

Twitter reflects the ideas of Graeme Menzies, director of online communications, publications and editorial services for VANOC: "Twitter has retrieved the telegram. It's a good telegram: Short little sentences and things that are important for the next five minutes, but not so important after that.(..) the accounts are focused on pushing out links and information, rather than engaging in discussions with other Twitter users. He said he's found Twitter to be useful for distributing ticketing information and sharing local-focused items." (Silverman 2010)

As a result of using Twitter in this way, the opportunity to create more discussion, retweets and public engagement on this social networking site may have been lost.

3.7. The Olympic Games on Twitter

On this social networking site, the Vancouver 2010 page was called VANOC, and The Olympic Games page was called Olympics. The main activity on this page was the posting of links to photos and videos of the event. As was also the case for Facebook, there was a lack of coordination between the VANOC and IOC pages, and of a general idea of the specific nature of Twitter. Here are the analysis tables for the daily tweets and the Olympic content:

Table 11. Olympics Twitter activity over the duration of the Vancouver 2010 Olympics

DATE	12-Feb	13-Feb	14-Feb	15-Feb	16-Feb	17-Feb	TOTAL
GENERAL PARTICIPATION/CONTENT DATA							
NUMBER OF FOLLOWERS							**15,406**
PAGE NAME							**OLYMPICS**
NUMBER OF TWEETS	6	7	6	2	7	5	**33**
VERIFIED							**NO**
TOPICS ON TWITTER							
TICKET SALE INFORMATION	0	0	0	0	0	0	**0**
EVENT VENUE INFORMATION	1	0	0	0	0	0	**1**
RESULTS INFORMATION	0	1	0	0	1	0	**2**
BREAKING NEWS	0	0	0	0	0	0	**0**
NEWS CORRECTIONS	0	0	0	0	1	0	**1**
ATHLETE/TEAM RECOGNITION	0	0	1	0	1	0	**2**
QUESTIONS LEADING TO PARTICIPATION	0	0	0	0	0	0	**0**
COMMENTS ON OLYMPIC AMBIENCE	1	3	1	2	2	3	**12**
PHOTO LINK	2	1	2	0	1	1	**7**
VIDEO LINK	2	2	2	0	1	1	**8**
TOURISM AROUND THE CITY	0	0	0	0	0	0	**0**

Source: Our own data

Table 12. Olympics Twitter activity over the duration of the Vancouver 2010 Olympics

DATE	18-Feb	19-Feb	20-Feb	21-Feb	22-Feb	23-Feb	TOTAL
GENERAL PARTICIPATION/CONTENT DATA							
NUMBER OF FOLLOWERS							**15,406**
PAGE NAME							**OLYMPICS**
NUMBER OF TWEETS	3	3	2	8	4	2	**22**
VERIFIED							**NO**
TOPICS ON TWITTER							
TICKET SALE INFORMATION	0	0	0	0	0	0	**0**
EVENT VENUE INFORMATION	0	0	0	0	0	0	**0**
RESULTS INFORMATION	0	0	0	2	0	0	**2**
BREAKING NEWS	0	0	0	0	0	0	**0**
NEWS CORRECTIONS	0	0	0	0	0	0	**0**
ATHLETE/TEAM RECOGNITION	0	0	0	1	0	0	**1**
QUESTIONS LEADING TO	0	0	0	0	0	0	**0**

PARTICIPATION							
COMMENTS ON OLYMPIC AMBIENCE	1	0	2	3	2	0	**8**
PHOTO LINK	1	1	0	1	1	1	**5**
VIDEO LINK	1	2	0	1	1	1	**6**
TOURISM AROUND THE CITY	0	0	0	0	0	0	**0**

Source: Our own data

In the first week of the Vancouver 2010 Olympic Winter Games, the Olympics Twitter page had 33 tweets. Once again, the page was used as a means of Olympic promotion. It was found that the use of the Olympics Twitter page differed from the VANOC one, in that it was more akin to the use of Facebook.

In the middle of the Olympic Games, the highest number of tweets was on 21 February, with a review of the medals table. However, the level of activity was lower than on the VANOC page; 22 tweets in six days, all promoting the Olympic Movement or linking to external content (once again links to photos and videos).

Table 13. Olympics Twitter activity over the duration of the Vancouver 2010 Olympics

DATE	24-Feb	25-Feb	26-Feb	27-Feb	28-Feb	TOTAL
GENERAL PARTICIPATION/CONTENT DATA						
NUMBER OF FOLLOWERS						**15,406**
PAGE NAME						**OLYMPICS**
NUMBER OF TWEETS	5	4	5	3	7	**24**
VERIFIED						**NO**
TOPICS ON TWITTER						
TICKET SALE INFORMATION	0	0	0	0	0	**0**
EVENT VENUE INFORMATION	0	0	0	0	0	**0**
RESULTS INFORMATION	0	1	1	0	0	**2**
BREAKING NEWS	0	0	0	0	0	**0**
NEWS CORRECTIONS	0	0	0	0	0	**0**
ATHLETE/TEAM RECOGNITION	1	0	0	0	1	**2**
QUESTIONS LEADING TO PARTICIPATION	0	0	0	0	1	**1**
COMMENTS ON OLYMPIC AMBIENCE	2	2	2	3	3	**12**
PHOTO LINK	1	0	1	0	1	**3**
VIDEO LINK	1	1	1	0	1	**4**
TOURISM AROUND THE CITY	0	0	0	0	0	**0**

Source: Our own data

As shown in table 13, over the last five days, 24 tweets were posted, half of which were expressions of encouragement and joy. Much of the content offered on this page was a duplicate of the content already offered on the VANOC page, which was updated more often, both by VANOC and by other Olympic stakeholders: athletes, volunteers and sponsors. The conduct of athletes and sponsors is analysed later on, since they were two of the stakeholders that interacted the most on social networking sites over the duration of the Vancouver 2010 Olympics.

Table 14. Olympics Twitter page

GENERAL DATA	TOTAL
NUMBER OF FOLLOWERS	15,406
PAGE NAME	OLYMPICS
NUMBER OF TWEETS	79
VERIFIED	NO

| TOPICS	TOTAL	% TOPICS
TICKET SALE INFORMATION	0	0
EVENT VENUE INFORMATION	1	1.26
RESULTS INFORMATION	6	7.5
BREAKING NEWS	0	0
NEWS CORRECTIONS	1	1.26
ATHLETE/TEAM RECOGNITION	5	6.63
QUESTIONS LEADING TO PARTICIPATION	1	1.26
COMMENTS ON OLYMPIC AMBIENCE	32	40.5
PHOTO LINK	15	18.9
VIDEO LINK	18	22.7
TOURISM AROUND THE CITY	0	0

Source: Our own data

The use of the Olympics page, as shown in table 14, was very different from that of the VANOC page. Here we found that 40% of total tweets were connected with the party going on in the streets, the emotion in the stadiums, etc. The links offered were to the IOC's official website in order to view photos and videos. In this instance, therefore, the function of Twitter was more akin to that of Facebook. With a number of users representing 10% of the Facebook users, it tried to create engagement, and it was complementary to the purpose of the VANOC Twitter page.

It should be noted that, once again, the VANOC and Olympics Twitter pages were not verified, while, strangely enough, some of the sponsors' Twitter pages were. Some examples are shown below:

Screenshot 1. Olympics Twitter page

Screenshot 2. Official Sponsor of Vancouver 2010, with a Verified Account
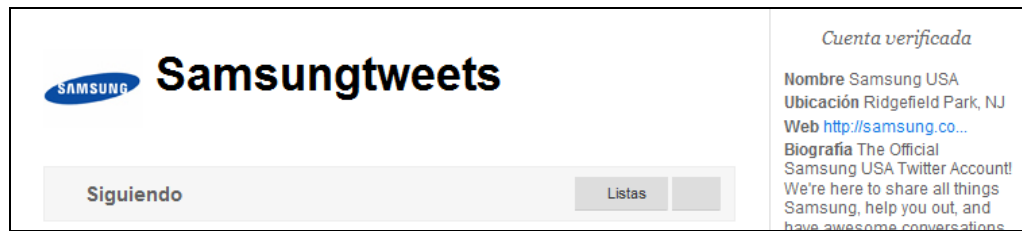
## Screenshot 3. Official Profile of the Athlete Angela Ruggiero, with a Verified Account

This shows how important it is for the public to see that these accounts are real, something which the Olympic Movement seems to have ignored. In the upper right-hand margin, we can see how the last two pages appear as verified by Twitter. When it comes to verifying an account on this social networking site, the business/organisation needs to get in touch with Twitter and even claim its name if it has been assigned to someone who is an impersonator. This is what the user terms and conditions of use say:
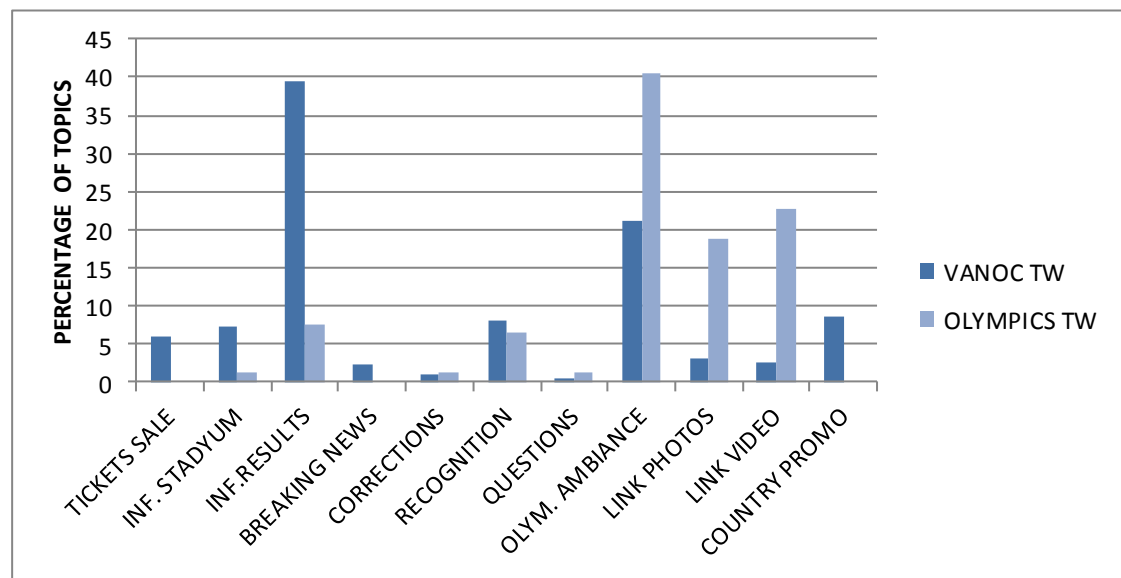

Source: Twitter

Having made this clarification, we shall now go on to look at the data, in chart form, obtained from the analysis of the Olympics page tweets:

Chart 17. Distribution of Olympics page tweets over the duration of the Vancouver 2010 Olympics, by topic
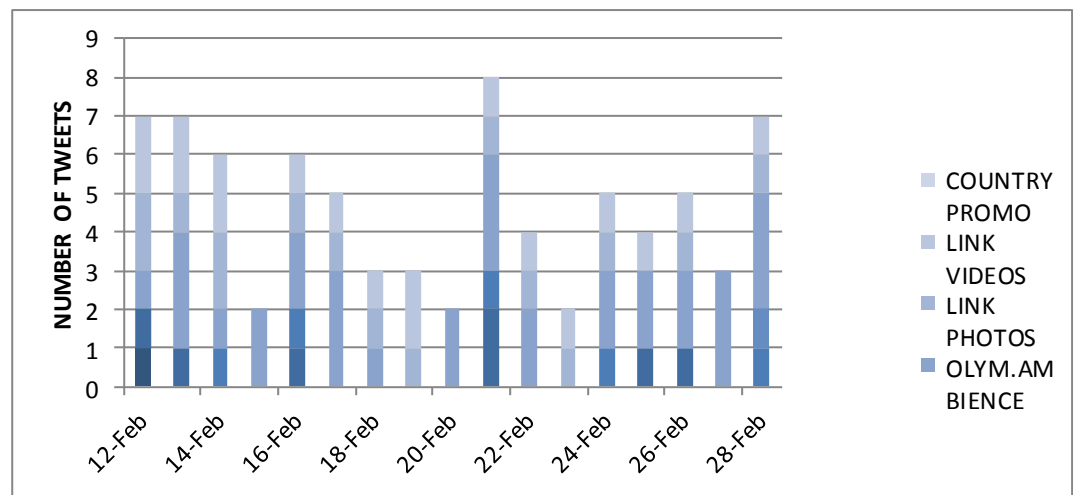
Source: Our own data

Chart 18. Comparison of topics on the VANOC and the Olympics Twitter pages over the duration of the Vancouver 2010 Olympics

Source: Our own data

3.8. The Olympic Games on Twitter, two months later

The week in May analysed shows that the tweets posted were all connected with the Youth Olympics and with youth and sport-related topics. Worthy of note is that our study shows that there was no Twitter user activity over that week using retweets.

3.9. Vancouver 2010 on Orkut: the non-verification of accounts problem

Orkut is a social networking site owned by Google. It has been available on the Web since 2004. As at 2 August 2010, its distribution of users by nationality was as follows, according to Wikipedia:

- Brazil - 50.1%
- India - 37.7%
- Japan - 2.2%
- United States - 2.1%
- Pakistan - 0.9%
- Paraguay - 0.8%
- United Kingdom - 0.8%
- Estonia - 0.5%

Orkut works differently to Facebook and Twitter. Initially, all groups were open; users could access them without being invited. However, for several years now, communities have emerged where one or several moderators decide(s) who can join the group or not (after an application to join).

The Vancouver 2010 Olympics were also subject to the operating procedures of this social networking site:

1. The lack of visibility of any feature that shows that users are on the official page means that it is very difficult for any user interested in these Olympics (or in others) to find the real group. On Orkut, verified accounts bear the "®" symbol in their informative text (and not in their logo).

2. The number of fans does not serve as a guide to decide which page is the official page: one group called official and one not, both of which have the same number of users (528 as at 28 September 2010).

3. The content we find on these pages devoted to Vancouver 2010 are 99% unrelated to the Olympic Movement. We found:
   - Prostitution and contacts
   - Groups of friends interested in general topics
   - Groups of young people using the Web to find a date

4. Advantage was taken of the traffic the Olympic Movement usually generates to attract users of this social networking site from those communities and then try and keep them there by other means.

All of these aspects can harm the IOC's image, which should hold the rights over the use of its name on every social networking site without fail, so that the Olympics name is not used for other purposes, or should authorise the exclusive use of its name.

Having performed an exhaustive search on Orkut, we found a community that had over 90,000 followers, but it was devoted to the Rio de Janeiro Olympics, whose names appeared as registered:

The way they verify the page is as follows:

Olimpíadas do Rio de Janeiro 2016 - Comunidade Oficial ®

Table 15 shows the general data of this page, since it was the only verified one found on Orkut on the topic of the Olympic Games:

Table 15. Official Rio 2016 Orkut

OFFICIAL RIO 2016 ORKUT PAGE	
GENERAL DATA	
URL	http://www.orkut.com/Main#Community?cmm=7369948
NAME	Official Rio 2016 Page on Orkut
CREATED ON	12/27/2005
USERS OCT-10	90.855
LANGUAGE	Portuguese
NEED TO REGISTRATION	Open
VERIFIED	Yes
CATEGORY	Entertainment / sport
MODERATOR	Yes, one
URL LOCATION	Brazil
POST ON PAGE	
FORUMS	Yes,five on front page
SPORTS FORUMS	Yes, on Rio 2016 related topics
SURVEYS	Yes
UNIQUE RESP.	Yes
RELATED COMM.	7
SPORTS COMM.	2
VANC. FORUM	Yes, one

Source: Our own data

However, this was not the case for the Olympic Winter Games. When searching on "Vancouver 2010" on Orkut, there are 45 groups with that name on the first 10 results pages. Some only have one user (the page creator), and there is no activity on them at all. Moreover, when searching for an Olympic Games, it is shocking to find this:

It is a page devoted to prostitution (contacts) in Brazil, which uses the Vancouver 2010 name. In addition, it appears in first/second place in the results page, which means that it is better positioned on Orkut than other pages that actually have some sports content. We came across all of the below:

The question is obvious: Would it not be more logical to have an official page managed by the IOC, with supervised sports content?

The IOC should supervise the use that is being made of its brand/name, not as a form of censorship, but as a means of maintaining the reputable name of the institution.

If not, it should pursue the inappropriate use made of the institution's name by making both the owners of the social networking site (Google in this instance) and the creator of the fake account liable.

Let's now move on to the page that calls itself "official":
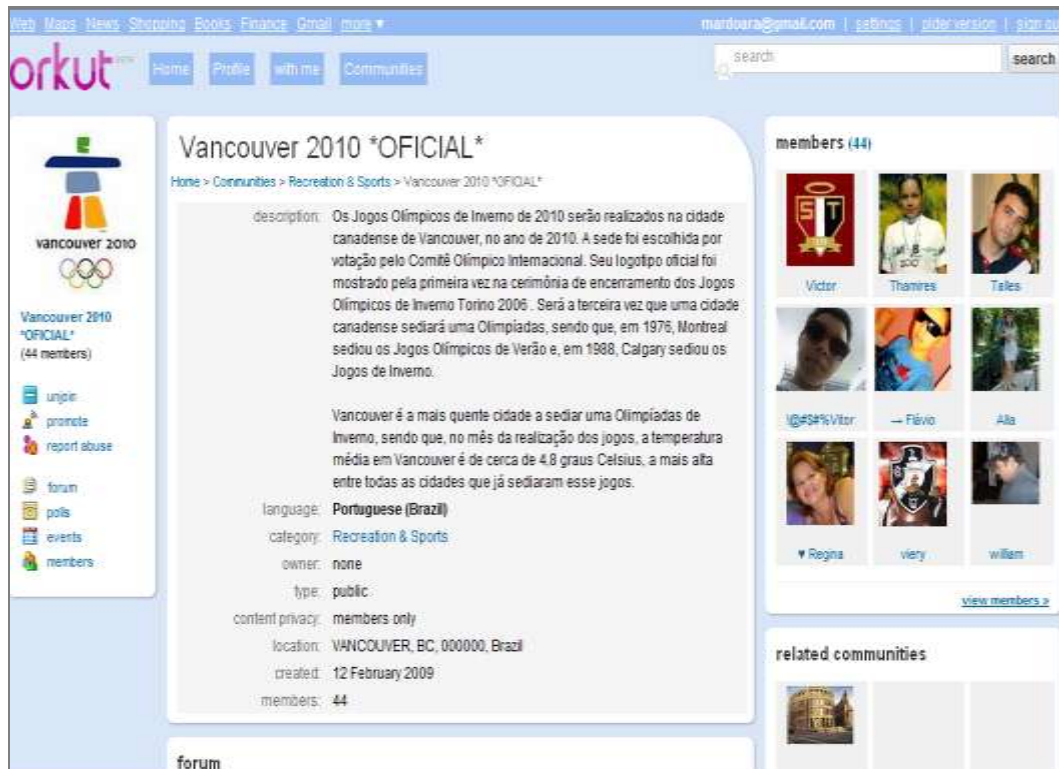
It has 44 members, one forum (without any posts) and only one related community: "Vancouver para brasileños". Neither are there any surveys or event listings. It is a page that brings together a group of people under the name of an Olympic Games.

Another example:
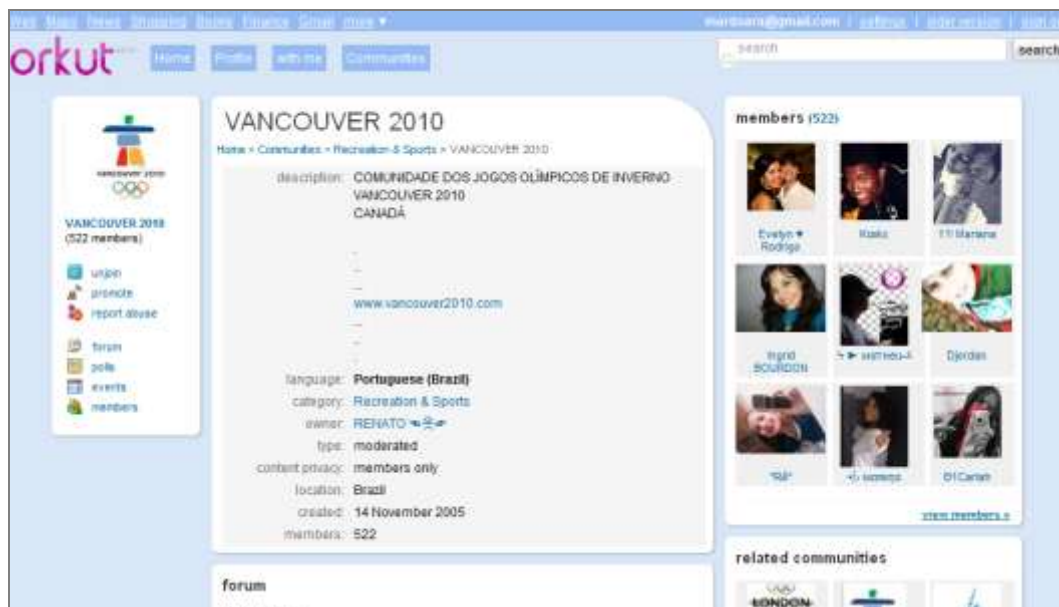
This is another page, one of the two with the highest number of followers (522 in this instance, as at 28 September 2010).

There are differences between it and the previous one: a simple interface practically without any description of what the page is about, simply indicating that it is a Vancouver 2010 community. In this case, it points users to the official website of the Games to get information about them.

However, even though it does not have any forums or updated posts, it did have some activity over the duration of the Vancouver 2010 Olympics:

In the forums, there is nothing but questions: Where can we watch the hockey (on which television channel)?, Where can I find information about travelling to Canada?, etc. But if we look at the number of posts, they are question that mostly have no replies from the users. The only one that did (five posts) was about television channels (non Pay-TV ones) on which sporting events were being broadcast.

Once again, neither were there any surveys or event listings.

And there is yet another group of 21 members, though in this instance we did find a survey:

Nothing else was added to the page.

3.10. Conclusions regarding Vancouver 2010 on Orkut

1. It was hard to know whether or not a particular page was the official one.

2. All of the pages were there:

    –   To catch the social networking site's traffic with Olympics bait.

    –   On a handful of occasions, people who were genuinely interested yet unable to find any information on Orkut actually created their own pages to compile information.

    –   Orkut prevails in Brazil, a country that is fanatical about football (there are thousands of pages devoted to football players and the FIFA World Cup). If the aim is for the IOC to position the Olympic Games on a social networking site, then account should be taken of the sociodemographic variables that prevail on it. The profile of users of this social networking site is generally that they are young (a mean age of 25), Brazilian (over 50% of users) and are looking for friendship and contacts more than anything else. Should Vancouver 2010 be on a social network like this one? Maybe it is something that needs to be given some serious thought.

3.11. The Olympic Games on Orkut

When searching on "The Olympics", the first result given is: Juan Carlos I Rey de España. Then the same scheme of small communities created under the Olympic Games brand is repeated:

Apart from that, nothing else was found. Having analysed the group with the highest number of followers (327), once again we found that it was not an official group either. In reality, it focused on the Beijing 2008 Games and consequently did not have any posts since that year.

In short, The Olympic Games is treated worse on Orkut than Vancouver 2010. It would seem that on this social networking site, communities do not develop around the Olympic Movement in itself, but rather around the location of the Games at any given time: there is more interest in national identity than in sport itself.

The search results are rather strange, something that can be appreciated from the respective screenshot below:
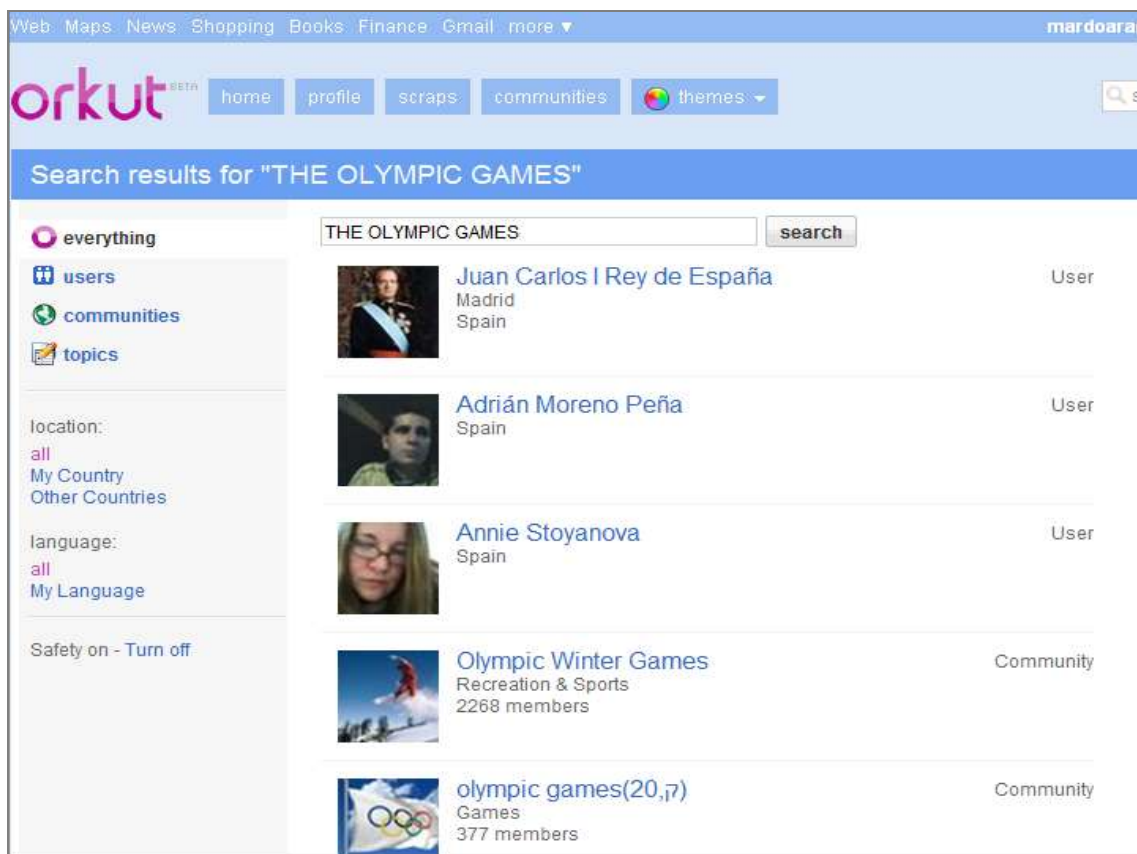
3.12. Sponsors social media analysis

In this section, all of the sponsors taking part in Vancouver 2010 were analysed one by one. The complete list can be found at the Vancouver 2010 website.

The conduct of all the sponsors on social networking sites over the duration of the Vancouver 2010 Olympics is analysed in table 16.

Table 16. Activity of Worldwide Olympic Partners on social networking sites over the duration of the Vancouver 2010 Olympics

DATA	FB. PAGE	TW. PAGE	ORKUT PAGE	SAYS IT IS A SPONSOR		POST DURING THE OLYMP.	
ACER	YES	YES	NO	YES		YES	
ATOS ORIGIN	YES	YES	YES	NO		NO	
COCA COLA	YES	YES	YES	YES		YES	
G.ELECTRIC	YES	YES	YES	NO		NO	
MC DONALDS	YES	YES	YES	YES		YES	
OMEGA	YES	NO	NO	NO		NO	
PANASONIC	YES	YES	YES	YES		YES	
SAMSUNG	YES	YES	YES	YES		YES	
VISA	YES	YES	NO	YES		YES	

Source: Our own data

These data are shown in chart 19.

Chart 19. Worldwide Olympic Partners, Vancouver 2010
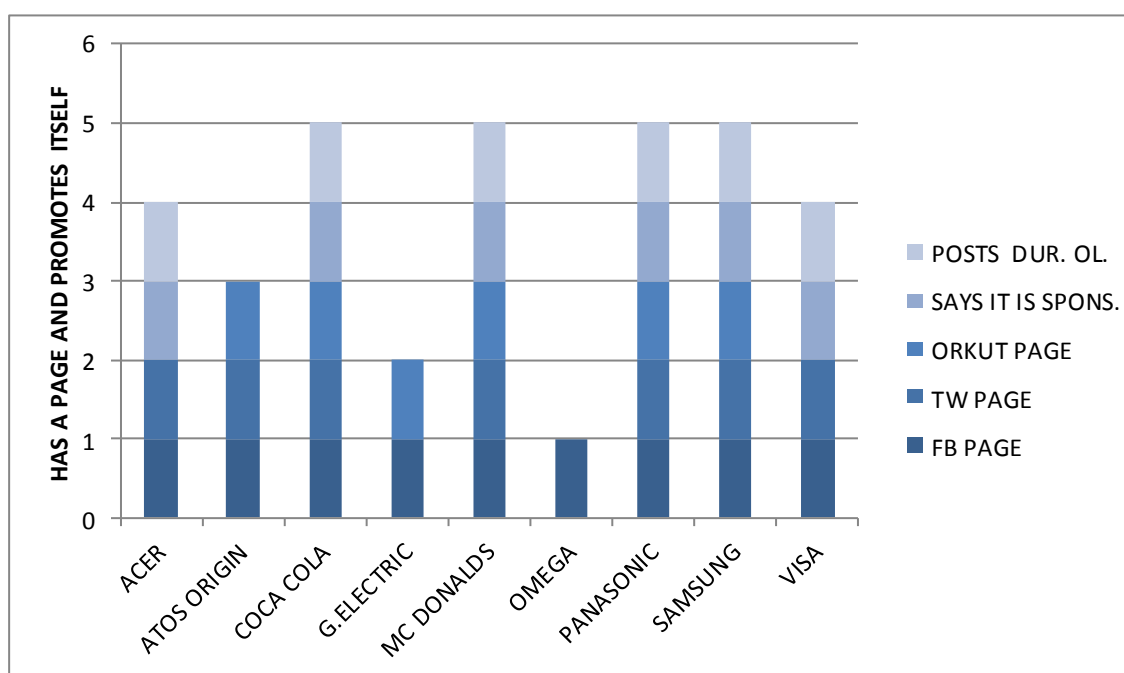
Source: Our own data

The official Worldwide Olympic Partners all had one thing in common: they were all on Facebook. Seven of them were on Twitter and six were on Orkut. Besides being on the three social networking sites studied, four of them also did self-promotion on their own websites

as Official Worldwide Partners, and published posts over the duration of the Vancouver 2010 Olympics. These were Coca Cola, McDonalds, Panasonic and Samsung. Omega was the Official Worldwide Partner that took least advantage of its sponsorship, and was only on Facebook as a brand.

Let's move on to the National Partners:

Table 17. Activity of National Partners on social networking sites over the duration of the Vancouver 2010 Olympics

NATIONAL PARTNERS							
DATA	FB PAGE	TW PAGE	ORKUT PAGE	SAYS IT IS A SPONSOR		POST DURING THE OLYMP.	
BELL	NO	NO	NO	NO		NO	
CHEVROLET	YES	YES	YES	YES		YES	
HUDSON'S BAY	NO	NO	YES	NO		NO	
PETRO CANADA	YES	YES	YES	NO		NO	
RBC	YES	YES	NO	NO		NO	
RONA	YES	NO	NO	NO		NO	

Source: Our own data

These data are shown in chart 20.

Chart 20. National Partners, Vancouver 2010
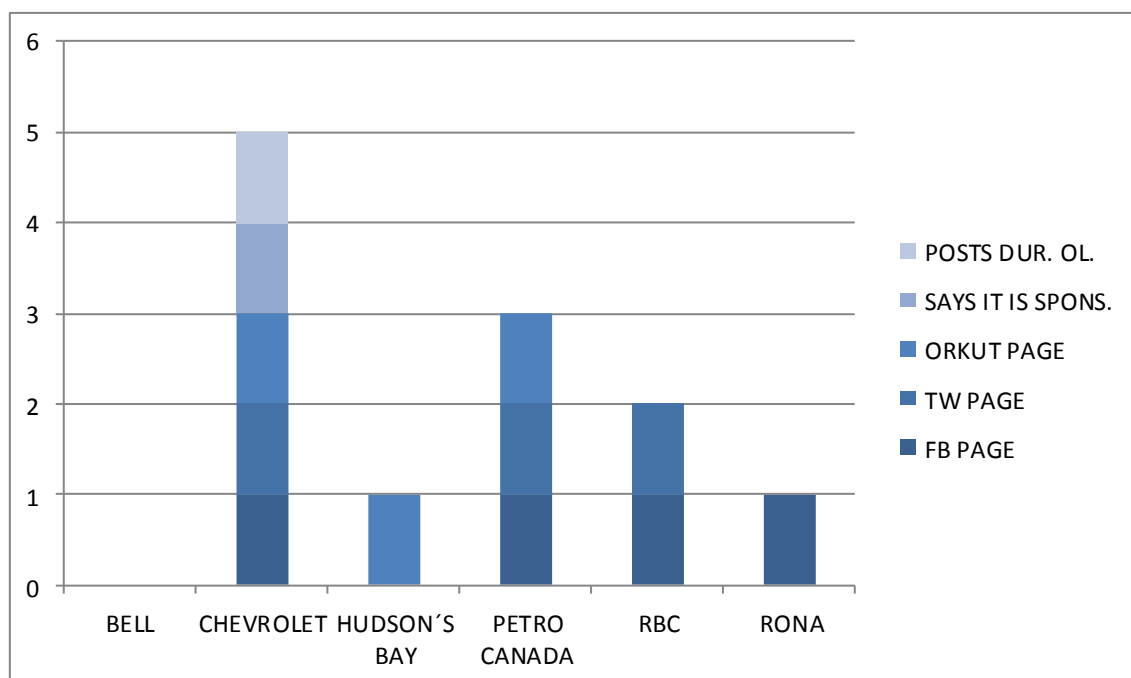
Source: Our own data

The conduct of National Partners (Canadian companies) varied: from Bell, which was not on any social networking site and consequently did not publish anything, to Chevrolet, which fulfilled all of the requirements that this study examined.

Table 18. Activity of Official Supporters on social networking sites over the duration of the Vancouver 2010 Olympics

OFFICIAL SUPPORTERS						
DATA	FB PAGE	TW PAGE	ORKUT PAGE	SAYS IT IS A SPONSOR		POST DURING THE OLYMPICS
AIR CANADA	YES	YES	YES	NO/NO		NO, JOINED FB IN SEPT. 10
BC HYDRO	YES	YES	NO	NO/NO		YES, AND IN THE PARALYMP.
BOMBARDIER	YES	YES	NO	NO/NO		NO, COMPANY PAGE
BCLC	YES	YES	YES	NO/NO		NO, COMPANY PAGE
CANADIAN PA	YES	YES	NO	YES/YES		YES
ICBC	NO	YES	NO	NO/NO		NO
JET SET SPORT	NO	NO	NO	NO		NO
RICOH	NO	YES	NO	NO/NO		NO
ROYAL CANAD	YES	YES	NO	YES/NO		SÍ, AND IN THE PARALYMP.
TECK	NO	NO	NO	NO		NO

Source: Our own data

Source: Our own data

These data are showing in the chart below:

Chart 21. Official Supporters, Vancouver 2010
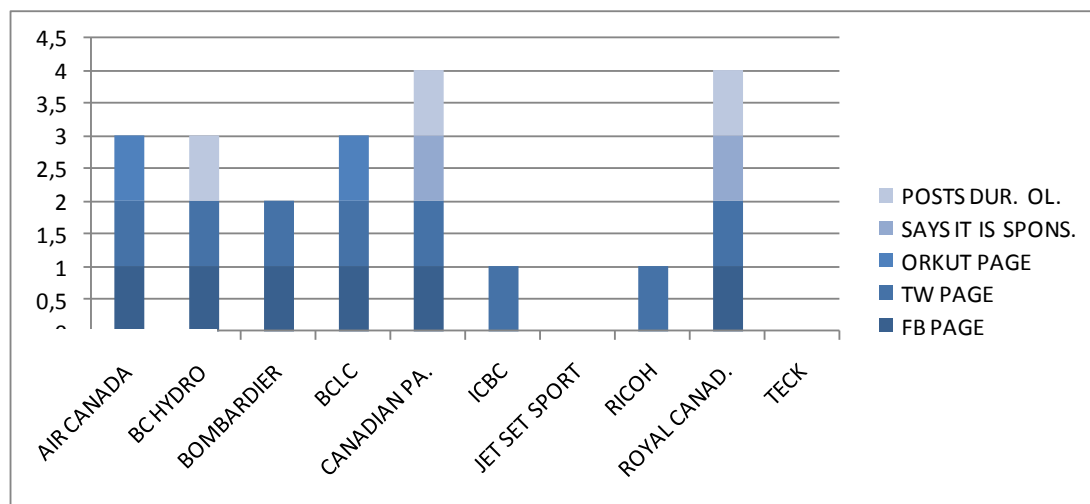
Source: Our own data

Most of the Official Supporters were on Twitter (eight of them), six were on Facebook and only two were on Orkut.

Jet Set Sport and Teck were not on any social networking site. Despite the fact that almost all of them were on one social networking site or another, worthy of note is their minimal participation in them, since there were no comments about Vancouver 2010 and their collaboration with the organisation of the Games: only three companies published posts over the duration of the Vancouver 2010 Olympics, and only two of them pointed out that they were Official Supporters (Canadian Pacific and Royal Canadian).

Table 19. Activity of Official Suppliers on social networking sites over the duration of the Vancouver 2010 Olympics

| DATA	FB PAGE	TW PAGE	ORKUT PAGE	SAYS IT IS A SPONSOR		POST DURING THE OLYMP.
3M	YES	YES	NO	NO/NO		NO, COMPANY PAGE
ACKLANDS GR.	YES	YES	NO	NO/YES		NO/YES
AGREKO	YES	NO	YES	NO		NO, CLOSED GROUP
AVAYA	YES	YES	YES	YES/NO		NO/NO
T36 ALDA	NO	NO	NO	NO		NO
AQUILINI	NO	NO	NO	NO		NO
BIRKS	NO	NO	NO	NO		NO
BRITCO	NO	NO	YES	NO		NO
CANADA POST	YES	YES	NO	NO/NO		NO/NO
CTV	YES	YES	NO	YES/YES		YES, AND IN PARALYMP.
COLD-FX	YES	YES	NO	NO/NO		YES/NO
CONCORD	YES	YES	NO	NO/NO		NO
DELOITTE	YES	YES	YES	YES/YES		YES/YES
DOW	YES	NO	NO	NO		NO
EPCOR	NO	NO	NO	NO		NO
GARRETT	NO	NO	NO	NO		NO
GEN. MILLS	YES	YES	YES	NO/NO		NO
HAIN CELEST.	YES	YES	NO	NO		NO/YES
HAWORTH	YES	YES	NO	NO/NO		NO
JACK.TRIGGS	YES	NO	YES	NO		DOES NOT ALLOW DOWN
KARL'S	NO	YES	NO	NO/NO		NO/NO
MILLENNIUM	NO	YES	NO	NO/NO		NO/NO
MOLSON C.	YES	NO	NO	NO		YES
NIKE	YES	YES	NO	NO/NO		NO
PORT METRO	YES	NO	NO	NO		NO, WIKIPEDIA PAGE
PUROLATOR	YES	YES	YES	NO/NO		NO/NO
SAPUTO	YES	YES	NO	YES/YES		YES/YES
SLEEP COUN.	YES	YES	NO	NO/NO		NO/NO
SNC.LAVALIN	YES	YES	NO	NO/NO		NO, WIKIPEDIA PAGE
SUN	NO	YES	NO	NO/NO		NO/NO
TICKETS.COM	NO	YES	NO	NO/NO		NO/NO
TRANS CAN.	YES	YES	NO	NO/NO		NO/YES
YVR	NO	YES	NO	NO/NO		NO/YES
WESTON	YES	YES	NO	NO/NO		NO/NO
WORKOPOLIS	NO	YES	NO	NO/YES		NO/YES
WRIGLEY	YES	NO	YES	NO		NO
OFFSETTERS	YES	YES	NO	NO/NO		NO, COMPANY PAGE

Source: Our own data

Chart 22. Official Suppliers, Vancouver 2010
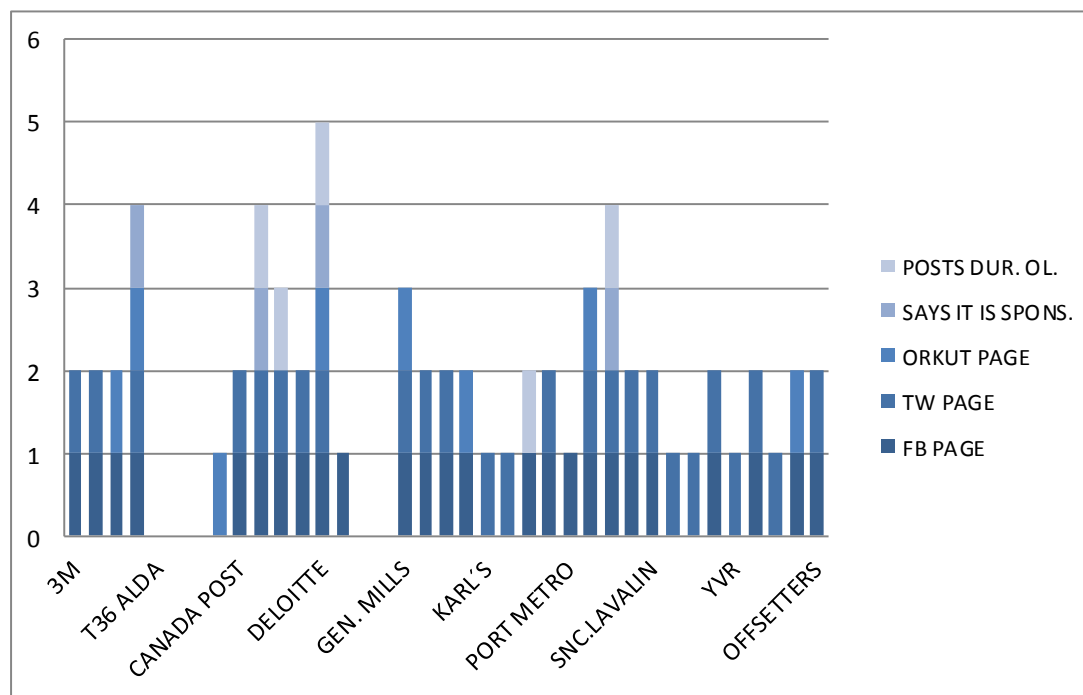
Source: Our own data

3.13. Athletes and their use of social networking sites

When studying Olympic Movement communication at the Vancouver 2010 Olympics, the advent of social networking sites means that the focus is no longer only on the Organising Committees. There are other stakeholders gaining in importance that are, in short, the key component of the Games: the athletes.

Today, many famous athletes use Twitter and Facebook very often, and may even have their own communication team to manage their image on social networking sites. Athletes know full well that it is not just a fad, and this is something the IOC also needs to recognise and take on board.

It is crucial to be on social networking sites and to be well positioned. Given that no standard language for this type of media exists, every organisation and athlete expresses themselves on them as they see fit: depending on their schedule, preferences, personality and links with sponsors of sports brands and other types of product.

To study this phenomenon, we selected two American athletes who use social networking sites often, though in very different ways:

1. Angela Ruggiero, from the American women's ice hockey team. She is a young athlete at the peak of her career, who has become a renowned figure in the media.

2. Chad Hedrick. He is an ice speed skater and was chosen for this analysis not only because of his use of social media, but also because of his personal circumstances at Vancouver 2010: after these Games, he retired from professional sport.

It is a sample that attempts to analyse what influence the tastes and preferences expressed by athletes on their personal pages may have, and how they transmit them to their followers on Facebook and Twitter.

3.13.1. Angela Ruggiero

This athlete was quite a prolific user of Twitter throughout her participation in the Vancouver 2010 Olympics. However, she did not consider Facebook to be as important, on which she has a personal page (which can only be accessed if she personally accepts a friend request) and a fan page, which only contains one item of content in the form of a video. That is where she explains why she uses social media:

a. As a channel to get directly in touch with her fans.

b. To let people know about breaking news from a number of angles, including sport, the media (if she is appearing in the media somewhere, if she is going to be the face of a brand, etc.) and even her personal life.

c. She becomes more human: sport is a big part of her life, but she also has family and friends. She is a normal person.

d. She makes indirect and direct references to brands that sponsor her.

Her use of Twitter over the period she was at the Vancouver 2010 Olympics is shown in tables 20 to 23, which analyses the number of tweets and their content:

Table 20. Angela Ruggiero's tweets over the duration of the Vancouver 2010 Olympics (12- 16 February)

ANGELA RUGGIERO'S USE OF TW OVER THE DURATION OF VANCOUVER 2010 OLYM.						
GENERAL DATA						
VERIFIED	YES					
FOLLOWERS	71,853					
FOLLOWS	201					
LISTS	943					
CONTENT						
	12-Feb	13-Feb	14-Feb	15-Feb	16-Feb	TOTAL
N. OF TWEETS	3	6	2	4	3	18
OLYMP. OPINION	0	0	0	0	0	0
THANKS TO FANS	0	0	0	0	0	0
DAY'S SCHEDULE	0	0	0	0	1	1
TRAINING	1	0	0	1	0	2
MATCH	0	0	0	0	0	0
RESULTS	0	0	0	0	0	0
ON TV	0	0	0	0	0	0
ON RADIO	0	0	0	0	0	0
WATCHES NBCN	0	0	0	0	0	0
MEDALS	0	1	0	0	0	1
FEELINGS	1	2	1	1	0	5
QUEST. TO FANS	0	0	0	0	0	0
WITH FRIENDS	0	0	0	0	0	0
WITH FAMILY	0	1	0	0	0	1
LIVE TV LINK	0	0	1	0	1	2
VIDEO LINK	0	0	0	0	0	0
PHOTO LINK	1	1	0	2	1	5
DEDICATIONS	0	1	0	0	0	1
ASK FOR N. FANS	0	0	0	0	0	0
SPONSOR SIGN.	0	0	0	0	0	0
PRESS LINKS	0	0	0	0	0	0

Source: Our own data

Table 21. Angela Ruggiero's tweets over the duration of the Vancouver 2010 Olympics (17-21 February)

ANGELA RUGGIERO'S USE OF TW OVER THE DURATION OF VANCOUVER 2010 OLYMP						
GENERAL DATA						
VERIFIED	YES					
FOLLOWERS	71.853					
FOLLOWS	201					
LISTS	943					
CONTENTS						
	17-Feb	18-Feb	19-Feb	20-Feb	21-Feb	TOTAL
N. OF TWEETS	7	2	5	4	2	20
OLYMP. OPINION	0	0	0	0	0	0
THANKS TO FANS	0	0	0	0	0	0
DAY'S SCREDULE	0	0	0	1	0	1
TRAINING	1	0	0	0	0	1
MATCH	0	0	0	0	0	0
RESULTS	0	0	1	0	0	1
ON TV	0	0	0	0	0	0
ON RADIO	1	0	0	0	0	1
WATCHES NBON	0	0	0	0	1	1
MEDALS	0	1	1	0	0	2
FEELINGS	0	0	2	2	0	4
QUEST. TO FANS	0	0	0	0	0	0
WHIT FRIENDS	0	0	0	0	0	0
WHIT FAMILY	0	0	1	0	0	1
LIVE TV LINK	0	1	0	0	0	1
VIDEO LINK	0	0	0	0	0	0
PHOTO LINK	1	0	0	1	1	3
DEDICATIONS	1	0	0	0	0	1
ASK FOR FB FANS	0	0	0	0	0	0
SPONSOR SIGN	1	0	0	0	0	1
PRESS LINKS	2	0	0	0	0	2

Source: Our own data

Table 22. Angela Ruggiero's tweets over the duration of the Vancouver 2010 Olympics (22-26 February)

| ANGELA KUGGIERO´S USE OF TW OVER THE DURATION OF VANCOUVER 2010 OLYMP						
GENERAL DATA						
VERIFIED	YES					
FOLLOWERS	71,853					
FOLLOWS	201					
LISTS	943					
CONTENT						
	22-Feb	23-Feb	24-Feb	25-Feb	26-Feb	TOTAL
N. OF TWEETS	4	2	6	4	2	18
OLYMP. OPINION	0	0	0	0	0	0
THANKS FANS	0	0	0	1	1	2
DAY'S SCREDULE	0	0	0	0	0	0
TRAINING	0	0	1	0	0	1
MATCH	1	0	0	0	0	1
RESULTS	1	0	0	0	0	1
ON TV	0	0	0	0	1	1
ON RADIO	0	0	0	0	0	0
WATCHES NBON	0	0	0	0	0	0
MEDALS	0	0	0	0	0	0
FEELINGS	1	2	3	2	0	8
QUEST. TO FANS	0	0	1	0	0	1
WITH FRIENDS	1	0	1	1	0	3
WITH FAMILY	0	0	0	0	0	0
LIVE TV LINK	0	0	0	0	0	0
VIDEO LINK	0	0	0	0	0	0
PHOTO LINK	0	0	0	0	0	0
DEDICATIONS	0	0	0	0	0	0
ASK FOR FB FANS	0	0	0	0	0	0
SPONSOR SIGN	0	0	0	0	0	0
PRESS LINKS	0	0	0	0	0	0

Source: Our own data

Table 23. Angela Ruggiero's tweets over the duration of the Vancouver 2010 Olympics (27-28 February)

ANGELA RUGGIERO´S USE OF TW OVER THE DURATION OF VANCOUVER 2010 OLYMP					
GENERAL DATA					
VERIFIED	YES				
FOLLOWERS	71,853				
FOLLOWS	201				
LISTS	943				
CONTENT					
	27-Feb	28-Feb	TOTAL	TOTAL OLYMP	% TOTAL
N. OF TWEETS	5	2	7	63	100
OLYMP. OPINION	0	0	0	0	0
THANKS FANS	1	0	1	3	4.76
DAY'S SCHEDULE	0	0	0	2	3.17
TRAINING	0	0	0	4	6.34
MATCH	0	0	0	1	1.58
RESULTS	0	0	0	2	3.1
ON TV	1	0	1	2	3.1
ON RADIO	0	0	0	1	1.58
WATCHES NBCN	0	0	0	1	1.58
MEDALS	0	0	0	3	4.76
FEELINGS	0	0	0	17	26.98
QUEST. TO FANS	0	0	0	1	1.58
WHIT FRIENDS	0	0	0	3	4.76
WHIT FAMILY	1	0	1	3	4.76
LIVE TV LINK	0	0	0	3	4.76
VIDEO LINK	0	1	1	1	1.58
PHOTO LINK	1	0	1	9	14.28
DEDICATIONS	0	0	0	2	3.17
ASK FOR FB FANS	0	0	0	0	0
SPONSOR SING	1	1	2	3	4.76
PRESS LINKS	0	0	0	2	3.17

Source: Our own data

Chart 23. Angela Ruggiero's tweets over the duration of the Vancouver 2010 Olympics
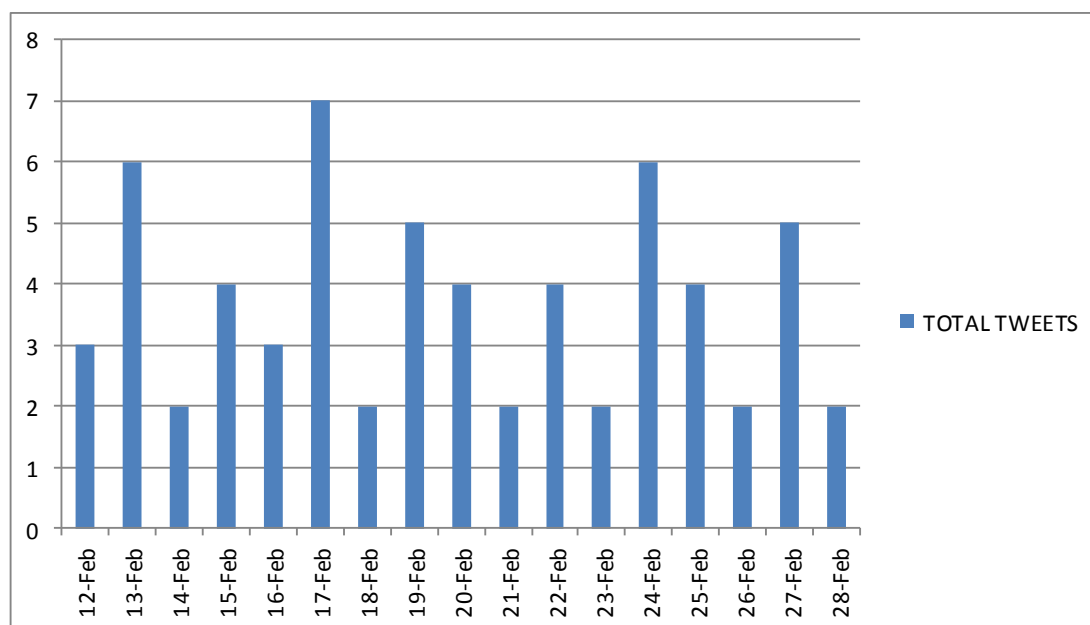
Source: Our own data

As shown in chart 23, Angela Ruggiero's tweets increase on the days leading up to her matches, but most of them are unquestionably related to other things, such as recounting in first person how she was living her experience of the Olympics as an athlete and a person.

Thus, she would tell us about a hard day of training and equally about a wander around the streets of Vancouver and closing a contract with Nike. Social networking sites also became a means of communication for brands that sponsor her. However, she focused on the support of family and friends as the key component in her sporting life.

She also used them to let people know about her appearances on television (NBC) or in radio interviews.

Chart 24. Topics covered in Angela Ruggiero's tweets
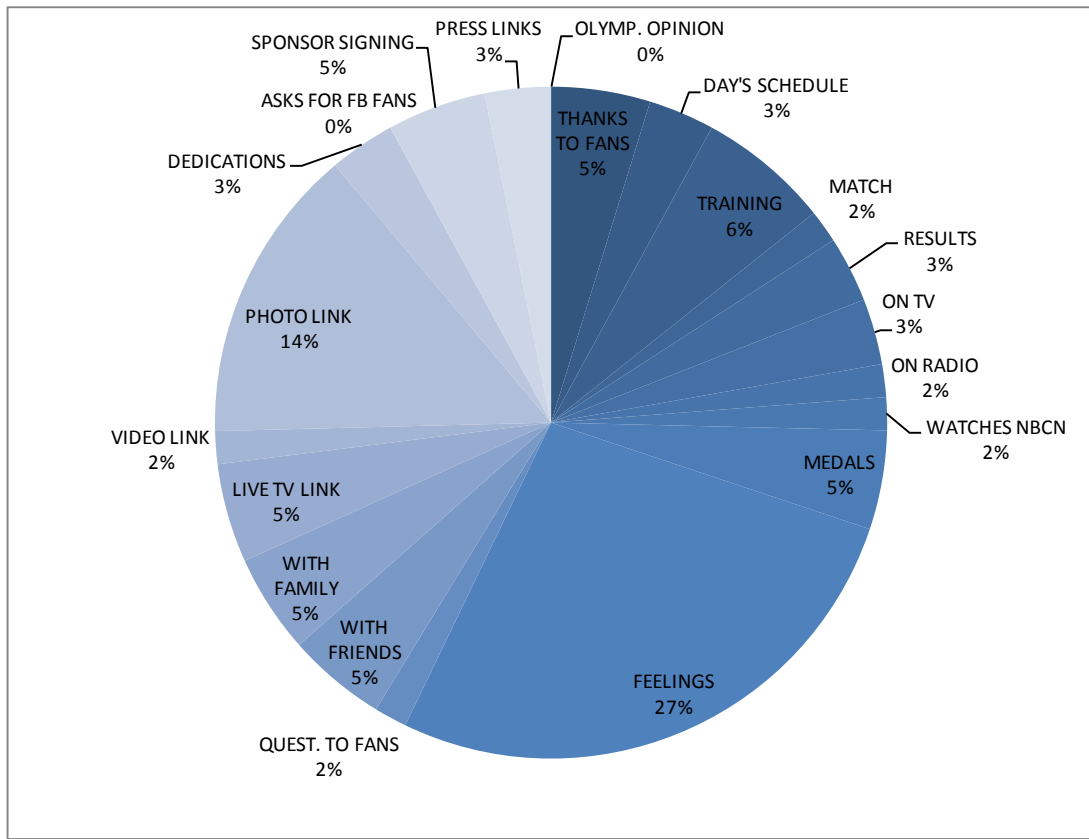
Source: Our own data

3.13.2. Chad Hedrick

This athlete is on Facebook and Twitter, although he only published some posts to Facebook, which were really nothing more than tweets. Thus, he repeated content, did not post any audiovisual on Facebook and, like Angela, clearly opted for Twitter. His Vancouver 2010 tweets are shown in tables 24 to 27.

Table 24. Chad Hedrick's tweets over the duration of the Vancouver 2010 Olympics (12-16 February)

CHAD HEDRICK´S USE OF TW OVER THE DURATION OF THE VANCOUVER 2010 OLYMP						
GENERAL DATA						
VERIFIED	YES					
FOLLOWERS	6,797					
FOLLOWS	37					
LISTS	659					
CONTENT						
	12-Feb	13-Feb	14-Feb	15-Feb	16-Feb	TOTAL
N. OF TWEETS	7	11	6	4	2	30
OLYMP. OPINION	1	1	0	0	0	2
THANKS FANS	0	0	1	0	1	2
CEREMONIES	0	2	0	0	0	2
DAY'S SCREDULE	0	1	0	0	1	2
TRAINING	2	0	1	1	0	4
MATCH	0	0	1	1	0	2
RESULTS	0	0	0	0	0	0
ON TV	0	0	1	0	0	1
ON RADIO	0	0	0	0	0	0
WATCHES NBON	0	0	0	0	0	0
MEDALS	0	0	0	0	0	0
FEELINGS	1	4	0	0	0	5
QUEST. TO FANS	0	0	0	0	0	0
WITH FRIENDS	0	1	0	0	0	1
WITH FAMILY	0	1	0	1	0	2
LIVE TV LINK	2	1	1	0	0	4
PHOTO LINK	0	0	0	0	0	0
DEDICATIONS	0	0	0	0	0	0
LINK TO HIS WEB	0	0	0	0	0	0
ASK FOR FB FANS	0	0	0	0	0	0
SPONSOR	1	0	1	1	0	3

Source: Our own data

Table 25. Chad Hedrick's tweets over the duration of the Vancouver 2010 Olympics (17-21 February)

CHAD HEDRICK´S USE OF TW OVER THE DURATION OF THE VANCOUVER 2010 OLYMP						
GENERAL DATA						
VERIFIED	YES					
FOLLOWERS	6,797					
FOLLOWS	37					
LISTS	659					
CONTENT						
	17-Feb	18-Feb	19-Feb	20-Feb	21-Feb	TOTAL
N. OF TWEETS	3	8	5	5	2	23
OLYMP. OPINION	0	0	1	0	0	1
THANKS FANS	2	0	1	0	0	3
CEREMONIES	0	0	0	0	0	0
DAY'S SCREDULE	0	0	0	0	0	0
TRAINING	1	0	0	1	0	2
MATCH	0	0	0	0	0	0
RESULTS	0	1	0	0	1	2
ON TV	0	1	0	2	0	3
ON RADIO	0	0	0	0	0	0
WATCHES NBON	0	0	0	0	0	0
MEDALS	0	2	0	0	1	3
FEELINGS	0	0	0	1	0	1
QUEST. TO FANS	0	0	1	0	0	1
WITH FRIENDS	0	0	1	0	0	1
WITH FAMILY	0	1	0	0	0	1
LIVE TV LINK	0	0	0	0	0	0
PHOTO LINK	0	1	1	0	0	2
DEDICATIONS	0	0	0	0	0	0
LINK TO HIS WEB	0	0	0	1	0	1
ASK FOR FB FANS	0	1	0	0	0	1
SPONSOR	0	1	0	0	0	1

Source: Our own data

Table 26. Chad Hedrick's tweets over the duration of the Vancouver 2010 Olympics (22-26 February)

| CHAD HECRICK´S USE OF TW OVER THE DURATION OF THE VANCOUVER 2010 OLYMP						
GENERAL DATA						
VERIFIED	YES					
FOLLOWERS	6,797					
FOLLOWS	37					
LISTS	659					
CONTENT						
	22-Feb	23-Feb	24-Feb	25-Feb	26-Feb	TOTAL
N. OF TWEETS	6	2	1	1	1	11
OLYMP. OPINION	1	0	0	0	0	1
THANKS FANS	1	0	0	0	0	1
CEREMONIES	0	0	0	0	0	0
DAY´S SCREDULE	1	0	0	1	0	2
TRAINING	0	0	0	0	0	0
MATCH	0	0	0	0	0	0
RESULTS	1	0	0	0	0	1
ON TV	0	0	0	0	0	0
ON RADIO	0	0	0	0	0	0
WATCHES NBCN	0	0	0	0	0	0
MEDALS	0	0	0	0	0	0
FEELINGS	1	1	0	0	1	3
QUEST. TO FANS	0	0	0	0	0	0
WITH FRIENDS	0	0	0	0	0	0
WITH FAMILY	0	1	1	0	0	2
LIVE TV LINK	0	0	0	0	0	0
PHOTO LINK	0	0	0	0	0	0
DEDICATIONS	0	0	0	0	0	0
LINK TO HIS WEB	0	0	0	0	0	0
ASK FOR FB FANS	0	0	0	0	0	0
SPONSOR	1	0	0	0	0	1

Source: Our own data

Table 27. Chad Hedrick's tweets over the duration of the Vancouver 2010 Olympics (27-28 February)

CHAD HEDRICK´S USE OF TW OVER THE DURATION OF THE VANCOUVER 2010 OLYMP.					
GENERAL DATA					
VERIFIED	YES				
FOLLOWERS	6,797				
FOLLOWS	37				
LISTS	659				
CONTENT					
	27-Feb	28-Feb	TOTAL	TOTAL OLYMP.	% TOTAL
N. OF	8	8	16	80	100
OLYMP. OPINION	0	0	0	4	5
THANKS FANS	0	0	0	6	7.5
CEREMONIES	0	0	0	2	2.5
DAY'S SCHEDULE	1	2	3	7	8.75
TRAINING	0	0	0	6	7.5
MATCH	0	1	1	3	3.75
RESULTS	0	1	1	4	5
ON TV	1	0	1	5	6.25
ON RADIO	0	0	0	0	0
WATCHES NBCN	0	0	0	0	0
MEDALS	0	1	1	4	5
FEELINGS	3	2	5	14	17.5
QUEST. TO FANS	0	0	0	1	1.25
WHIT FRIENDS	1	0	1	3	3.75
WITH FAMILY	0	0	0	5	6.25
LIVE TV LINK	0	0	0	4	5
PHOTO LINK	0	0	0	2	2.5
DEDICATIONS	1	1	2	2	2.5
LINK TO HIS WEB	1	0	1	2	2.5
ASK FOR FB FANS	0	0	0	1	1.25
SPONSOR	0	0	0	5	6.25

Source: Our own data

Chart 25. Chad Hedrick's tweets over the duration of the Vancouver 2010 Olympics
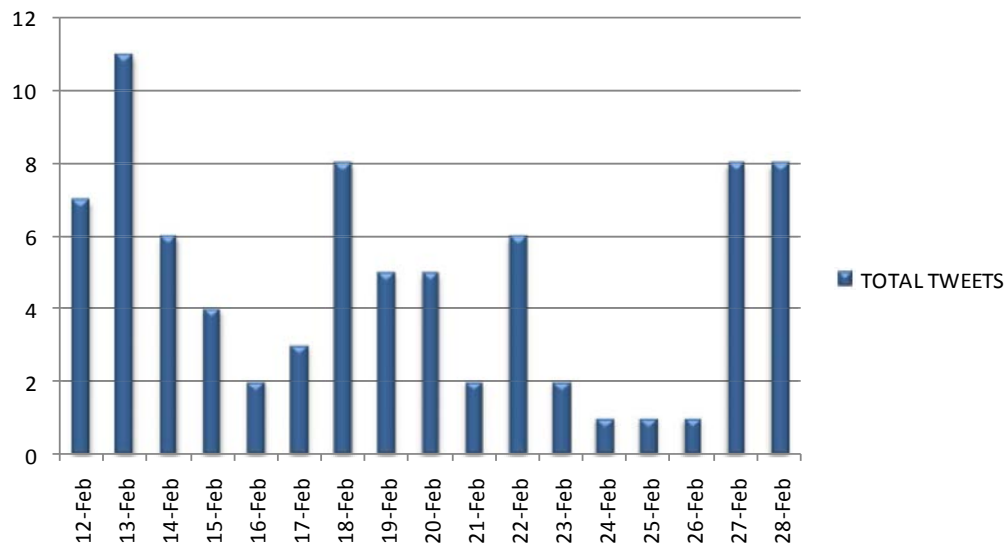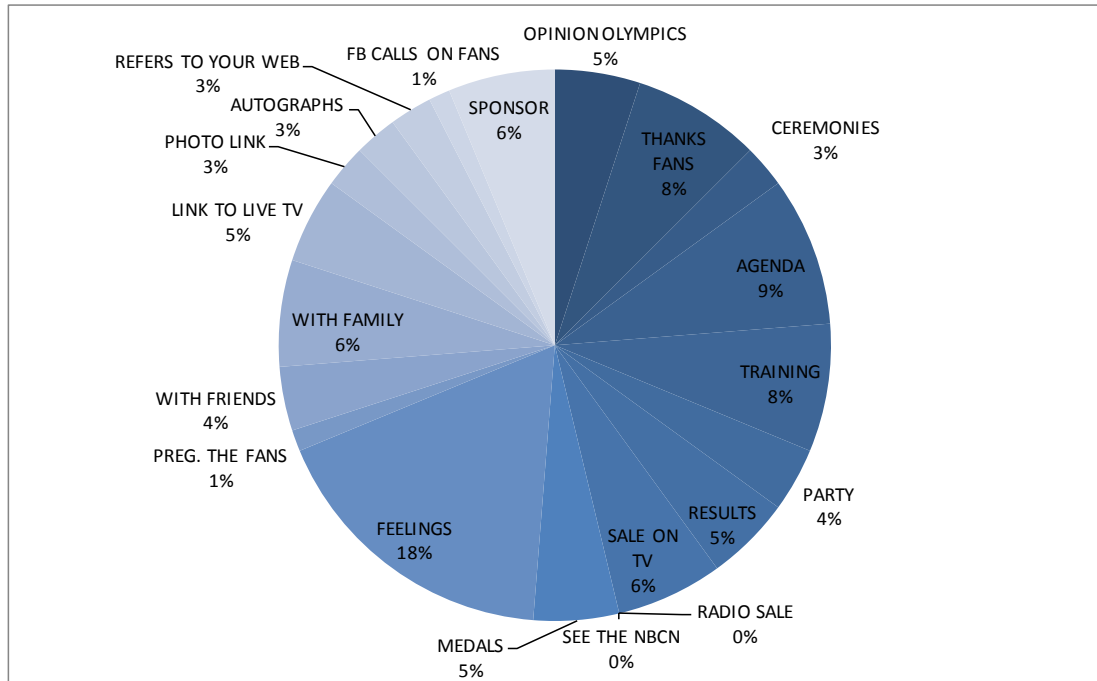

Source: Our own data

For Chad Hedrick, Vancouver 2010 was marked by his subsequent retirement. This could be appreciated from the way he lived the Games, which was very, very personal, focusing on sport while being surrounded by his whole family.

His tweets increased at times when sensitivity was unleashed:

1. The opening ceremony of the Olympic Games, the last ones for him.
2. The day he celebrated the bronze he managed to achieve at Vancouver (18 February).
3. The closing ceremony of the Olympic Games, and the end of an era in his life.

Worthy of note was the minimal activity on the social networking site after he had finished competing, and he himself said that he would be spending a few days enjoying the city with his family.

Chart 26. Topics covered in Chad Hedrick's tweets

Source: Our own data

Chart 27. Comparison between the numbers of tweets published by both athletes
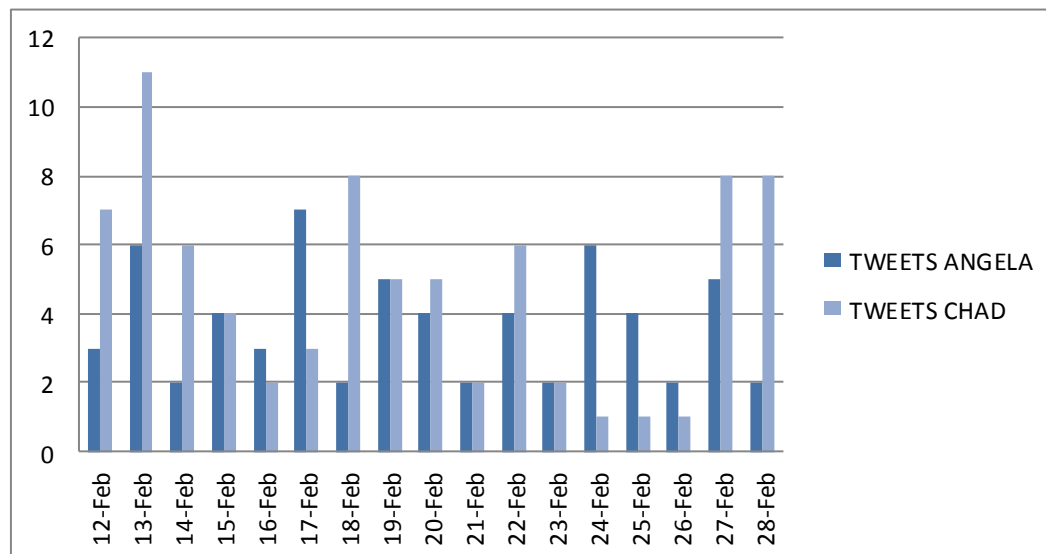
Source: Our own data

3.14. The Role of Right Holder Broadcasters (RHBs)

The Olympic Games are a sporting spectacle, and television still plays a fundamental role in broadcasting them. It is worth remembering that, however advanced technology and the Internet might be as a usual means of communication and entertainment in many parts of the world, there are many countries where, generally due to their economic circumstances, access to computers is not easy.

The digital divide exists and is even widening as the years go by. However, television is a medium that fills that gap and takes Olympism to all four corners of the world. In this study, we found that the new information narratives that have emerged since the advent of the Internet and, above all, since the advent of social networking sites, also affect television. At the Vancouver 2010 Olympics, this medium, which was also on social networking sites, gave very little coverage to these Games on Facebook and Twitter.

The presence of CTV (the host country broadcaster) on Facebook went virtually unnoticed, something that generated a great deal of criticism; NBC published posts practically on a daily basis, focusing on events like ice hockey. However, it was MSNBC.com that unquestionably played the most significant role in terms of Vancouver 2010 coverage.

This television broadcaster includes:

1. NBC

2. NBC Sports

3. NBC News

4. MSNBC.com (news available on the Internet offered by the consortium formed by MSN, Hotmail, Bing and the channel NBC itself).

5. TODAY

With so many resources, posts were published on Twitter and Facebook within one minute (or less) of news items from any of the media forming part of MSNBC.com. In addition, a lot of athletes mentioned it in their tweets or said that they had been interviewed by NBC, thus constantly promoting it.

Moreover, it created the website www.nbcolympics.com, devoted exclusively to the coverage of every sporting event at the Games.

4. Singapore 2010 Youth Olympic Games communication strategies on Facebook and Twitter

4.1. Introduction

Saturday 14 August 2010 marked a historic date in Olympism. On that day in Singapore, the first-ever Youth Olympic Games were opened for young athletes aged between 14 and 18.

In terms of participation figures, the first Youth Olympic Games welcomed more than 3,500 young athletes from more than 205 nations across the globe. The participants took part in a total of 26 sports in the Games and more than 50 events in the Culture and Education Programme.

Over the duration of the Olympic Winter and Summer Games, television is the most powerful medium for conveying images of the Olympics, complemented by the rest of the traditional media. The Vancouver 2010 Winter Olympic Games were the first to use social networking sites as a means to convey information, for marketing and to spread the culture of the Games. The Singapore Youth Olympic Games did not count on the extraordinary broadcasting power of the international television broadcasters, so in this case the Internet (websites, virtual communities, blogs, YouTube, Facebook and Twitter) was a key communication tool. Its target audience, children and youths, in the formative process of becoming citizens, made using the Internet for communication more appropriate, above all in the case of developed countries with their high rates of Internet access and use. Numerous studies indicate that young people are skilled at using such tools, which, to the surprise of some adults, have become an integral part of their lives and relationships with friends and acquaintances.

This study analyses the content and strategies used on Facebook and Twitter by the Singapore Youth Olympic Games Organising Committee (SYOGOC), the International Olympic Committee (IOC) and the worldwide partners of the Olympic Games over the duration of the Games.

4.2. Methodology

First, all the posts that Singapore 2010 had published on Facebook and Twitter over the duration of the Youth Olympics (from 14 to 26 August 2010) were recorded. All the screenshots of posts were taken using Snagit 10 software. The same procedure was carried out on The Olympic Games Facebook and Twitter pages, over the same period of days.

With regard to the Olympic partners and sponsors, their posts were also followed over the duration of the Youth Olympics and it was observed whether, in the information section, any mention was made of their collaboration with the Olympic Movement.

Once all the screenshots were completed, the following variables were analysed:

Chart 1. Elements studied on the Singapore 2010 and The Olympic Games Facebook and Twitter pages
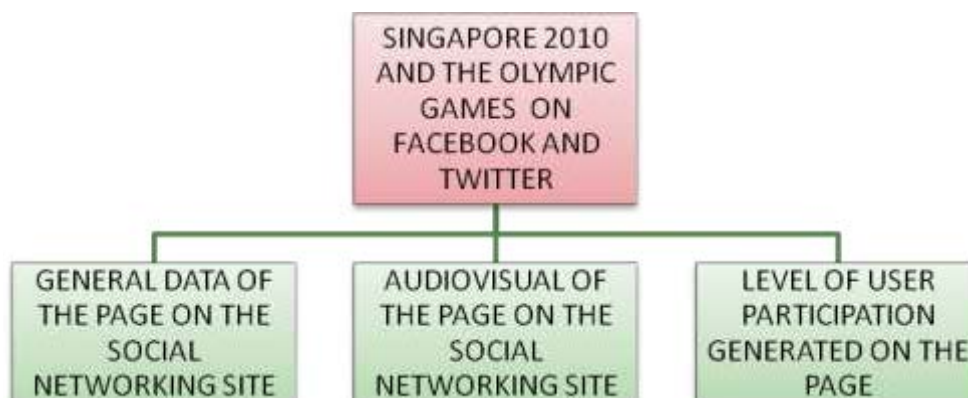
Source: our own data

All the data obtained were quantified and organised into their respective Excel tables, in order to calculate the totals and percentages for the aspects to be studied. The data were transferred into charts to facilitate their subsequent qualitative analysis.

4.3. Singapore 2010 communication strategy for social networking sites

The Youth Olympic Games carried out a marketing and communication campaign in which the Internet and social networking sites played a determining role. As well as creating its official website, they joined the main social networking sites (Facebook and Twitter), and used the two leading websites for image sharing (videos on YouTube and photos on Flickr), as well as some textual content.

Videos of the event were first shown on the official website and YouTube, and then, a few days later, some of them were posted Facebook and Twitter. A blog was also created, "WhyOhGee", where contributors ranged from the organisers to volunteers, and even a group of youths who were recruited as amateur reporters to do entertaining interviews with the athletes.

In addition, a 3D game was created, "Singapore 2010 Odyssey", where players could create their own avatars and compete online with other players in Olympic sports.

Chart 2. Social media used over the duration of the Singapore 2010 Youth Olympics

Source: our own data

Before moving on to analyse the Youth Olympic Games on Facebook and Twitter, it would be a good idea to go over the communication structure that was set up to broadcast these new Olympic Games on the Internet.

As shown in the chart above, the Singapore 2010 official website was the main focal point, where all the information was supplied, including the names of the members of the Organising Committee, the sponsors, and above all, an overview of all the contents that would be provided on the website.

As mentioned previously, unlike in all the Olympic Summer and Winter Games, television did not play such a major role in these Games: the day's sporting events were broadcast live on the Internet via different channels set up for that purpose.

The blog, WhyOhGee, produced by youths, also played an important role. It was launched before the Olympic Games to raise awareness of the meaning of the Singapore 2010 Youth Olympic Games in the blogosphere, outside the traditional communication circuits. Furthermore, social networking sites such as Facebook and Twitter were used, where textual and audiovisual content was posted. YouTube was crucial to be able to view the videos that had already been broadcast on the website and WhyOhGee; and Flickr was used as a platform for photos.

4.4. Variables analysed on Facebook

There are great differences between Facebook and Twitter with regard to their concept and how they function. For this reason, the same categories for analysis are not always applicable.

In the case of the Singapore 2010 and the Olympic Games Facebook pages, the study concentrated on:

- Number of fans: the total number of people that have at some point chosen to be followers of the page; and of those, the number who join in by choosing to click on "like" or by leaving a comment.

- Verified pages: for the security of the brand as much as of the follower. A verified page guarantees that Singapore 2010 and the Olympic Games have verified accounts in the social networking sites under study, and should mean:

  – Ease of finding the real page of the brand that we are looking for.

  – Security of knowing that everything that is seen on the page has been posted by the Olympic institution and not by somebody else using their name.

- Credibility: using a social networking site with a verified account indicates concern about the content that appears on the page and, that as a serious company, an effort is being made to maintain brand image and differentiation from the rest.

- Number of posts: the amount of posts published by the brand on its page and the frequency of updates.

- Like/ Comments: aspects that give us an indication of the interaction between the page that is **being** updated and the public. In general terms, the higher the number of active responses (like/comments), the greater the engagement of the fans.

- Photos/Videos: The number of photos and videos and their content. The cross-promotion between different social media: official website, YouTube, Flickr, WhyOhGee, Facebook and Twitter.

- Content type: All the posts published by Singapore 2010 and The Olympic Games were divided into seven topics:

  1. **Sports**. A sports post on Facebook (textual or audiovisual) is defined as one containing images of competitions in the different Olympic sports at the Games. Also included in this category are medal-winning and competition results.

  2. **Opening events.** Arrival of the torch and relay around the streets, opening ceremony and performances within the ceremony (such as the lighting of the cauldron or the fireworks).

  3. **Closing events**. The Youth Olympic Games closing ceremony and different posts expressing thanks for the great efforts of the athletes and volunteers.

  4. **Interviews with athletes**. This is a common category, as will be seen. Interviews were carried out with participating athletes about their lives, both personal and sporting.

  5. **"Party" atmosphere.** The Olympic Games were seen as a party, in the host city as well as among the youths taking part in the sport and cultural events.

  6. **Marketing**. Official mascot promotion, sales points and particular official stores.

  7. **Questions.** Questions directed at Facebook user to provoke a response such as clicking on "like" or posting a comment.

4.5. Singapore 2010 on Facebook

The results of the analysis of the daily posts of the Youth Olympic Games on Facebook are shown in tables 1 to 3.

Table 1. Posts on the Singapore 2010 Facebook page (14-18 August 2010)

DATE	14-Aug	15-Aug	16-Aug	17-Aug	18-Aug	TOTAL
GENERAL DATA						
NUMBER OF FANS						**84,956**
VERIFIED						**NO**
NUMBER OF POSTS	10	3	3	5	7	**28**
LIKE	2,420	409	212	532	832	**4,405**
COMMENTS	441	90	44	69	130	**774**
PHOTOS	11	0	0	0	4	**15**
VIDEOS	3	3	0	4	4	**14**
CONTAINS EXTERNAL LINKS						
YOUTUBE	3	3	0	4	5	**15**
WHYOHGEE	2	2	1	0	2	**7**
YOUTH OLYMPIC GAMES WEBSITE	2	0	2	0	0	**4**
FLICKR	1	0	0	0	0	**1**
TWITTER	0	0	0	0	1	**1**
TYPE OF CONTENT						
SPORT	0	0	2	0	0	**2**
OPENING EVENTS	5	1	0	0	0	**6**
CLOSING EVENTS	0	0	0	0	0	**0**
ATHLETE INTERVIEW	2	1	1	3	4	**11**
PARTY ATMOSPHERE	0	1	0	0	0	**1**
MARKETING	3	0	0	2	3	**8**
QUESTION	0	0	0	0	0	**0**

Source: Our own data

The results shown in the table above indicate that, yet again, the Facebook account is unverified, as in the case of Vancouver 2010.

It is also worthy of note that there were only 28 posts, over five days, the day of the opening ceremony being the most active.

With regard to audiovisual aspects, it is significant that photos and videos accounted for 30 posts, meaning that every post contained one (or more) of these elements.

The number of links contained in the posts on Facebook is also significant as again, each post included a link to an external site where more information on the topic was given or related topics were suggested.

However, on the Singapore 2010 Facebook page, there are only two posts relating to sport over five days. Facebook was used to publish athlete interviews that had already featured in the WhyOhGee blog, or was used as a marketing tool for promoting the music events taking place at the Marina Bay venue.

Table 2. Posts on the Singapore 2010 Facebook page (19-23 August 2010)

DATE	19-Aug	20-Aug	21-Aug	22-Aug	23-Aug	TOTAL
GENERAL DATA						
NUMBER OF FANS						**84,956**
VERIFIED						**NO**
NUMBER OF POSTS	5	7	7	6	7	**32**
LIKE	884	798	942	875	593	**4,092**
COMMENTS	135	112	122	116	230	**715**
PHOTOS	4	7	5	4	0	**20**
VIDEOS	3	4	4	3	6	**21**
CONTAINS EXTERNAL LINKS						
YOUTUBE	3	4	4	3	6	**20**
WHYOHGEE	0	4	2	2	4	**12**
YOUTH OLYMPIC GAMES WEBSITE	1	1	2	2	0	**6**
FLICKR	0	0	0	0	0	**0**
TWITTER	0	0	0	0	0	**0**
TYPE OF CONTENT						
SPORT	0	1	1	0	0	**2**
OPENING EVENTS	0	0	0	0	0	**0**
CLOSING EVENTS	0	0	0	0	0	**0**
ATHLETE INTERVIEW	2	2	2	4	5	**15**
PARTY ATMOSPHERE	1	2	3	1	0	**7**
MARKETING	2	2	1	1	1	7
QUESTION	0	0	0	0	1	1

Source: Our own data

The results shown in table 2, indicate that over the five-day period analysed, there were only 32 posts, all of which included a photo or video and an external link (mainly to YouTube).

It is necessary to highlight again that these videos are not from the same day, the majority of them are content that was broadcast live and available on demand from YouTube, or posted on WhyOhGee.

With regard to the content, as with the previous period analysed, there are two sports posts over five days. The video content is largely of athlete interviews, followed by marketing and the party atmosphere (which is also promotional as all the photos are of the events at Marina Bay and the groups that were going to perform that night).

The results of the analysis of the final period are shown in table 3.

Table 3. Posts on the Singapore 2010 Facebook page (24-26 August 2010)

DATE	24-Aug	25-Aug	26-Aug	TOTAL	GAMES TOTAL	% TOTAL
GENERAL DATA						
NUMBER OF FANS				84,956	84,956	**100**
VERIFIED				NO	NO	**NO**
NUMBER OF POSTS	2	4	6	12	72	**100%**
LIKE	146	410	1,498	2,054	10,551	**12.41%**
COMMENTS	20	112	343	475	1,964	**2.31%**
PHOTOS	2	0	11	13	48	**66.60%**
VIDEOS	0	4	0	4	39	**33.30%**
CONTAINS EXTERNAL LINKS						
YOUTUBE	0	4	0	4	39	**54.16%**
WHYOHGEE	0	3	0	3	22	**30.55%**
YOUTH OLYMPIC GAMES WEBSITE	2	0	1	3	13	**18.05%**
FLICKR	0	0	0	0	1	**1.38%**
TWITTER	0	0	0	0	1	**1.38%**
TYPE OF CONTENT						
SPORT	0	0	0	0	4	**5.50%**
OPENING EVENTS	0	0	0	0	6	**8.30%**
CLOSING EVENTS	0	0	3	3	3	**4.16%**
ATHLETE INTERVIEW	0	3	0	3	29	**40.27%**
PARTY ATMOSPHERE	0	0	0	0	8	**11.10%**
MARKETING	2	1	3	6	21	**29.16%**
QUESTION	0	0	0	0	1	**1.38%**

Source: Our own data

The study of the Singapore 2010 Facebook page over these three days revealed the real use that the organisation made of its Facebook page. Although an indication of the situation was apparent from the beginning of the analysis, these results were clear: twelve posts over three days, six of which are devoted to marketing. It must be taken into account that the last day of the study was the closing ceremony, which was only mentioned in three posts and eleven photos.

4.6. Data in chart form

The data results from the analysis of the Singapore 2010 Facebook page are shown in chart form as follows:

Chart 3. Number of posts published by the Organisers of Singapore 2010 on the Facebook page (daily analysis)
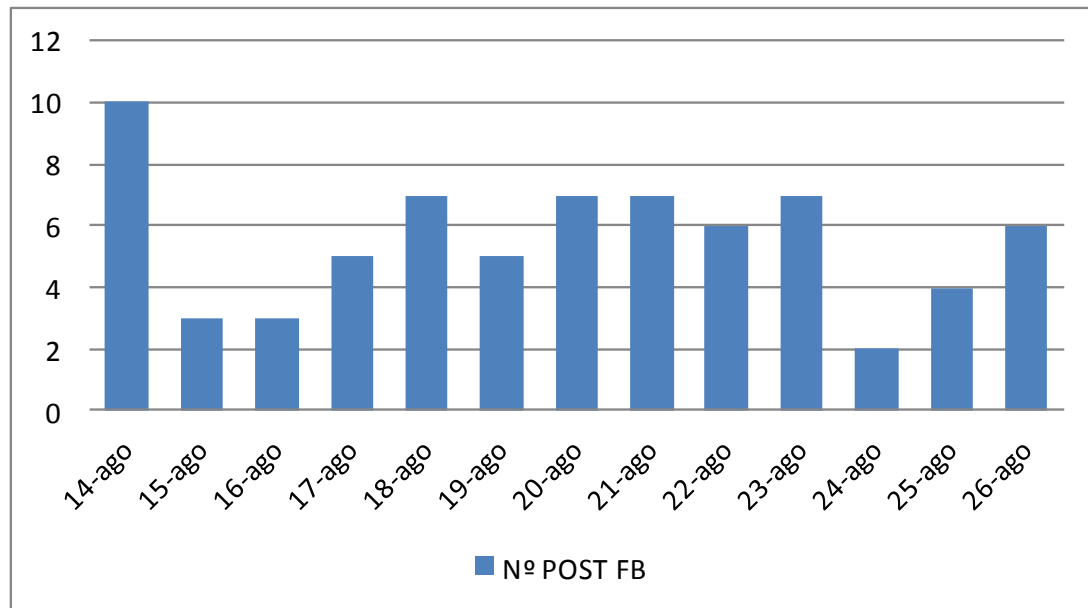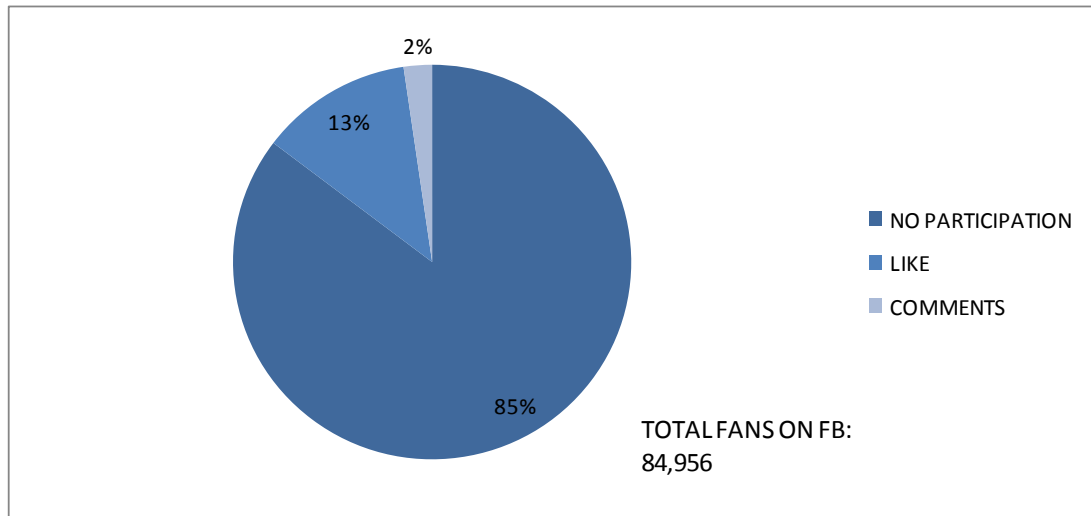

Source: Our own data

Chart 4. Singapore 2010 fan participation generated by posts published on the Facebook page
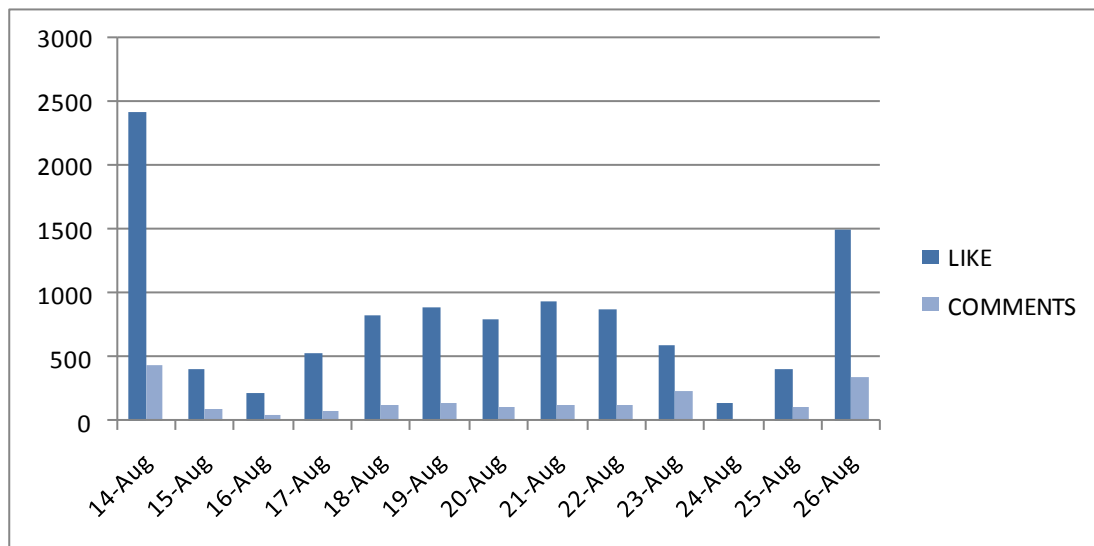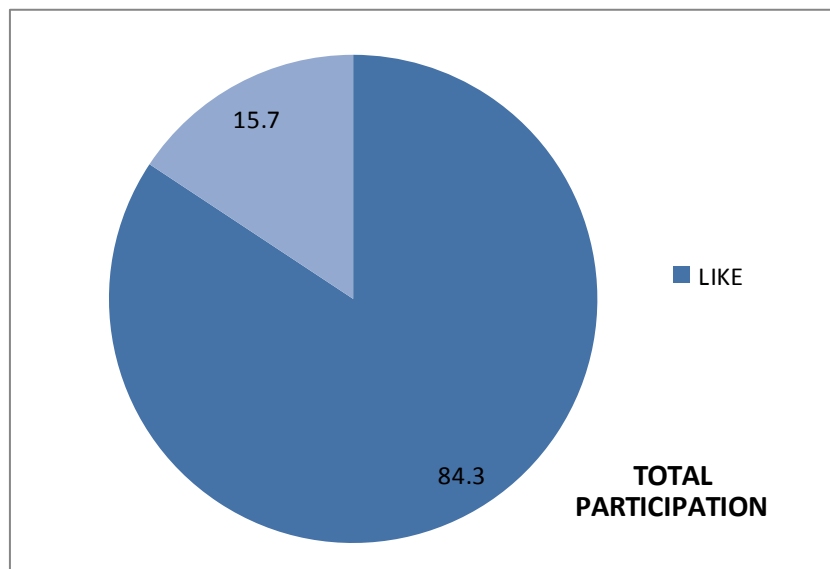

Source: Our own data

Chart 5. Total percentage participation of Singapore 2010 Facebook page fans
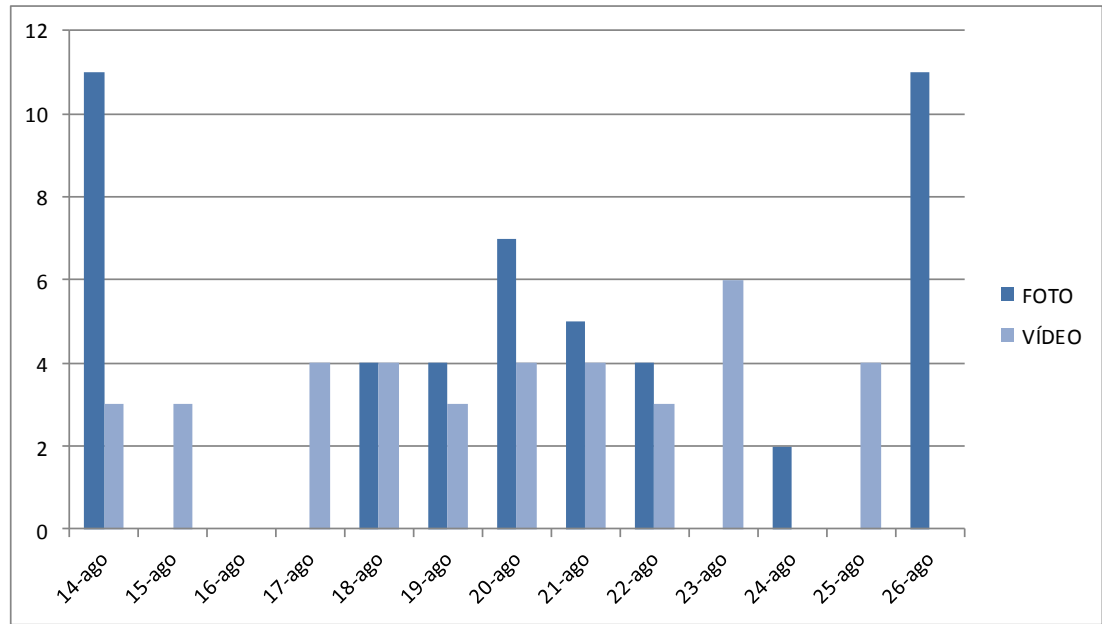

Source: Our own data

It is necessary to underscore the fact that the Youth Olympic Games Facebook page on occasions republishes the same content, such as, for example, athlete interviews on different days. Furthermore, Facebook is built upon tools for republishing content to other users, which has previously been shown on the official Youth Olympic Games website, YouTube or WhyOhGee. Chart 5 represents an ideal or unreal situation where all the activity of the fans (posting a comment or clicking on "like") is concentrated into the period that the Youth Olympic Games were held. With the tools and data that we have at our disposal, it is impossible to ascertain the real level of participation, which would unquestionably be far lower than those reflected in the chart. Nonetheless, we believe that it serves as a useful example.

Chart 6. Total percentage participation of Singapore 2010 Facebook page fans

Source: Our own data

Chart 7. Total audiovisual items published on the Singapore 2010 Facebook page

Source: Our own data

Chart 8. Audiovisuals from other social media on the Singapore 2010 Facebook page
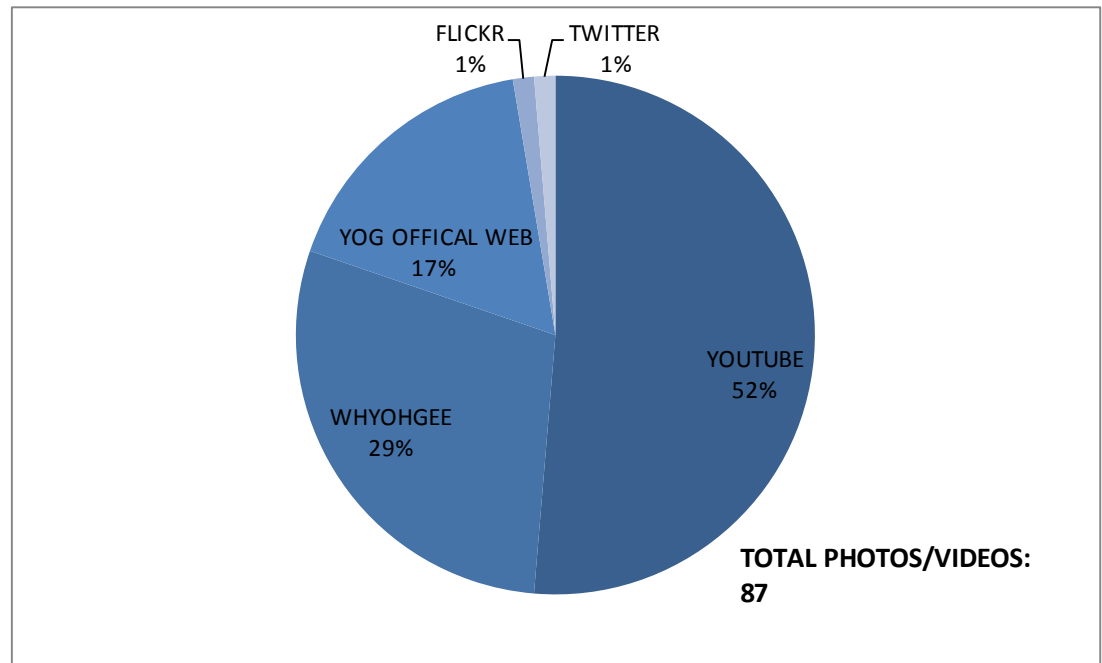
Source: Our own data

In the above chart some examples of the videos published on the Youth Olympic Games Facebook page, and how these videos are repeated days and even weeks later.

Screenshots of the Singapore 2010 Youth Olympic Games Facebook page

Chart 9. Topics covered in posts
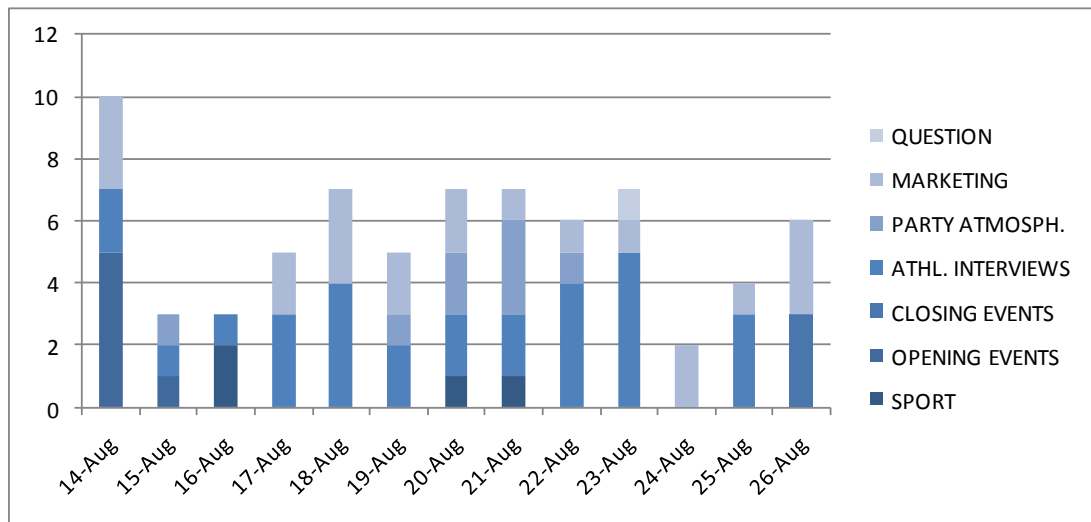
Source: Our own data

Chart 10. Distribution of topics on the Singapore 2010 Facebook page. Total count at the end of the Games.
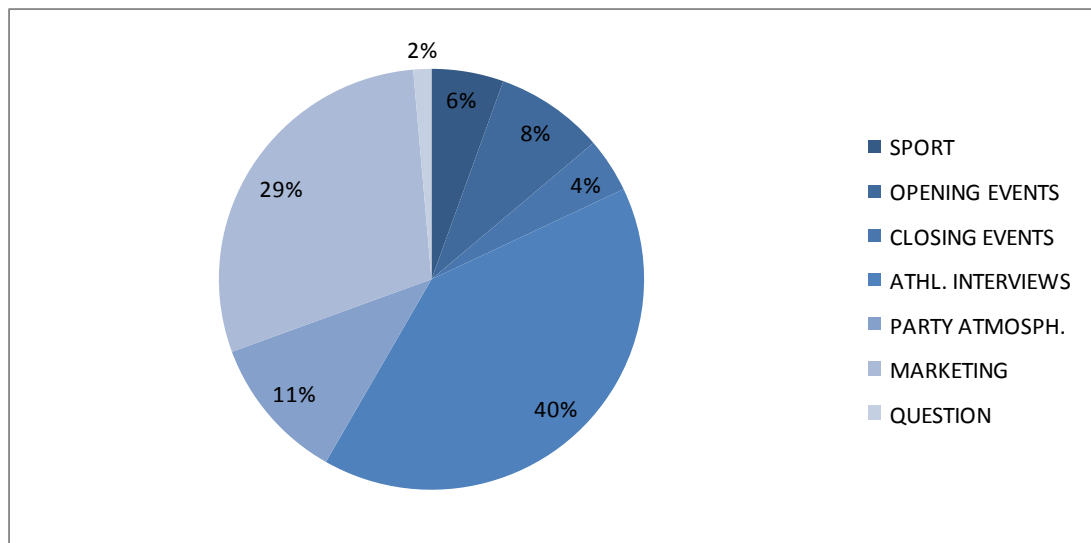
Source: Our own data

With regard to the posts and their topics (see chart 10), the distribution of topics (in descending order of volume) is listed as follows:

1. **Athlete interviews**. This content accounted for 40.27% of all posts on the Facebook page. The reason for this, is that the material was prepared days ahead on the blog, WhyOhGee, and it was easy and quick to post. Furthermore, if we count the repeated posts; we can better understand the reason for this result, which seems to be inflate 76 the repetition of the same videos on different days, as mentioned earlier.

2. **Marketing**. A total of 29.16% of posts were devoted to the promotion and marketing of the Singapore 2010 brand.

3. **Party atmosphere** in the literal meaning of the word: unlike in the classic Olympic Games, such as Vancouver 2010, here, there is little reflection (only a couple of occasions), of what it was like to enjoy the experience of the Games in the Olympic host city.

4. Singapore 2010 portrays the party atmosphere through the concerts and performances of the bands that performed in the evening events at Marina Bay, a purpose-built venue for holding this kind of event.

5. The **opening ceremonies**, that usually attract the biggest audience of the whole Olympic Games, accounted for only 8.3% of all posts. These consisted of photos of the fireworks and various performances that took place on the opening day, but no video summaries. Worthy of note is that Olympic symbols did not feature in the photos posted.

6. **Sports content** accounted for only 8.3% of the posts on Facebook.

7. The **closing ceremonies** accounted for 4.16% of the total number of posts and they are all in the form of photos, but there are no videos.

8. **Questions designed to provoke a response from the user** only accounted for 1.38% of the total number of posts.

In chart 11, it can be seen, as mentioned earlier, that participation increased when posts were related to truly sporting topics, which users recognised as Olympic. The opening and closing ceremonies are always a major feature of the Olympic Games.

The chart shows that there was a small surge in participation on 16 August, as posts relating to sporting events held on that day were published.

It is very noteworthy that there was a fall in user participation on 24 August, the day on which Singapore 2010 devoted its Facebook page to marketing: promoting shops selling Olympic Games souvenirs, and events and performances (including ticket sales) taking place that night.

Interviews with youth athletes succeeded in maintaining the level of participation.

Chart 11. Relationship between the thematic content of posts on the Singapore 2010 Facebook page and rate of fan participation
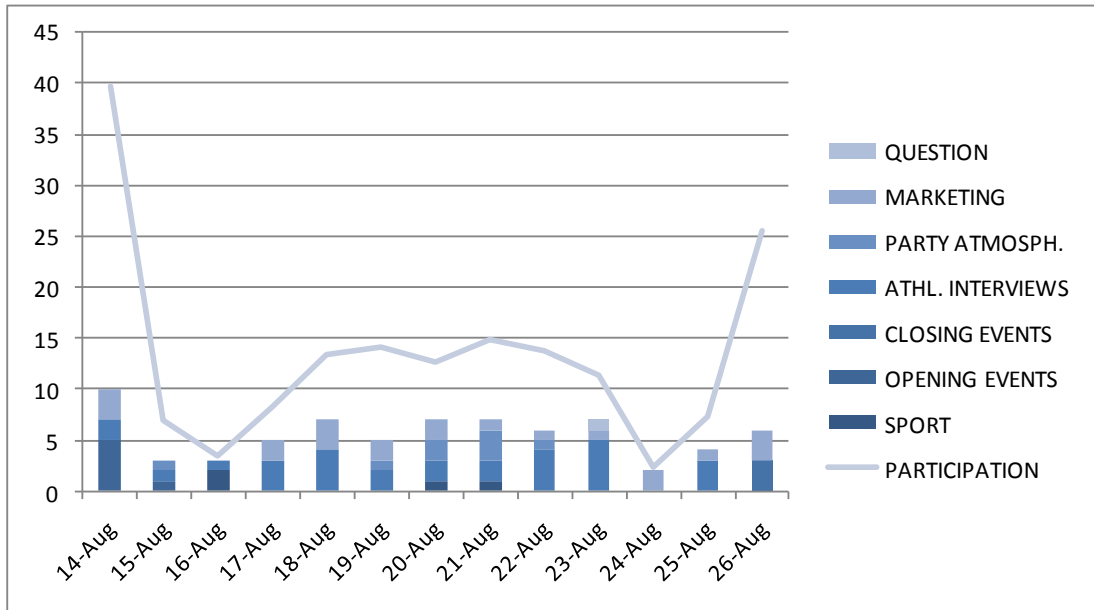
Source: Our own data

Chart 12. Relationship between participation and the number of posts published on the Singapore 2010 Facebook page (without regard to topics)
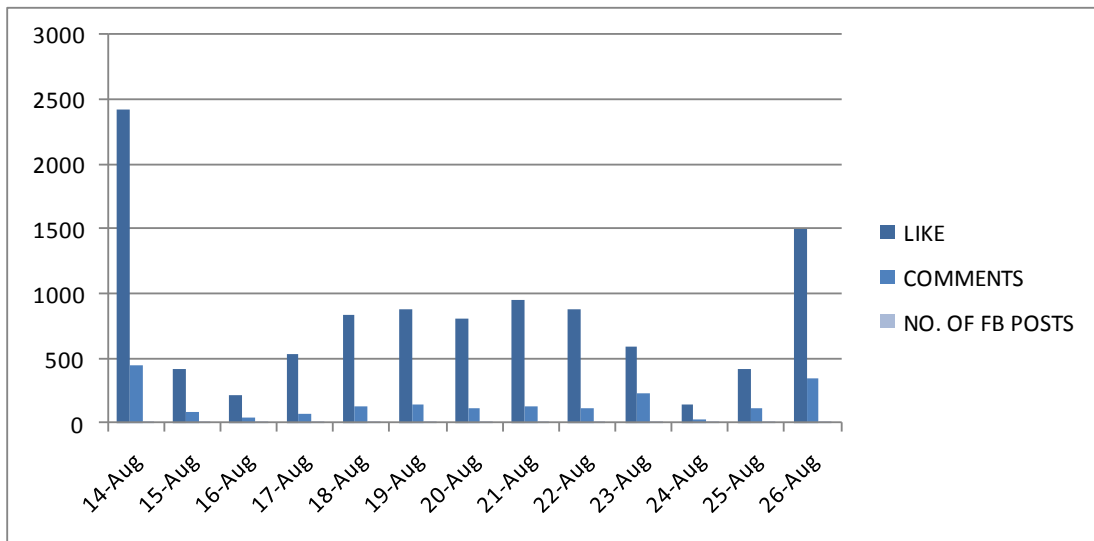
Source: Our own data

4.7. Analysis of Singapore 2010 on Twitter

Given that Twitter is a social networkking site with different features to those of Facebook, the variables under analysis differ:

1. General data on participation/content

The study considers the basic features: Twitter account name, number of followers, whether verified, the number of tweets published per day, but no regard for content.

2. Tweet topics

Following a prior study of the content, it was decided to classify tweets according to the following topics, as they were the only topics featured in the Youth Olympic Games tweets:

- Information and ticket sales

- Information about the venue/ stadium where different sporting events were held

- Information about final results

- Up-to-the-minute information about competitions

- Corrections: from errors in drafting a tweet to changes in the point of sale for tickets.

- Recognition of an athlete's or team's achievements.

- Recognition of the volunteers' work.

- Expressions of encouragement and Olympic atmosphere: from tweets that amount to no more than exclamations of encouragement or amazement at a record, to descriptions of the atmosphere at a particular sporting event.

- Links to photos and videos

- Tourist information for the city, places of interest and venues where interesting events related to the Youth Olympic Games were held.

- Answers to followers' questions.

- Questions designed to encourage participation.

- Competitions: for example, the best photo of the day

Furthermore, as with the Facebook study, a series of variables was established to determine the most commonly-used means in tweets for redirecting users to other media networking sites.

In Twitter, links redirected followers to the following kinds of information:

- Broadcasts of the day's sporting events were available in two ways on the **official website**: Live and on demand (pre-recorded)

- Singapore 2010 **Facebook** page, offering the chance to become a fan in order to follow the content.

- Official website, to join a **chat** and put questions to athletes.
- Constant information on **Google** and the positioning of the Youth Olympic Games. (It was said that they were in top position in many tweets)
- Notifications of the start of sporting events five minutes beforehand, via **Twitter** itself.
- **Online marketing** pages for Singapore 2010 merchandising (mascots, T-shirts, caps, etc.)
- Information pages about the correct use of social networking sites in the Olympic Games.
- A 3D game, **Singapore 2010 Odyssey**, which could be downloaded to play online free of charge.

From an analysis of the 566 tweets published by the heads of communication in the Youth Olympic Games over the 12-day period of the Games, the following data was obtained:

Table 4. Analysis of tweets posted on the Singapore 2010 Twitter page (14-18 August)

DATE	14-Aug	15-Aug	16-Aug	17-Aug	18-Aug	TOTAL
GENERAL PARTICIPATION/CONTENT DATA						
NUMBER OF FOLLOWERS						**84,130**
PAGE NAME						**SINGAPORE 2010**
NUMBER OF TWEETS	64	4	18	29	36	**154**
VERIFIED						**NO**
TOPICS COVERED IN TWEETS						
TICKET SALE INFORMATION	0	0	0	0	0	**0**
COMPETITION VENUE INFO.	0	0	0	0	3	**3**
FINAL RESULTS INFO.	0	1	0	0	3	**4**
UP-TO-THE-MINUTE RESULTS INFO.	0	0	0	0	0	**0**
CORRECTIONS	0	0	0	0	0	**0**
ATHLETE/TEAM RECOGNITION	0	0	0	0	1	**1**
VOLUNTEER RECOGNITION	0	0	0	2	0	**2**
COMMENTS ON OLYMPIC ATMOSPHERE	54	1	4	2	5	**66**
PHOTO LINK	0	0	0	1	1	**2**
VIDEO LINK	0	0	0	4	1	**5**
INFO. ABOUT TOURISM AROUND THE CITY	0	0	0	0	5	**5**
ANSWERS TO A FOLLOWER	0	0	0	0	0	**0**
QUESTIONS	3	0	3	2	1	**9**
CONTESTS	0	0	0	1	0	**1**

Source: Our own data

The first five days of Singapore 2010 on Twitter, as shown in table 4, were marked by 14 August 2010, the opening day of the Games. On that day, almost half of the total number of tweets from this period was published.

Tweets relating to the Olympic atmosphere (including simple expressions such as "Wowwww" when watching the fireworks) was the most common topic, followed quite a way behind by direct questions to followers encouraging them to join in with their comments.

Table 5. Analysis of tweets posted on the Singapore 2010 Twitter page (19-23 August)

DATE	19-Aug	20-Aug	21-Aug	22-Aug	23-Aug	TOTAL
GENERAL PARTICIPATION/CONTENT DATA						
NUMBER OF FOLLOWERS						**84,130**
PAGE NAME						**SINGAPORE 2010**
NUMBER OF TWEETS	38	16	52	75	59	**240**
VERIFIED						**NO**
TOPICS COVERED IN TWEETS						
TICKET SALE INFORMATION	1	0	8	2	12	**13**
COMPETITION VENUE INFO.	0	0	3	0	0	**3**
FINAL RESULTS INFO.	2	0	4	8	13	**27**
UP-TO-THE-MINUTE RESULTS INFO.	7	0	0	17	3	**27**
CORRECTIONS	1	0	1	0	0	**2**
ATHLETE/TEAM RECOGNITION	2	0	8	14	9	**33**
VOLUNTEER RECOGNITION	0	0	0	0	1	**1**
COMMENTS ON OLYMPIC ATMOSPHERE	1	0	0	0	2	**11**
PHOTO LINK	1	0	0	0	0	**1**
VIDEO LINK	1	0	0	0	1	**1**
INFO. ABOUT TOURISM AROUND THE CITY	5	7	14	9	9	**44**
ANSWERS TO A FOLLOWER	0	0	0	0	0	**0**
QUESTIONS	2	1	1	1	1	**6**
CONTESTS	0	0	0	0	0	**0**

Source: Our own data

During the second period of the study, as shown in table 5, the tweet topics were redistributed: the majority of tweets referred to information about recreational venues and places of interest to visit in Singapore.

The second most common topic consisted of comments praising an athlete or topic, and, in third place, were informative tweets with results from the day's sporting events. Some events were broadcast practically within a minute.

Table 6. Analysis of tweets posted on the Singapore 2010 Twitter page (24-26 August)

DATE	24-Aug	25-Aug	26-Aug	TOTAL	GAMES TOTAL	% TOTAL
GENERAL PARTICIPATION/CONTENT DATA						
NUMBER OF FOLLOWERS				84,130		
PAGE NAME				SINGAPORE 2010		
NUMBER OF TWEETS	50	58	64	172	566	**100%**
VERIFIED				NO		
TOPICS COVERED IN TWEETS						
TICKET SALE INFORMATION	1	5	4	10	23	**4.06%**
COMPETITION VENUE INFO.	4	0	1	5	11	**1.94%**
FINAL RESULTS INFO.	6	7	2	15	46	**8.12%**
UP-TO-THE-MINUTE RESULTS INFO.	1	10	2	13	40	**7.06%**
CORRECTIONS	2	0	0	2	4	**0.70%**
ATHLETE/TEAM RECOGNITION	8	7	2	17	51	**9.01%**
VOLUNTEER RECOGNITION	1	1	3	5	8	**1.41%**
COMMENTS ON OLYMPIC ATMOSPHERE	5	8	20	33	110	**19.43%**
PHOTO LINK	1	0	1	2	5	**0.88%**
VIDEO LINK	1	0	1	2	8	**1.41%**
INFO. ABOUT TOURISM AROUND THE CITY	7	4	2	13	62	**10.95%**
ANSWERS TO A FOLLOWER	0	0	0	0	0	**0%**
QUESTIONS	3	2	5	10	25	**4.41%**
CONTESTS	0	0	0	0	1	**0.17%**

Source: Our own data

As shown in table 6, the last three days of the Olympic Games were marked by the closing ceremony which took place on 26 August. As a consequence, the number of tweets describing the atmosphere in the city and later in the stadium soared.

A review of the athletes that had been outstanding at their respective sports was made. The final results are shown in the following charts:

Chart 13. Number of tweets published per day on the Singapore 2010 Twitter page
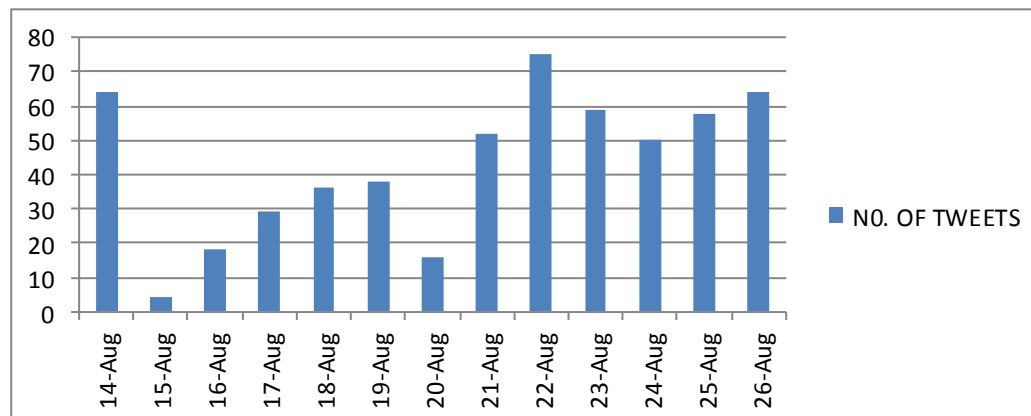
Source: Our own data

The days that the opening and closing ceremonies were held on, and 22 August when the final medals table was announced, were the days when the greatest number of tweets was published.

Chart 14. Topics covered in the tweets published by the Organisers of Singapore 2010 over the duration of the Youth Olympics
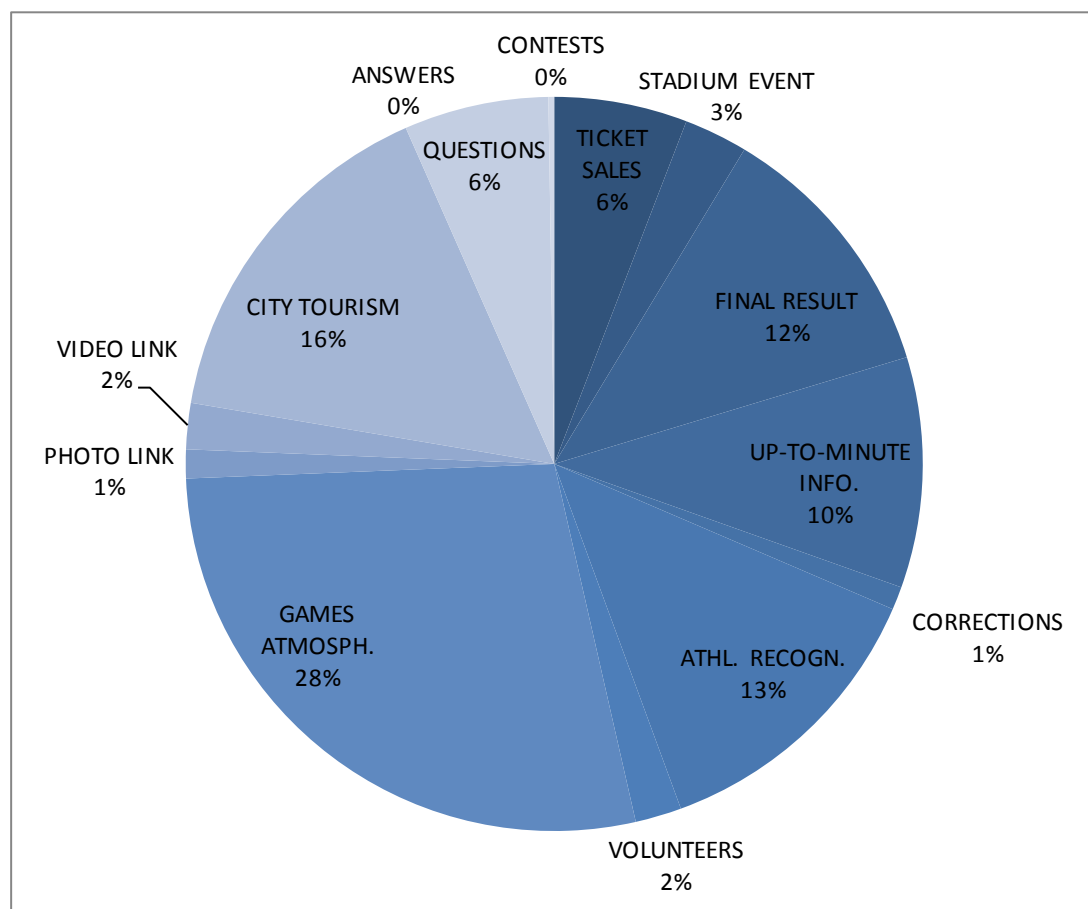
Source: Our own data

The study shows how Twitter, which is usually used informatively, was also used by the organisers of Singapore 2010 promotionally: the topic with the greatest number of tweets posted by far (110 of a total of 566) was the party atmosphere.

Chart 15. Topics covered in tweets on the Singapore 2010 Twitter page
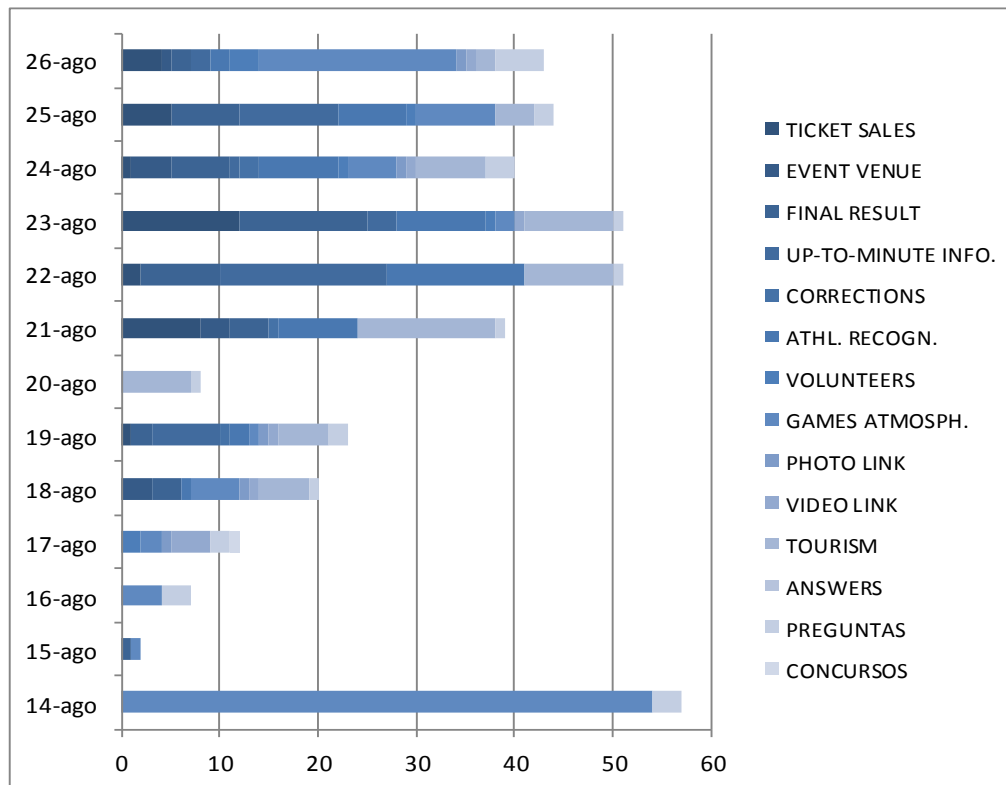
Source: Our own data

Chart 16. Percentage devoted to different topics in tweets on the Singapore 2010 Twitter page
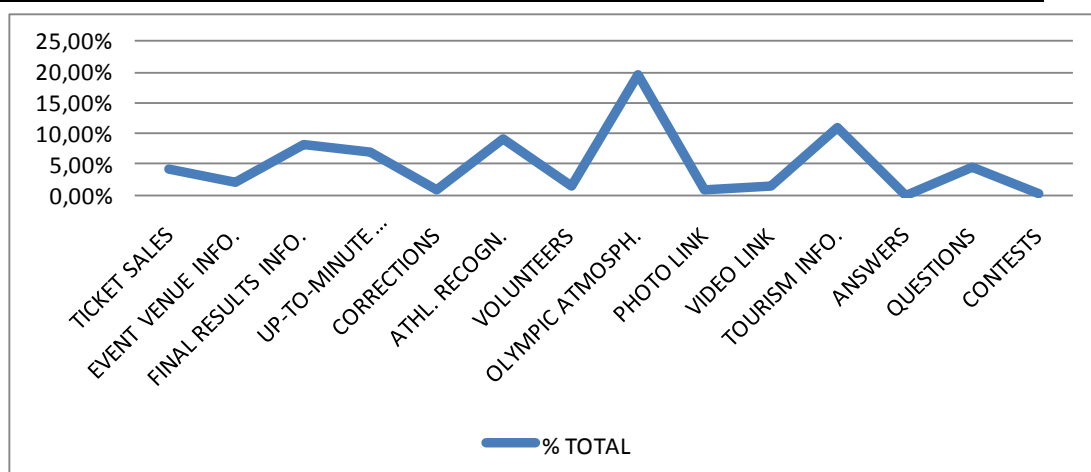
Source: Our own data

Chart 17. Singapore 2010 Twitter page content pointing to external social media in order to see or interact with Olympic stakeholders
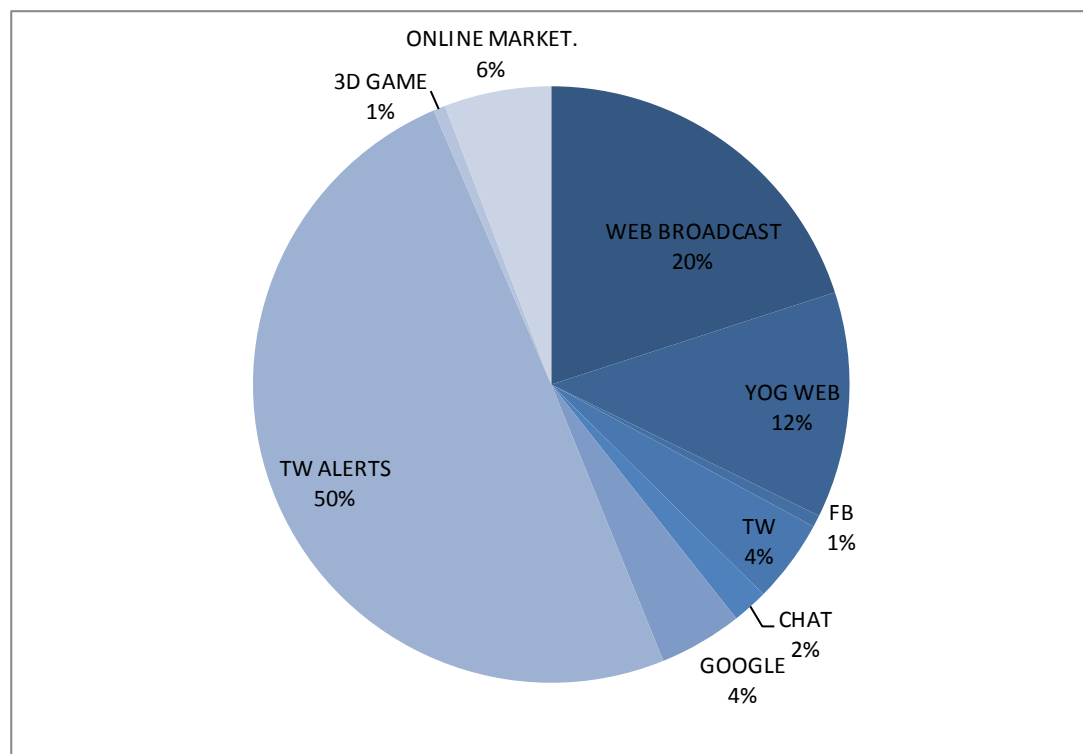
Source: Our own data

Chart 18. Comparison between the percentage of tweets with static content and tweets with links pointing to external content
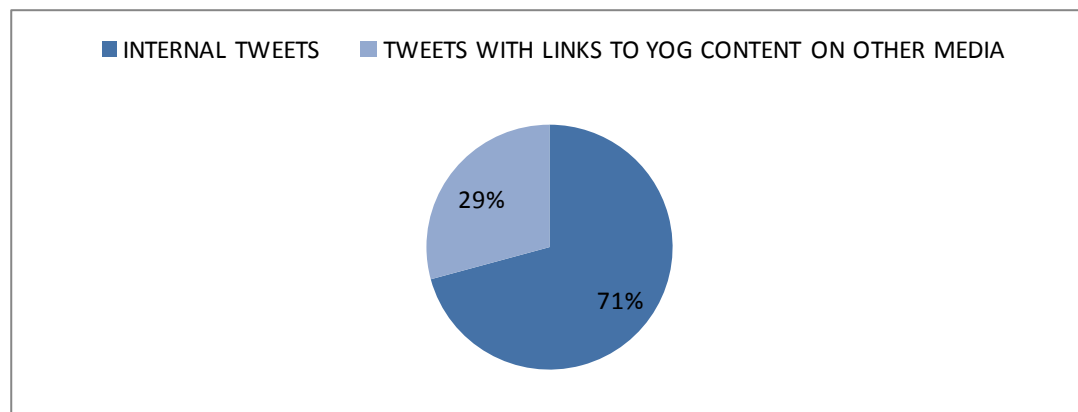
Source: Our own data

The results from the study, shown in chart 18, clearly demonstrate that great importance was placed on audiovisual content in the tweets over the duration of the Singapore 2010 Youth Olympics.

Twitter, a text-based social networking site, which cannot support audiovisual elements, was used by the organisers of these Olympic Games to provide information, but they did not miss

the opportunity of including links to redirect users to other social networking sites, such as Facebook and YouTube, where photos and videos could be found.

For the purposes of this study, the definition of "internal tweets" is those which do not include a link, which referred to a party atmosphere, a sporting event or the praise for a particular athlete's performance, to give some examples. Tweets which included links were not very explanatory; user were sent to an external site where more information or another kind of content could be found, which did not function on Twitter itself because of its technological features.

Furthermore, all informative or audiovisual material of greater importance or higher quality was only available on the official Singapore 2010 website, owing to rights issues.

Chart 19. Number of tweets per day with internal content in relation to other tweets with links redirecting to other social media
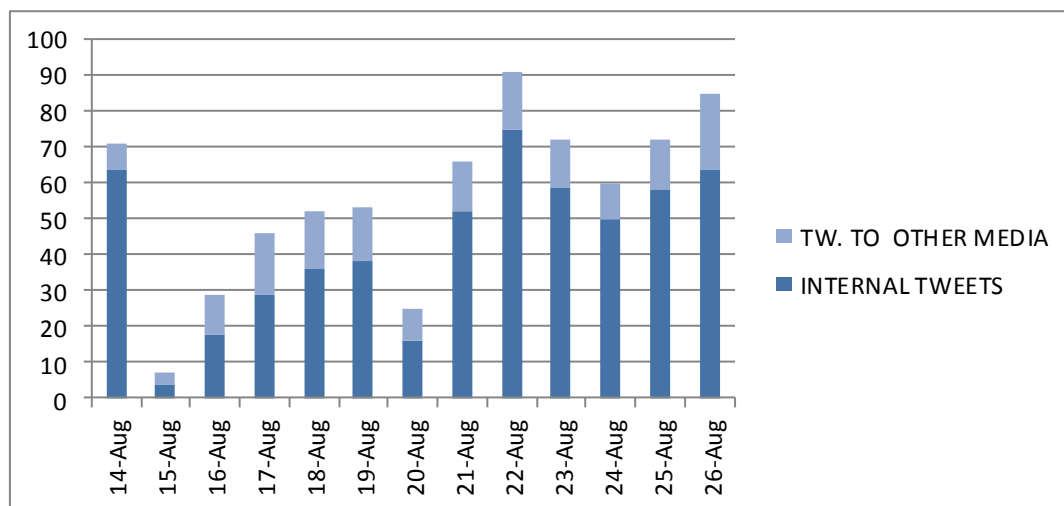
Source: Our own data

4.8. The Olympic Games on Facebook

In order to establish how the new Singapore 2010 Youth Olympic Games had fared on Facebook, a comparative study is carried out of the official Facebook page of the Olympic Movement to see how it had treated the Youth Olympic Games.

The same analysis variables were applied over the days when the Games were held (from 14 to 26 August, 2010). The data were transferred to Excel sheets (table 7 to 9).

Table 7. Analysis of The Olympic Games Facebook page over the duration of the Singapore 2010 Youth Olympics

DATE	14-Aug	15-Aug	16-Aug	17-Aug	18-Aug	TOTAL
GENERAL DATA						
NUMBER OF FANS						1,805,141
VERIFIED						NO
NUMBER OF POSTS	5	2	5	5	0	17

LIKE	1,771	865	2,452	1,145	0	**6,233**
COMMENTS	172	65	183	90	0	**510**
PHOTOS	4	1	4	2	0	**11**
VIDEOS	1	1	0	0	0	**2**
CONTAINS EXTERNAL LINKS						
YOUTUBE	NO	NO	YES	NO	0	**1**
WHYOHGEE	NO	NO	NO	NO	0	**0**
YOUTH OLYMPIC GAMES WEBSITE	YES	YES	YES	YES	0	**17**
FLICKR	NO	NO	NO	NO	0	**0**
TWITTER	NO	NO	NO	NO	0	**0**
TYPE OF CONTENT						
SPORT	0	1	2	0	0	**3**
OPENING EVENTS	3	1	1	0	0	**5**
CLOSING EVENTS	0	0	0	0	0	**0**
ATHLETE INTERVIEW	0	0	0	0	0	**0**
PARTY ATMOSPHERE	0	0	0	0	0	**0**
MARKETING	2	0	2	5	0	**9**
QUESTION	0	0	0	0	0	**0**

Source: Our own data

Over the first five days of the Singapore Games, the results show that The Olympic Games Facebook page did not post much content related to the event. In addition, on 18 August, no posts were published at all. However, since this page has so many fans, what in fact happened was that there was more activity and opinions posted concerning the Youth Olympic Games on the Olympic Games Facebook page than on the dedicated Youth Olympic Games Facebook page itself.

Worthy of note is that the majority of the posts were promotional in nature: they wished to raise awareness of the new Youth Olympic Games and constantly alluded to the Youth Olympic Games Facebook page.

Table 8. Analysis of The Olympic Games Facebook page over the duration of the Singapore 2010 Youth Olympics

DATE	19-Aug	20-Aug	21-Aug	22-Aug	23-Aug	TOTAL
GENERAL DATA						
NUMBER OF FANS						**1,805,141**
VERIFIED						**NO**
NUMBER OF POSTS	0	1	1	0	0	**2**
LIKE	0	463	614	0	0	**1,077**
COMMENTS	0	40	53	0	0	**93**
PHOTOS	0	1	1	0	0	**2**
VIDEOS	0	0	0	0	0	**0**
CONTAINS EXTERNAL LINKS						
YOUTUBE	0	NO	NO	0	0	**0**

WHYOHGEE	0	NO	NO	0	0	**0**
YOUTH OLYMPIC GAMES WEBSITE	0	YES	YES	0	0	**2**
FLICKR	0	NO	NO	0	0	**0**
TWITTER	0	NO	NO	0	0	**0**
TYPE OF CONTENT						
SPORT	0	0	0	0	0	**0**
OPENING EVENTS	0	0	0	0	0	**0**
CLOSING EVENTS	0	0	0	0	0	**0**
ATHLETE INTERVIEW	0	0	0	0	0	**0**
PARTY ATMOSPHERE	0	0	0	0	0	**0**
MARKETING	0	1	1	0	0	**2**
QUESTION	0	0	0	0	0	**0**

Source: Our own data

As shown in table 8, in the second 5-day period of the Youth Olympic Games (from 19 to 23 August), we found that **there were three days when The Olympic Games published no posts on its Facebook** page, neither related to Singapore 2010 nor any other event.

The only two posts, on 20 and 21 August, were both promotional and referred the user to the Youth Olympic Games Facebook page to be able to watch live coverage of the Games.

Worthy of note is that there were no textual references to sports results or the medals table, but only images that reminded us of the Youth Olympic Games.

Table 9. Analysis of The Olympic Games Facebook page over the duration of the Singapore 2010 Youth Olympics

DATE	24-Aug	25-Aug	26-Aug	TOTAL	GAMES TOTAL	% TOTAL
GENERAL DATA						
NUMBER OF FANS				1,805,141		
VERIFIED				NO		
NUMBER OF POSTS	0	0	2	2	21	**100.0%**
LIKE	0	0	2,044	2,044	9,354	**0.5%**
COMMENTS	0	0	116	116	719	**0.0%**
PHOTOS	0	0	1	1	14	**66.6%**
VIDEOS	0	0	0	0	2	**9.5%**
CONTAINS EXTERNAL LINKS						
YOUTUBE	0	0	0	0	1	**4.8%**
WHYOHGEE	0	0	0	0	0	**0.0%**
YOUTH OLYMPIC GAMES WEBSITE	0	0	2	2	21	**100.0%**
FLICKR	0	0	0	0	0	**0.0%**
TWITTER	0	0	0	0	0	**0.0%**
TYPE OF CONTENT						
SPORT	0	0	0	0	3	**14.3%**
OPENING EVENTS	0	0	0	0	5	**23.8%**

CLOSING EVENTS	0	0	2	2	2	**9.5%**
ATHLETE INTERVIEW	0	0	0	0	0	**0.0%**
PARTY ATMOSPHERE	0	0	0	0	0	**0.0%**
MARKETING	0	0	0	0	11	**52.4%**
QUESTION	0	0	0	0	0	**0.0%**

Source: Our own data

Two days before the closing ceremony was held, The Olympic Games page posted nothing at all and on 26 August, the final day of the Games, two posts were published, one of which referred to the website to watch the ceremony live, and the other was a photo of the fireworks that closed the festivities.

In order to enable a better evaluation of the results obtained in the study, the data are shown in the following charts:

Chart 20. Total posts published on The Olympic Games Facebook page over the duration of the duration of the duration of the Singapore 2010 Youth Olympics
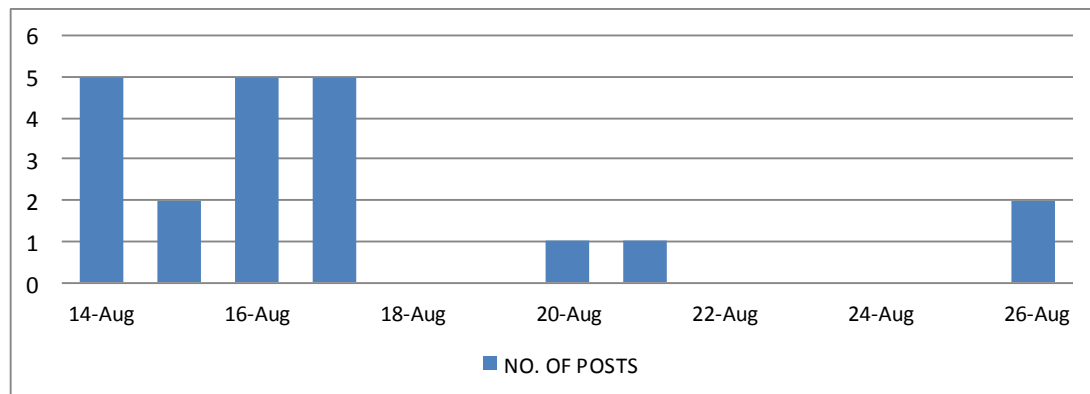
Source: Our own data

Chart 21. Posts published on The Olympic Games Facebook page with some type of audiovisual content referring to the Youth Olympic Games
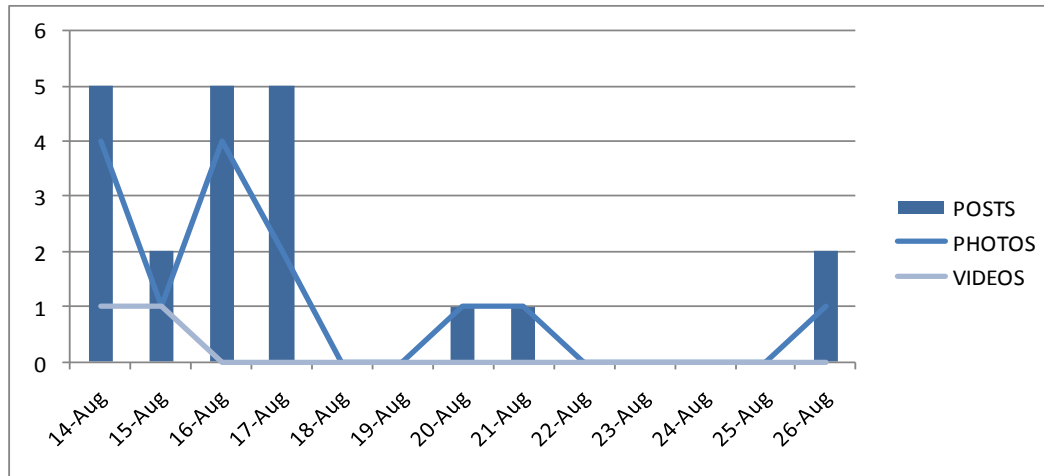
Source: Our own data

Chart 22. Topics covered on the Olympic Games Facebook page over the duration of the Singapore 2010 Youth Olympics

Source: Our own data

The topics covered on The Olympic Games Facebook page, in descending order, were:

1. Marketing and promotion of the Youth Olympic Games brand. Products range from a line of children's watches to a 3D game.

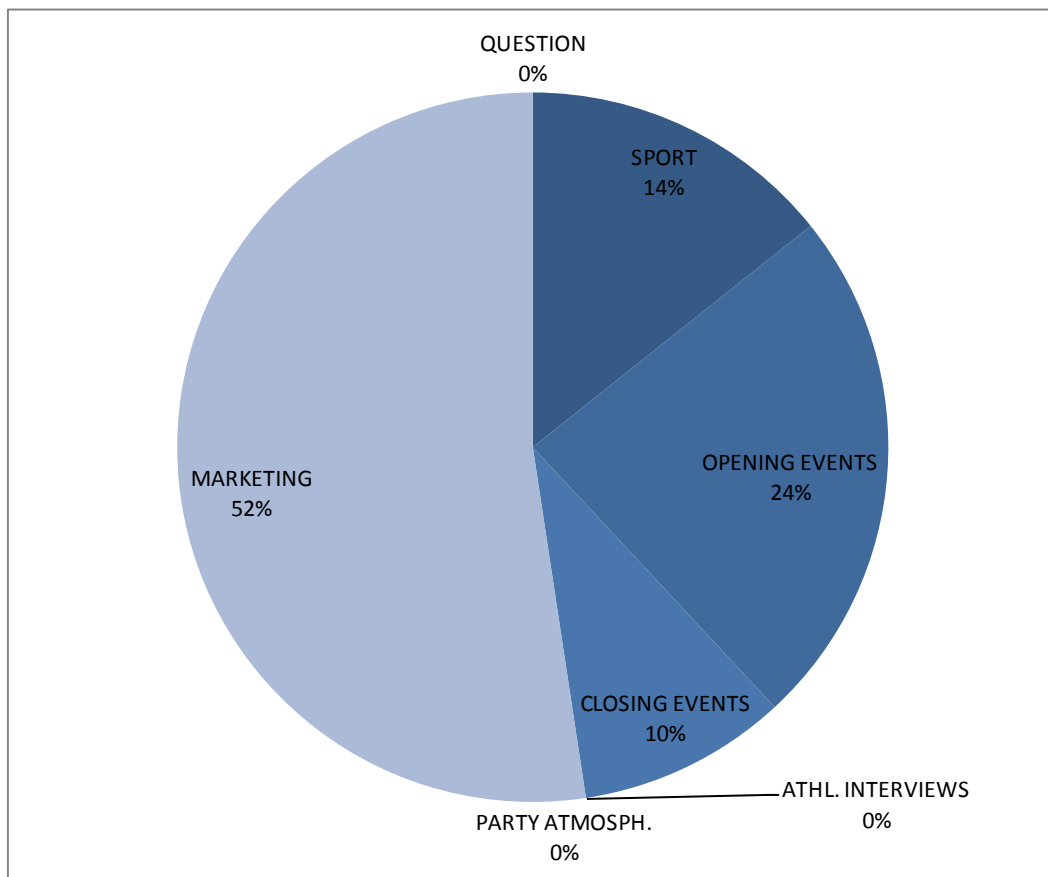2. The opening ceremony as a promotional event in its own right: the event promotes the image of the Olympic host city and places of interest to visit in Singapore.

3. Sporting events, more commonly portrayed with photos than with textual content and always containing the pertinent link to the official Singapore 2010 website.

4. The closing ceremony, with the same promotional aspects as the opening ceremony.

4.9. The Olympic Games on Twitter

In the study of The Olympic Games on Twitter, the same variables were used as for the Singapore 2010 Twitter page.

Table 10. Analysis of the Olympics Twitter page over the duration of the Singapore 2010 Youth Olympics

DATE	14-Aug	15-Aug	16-Aug	17-Aug	18-Aug	TOTAL
GENERAL PARTICIPATION/CONTENT DATA						
NUMBER OF FOLLOWERS						**15,739**
PAGE NAME						**OLYMPICS**
NUMBER OF TWEETS	9	4	7	8	3	**31**
VERIFIED						**NO**
TOPICS COVERED IN TWEETS						
TICKET SALE INFORMATION	0	0	0	0	0	**0**
COMPETITION VENUE INFORMATION	1	0	0	4	2	**7**
FINAL RESULTS INFO.	0	0	0	0	0	**0**
UP-TO-THE-MINUTE RESULTS INFORMATION	0	0	0	0	0	**0**
CORRECTIONS	0	0	0	0	0	**0**
ATHLETE/TEAM RECOGNITION	0	0	0	0	1	**1**
VOLUNTEER RECOGNITION	0	0	1	0	0	**1**
COMMENTS ON OLYMPIC ATMOSPHERE	1	0	1	0	0	**2**
PHOTO LINK	3	3	1	1	0	**8**
VIDEO LINK	0	1	1	0	0	**2**
INFO. ABOUT TOURISM AROUND THE CITY	0	0	0	0	0	**0**
ANSWERS TO A	0	0	0	0	0	**0**

	19-Aug	20-Aug	21-Aug	22-Aug	23-Aug	TOTAL
FOLLOWER						
QUESTIONS	1	0	0	0	0	**1**
CONTESTS	0	0	0	0	0	**0**
SOCIAL MEDIA USE	3	0	3	3	0	**9**
MARKETING	0	0	0	0	0	**0**

Source: Our own data

Table 11. Analysis of The Olympics Twitter page over the duration of the Singapore 2010 Youth Olympics

| DATE	19-Aug	20-Aug	21-Aug	22-Aug	23-Aug	TOTAL
GENERAL PARTICIPATION/CONTENT DATA						
NUMBER OF FOLLOWERS						**15,739**
PAGE NAME						**OLYMPICS**
NUMBER OF TWEETS	8	6	4	4	3	**25**
VERIFIED						**NO**
TOPICS COVERED IN TWEETS						
TICKET SALE INFORMATION	0	0	0	0	0	**0**
COMPETITION VENUE INFORMATION	1	2	0	0	0	**3**
FINAL RESULTS INFORMATION	0	0	0	0	0	**0**
UP-TO-THE-MINUTE RESULTS INFORMATION	1	0	0	0	0	**1**
CORRECTIONS	0	0	0	0	0	
ATHLETE/TEAM RECOGNITION	2	1	0	1	1	**5**
VOLUNTEER RECOGNITION	1	0	0	0	0	**1**
COMMENTS ON OLYMPIC ATMOSPHERE	0	0	1	0	0	**1**
PHOTO LINK	1	1	1	0	1	**4**
VIDEO LINK	0	0	1	0	1	**2**
INFO. ABOUT TOURISM AROUND THE CITY	0	1	0	0	0	**1**
ANSWERS TO A FOLLOWER	0	0	0	0	0	**0**
QUESTIONS	0	0	0	0	0	**0**
CONTESTS	0	0	0	0	0	**0**
SOCIAL MEDIA USE	1	1	1	3	0	**6**
MARKETING	1	0	0	0	0	**1**

Source: Our own data

Table 12. Analysis of the Olympics Twitter page over the duration of the Singapore 2010 Youth Olympics

DATE	24-Aug	25-Aug	26-Aug	TOTAL	GAMES TOTAL	% TOTAL
GENERAL PARTICIPATION/CONTENT DATA						
NUMBER OF FOLLOWERS				15,739		
PAGE NAME				OLYMPICS		
NUMBER OF TWEETS	3	1	4	8	64	**100%**
VERIFIED				NO		
TOPICS COVERED IN TWEETS						
TICKET SALE INFORMATION	0	0	0	0	0	**0.00%**
COMPETITION VENUE INFORMATION	0	0	0	0	10	**15.62%**
FINAL RESULTS INFORMATION	1	0	0	1	1	**1.56%**
UP-TO-THE-MINUTE RESULTS INFORMATION	0	0	0	0	1	**1.56%**
CORRECTIONS	0	0	0	0	0	**0.00%**
ATHLETE/TEAM RECOGNITION	1	0	0	1	7	**10.93%**
VOLUNTEER RECOGNITION	0	0	0	0	2	**3.12%**
COMMENTS ON OLYMPIC ATMOSPHERE	0	1	2	3	6	**9.37%**
PHOTO LINK	1	0	1	2	14	**21.87%**
VIDEO LINK	0	0	1	1	5	**7.81%**
INFO. ABOUT TOURISM AROUND THE CITY	0	0	0	0	1	**1.56%**
ANSWERS TO A FOLLOWER	0	0	0	0	0	**0%**
QUESTIONS	0	0	0	0	1	**1.56%**
CONTESTS	0	0	0	0	0	**0.00%**
SOCIAL MEDIA USE	0	0	0	0	15	**23.43%**
MARKETING	0	0	0	0	1	**1.56%**

Source: Our own data

First, the study analysed the number of tweets that the Olympics published per day. All the tweets made reference to the Youth Olympic Games, as shown in the following chart:
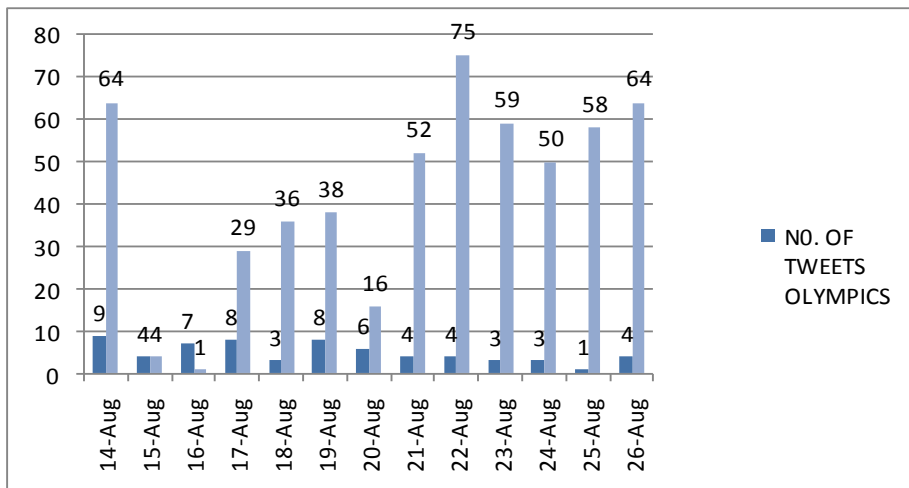
Chart 23. Number of tweets published on the Olympics Twitter page over the duration of the Singapore 2010 Youth Olympics
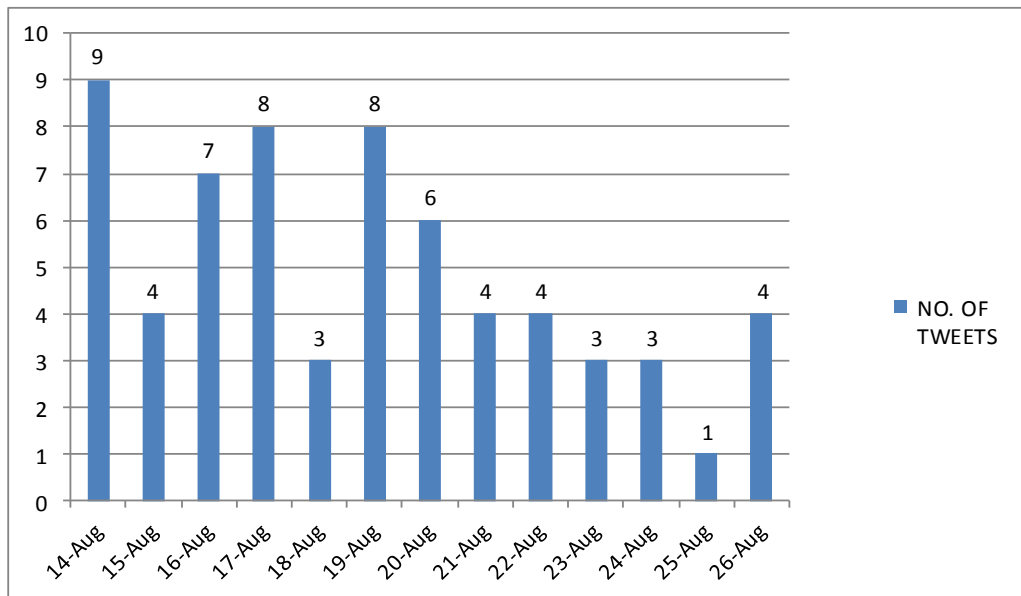
Source: Our own data

A comparative study is carried out on the Singapore 2010 Youth Olympic Games tweets and the Olympic Games (Olympics) tweets. The distribution of tweets published by each account can be seen in the following chart:

Chart 24. Comparison between Singapore 2010 and the Olympics tweets

Source: Our own data

Information about the Youth Olympic Games is, clearly, located on its page. However, the Olympics page only contained tweets which redirected its fans' traffic to the Youth Olympic Games page in a promotional role for the Youth Olympic Games, as mentioned previously.

Chart 25. Distribution of content on the Olympics Twitter page over the duration of the Singapore 2010 Youth Olympics
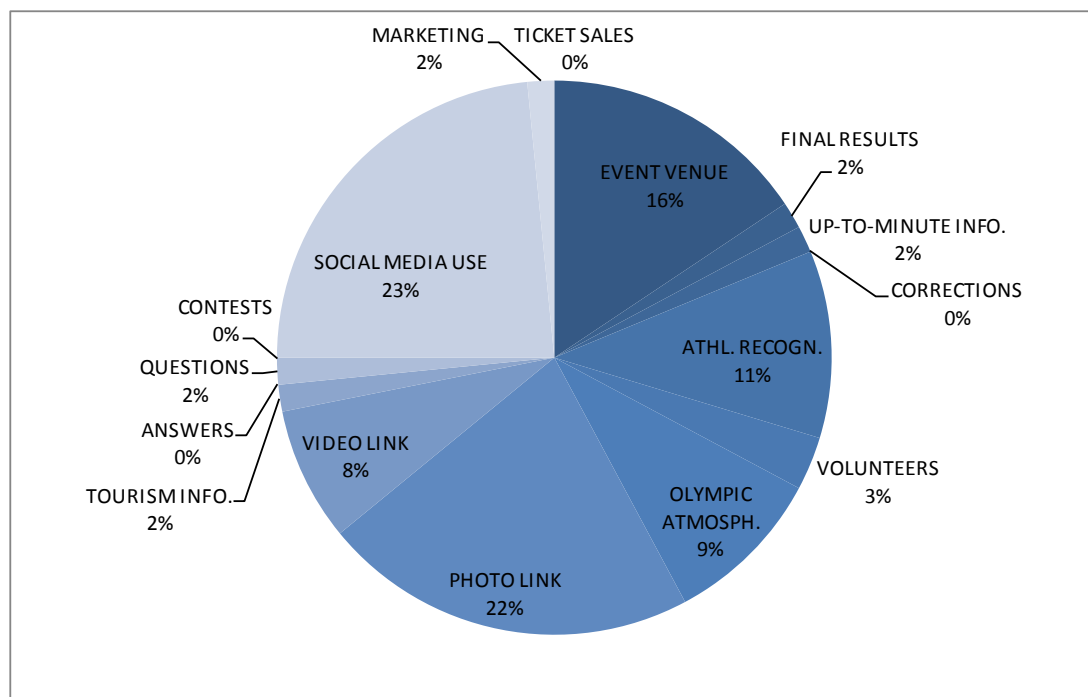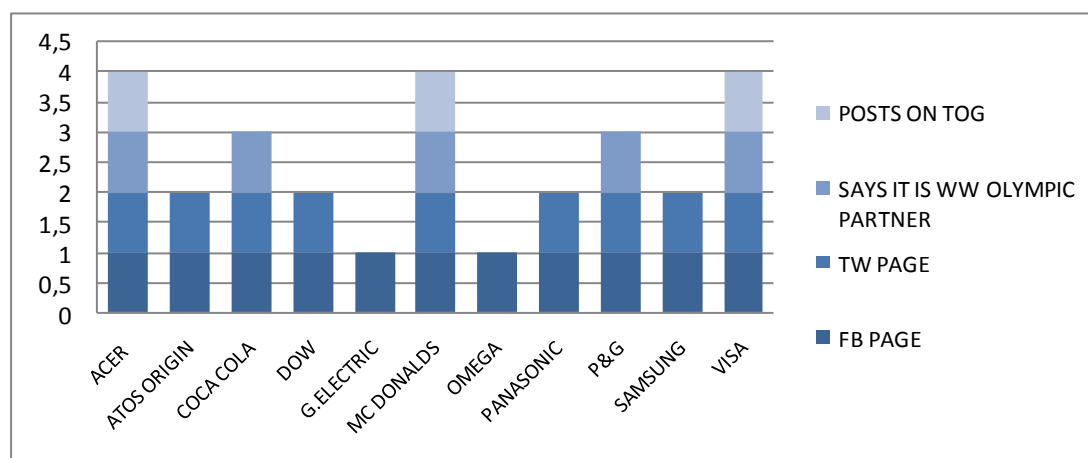

Source: Our own data

4.10. Singapore 2010 partners and sponsors on Facebook and Twitter. Different ways to show support (or not)

The analysis of all the data concerning the Olympic partners provides some quite significant results which are summarised in the following chart.

Chart 26. Activity of Worldwide Olympic Partners on social networking sites over the duration of the Singapore 2010 Youth Olympics
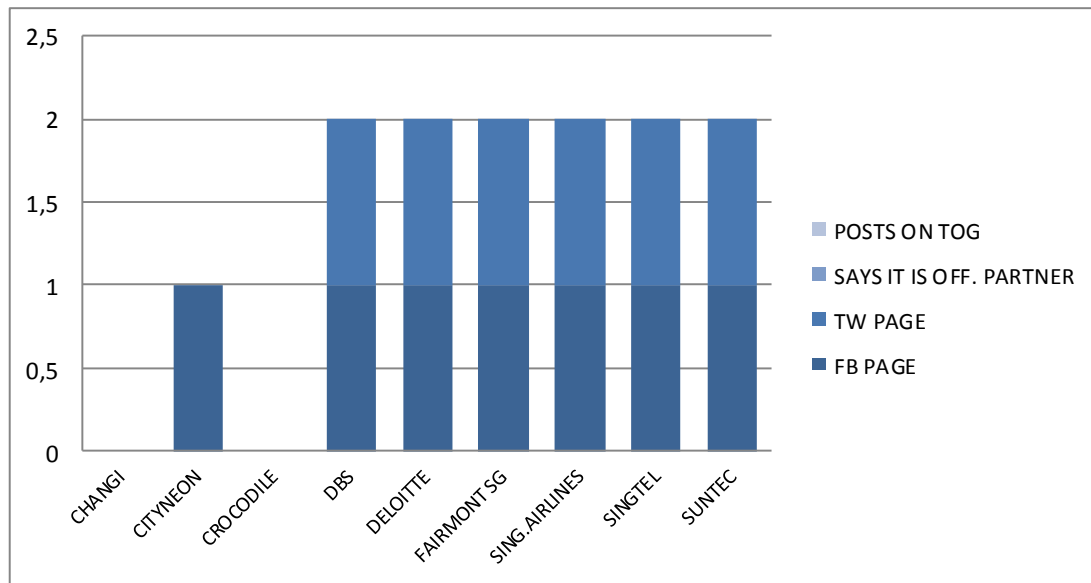

Source: Our own data

We found that all of these brands are on Facebook. General Electric and Omega are the only ones which are not on Twitter.

Despite having made the effort to join Facebook and Twitter, they are not so conscientious when it comes to keeping their pages up to date: of the 11 brands, only five of them mentioned their Olympic partnership and **only three** (**Acer, McDonalds and Visa) posted a comment about the Youth Olympic Games.**

Chart 27. Activity of Official Partners on social networking sites over the duration of the Singapore 2010 Youth Olympics
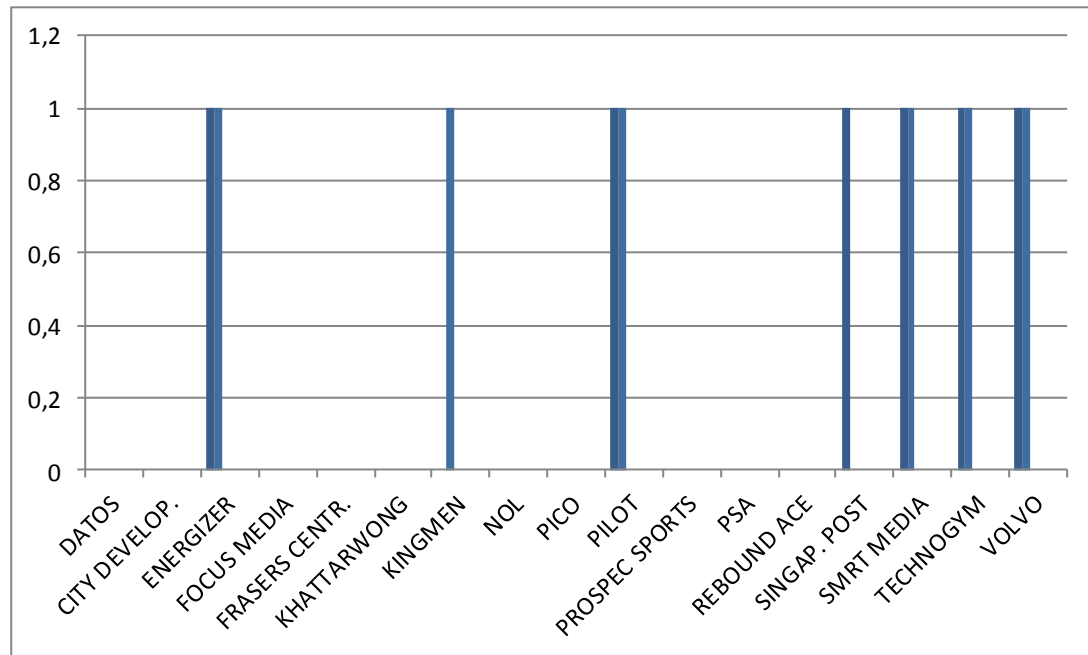

Source: Our own data

An analysis of the data for the brands that were Official Partners of the Youth Olympic Games reveals the following results:

1. None of the brands makes any reference to their collaboration with the Youth Olympic Games.
2. **None of the posts from any of the brands makes reference to the Olympic Games.**
3. With the exception of Deloitte, none of the pages are updated or promote their own products.
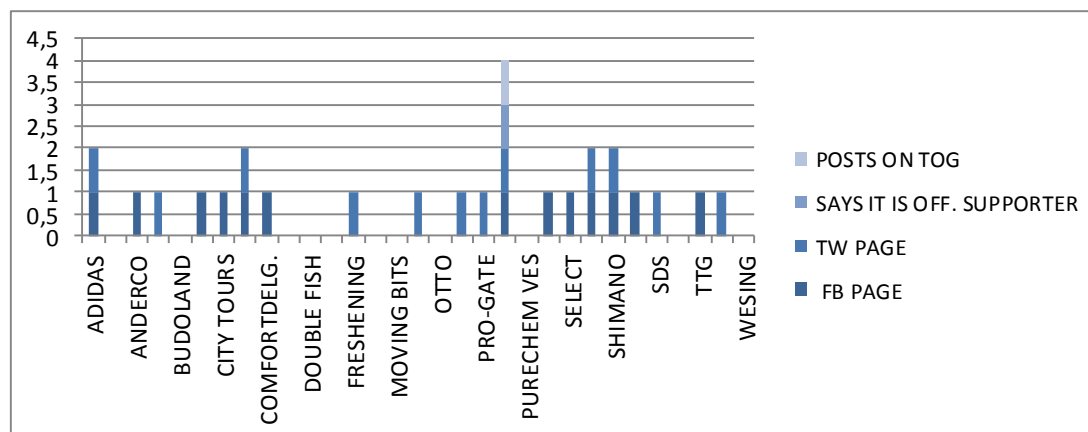
Chart 28. Singapore 2010 Official Sponsors on social networking sites

Source: Our own data

Of the 16 brands, only seven are on Facebook and/or Twitter and **none of them** either promote the Olympic Games or make any mention of them.

Chart 29. Singapore 2010 Official Supporters on social networking sites

Source: Our own data

The case of PSB Academy, which collaborated in cultural events in the Olympic Games, stands out. It was the only brand that promoted its collaboration. The activity of all the partners and sponsors (67 in total) on Facebook and Twitter is summarised in the following chart:

Chart 30. Activity of all Singapore 2010 partners and sponsors on social networking sites (in numbers)
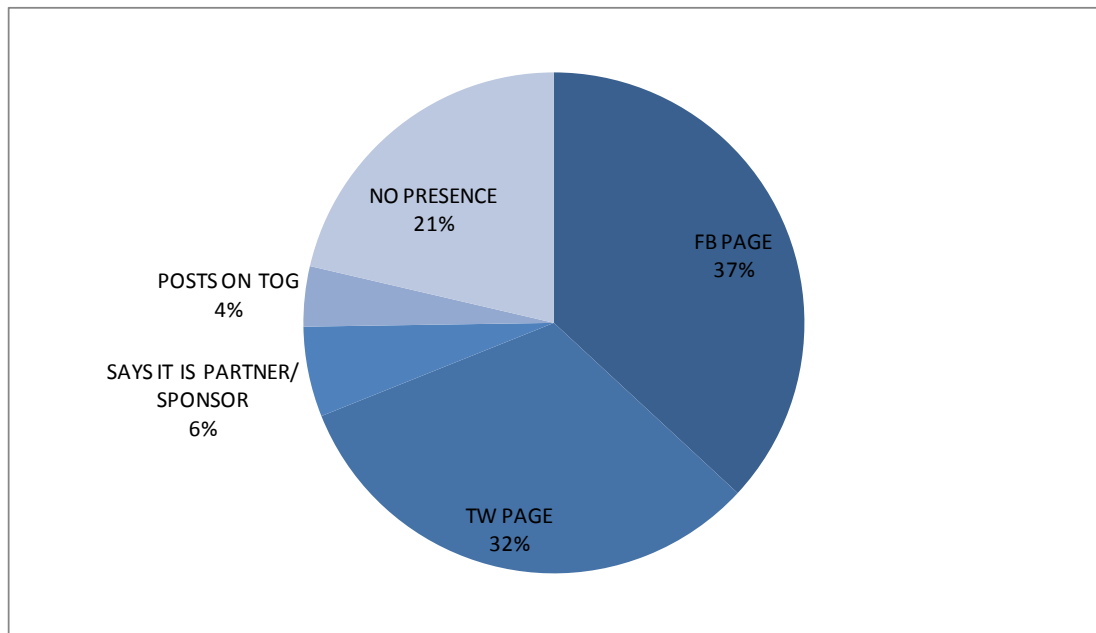
Source: Our own data

Chart 30 highlights the keenness of the brands, especially the larger brands, to be on social networking sites. However, the number of partners (22 out of 67) that were not on either Facebook or Twitter is noteworthy. As a result, another great opportunity for possible cross-promotion from the alliance between the IOC and the partners was missed. Only six of the brands said that they were Olympic partners and only four brands posted textual or audiovisual content referring to the Youth Olympic Games.

Therefore, it would seem necessary to have a coordinated strategy for social networking sites so that the partners play a more prominent role.

Chart 31. Percentages of Singapore 2010 partner and sponsor presence and post/tweet publishing on social networking sites
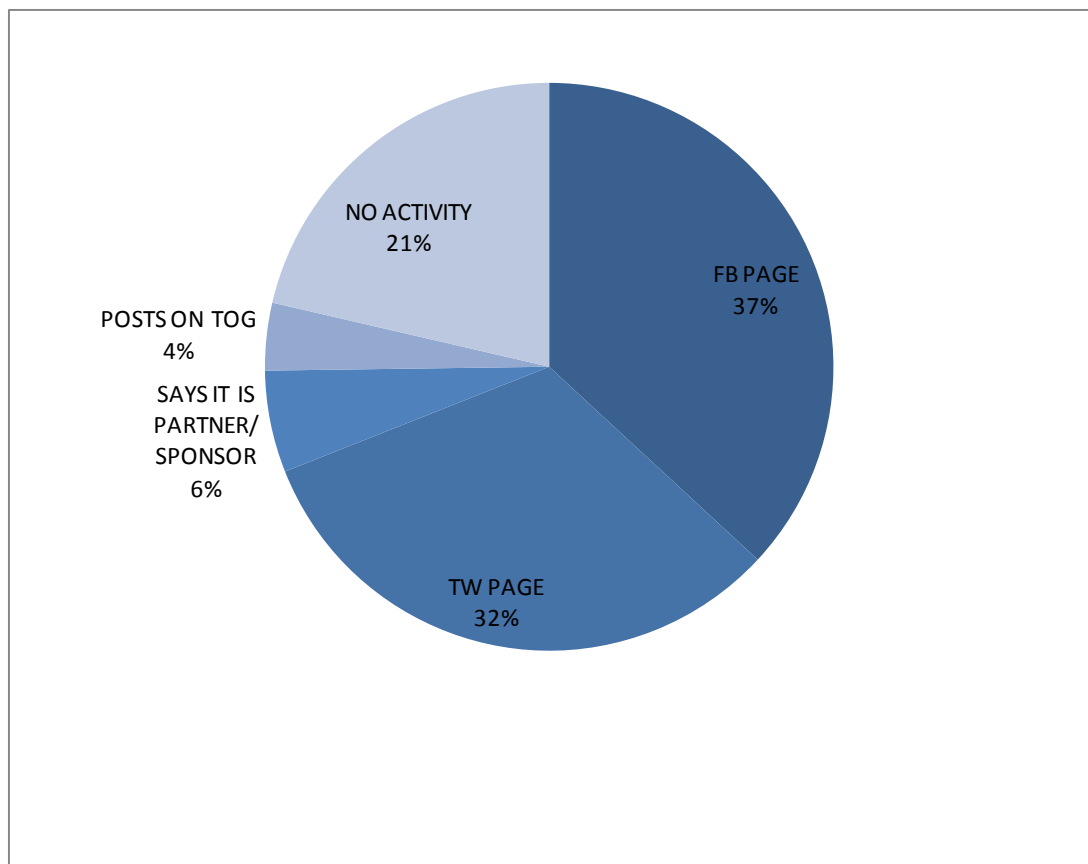
Source: Our own data

The percentage results of the analysis of the full list of partners and sponsors that participated in the Youth Olympic Games are:

1. 56.6% had a Facebook page, although many used it as a company page or simply as a product catalogue.

2. 49.2% had a Twitter account. Worthy of note is that 10.2% of this total had private accounts (tweets were protected), meaning that it was also used for internal communication in the company.

3. Account should be taken of the fact that **32.8% of the brands that sponsored the Youth Olympic Games** were not on either of these social networking sites.

4. Only 8.9% of the brands talked about and promoted their partnership.

5. Only 5.9% of the brands posted anything referring to the Youth Olympic Games.

4.11. Conclusions

Communication and information on social networking sites is a type of communication that is very close to the user. It is allows our fans to become disseminators of our ideas among their friends, thus broadening the scope of our brand and turning every user into an advocate of our cause.

Social networks should be understood as yet another component of the communication strategy, one that interrelates with the organisation's other elements of communication and mainly with its website. Social networking sites and the website should function as a harmonious whole. Communication on social networks should become yet another element of interaction with the website and provide information in a close-up way, through the friend-to-friend mode of communication that social networking sites facilitate, and develop into an essential component of permanent institutional communication. It should not only focus on a more informal type of communication (as was the case in October and November 2010 on Facebook) or on institutional information (as is now the case on Twitter), but also on the provision of information about everything published on the website, perhaps with a different, closer, friendlier and more sincere register. This does not mean that proprietary content and topics cannot also be used on social networking sites, or for that matter, content and topics directly related to the website and to some extent independent, but feedback to the website – the IOC's main online presence – should be the main objective of our communication and marketing strategy.

Social networking sites allow many Olympic fans on them to be exposed to interesting items of content that are published on the IOC website, which they would probably not visit. Therefore, posts on Facebook and tweets on Twitter should be used to make the most of such potential. Recently, (October and November 2010), The Olympic Games website fostered public participation through questions and photos, but this way of interacting with the general public does not help to generate more traffic (visits) on The Olympic Games website, although it has increased the number of replies and engagement with our brand on Facebook. Moreover, the current use of Twitter as an institutional information channel neither creates conversation, develops engagement, nor generates a high-enough flow of retweets (tweets shared with our Twitter followers) to allow the IOC's messages to extend beyond the number of direct readers of such messages.

It is crucial to be aware of the sociodemographic profile of fans of The Olympic Games on Facebook and Olympics on Twitter in order to offer them content that they find interesting and, consequently, to foster opportunities to interact and to spread the messages of the IOC. At the same time, it is important for the IOC to be aware of the profile of opinion leaders covering Olympism-related issues on Twitter, Facebook and various blogs, so that they too can become disseminators and advocates of our cause.

Making the most of social networking sites with the least risk

People give their opinions on social networking sites, but these do not develop into an element of criticism against the organising institution or the IOC. On social networking sites, and in instances of posts with hundreds of entries, the potential scope for elements of unfair criticism and spam is limited because the page administrator can always put discussion back on track. Big organisations should not be afraid to ask their followers questions; their replies or criticism could be constructive and open up new paths and opportunities that had not been considered.

We could consider Facebook and Twitter to be appropriate media for spreading the Olympic Movement's general culture and ideals through text, photos and videos. They could also be considered as ideal media for providing specific, one-off pieces of information, without overloading the users of course, on matters of vital importance (the role that so far has been set aside for Twitter) and therefore manage to get the combined brainpower – through social networking sites – of all followers of sport and Olympism to work in favour of our common cause. Organisations may be wary of leaving themselves open to the opinions of others but, if the risks are properly managed, they are infinitely fewer than the advantages that can be gained from this new communication policy.

The Vancouver Olympic Games on social networking sites

- When replying to a post, users have two options: likes and comments. Likes are the most common reaction, representing 99% of total participatory behaviour, but a lower level of engagement too.

VANOC Facebook Fan Page

- Of the total number of page followers (1,297,459), we were able to work out the real percentage of those who took part, either by posting likes or comments. From this total number of fans, over the duration of the Vancouver 2010 Olympics, the VANOC Facebook page received **1,099,852 likes and 156,492 comments**.

- We would like to highlight that the highest number of comments was published on the days leading up to the end of Games, just before the closing ceremony. Over these final days of the Games, the medals table is reviewed, Olympic records are reported and the "party" aspect of the Games across the globe is highlighted; the number of audiovisual items is also greater. Vancouver 2010 Facebook followers demonstrated through their participatory behaviour that their main interests were sport and the athletes.

The Olympic Games (IOC) Facebook Fan Page

▪ Regarding the Olympic Games on Facebook, we can state that, in general, there was less activity on this page than on the Vancouver page. Another general aspect that should be pointed out was the occasional redundancy of some of the content: videos, photos and comments also on the VANOC Facebook page.

▪ Even though the Olympic Games Facebook page had more followers than the Vancouver 2010 one (1,739,960 and 1,277,088, respectively, in September 2010), the fans of the Olympic host city's page are the ones that showed more interest and got more involved.

▪ The Olympic Games Facebook page in May was exclusively devoted to promoting the Youth Olympics and future Olympic events.

VANOC on Twitter

▪ The VANOC Twitter page was used by the Vancouver Organising Committee as a platform to let people know about the daily competition results (39.36%), to transmit the Olympic ambience and to support participants and event spectators. In third place, with a significantly lower percentage (8.5%), it was used to promote the city and its attractions. Information on event venues (7.19%) and on ticket sales (5.9%) was also of relative importance. As a result of using Twitter in this way, the opportunity to create more discussion, retweets and public engagement on this social networking site may have been lost.

▪ There was a much higher level of activity on Twitter, due to its nature, although the total number of followers represented just 10% of the total number of Facebook followers. No relationship was found between the days of highest activity on Twitter and on Facebook.

Olympics (IOC) on Twitter

▪ The use of the Olympics page was very different from that of the VANOC page. Here we found that 40% of total tweets were connected with the party going on in the streets, the emotion in the stadiums, etc. The links offered were to the IOC's official website in order to view photos and videos. In this instance, therefore, the function of Twitter was more akin to that of Facebook.

Worldwide Olympic Partners on Social Networking Sites

▪ The official Worldwide Olympic Partners all had one thing in common: they were all on Facebook. Seven of them were on Twitter and six were on Orkut. Besides being on the three social networking sites studied, four of them also did self-promotion on their own websites as Official Worldwide Partners, and published posts over the duration of the

Vancouver 2010 Olympics. These were Coca Cola, McDonalds, Panasonic and Samsung. Omega was the Official Worldwide Partner that took least advantage of its sponsorship, and was only on Facebook as a brand.

▪ Most of the Official Supporters were on Twitter (eight of them), six were on Facebook and only two were on Orkut.

Athletes on Social Networking Sites: Angela Ruggiero

▪ Angela Ruggiero was a prolific user of Twitter throughout her participation in the Vancouver 2010 Olympics. However, she did not consider Facebook to be as important, on which she has a personal page (which can only be accessed if she personally accepts a friend request) and a fan page, which only contains one item of content in the form of a video. That is where she explains why she uses social media:

▪ As a channel to get directly in touch with her fans.

▪ To let people know about breaking news from a number of angles, including sport, the media (if she is appearing in the media somewhere, if she is going to be the face of a brand, etc.) and even her personal life.

▪ She becomes more human: sport is a big part of her life, but she also has family and friends. She is a normal person.

She **makes indirect and direct references to brands that sponsor her**.

Conclusions Drawn from the Analysis of the Singapore Youth Olympic Games on Social Networking Sites

▪ The percentage participation, with likes and comments, in the Youth Olympic Games page was much higher than in the cases analysed for Vancouver in relation to the total number of fans. As a consequence of the fans' higher participation, the level of engagement is greater. However, these figures should be taken with some reservations, since they are undoubtedly connected with two issues:

1. The much lower total number of fans in comparison with The Olympic Games and VANOC pages (Singapore Youth Olympic Games only had 85,000 fans) means that an increase in the engagement figure is much more likely, simply as a result of the participation in them of youth athletes, volunteers, and friends and family.

2. It is an event whose communication strategy and philosophy focuses on young people, who are much more active on, and participate much more in, social networking sites.

The Sponsors and Partners of the Youth Olympic Games and Social Networking Sites

- The percentage results of the analysis of the full list of partners and sponsors that participated in the Youth Olympic Games are:

    1. 56.6% had a Facebook page, although many used it as a company page or simply as a product catalogue.

    2. 49.2% had a Twitter account. Worthy of note is that 10.2% of this total had private accounts (tweets were protected), meaning that it was also used for internal communication in the company.

    3. Account should be taken of the fact that **32.8% of the brands that sponsored the Youth Olympic Games were not on either of these social networking sites**.

    4. Only 8.9% of the brands talked about and promoted their partnership.

    5. Only 5.9% of the brands posted anything referring to the Youth Olympic Games.

Unnecessary Repetition of Content

- As shown in the report, some items of video content of a highly informal nature, produced by young people, were repeated on different days, thus constituting an unnecessary redundancy of content.

A Lost Opportunity to Ascertain the Level of Engagement in Video on Facebook

- Professional-quality videos and summaries, and those produced by young people, were premiered on the website and then, several hours or days later, were offered as links on the social networking sites. This does not make much sense because two opportunities were lost: first, to raise awareness of these "fresh" items of content with a great deal of added value for users of social networking sites, and; second, to create an appropriate feedback circuit between Facebook and Twitter, the Youth Olympic Games website, the WhyOhGee blog and the YouTube channel. The strategy used for the Youth Olympic Games did not consider social media as a part of a whole, coordinated in conjunction with other Internet media. This was a lost opportunity to make the most of various means of online communication and to get closer to new audiences on social networking sites that would never visit the website or the YouTube channel.

- Related to the above, we believe that a good opportunity was lost to test the functioning of professional-quality videos on Facebook, since the market value of broadcast rights in these Games did not generate such protective zeal when broadcasting on social networking sites, unlike the Olympic Summer and Winter Games.

5. Sport organizations social networking strategies: case study analysis

5.1. NBA social media case study

5.1.1. Introduction

The current work brings a wide vision regarding the application of social media in the sports business through an exhaustive analysis of the website of one of the most important sporting institution well known as NBA And its presence on social media through different application based on its webpage and fan pages on Facebook and different Twitter accounts.

During the last decade the NBA phenomena have shown its huge impact in the economy getting the attention of the media, industry and basketball fans. The development of the Basketball Market through events and players has been possible thanks to the NBA and its sporting management.

The NBA Social media could be define as a mix of social media initiatives and the application of the main social networking sites and video sharing services (Facebook, Twitter, Youtube, etc).

The official NBA website features its own social media initiatives under the umbrella of Fan Stuff offering various social media sites as fan voice (social media site with fans profile, NBA blogs, NBA forums, picture and video sharing service) , amazing playlist (video and audio sharing service through the main social network services well known as Facebook and Twitter) as innovating viral marketing technique, and NBA Kids featuring social gaming platform through NBA Action All Stars and NBA online games featuring live chat, blog and players membership according to private policies in order to build engagement with parents through their kids and also introducing the promotion of guerrilla marketing campaign well known as NBA nation.

The different products and strategies of NBA.com joined social network and video sharing services well known as Facebook, Twitter and Youtube in a way to deliver NBA messages through a viral marketing campaign to increase its audience, traffic and profits.

According to this marketing strategy, NBA cares, corporate social responsibility initiative and its programs (NBA/WNBA FIT, NBA GREEN, BASKETBALL WITHOUT BOARDERS, READ TO ACHIEVE, COACHES FOR KIDS) and Ihoops (Official NBA partnership linked to its Corporate social responsibility) launched its own sites on social network and video sharing services

The NBA online store of NBA.com already launched its own sites on Social network services in order to open new online stores through Facebook, Twitter and RSS maximizing incomes from merchandising and ticketing as a good example to run business with a low operational cost.

In the following pages, the analysis of NBA Social Media and its application in the world of basketball will give us a new concept and ideas to explore and develop the benefits of the web 2.0 and its importance to make profits and generate engagement to the sporting community through the analysis of the data and Statistics of the Social Media Optimization and its strategies to cooperate with the marketing and sales objectives.

5.1.2. Social media optimization

NBA has used the Internet to build engagement within the basketball community but in the last few years the NBA goes forward through the applications of the new technologies finding the way to increase its audience, traffic and profits using social media tools.

The NBA.com marketing applies to the long tail strategy (Anderson 2008), the most successful strategy for the web, in order to increase its profits offering wide products ranks focuses on the general market of NBA products rather than the NBA superstars traditional products as TV rights, ticketing and merchandising, which are the current and traditional main incomes.

Table 1. NBA and NBA.com products

NBA TRADIONAL SUPERSTAR PRODUCTS	NBA.COM PRODUCTS
1. TV Rigths	4. Ringtones
2. Ticketing	5. Game Time Mobile Adds
3. Merchandising	6. NBA2GO App
	7. SMS Alerts
	8. NBA.com WAP
	9. Video Games
	10. League Pass Three Point Play
	11. League Pass for TV
	12. League Pass Broadband
	13. League Pass Mobile
	14. International League Pass Broadband
	15. League Pass Audio
	16. Cell Tatoo for Mobiles

Source: Own elaboration based on data from NBA website.

Table 2. NBA Long Tail Strategy
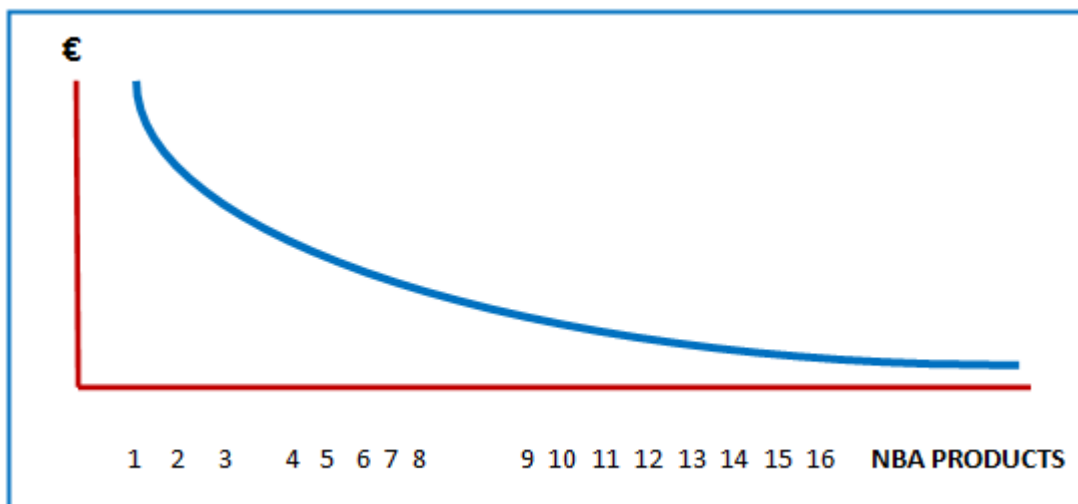
Source: Own elaboration based on data from NBA website.

As shown in table 2, the Long tail strategy gives to NBA.com an important costs reduction on distribution and products' stock. The analysis of NBA social media brings important information regarding the opportunities to create new ranks of products.

The current long tail strategy helps, as a promotional tool, to increase the media incomes as TV rights, according to the exposure in different platforms driving audience and potencial consumers through mobile and gaming products as ringtones, cell tattoos, roku device and vizio via hdtv device.

Following the development of the NBA Social Media optimization (Wikipedia 2010a), defined as the methodization of <u>social media</u> activity with the intent of attracting unique visitors to website content to increase the potential demand of the NBA.com products and NBA products, the analysis of the NBA social media mix will determinate the impact of its implementation.

5.1.3. NBA social media mix

According to the features of the NBA official website, the application of the Social Media is a mix of two components: social media initiatives and social network and media sharing services.

5.1.3.1. Social media iniciatives

NBA.com applies to viral marketing techniques in order to drive audience to NBA products, well divide them in the following categories:

Table 3. NBA Social Media Initiatives

CATEGORY	SUB – BRAND	FEATURES
SOCIAL MEDIA SITES	NBA fan voice WNBA fan voice	✓ Fans Profiles ✓ Blogs ✓ Forums ✓ Video & Photo sharing service ✓ Search's Tool
GAMING SITES	NBA Kids NBA Action All-Stars NBA Online Games	✓ Player Profile ✓ Player Membership ✓ Gaming Platform ✓ Live Chat ✓ Blogs
SOCIAL MEDIA TOOLS	Amazing Playlists	✓ Video & Audio sharing service

Source: Own elaboration based on data from NBA website

The NBA social media sites launched on November, 2006 called fan voice bring the first social media platform to NBA website for its two brands: NBA and WNBA. This first approach to

engage people through social media has contributed to set NBA.com on the internet market and get the knowledge to set its brand on internet traffic's top sites today.

NBA fan voice

This Special platform, built with the same characteristics and features of the HI5 platform, gives the possibility to create a fan profile with a total of 5,000 fans profiles and get interactive with the community through 27 active blogs, 71 active Forums with a total amount of 14,656 threads and 224,752 posts according to the following statistics

Table 4. NBA Fan voice Statistics

TOPIC	THREADS	POSTS	LAST POST DATA
HOT TOPICS	314	5889	7/11/2010
GENERAL DISCUSSION	8583	157996	8/11/2010
FANTASY FORUMS	2090	14202	8/11/2010
NBA TV FAN NIGHT	338	1631	4/11/2010
2009-2010 TEAM FORUMS	1794	16929	8/11/2010
FAN VOICE FEEDBACK	101	575	1/11/2010
2010 FORUM ARCHIVE	1432	27523	7/11/2010
NBA DIGITAL PRODUCT SUPPORT	4	7	6/11/2010

Source: Own elaboration based on data from NBA website on 08.11.2010

- Hot Topics: Debate about players, the NBA highlights, track the decisions, rumors, another free- agent news and FIBA world Championship
- General Discussion: Debate about official Athletes fan voice rankings, greatest of all the time and classics old school stuff.
- Fantasy Forums: Fantasy basketball discussion, regardless of the game you play.
- NBA TV fan night: Ask to the Analyst of NBA TV and share feedbacks of NBA Fan Night TV Program
- 2009-2010 Team forums: Selected NBA official forums by NBA Teams to discuss and get feedbacks for every NBA teams.
- Fan voice feedback: Discussions about NBA website suggestions of improvement and requests regarding the website services.
- 2010 Forum Archive: Archives from 2009-2010 season.
- NBA Digital Product Support: Discussions about apps and mobile products.

There are also a Video and Photo sharing service with 14 videos and 26 photos uploaded by the fan voice members, directly linking to the WNBA fan voice and a search's support tool.

WNBA fan voice

The female NBA brand platform with the same characteristics of the NBA fan voice, featuring 2,739 fans profiles with the community interaction through 6 active blogs, 32 semi-active Forums with a total amount of 3,604 threads and 65,902 posts according to the following statistics:

Table 5. WNBA fan voice Statistics

TOPIC	THREADS	POSTS	LAST POST DATA
ATLANTA DREAM	140	2311	1 month ago
GENERAL WNBA DISCUSSION	1962	35852	08/11/2010
CHICAGO SKY	69	576	4/11/2010
CONNECTICUT SUN	163	2602	2 weeks ago
INDIANA FEVER	60	730	2 months ago
LOS ANGELES SPARKS	280	5489	2 months ago
MINNESOTA LYNX	108	7308	08/11/2010
NEW YORK LIBERTY	75	1518	05/11/2010
PHOENIX MERCURY	125	1492	2 months ago
SACRAMENTO MONARCHS	56	369	5 months ago
SAN ANTONIO SILVERSTARS	104	1155	1 month ago
SEATTLE STORM	87	1022	4 weeks ago
TULSA	114	2491	3 months ago
WASHINGTON MYSTICS	97	817	4/11/2010
COACH'S CORNER	23	292	1 year ago
FANTASY	67	845	3 months ago
ALL-STAR 2007	15	221	3 years ago
PLAYOFFS 2007	59	812	2 years ago

Source: Own elaboration based on data from NBA website on 08.11.2010

The forum of WNBA fan voice involved each NBA female team and some inactive topics regarding coach´s corner, fantasy, all-star 2007 and Playoffs 2007. These topics have not been updated since more than one year ago and they feature the following content:

- Coach´s corner: Discussion about coach's strategies and off season summertime games.
- Fantasy Forums: Fantasy basketball discussion, regardless of the game you play.
- All-Star 2007: All about All-Star game discussions, skills challenge and All-Star activities
- Playoffs 2007: discussions about playoffs 2007.

Also, there is a Video and Photo sharing service with 1 video and 107 photos shared and uploaded by the Administrator of the Site, direct link to the NBA fan voice and search's support tool.

NBA kids – Action all star

Social Gaming platform featuring accounts, blogs and MVP memberships with online gaming space included live chat.

Table 6. NBA kids – Action all star features & functions

FEATURE	FUNCTION
BLOG	To promote NBA Kids – Action All-Star website
MY ACCOUNT	To build engagement with parents through kids
PRIVACY	To promote NBA Social Responsibility
MVP MEMBERSHIP	To promote Online Sales through new technologies' products, merchandising and ticketing

Source: Own elaboration based on data from NBA website

Amazing playlist

Special Platform to create NBA TV Spot customized to share through Facebook and Twitter accounts of NBA Facebook community with the following features:

Table 7. Amazing Playlist functions & Statistics

FEATURE	FUNCTION	STATISTICS
VIDEO	To customize your TV Spot	More than 100 videos classified by years and events
AUDIO	To customize your TV Spot	6 Audio Tracks 1 non audio track
NAME & PUBLISH	To share your videoclip through Facebook and twitter account	5,818,658 Facebook Like this* 2,132, 906 Twitter Followers*

Source: Own elaboration based on data from NBA website
*Data from NBA Official Social Media Accounts on 08.11.2010

5.1.3.2. Social network and video sharing services

NBA Facebook

According to its hight sport business profile, NBA launched its own Facebook account with the following features, functions and statistics:

Table 8. NBA Facebook functions & Statistics

FEATURE	FUNCTION	STATISTICS
PEOPLE LIKE THIS	To engage people to the NBA experience	5,818,658
PROFILE PICTURES	To promote NBA Main Events	275 photos
WALL	To Deliver news and get feedbacks from the NBA Community on Facebook	
INFO	To promote NBA website	
SHOP ON FB	To promote merchandising online Sales	
TWITTER	To deliver news and information about NBA	2,132, 906
EVENTS	To promote Specific NBA partners' events	2
DISCUSSION	To promote NBA experience and Events	33,940 Topics
VIDEO	To promote NBA, NBA experience, NBA teams, events and players	822 NBA's videos 306 Video by others
BOXES	To promote photos, videos and Events facebooks' features	226 Photo Albums 822 NBA's videos 306 Video by others 2 Partners' Events
PHOTOS	To promote NBA	194 Photo Albums
POLLS/QUIZES	To build engagement thorugh quizzes and contests	86 Items

Source: Own elaboration based on data from NBA Facebook Account on 08.11.2010

Table 9. WNBA Facebook functions & Statistics

FEATURE	FUNCTION	STATISTICS
PEOPLE LIKE THIS	To engage people to the NBA experience	309,398
PROFILE PICTURES	To promote WNBA Main Events	104 photos
WALL	To Deliver news and get feedbacks from the WNBA Community on Facebook	
INFO	To promote WNBA website	
BOXES	To promote photos and videos facebooks' features	60 Photo Albums 217 WNBA's videos
VIDEO	To promote WNBA, WNBA experience, WNBA teams, events and players	217 WNBA's videos
PHOTOS	To promote WNBA	53 Photo Albums
DISCUSSION	To promote NBA experience and Events	25 Topics
EVENTS	To promote Specific NBA partners' events	41
WNBA TICKETS	To promote Ticketing online Sales	
POLLS/QUIZES	To build engagement thorugh quizzes and contests	No Items

Source: Own elaboration based on data from WNBA Facebook Account on 20/12/2010

The NBA Facebook videos posted by NBA organization features advertisements (less than 3 minutes) regarding basketball, games, clubs, players, NBA products, stakeholders events, behind the scenes and NBA core business, while NBA Facebook videos posted by others features the non professional videos uploaded by fans of NBA regarding Baketball and NBA experience from the fans point of view. Instead of NBA Facebook videos, the WNBA Facebook videos are all posted by WNBA organization featuring advertisements regarding the game, clubs, players, WNBA products and all tha WNBA core business.

NBA Twitter

NBA launched its own twitter account to deliver news and notes from the NBA to the world wide Basketball Community, NBA fans and Customers with the following stats and traffic:

Table 10. NBA and WNBA Twitter Statistics

NBA Twitter Statistics

TRAFFIC MEASURE	STATS
TWEETS	11,583
FOLLOWERS	2,133,065
FOLLOWING	832
LISTED	15,233

Source: Own elaboration based on data from NBAs Twitter Accounts on 08.11.2010

WNBA Twitter Statistics

TRAFFIC MEASURE	STATS
TWEETS	5,677
FOLLOWERS	178,725
FOLLOWING	10,876
LISTED	1,017

Source: Own elaboration based on data from NBAs Twitter Accounts on 08.11.2010

The important differences regarding the two main NBA sub brands give important information to set the strategies in order to build engagement and to drive audience from social media network services. WNBA Twitter account has almost half of the traffic of NBA Twitter account according NBA Twiter Statistics.

The following Twitter feature aligned the current strategy to approach the audience in order to build engagement, NBA has following only 832 person while WNBA has following more than 10, 876 person on twitter.

Table 11. NBA Developmental League Twitter Statistics

TRAFFIC MEASURE	STATS
TWEETS	99
FOLLOWERS	145,124
FOLLOWING	854
LISTED	792

Source: Own elaboration based on data from NBA Twitter Account on 08.11.2010

Twitter and Facebook has brought some challenges in the management and deliver of the NBA message and communications´ league. NBA website has established a centralized policy regarding the Twitter accounts featuring the Twitter accounts of its stakeholders (athletes, teams, personalities, owners, etc) in its own NBA website. Every visitor can read the new tweets of NBA Stakeholders on the NBA website and go through the specific twitter account through its links.

Table 12. NBA Official Teams Twitters´Accounts

Eastern Conference	Western Conference
Atlanta Hawks @atlanta_hawks	Dallas Mavericks @dallasmavs
Boston Celtics @celtics	Denver Nuggets @denvernuggets
Charlotte Bobcats @bobcats	Golden State Warriors @warriors
Chicago Bulls @chicagobulls	Houston Rockets @HoustonRockets
Cleveland Cavaliers @cavs	Los Angeles Clippers @LAClippers
Detroit Pistons @detroitpistons	Los Angeles Lakers @lakers
Indiana Pacers @indianapacers	Memphis Grizzlies @memgrizz
Miami Heat @miamiheat	Minnesota Timberwolves @mntimberwolves
Milwaukee Bucks @bucks	New Orleans Hornets @hornets
New Jersey Nets @netsbasketball	Oklahoma City Thunder @okcthunder
New York Knicks @thenyknicks	Phoenix Suns @phoenixsuns
Orlando Magic @orlando_magic	Portland Trailblazers @pdxtrailblazers
Philadelphia 76ers @sixers	Sacramento Kings @sacramentokings
Toronto Raptors @raptors	San Antonio Spurs @spurs
Washington Wizards @washwizards	Utah Jazz @utah_jazz

Source: Own elaboration based on data from NBA Website

Table 13. NBA Official Players' Twitter Accounts

	@CV31 CV31: Just finished doing a little shopping, Nike Store is a must in Portland **11 hours ago**
	@KDthunderup KDthunderup: New @ KevinDurant35.com: Come See KD today during the @DegreeMen Alley-Oop Challenge in OKC http://bit.ly/8Y39aO **19 hours ago**
	@the_real_nash the_real_nash: Just watched the Pat Tillman Story. Amazing guy/role model for all. Such a shame to lose him but so disgracefully handled. Anyone see it? **17 hours ago**

|	@paulpierce34 paulpierce34: Good luck to Jaymee Messler and Romero from 94.5 radio repn Boston also shout out to Scott repn team Truth in Todays NYC marathon 26 miles **2 days ago**
	@THE_REAL_SHAQ THE_REAL_SHAQ: @annielkozak shhhhhhh **2 days ago**
	@DwightHoward DwightHoward: @TheRealSnook lol I can't play there nemore lol **22 hours ago**

Source: Own elaboration based on data from NBA website on 08/09/2010

NBA has made an agreement with Turner SI Digital in order to manage, develop and improve web branding, online advertising, sport related content, audience targeting and digital sales opportunities of NBA website. The NBA website is part of Turner SI Digital, part of Turner sports & entertainment digital network, sport business subsidiary of Time Warner, the world's second large entertainment conglomerate in terms of revenue with major Internet, publishing, film, telecommunication and television divisions after News Corporation (Wikipedia 2010b).

Turner SI Digital has developed, through Octagon Digital, a website tool to help NBA in the communications' management on social media networks (twitter and facebook) called Twackle to measure the traffic of NBA´s facebook and twitter social network services with important function to track and supervise the communication of all NBA Stakeholders through these social network services.

Twackle is a amazing tool to increase, measure and control the traffic of the Social Media audience and is used by Turner SI Digital to manage the traffic of its clients as NBA, NFL, NHL and others.

Picture 1. Twackle Website Template
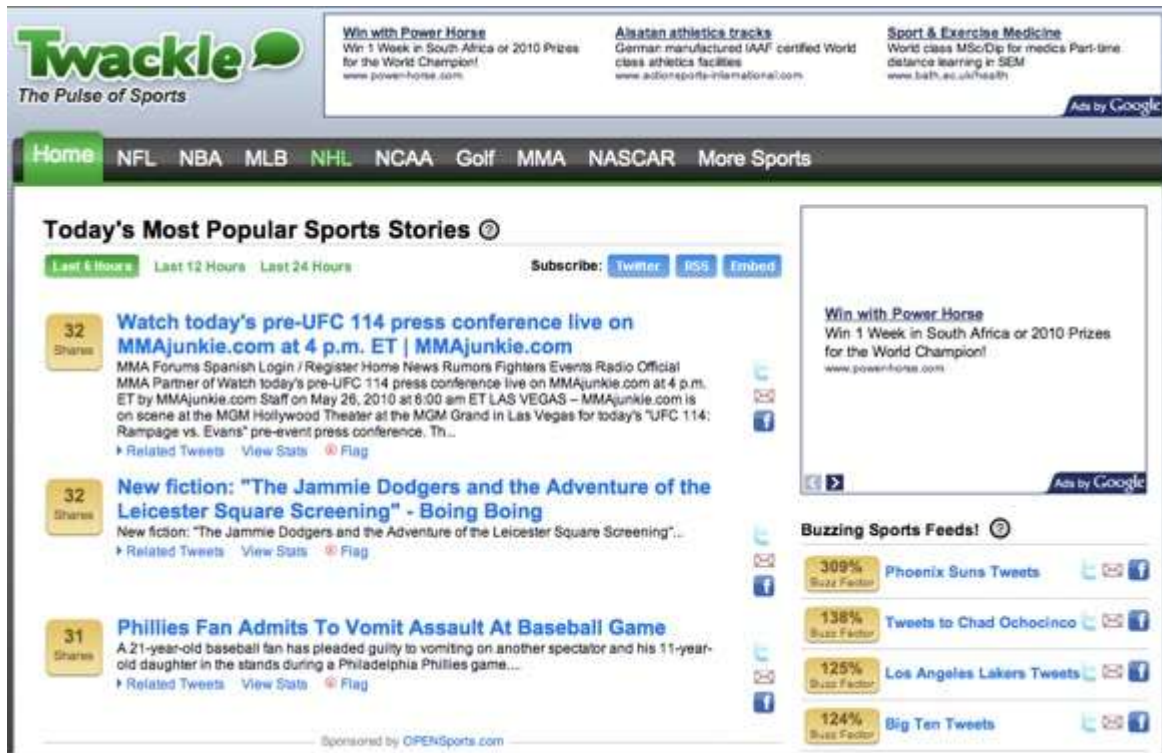
Source: Own elaboration based on data from Twackle Website on 08.11.2010.

According to this tracking and supervising system, NBA launched its social media policy started on Season 2009 -2010. The NBA policy simply bans players, officials and coaches from using Twitter and other social media sites 45 minutes before game time until after players, officials and coaches have finished their responsibilities after the games, including their media interviews (NBA 2009).

NBA supervises all its brand's social network services communication thanks to twackle and some satkeholders' posts has been already sanctioned with compensations due to NBA's rules violation including its brand new social media policy.

NBA nation

NBA nation is a brand new side events launched in cooperation with Hoop, Sprite, T-mobile and Kia, Official NBA partners to promote Basketball and NBA brand around the world in order to build engagement through guerrilla marketing strategy.

NBA nation has launched its facebook website on 2007 with 9,859 People like this at December of 2010 and its twitter account 1438 followers. NBA define this sportbrand event as the League's largest mobile basketball playground promoting basketball from coast to coast in USA, stopping in different cities with a NBA Nation's official Ambassador (NBA legends) (NBA Nation Facebook 2010).

NBA nation approach people as a transportable event with NBA partners performing through USA land according its city schedule. Instead of money, the primary investments of marketing here should be time, energy, and imagination in order to establish a relationship with the customer. It must build trust and support (Wikipedia 2010c). It must understand the customer's needs, and it must provide a product that delivers the promised benefits.

The NBA Nation has developed a Promotional Strategy using social media network services and partners websites initiatives to build engagement and strength its cooperation relationships with its stakeholders including partners and sponsors through announcements and congratulations messages through its social media accounts, according the following features and Statistics:

Table 14. NBA Nation features, Statistics & Partners' promo sites

FEATURE	STATISTICS
TWEETS	400
TWITTER FOLLOWERS	1,419
TWITTER FOLLOWING	207
TWITTER LISTED	53
FACEBOOK PEOPLE LIKE THIS	8,526

PARTNERS' PROMO SITES
http://T-Mobile.com/NBA
http://Kia.com/NBA

Source: Own elaboration based on data from NBA website

Ihoops

Ihoops is an Online Social Media Platform to establish a structure and develop programs to improve the quality of youth basketball in America in order to enhance the athletic, educational, and social experience of the participants.

NBA launched its interactive partnership with ihoops in order to set NBA brand within the wide American Basketball youth community gaining directly and indirectly exposure and audience through facebook and twitters ihoops account with through 112,120 People Like This on ihoops facebook and 6,403 followers of twitter Ihoops account.

NBA website linked to the Ihoops website through NBA kids site, reinforcing its relationship with its stakeholders while Ihoops facebook and twitter accounts serve as advertisement of NBA core business, helping to the WNBA online tickets sales through Ihoops facebook account.

With the introduction of iHoops there is now an official name and face to a Youth Basketball Initiative which looks to jointly (NBA, NCAA, USA Basketball and others stakeholders) promote three important goals; 1) to positively influence all boys and girls who play the

game, 2) continue building the base of those who do play the game, and 3) help all players personally who play the game (Ihoops Facebook. 2010).

NBA cares

NBA Cares is the league's social responsibility initiative that builds on the NBA's long tradition of addressing important social issues in the United States and around the world.NBA Cares launched its own channel on Youtube Social Media Site to contribute with its own Promotional Campaign of its Corporate Social Responsibility Policy

NBA Care has launched its Facebook account on 2005 with 5,732 People Like this and Youtube web channel to promote its action and corporate social responsibility policy

Table 15. NBA cares youtube channel Statistics

YOUTUBE FEATURE	STATISTICS
SUSCRIBERS	5,983
CHANNEL VIEWS	189,732
TOTAL UPLOADED VIEWS	1,433,288
JOINED	February, 11, 2008
LAST VISITED DATE	2 hours ago

Source: Own elaboration based on data from NBA website on 08.11.2010

NBA activates its corporate social media responsibility policy through NBA cares programs focusing on healthy and well development of the kids, bringing peace through basketball and promoting sustainability of the planet earth with the following programs:

NBA/ WNBA FIT
NBA FIT is the league's comprehensive health and wellness platform that encourages physical activity and healthy living through programs, events and products for children and families. NBA FIT will strive to engage one million kids, adults and families to pledge NBA FIT during the 2009-10 season. It uses as a tool to promote, inspire and motivate kids, adults and families to be more physically active and make a commitment to healthier living (NBA Fit facebook. 2010).

The NBA FIT joined social network services (Facebook and Twitter) as a promotional tool according the following features and Statistics:

Table 16. NBA FIT features & Statistics

FEATURE	STATISTICS
TWEETS	295
TWITTER FOLLOWERS	1,755
TWITTER FOLLOWING	75
TWITTER LISTED	64
FACEBOOK PEOPLE LIKE THIS	3,674

Source: Own elaboration based on data from NBAFIT Youtube website

NBA GREEN

In partnership with the Natural Resources Defense Council, the NBA is taking steps to become a more environmentally responsible organization through the NBA Green initiative. The NBA has teamed up to generate awareness and funding to protect the environment.

BASKETBALL WITHOUT BORDERS

Basketball without Borders is the NBA and FIBA's global basketball development program that uses the sport to create positive social change in the areas of education, health and wellness. These camps bring top youth players together to train under NBA players and coaches and compete against their peers.

READ TO ACHIEVE

The NBA's Read to Achieve program strives to help young people develop a life-long love for reading and encourage adults to read regularly to children. NBA teams participate in various Read to Achieve activities, including read-alouds at libraries, community-based organizations, and more.

COACHES FOR KIDS

The Coaches for Kids program, launched during the 2008-09 NBA season, provides thousands of children from Boys & Girls Clubs with the chance to see NBA games in each of the league's 29 markets as well as meet with and learn from the league's coaches, GMs and athletic trainers.

NBA TV: Free TV Programs

The Jump on NBA.com and Fan Night are NBA TV programs streaming live on NBA website for free through a platform with a live chat through Twitter, myspace, facebook and yahoo accounts. The Fans can make their questions to the TV panel through the chat, there is a special person in the TV panel in charge to follow the chat's conversation and questions.

The Jump on NBA.com has been relocated as a part of the NBA Social Media Initiatives well known as NBA fan voice as a regular TV program scheduled every Tuesday 1 p.m. in order to increase the traffic and audience of NBA Fan Voice.

> "a weekly interactive NBA.com exclusive program that goes around the league for the best news, interviews and analysis. Every Tuesday at 1 p.m. ET, NBA TV's Kyle Montgomery, Dennis Scott and Brent Barry along with NBA.com's Sekou Smith will host a live show on NBA.com that's powered by you, the fans! Upload your video questions, send us your tweets and make your voice heard, only at NBA.com." (NBA Fan Voice 2010)

The current tool is one of the strongest sources to get feedbacks and audience to promote NBA core business through NBA TV Spots and NBA advertisements.

NBA youtube Channel

The Official Channel of NBA on Youtube launched on November 20, 2005 is a very usefull online tool to promote NBA through video highlights in order to increase the audience of the matches. The function of this Youtube channel is to deliver the message of the NBA experience to the world wide community through video spots which works excellent to promote the NBA TV products and all the NBA core business.

The huge impact of this social media tool brings the possibility to NBA to design new videos and media products according to the following statistics:

Table 17. NBA Youtube Channel Statistics

FEATURE	STATISTIC
CHANNEL VIEWS	16,137,242
TOTAL UPLOADED VIEWS	447,917,971
LAST VISIT DATE	1 hour ago
SUSCRIBERS	195,348

Anothers YouTube´s Statistics
#58 - Most Subscribed (All Time) - Directors
#19 - Most Viewed (Today)
#9 - Most Viewed (Today) - Directors
#17 - Most Viewed (Today) - Partners
#24 - Most Viewed (This Week)
#10 - Most Viewed (This Week) - Directors
#23 - Most Viewed (This Week) - Partners
#62 - Most Viewed (This Month)
#15 - Most Viewed (This Month) - Directors
#45 - Most Viewed (This Month) - Partners
#27 - Most Viewed (All Time)
#8 - Most Viewed (All Time) - Directors
#26 - Most Viewed (All Time) - Partners

Source: Own elaboration based on data from NBA Youtube channel website on 08.11.2010

*Youtube Statistics according to its worldwide audience and channels

NBA Online Store

The official Online Store of NBA launched its social media sites through social media services on facebook and twitter to increase its merchandising sales as distribution strategy rather than promotion of NBA merchandising. The application and usage of Social Media by the customers bring amazing opportunities to manage the customer purchase behavior through discounts strategy to improve the internet traffic of the site and the transactions via pay pal or another online system at the same time.

NBA online Store facebook account feature its own purchase online platform with credit card pay service powered by Milyoni. This platform let to NBA to work on specific sales strategies and to measure the sales revenue and its driving force while Twitter and RSS account get linked to the main site of NBA online store.

While Facebook store allows to purchase and buy products directly within the same platform, Twitter and RSS works as advertisements tool to push the customer to purchase driving them to the NBA Online Store through a direct link in the tweets or RSS advertisement.

The traffic of the NBA Online Store Social Media accounts could bring some highlights regarding the merchandising and sales strategy with the following statistics.

Table 18. NBA Online Store Social Network Services Statistics

FEATURE	STATISTIC
TWEETS	705
TWITTER FOLLOWERS	3,197
TWITTER FOLLOWING	676
TWITTER LISTED	158
FACEBOOK PEOPLE LIKE THIS	23,010

Source: Own elaboration based on data from NBA Social Network Services on 08.11.2010

5.1.4. Social media strategy

NBA approached Social Media developing social media initiatives and joined social media networks and video sharing services in order to achieve some management and marketing goals to increase its exposure and incomes collaborating with the long tail strategy of NBA website.

Instead of the audiences' differences between its two main sub brands, NBA has developed a push marketing strategy through "All Acces", A kind of CRM tool to improve the traffic of the NBA Social Media initiatives as fan voice sites and drive customers behaviors to purchase NBA.com products as NBA online store products.

All Access

All Access could be understand as the CRM Strategy of NBA in order to drive audience to the NBA Social Media Inititatives well known as NBA and WNBA Fan voice and also serves as a tool to promote NBA online store and NBA gaming products.

All access platform is a free membership site to deliver products and experience in order to increase the traffic of the NBA Social Media and the Products' Sales. Its main features and functions are the following:

Table 19. All Access features & functions

FEATURE	FUNCTION
GAMES	Online Games
WATCH & LISTEN	Exclusive Videos and Audios
NEWSLETTERS, DOWNLOADS & ALERTS	Updates, Newsletter and Alerts
SHOP & SAVE	Exclusive Discounts
WIN	Contests and Sweepstakes
CONNECT	Community Fan voice

Source: Own elaboration based on data from NBA website

There are another Marketing Strategies linked to social media of NBA website. In general the application of New Technologies as Social Media tools are linked to the Promotional Mix as advertisement, publicity and others but in the case of the NBA, the application of the Social Media goes further including the creation of new range of products.

The NBA's Social Media Initiatives and the usage of social network and video sharing services bring the possibility to measure the Strategies' goals according to the Qualitative and Quantitative Returns. According to the Statistics above, There are more than 18,260 NBA blog's threads, 290,000 NBA blog's posts, 11,583 Tweets, 33,940 Facebook's Topics Discussions, 705 NBA Online Store tweets, 3197 NBA Online Store Twitter Followers, 23,010 NBA Online Store Facebook People Like This, more than five millions People like this on NBA Facebook account that could measure the Return on Investment of NBA Social media in conjunction with the mothly sales and revenues from NBA products.

The Analysis of NBA Social Media Statistics and its numbers are the most valuable contribution to the Marketing fragmentation choosing success metrics and ignoring meaningless metrics like number of followers (Egg Co. 2010).

According to this important NBA Statistics, there are some campaigns to achieve marketing objectives successfully as the following:

5.1.5. Measuring qualitative returns

✓ Market Strategy : to build Loyalty and Trust	
Success Metrics	**Goal**
- Amount of positive comments sent to customers per week within a given time ceiling - Amount of conversations that started from the comment	- Important amount of positive conversations about NBA or NBA.COM products per week

✓ Customers Strategy: to increase satisfaction	
Success Metrics	**Goal**
- Amount of good suggestions that your company hadn't thought of - Amount of the above that your company actually implements	- Important amount of suggestions collected per month and Important amount that NBA actually implement. (social media policy)

5.1.6. Measuring quantitative returns

✓ Sales Strategy: to increase offline Sales	
Success Metrics	**Goal**
- Monthly sales - Monthly store traffic	- Monthly sales - Important % increase in store traffic over the prepromotion period

✓ Sales Strategy: to increase Social Media online Sales	
Success Metrics	**Goal**
- Monthly sales attributable directly to Twitter and Facebook - New customers attributable directly to Twitter and Facebook - Monthly revenue generated from customers originally from Twitter and Facebook (i.e. did the customer go back later of their own accord and buy more)	- Monthly sales - Monthly sales directly attributable to Twitter and Facebook

The NBA Revenues and Sales Numbers are the real example of the successful achievement of the NBA Strategies, according to the following Statistics:

Table 20. NBA Overall Revenues 2008-2009-2010

Incomes	Amount	Season
NBA League Revenue (Basketball Related Income)	4.0 Bil. US$	2009/2010
Overall Operating Income	233 Mil. US$	2008/2009
Number of NBA Teams	30 Teams	2008/2009
Average NBA game attendance (82 Games Season)	17,149 Spectators	2009/2010
Average NBA Team Value	367 Mil. US$	2008/2009

Source: Plunkett Research 2010

5.1.7. NBA social media swot

According to the Analysis of the NBA Social Media Stats and NBA Social Media Strategies, the following SWOT in the usage and application of the Social Media could bring some relevant information to develop and increase its business:

STRENGTHS	WEAKNESS
√ The NBA Social Media contribute to build engagement. √ The NBA Social media increase the audience in order to contribute with the sales of the NBA media products. √ The NBA Social Media works as a strong tool to increase profits from merchandising, ticketing and advertisement.	● The Long tail Strategy of NBA Social Media shows a fake complex aspect of the NBA media products ● The wide range of Social media products could confuse to the costumers
OPPORTUNITIES	**THREATS**
√ The NBA Social Media could provide new opportunities to launch new media products according to the consumer's behaviour patterns. √ The NBA Social Media could contribute to build an amazing Sporting Database in collaboration with the fans. √ The NBA Social Media could use to build IT products to the Technical Aspect of the Sport and to the Organizations and Stakeholders as Sporting Statistics library.	● The conflicts between the team and players' interests and NBA regarding communications' policies. ● The Piracy of the Media Products through Share's Web Channels. ● The upcoming new IT products using NBA Statistics made by the traditional basketball's brands as Nike, Converse, etc.

5.1.8. Annexes: Top 10 NBA social media network service

TOP 10 NBA Social Media Network Service

RANK	TEAM	TWITTER	FACEBOOK	TOTAL
1	NBA	2,142,436	6,016,356	8,158,792
2	Los Angeles Lakers	1,701,844	3,859,367	5,561,211
3	Boston Celtics	87,109	1,866,973	1,954,082
4	Orlando Magic	1,028,821	317,096	1,345,917
5	Cleveland Cavaliers	56,583	491,069	547,652
6	Chicago Bulls	53,850	480,541	534,391
7	Miami Heat	61,141	428,147	489,288
8	WNBA	178,707	301,140	479,847
9	Denver Nuggets	27,879	274,829	302,708
10	NBA Development League	145,125	103,800	248,925

Source: Data from Sports Fan Graph Website on 08.11.2010

TOP 10 NBA Teams Social Media sites

RANK	TEAM	TWITTER	FACEBOOK	TOTAL
1	NBA	2,142,436	6,016,356	8,158,792
2	Los Angeles Lakers	1,701,844	3,859,367	5,561,211
3	Boston Celtics	87,109	1,866,973	1,954,082
4	Orlando Magic	1,028,821	317,096	1,345,917
5	Cleveland Cavaliers	56,583	491,069	547,652
6	Chicago Bulls	53,850	480,541	534,391

7	Miami Heat	61,141	428,147	489,288
8	Denver Nuggets	27,879	274,829	302,708
9	Phoenix Suns	41,223	202,022	243,245
10	Dallas Mavericks	30,307	206,947	237,254

Source: Data from Sports Fan Graph Website on 08.11.2010

TOP 10 WNBA Social Media sites

RANK	TEAM	TWITTER	FACEBOOK	TOTAL
1	WNBA	178,707	301,140	479,847
2	Seattle Storm	5,158	8,982	14,140
3	New York Liberty	4,427	7,169	11,596
4	Atlanta Dream	4,935	6,489	11,424
5	Tulsa Shock	1,916	4,542	6,458
6	San Antonio Silver Stars	2,580	3,190	5,770
7	Minnesota Lynx	2,786	2,748	5,534
8	Connecticut Sun	1,706	3,618	5,324
9	Chicago Sky	2,012	3,197	5,209
10	Washington Mystics	0	0	0

Source: Data from Sports Fan Graph Website on 08.11.2010

5.1.9. References

Anderson, Chris. 2008. *The Long Tail: Why the Future of Business Is Selling Less of More*. New York: Hyperion.

Egg Co. 2010. "Social Media Roi". http://www.slideshare.net/yongfook/social-media-roi

Ihoops Facebook. 2010. "Info"
http://www.facebook.com/pages/iHoops/99265142113#!/pages/iHoops/99265142113?v=info

NBA. 2009. "NBA issues policy on Twitter use before, after games".
http://www.nba.com/2009/news/09/30/nba.twitter.rules.ap/index.html

NBA Fan Voice. 2010. "The Jump on NBA" http://my.nba.com/jump

NBA Fit facebook. 2010. "Info". http://www.facebook.com/pages/NBA-FIT/106510536054693

NBA Nation Facebook. 2010. "Info". http://www.facebook.com/NBANation

Plunkett Research. 2010. *Sport Statistics*.
http://www.plunkettresearch.com/Industries/Sports/SportsStatistics/tabid/273/Default.aspx

Wikipedia. 2010a. "Social Media Optimization".
http://en.wikipedia.org/wiki/Social_media_optimization

Wikipedia. 2010b. "Time Warner". http://en.wikipedia.org/wiki/Time_Warner

Wikipedia. 2010c. "Guerrilla Marketing". http://en.wikipedia.org/wiki/Guerrilla_marketing

5.2. FIFA social media case study

5.2.1. Introduction

The current work brings a wide vision regarding the application of Social Media in the Sports business through an exhaustive analysis of the website of one of the most important sporting institutions well known as FIFA.

FIFA has contributed with the development of Sporting Marketing bringing important opportunities to build world-wide recognition of brands like Coca Cola, Adidas and others FIFA partners already did. FIFA, as one of the leaders of sport business, always seeks to open new markets and to discover niches for new products and financial incomes.

During the last world cup on South Africa, FIFA has started to develop its brand new marketing strategy using social media through social media initiatives and using social network services.

The current FIFA website features the FIFA Club, social media initiatives with fans profile, friends, messages, comments, online games and various applications to deliver information regarding FIFA core business and its stakeholders, to collaborate with its management to engage people and to promote its online media products as FIFA online store and applications.

The different products and strategies of FIFA.com joined social network services well known as Facebook and twitter in order to spread FIFA message through a viral marketing campaign to increase its audience, traffic and profits.

According to this marketing strategy, FIFA launched its first website 2.0 for the 2010 FIFA world cup through the FIFA club platform, The virtual sticker album cares and the FIFA Street Team (promotional campaign through original TV interactive program with street teams from all around the world)

The huge entertainment impact of the FIFA world cup brings the possibility to develop new trends and niches as FIFA World Cup Soundtracks and FIFA concerts adding to the merchandising and films FIFA business.

FIFA has developed its corporate social responsibility through various programs as the current "20 Centers for 2010", FIFA Fair Play: "My Game is Fair Play" and "Say No to Racism" but any of those programs has used social network and video sharing services neither any social media initiatives yet.

In the following pages, the analysis of the brand new FIFA Social Media and its application in the world of football will give us a new concept and ideas to explore and develop the benefits of the web 2.0 and its importance to generate engagement to the sporting community through the analysis of the data and Statistics of the Social Media Optimization and its strategies to cooperate with the marketing and sales objectives.

5.2.2. Social media optimization

According to the marketing's evolution and the usage and application of Social Media, FIFA started to develop its own Social Media Strategy in order to collaborate with its goals and objectives. Football, FIFA's core business, is naturally social and easy to run successful social media products and strategies.

FIFA has launched its first social media project to collaborate with the strategy of 2010 FIFA World Cup South Africa. This project with successful results has been integrated to the FIFA website and FIFA communication strategy nowadays.

During the last years, Sponsorship, TV Rights and Ticketing has been set as the main incomes of FIFA as well merchandising and films. FIFA tries to find a way to increase the sales of merchandising and films and social media could be a very good tool for that.

FIFA.com has started to apply the long tail strategy in order to help the sales of its products and keep the engagement alive for the football. FIFA.com offers new media products increasing its products range and rank. This new media products, as a part of the long tail strategy, seeks for the opportunities to increase the financial budget, and social media is used as important tool of fragmentation.

Table 1. FIFA and FIFA.com Products

FIFA TRADIONAL SUPERSTAR PRODUCTS	FIFA.COM PRODUCTS
1. TV Rigths	6. Video Games
2. Sponsorship	7. Music
3. Ticketing	8. Widgets
4. Merchandising	9. Mobile Applications
5. Films	

Source: Own elaboration based on data from FIFA.com website

Table 2. FIFA Long Tail Strategy
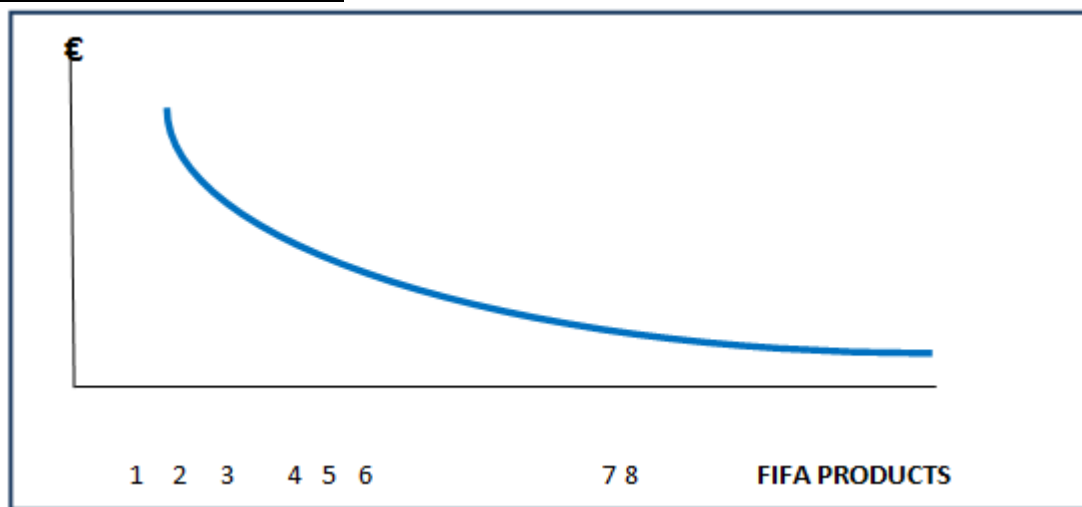
Source: Own elaboration based on data from FIFA.com website

Basically, FIFA classifies its incomes according to the source of the revenues in order to establish financial incomes' standard. Regarding the last financial report, the revenues from licensing right has decreased 30 % affecting traditional FIFA products as Video Games, Music, Videos and films.

Table 3. FIFA financial Incomes' Standard

REVENUES	PRODUCT	2008	2009
Revenues from Television Broadcasting Rights	TV Rights Broadcasting Webcasting Audiocasting	555,484	649,957
Revenue from Marketing rights	Partnership Sponsorships Supporters Suppliers	253,406	277,266
Revenue from licensing rights	FIFA World cup ^{TM} Merchandising / Video Games / Music / Videos / Films	15,105	10,184

Revenues from Hospitality rights	FIFA Hospitality Program (to provide ticketing, accommodation and event information technology services) Tour Operators' program	40,000	40,500

Source: FIFA 2009

FIFA social media could help to increase the revenues from licensing rights creating new media products and opportunities to build new trends according the users' needs and online customers pattern behavior.

Also social media could provide to FIFA cost reduction establishing Online Stores through different social media initiatives and social media networks in the future to come in order to collaborate with its distribution and sales strategy.

5.2.3. FIFA social media mix

According to the features of The FIFA official website, the application of social media is a mix of two components: social media initiatives and social media network services.

5.2.3.1. Social media initiatives

The 2010 FIFA World Cup South Africa has meant the first time to FIFA to launch its first Web 2.0 using Social Media Initiatives according the following categories, sub-brands and features:

Table 4. FIFA Social Media Iniatitves

CATEGORY	SUB – BRAND	FEATURES	
Social Media site	FIFA Club	Personal Profile Messages Comments Online Games Statistics	Application Widgets FIFA Official Store Buy tickets Activities
Social Media Event	2010 FIFA World Cup Panini Virtual Sticker Album	My Desk My Album Swap area	Collectors' group Rankings Prizes
Social Media Extensions	Latest News Latest Photos World League FIFA/Coca-Cola World Ranking	Highlights Football Photos	Results and Standings Statistics
Gaming sites	FIFA World League Predictor FIFA World Football Trivia Penalty shooter game EA Sports FIFA Online*	Game News Challenges Rankings	Prizes Share buttons Chat Platform*

Source: Own elaboration based on data from FIFA website

FIFA launched its first social media site called FIFA club to collaborate with the marketing of 2010 FIFA World Cup South Africa, keeping the engagement in order to look for niche and new market opportunities.

THE FIFA CLUB

The FIFA Club is a social media platform featuring club house, messages, comments, friends, football and activities sites in order to improve and collaborate with its marketing strategies and goals.

The Club house provide highlights, news and statistics regarding FIFA club site and FIFA football discipline, and promote FIFA club games, FIFA event Tickets, FIFA Social extensions and FIFA official Store.

The message feature works as email account service within the FIFA club community while comment site drives audience to the FIFA news through comments and feedbacks. Football site shows the latest news and statistics of the three favorite profile's football teams and leagues.

FIFA social media site product strategy focuses on the exclusive content, community, share and distribute process contributing with the viral strategy. Football is naturally social then the FIFA Club is going to work faster than others social media site according to the latest statistics:

Table 5. FIFA Club Statistics

STANDARDS	STATISTICS
TRAFFIC	5 Millions users in august 2010, 82 % active
ACTIVITY	35 % perform more than 3 activities
FEEDBACKS	Comments posted since June 2007: 1.8 millions
VIRAL EFFECT	1.5 million of Friendships

Source: Digital Media Seminar 2010 FIFA Social Media Department Presentation

VIRTUAL STICKER ALBUM

Virtual Sticker Album is an interesting effort to transfer the Sticker Album to the Internet using Social Media tools to build engagement and increase the audience of FIFA World Cup. The FIFA Virtual Sticker Album is an online Platform to collect stickers of soccer team players in order to complete the album online. Virtual Sticker album works as an online event within FIFA Club with the following feature:

Limited edition giveaways

The Promotional Strategy of this brand new virtual FIFA product has included prizes and awards for the succesfull collectors opening new niche in the Virtual Market, transfering the Albums' collection to the virtual market

According to FIFA website the promotional campaign has been established as the following marketing message: "Successfully complete your entire FIFA World Cup Panini online album before 16 July and you will be eligible for our random prize draw. From the random draw, 100 very lucky winners will receive a completed limited-edition hardcover print version of Panini's virtual online version."(FIFA 2010)

Swap area

Following with the development of the niche of virtual collectors, FIFA Virtual Collection Market has provided the conditions to create and improve the virtual trade and increase the engagement at the same time through its own Social Media tools.

"Eager to complete your virtual album before 16 July? Sort your virtual stickers into a swap stack and enter the swap area. Here you can trade stickers online with other collectors, create sticker offers and requests, and set up trade rules." (FIFA 2010)

Collector's groups

The Virtual Sticker Album has secured its success through the collector's group establishing minimal standard to get in the group (20 % Album completion mark) to keep the interests of the participant as the main motor of this Social Media Initiative.

"Round up some of your friends and start a collector's group to help share and swap your way to a complete album. You can join and leave collector's groups freely up until the 20 per cent album completion mark. After this point you are locked into your current collector's group." (FIFA 2010)

The Success of the Virtual Sticker Album was guaranteed through the creation of this groups to identify the interests' rates of this product and its efficiently application to increase social media traffic creating viral effects.

The packets

The distribution was designed to increase the frecuency and use of the FIFA Club, giving opportunities to use this platform for advertisements' purposes because of the highest rates of frecuency and traffic.

"You will receive a couple of virtual packs each day, with five stickers in each packet. Sort your stickers into duplicate and new ones. Glue your new stickers in (once you do, they're stuck there) and trade your swap pile in your collector's group or the swap area. Missed a

day? Don't worry, you will receive your accrued allotment of stickers when you next log in."
(FIFA 2010)

Bonus packs and promotion codes

The Results of Distribution's Strategy gave to FIFA the opportunity to build new marketing and business opportunities for its partners and sponsors.

"Various partners of the FIFA World Cup online Panini sticker album will offer promotion codes, which will entitle you to bonus sticker packets. Be on the look out for Panini newsletters, football quizzes on FIFA.com and Coca-Cola bottles* with Panini codes. You will also receive a bonus packet when completing your first team." (FIFA 2010)

Table 6. FIFA Virtual Sticker Album Statistics

STANDARDS	STATISTICS
TRAFFIC	1.5 Million collectors
ACTIVITY	122 millions swaps 500k completed albums
VIRAL EFFECT	Groups, extra stickers code exchange on FIFA.com and social networks.

Source: Digital Media Seminar 2010 FIFA Social Media Department Presentation.

5.2.3.2. Social network services

The 2010 FIFA World Cup South Africa was the beginning of the usage of Social Network Services and Social Video Sharing Services well known as Facebook, Twitter and Youtube. FIFA has focused its Social Media development in the usage of Twitter instead of Facebook

FIFA Twitter

The goal of FIFA is to make clear that FIFA embraces Twitter in order to engage more intimately with its global audience and disseminate our message across all media streams, including online, print and TV (Zappimbulo 2010).

The usage of Twitter has got the important impact in the Marketing of 2010 FIFA World Cup and its own FIFA institutional Marketing. The presence of the FIFA President on Twitter collaborates with the improvement of FIFA online reputation building engagement and credibility.

Table 7. FIFA President and FIFA World Cup Twitter Statistics

STANDARDS	STATISTICS	
	Joseph Blatter	**FIFA World Cup**
TWEETS	65	4,166
FOLLOWERS	89,699	141,413
FOLLOWING	28	10,546
LISTED	3,179	5,170

Source: Own elaboration based on data from FIFA website on 10.11.2010

FIFA has applied the long tail strategy to the usage of the Twitter integrating its principles and policies as the universalism, integration and no discrimination with the launch of Twitter in different languages

FIFA has 13 accounts through 6 languages including FIFA's president Twitter account. This significant and successful social media presence was built on Twitter in a very short time. The FIFA's President was able to use this digital platform to talk directly to people with a huge effect (Zappimbulo 2010).

Table 8. FIFA Officials Accounts

STANDARDS	STATISTICS					
	ENGLISH	**FRENCH**	**ARABIAN**	**DEUTSCH**	**SPANISH**	**PORTUGUESE**
TWEETS	1,070	10,674	998	892	1,131	1,064
FOLLOWERS	30,826	5,763	5,685	6,140	32,571	6,134
FOLLOWING	0	11	13	6	12	12
LISTED	1,000	81	59	113	808	72

Source: Own elaboration based on data from FIFA Facebook Accounts on 10.11.2010

Instead of this magnificent results, Twitter is not a direct traffic driver, only 0.6% of FIFA.com visits came from twitter during the FIFA World Cup, increasing the number of followers but decreasing % share of overall referrals after FIFA World Cup (Zappimbulo 2010).

FIFA Club has launched its Twitter account to drive audience to the FIFA Social Media Initiatives in order to enhance the usage of FIFA Social Media Extensions (applications regarding Latest News, Latest football Photos, World League and FIFA/Coca-Cola World Ranking) and the FIFA Social gaming sites (FIFA World League Predictor, FIFA World Football Trivia, Penalty shooter game and EA Sports FIFA Online)

Table 9. FIFA Twitter Accounts Statistics

STANDARDS	STATISTICS	
	FIFA Club	**FIFA Interactive World Cup**
TWEETS	109	28
FOLLOWERS	5,885	24
FOLLOWING	14	1,008
LISTED	79	11

Source: Own elaboration based on data from FIFA Facebook Accounts on 20.12.2010

FIFA Facebook

FIFA has develop its presence on Social Networks Services through Twitter exclusively, while facebook is not take into consideration for the FIFA but there are some unofficial Facebook accounts of FIFA which contributes with the clutter and confusion of FIFA brand within the main Social Media website.

There are only one FIFA official facebook account launched for the 2010 FIFA World Cup South Africa without any promotion and connection through the official FIFA website, but with some interesting Results regarding engagement and promotion according to the following statistics:

Table 10. 2010 FIFA World Cup Facebook Account Statistics

FEATURE	FUNCTION	STATISTIC
PEOPLE LIKE THIS	To engage people to the FIFA experience	517,204
INFO	To promote FIFA website	
PHOTOS	To promote FIFA World Cup	25 FIFA World Cup Photos 1,395 Photos by others posted by FIFA World Cup fans
EVENTS	To promote specific FIFA World Cup match or event	1 – FIFA World Cup Final Match
DISCUSSION	To promote FIFA experience and Events	195 Topics
BOXES	To promote FIFA World Cup events	1 Event

Source: Own elaboration based on data from FIFA Facebook Accounts on 20.12.2010

5.2.4. Social media strategy

FIFA has developed its Viral marketing with some successful cases as the FIFA Virtual Sticker Album using the FIFA Social Media Initiative as a viral marketing tool to drive and increase customers to FIFA Online Store.

The usage of Twitter has been another great tool to drive audience to the website and online products and store but the main strategy to set FIFA presence on the Internet has been the Search Engine Optimization through Google and Bing Services.

According to the Viral marketing developed through the FIFA Social Media Mix, There are some specific Strategy well applied for FIFA in the beginning of this brand new FIFA Social Media

5.2.5. Measuring qualitative returns

✓ Market Strategy: To increase Authority (The Case of Joseph Blatter Twitter Account)	
Success Metrics	**Goal**
- Amount of influential blogs or twitters linking to you. - Pagerank relative to that of competitors. - Amount of organic traffic per month. - Amount of traffic that converts to sales.	- N Pagerank by a certain date. - Nth position in Pagerank relative to competitors by a certain date. - N% of organic traffic per month. - $N per month attributable to referrals from blog.

✓ Market Strategy: to build Loyalty and Trust (The Case of FIFA Virtual Sticker Album)	
Success Metrics	**Goal**
- Amount of positive comments sent to customers per	- Important amount of positive conversations about

week within a given time ceiling. - Amount of conversations that started from the comment.	FIFA products per week.

✓ Customers Strategy: to increase satisfaction *(The Case of FIFA Virtual Sticker Album)*	
Success Metrics	**Goal**
- Amount of good suggestions that your company hadn't thought of. - Amount of the above that your company actually implements.	- Important amount of suggestions collected per month and important amount that FIFA actually implement (social media policy).

5.2.6. Measuring quantitative return

✓ Sales Strategy: to increase offline Sales	
Success Metrics	**Goal**
- Monthly sales. - Monthly store traffic.	- € monthly sales. - Important % increase in store traffic over the prepromotion period.

✓ Sales Strategy: to increase Social Media online Sales	
Success Metrics	**Goal**
- Monthly sales attributable directly to Twitter and Facebook. - New customers attributable directly to Twitter and Facebook. - Monthly revenue generated from customers originally from Twitter and Facebook (i.e. did the customer go back later of their own accord and buy more).	- € monthly sales. - € monthly sales directly attributable to Twitter and Facebook.

5.2.7. FIFA social media swot

According to the Analysis of FIFA Social Media Mix and its Strategies, the following SWOT in the usage and application of the Social Media could bring some relevant information regarding the evolution of FIFA Social Media and its tendencies in the future to come:

STRENGTHS	WEAKNESS
✓ The usage of Twitter has been a strong contribution to build credibility and increase the engagement of the fans. ✓ The FIFA Social Media Initiative (Virtual Sticker Album) has contributed to visualize and open a brand new niche with the Virtual collectors. ✓ The Integration and Interaction of the all FIFA Social Media Initiatives let to FIFA.com to secure and improve the future success of the application of its Social Media Strategy according to the successful case of the distribution of the Stickers packs through FIFA club.	● The Long tail Strategy of FIFA Twitter accounts could be understood as a very confuse strategy for the users increasing the confusion of its brand. ● The lack of presence on Facebook contributes with the clutter of the FIFA brand and its protection within this main Social Media site. ● The Results of the Website Driving Audience process of Twitter Accounts is one of the most important weakness of FIFA Social Media Mix.

OPPORTUNITTIES	THREATS
√ The Development of the FIFA Social Gaming Sites could provide new business opportunities to strength its collaborations with its partners. √ The FIFA Social Media Inititatives could bring some amazing opportunities to collect some important data regarding the preferences of the users. √ The experience of FIFA Twitter accounts could contribute to the usage of the others Social Network Services and Social Video Sharing Services as Facebook and YouTube.	● The Political Issues behind the main FIFA decisions could bring some problems to the Social Media credibility and its online reputation well developed through Joseph Blatter and institutionals Twitter accounts. ● The lack of presence in the others main Social Media Sites (Social Network Services and Social Video Sharing Services) could bring some important damages in the FIFA brand online increasing the unofficial FIFA sites and the clutter of its own brand.

5.2.8. References

FIFA. 2009. "FIFA Financial Report 2009".
http://www.fifa.com/mm/document/affederation/administration/01/18/31/86/fifa_fr09_en.pdf

FIFA. 2010. "Calling all Collectors".
http://www.fifa.com/worldcup/archive/southafrica2010/news/newsid=1193383/index.html

Zappimbulo, Marc. 2010. 2nd Annual Digital Sport Marketing Forum 2010: The 2010 FIFA World Cup Social Media Experience. Barcelona, 27-28 October, 2010.

5.3. International federations: social media evaluation

Having performed a detailed analysis of FIFA and the NBA in relation to the Web and social media, we shall now go on to analyse the social networking presence of each International Federation on social media and ascertain how they articulate synergies between these direct means of communication with their fans and their permanent institutional presence on their respective websites.

According the International Olympic Committee (IOC) "The International Sports Federations are international non-governmental organisations recognised by the International Olympic Committee (IOC) as administering one or more sports at world level" (IOC 2010a). According to the Olympic Charter (IOC 2010b), there must be one federation for each Olympic sport.

5.3.1. Social media use by internationals federations

In the table below, we analyse and describe the presence of the various International Federations on Facebook and Twitter, which are currently the most widely used social media.

Table 1. International Federations on Social Media

SPORT/DISCIPLINE (SUMMER)	ACRONYM OF FEDERATION	PAGE ON FACEBOOK	PAGE ON TWITTER
ATHLETICS	IAAF	YES	YES
BADMINTON	BWF	YES	NO
BASKETBALL	FIBA	YES	YES
BOXING	AIBA	YES	YES
CANOE/KAYAK-FLATWATER	ICF	YES	NO
CANOE/KAYAK-SLALOM	ICF	YES	NO
CYCLING-TRACK	UCI	NO	YES
CYCLING-ROAD	UCI	NO	YES
MOUNTAIN BIKING	UCI	YES	YES
BMX	UCI	YES	YES
FENCING	FIE	NO	YES
FOOTBALL	FIFA	YES	YES
ARTISTIC GYMNASTICS	FIG	NO	NO
RHYTHMIC GYMNASTICS	FIG	NO	NO
TRAMPOLINE	FIG	NO	NO
WEIGHTLIFTING	IWF	NO	NO
HANDBALL	IHF	NO	NO
HOCKEY	FIH	NO	NO
JUDO	IJF	YES	NO
GRECO-ROMAN WRESTLING	FILA	NO	NO
FREESTYLE WRESTLING	FILA	NO	NO
SWIMMING	FINA	NO	NO
DIVING	FINA	NO	NO
WATER-POLO	FINA	NO	NO
SYNCHRONISED SWIMMING	FINA	NO	NO
MODERN PENTATHLON	UIPM	YES	YES
EQUESTRIAN-DRESSAGE	FEI	NO	NO
EQUESTRIAN-JUMPING	FEI	NO	NO
EQUESTRIAN-EVENTING	FEI	NO	NO
TAEKWONDO	WTF	NO	NO
TENNIS	ITF	NO	NO
TABLE TENNIS	ITTF	YES	YES
SHOOTING	ISSF	YES	YES
ARCHERY	FITA	YES	YES
TRIATHLON	ITU	YES	YES
ROWING	FISA	YES	YES

SAILING	ISAF	YES	YES
VOLLEYBALL	FIVB	YES	YES
BEACH VOLLEYBALL	FIVB	YES	YES
GOLF	IGF	NO	NO
SPORT/DISCIPLINE (WINTER)	**ACRONYM OF FEDERATION**	**PAGE ON FACEBOOK**	**PAGE ON TWITTER**
BIATHLON	IBU	YES	NO
BOBSLEIGH	FIBT	YES	NO
SKELETON	FIBT	YES	NO
CURLING	WCF	YES	YES
ICE HOCKEY	IIHF	YES	NO
LUGE	FIL	NO	NO
FIGURE SKATING	ISU	NO	NO
SPEED SKATING	ISU	NO	NO
SHORT TRACK SPEED SKATING	ISU	NO	NO
SNOWBOARD	FIS	NO	NO
SKI JUMPING	FIS	NO	NO
ALPINE SKIING	FIS	NO	NO
FREESTYLE SKIING	FIS	NO	NO
NORDIC COMBINED	FIS	NO	NO
CROSS COUNTRY SKIING	FIS	NO	NO

Source: IOC 2010a; IOC 2010c

When analysing the behaviour of each International Federation on the social networking sites studied, account was taken of the following variables with the aim of showing:

1. **News updates:** Frequency of content updates, both text and photos/videos, on each page.

2. **Events calendar:** Use of social networking sites as a public service for users, offering information about each Federation's most important events.

3. **Photos/videos:** Presence of photos and videos. Whether or not this type of content had its own section (a tab in Facebook, for example) was taken into account.

4. **Forums:** The role of fans (interaction between the federation and fans), discussion topics, surveys, etc.

5. **Links to other social media:** Whether or not the Federations offered the chance to share content between social networking sites was taken into account (links that pointed from Facebook to a Twitter page or to YouTube, for example).

6. **Benefits for the fans:** Were the fans of each Federation rewarded in any way? (Ticket discounts, draws, etc.).

7. **Sponsors' presence:** The role of the sponsors of each sport on the Federations' social networking sites. Did they appear on those pages? If so, how?

In short, we sought to establish how each Federation offered information about events and results, what type of relationship it established with its fans, if it offered any specific promotions for its fans and, very importantly, if it had a real-time customer care service (ticket sales, information about event venues, etc.).

We also analysed the role that the sponsors of each sport played on the Federations' social networking pages. The table below shows the content present on each Facebook page.

Table 2. What some Federations did on Facebook

FEDERATION	NEWS UPDATES	EVENTS CALENDAR	PHOTOS / VIDEOS	FORUMS	LINKS TO OTHER SOCIAL MEDIA	BENEFITS FOR THE FANS	SPONSORS PRESENCE
ATHLETICS	Posted irregularly (breaks of up to 10 days)	No	Only photos	Yes	Facebook and Twitter	No	Yes
BADMINTON	Posted irregularly (breaks of up to two months)	No	Only photos	Yes	No	No	Yes
BASKETBALL	Posted every day	Yes	Photos, videos, fiba tv	Yes	Facebook and Twitter	No	Yes
BOXING	Posted every day	Yes	Photos, videos	No, but have one chat and polls	No	No	No
CANOE/ KAYAK-FLATWATER AND SLALOM	Posted irregularly (breaks of up to 10 days)	Yes	Photos, videos	Yes	Facebook links to Twitter and Canoe tv	No	Yes
CYCLING-TRACK	Has a page on Twitter (uci's)	No	No	No	No	No	Yes
CYCLING-ROAD	Has a page on Twitter (uci's)	No	No	No	No	No	Yes
MOUNTAIN BIKING	Posted irregularly (breaks of up to 10 days)	Yes	Only photos	Yes	Facebook to Twitter	No	Yes
BMX	Posted irregularly (breaks of up to one month)	Yes	Only photos	Yes	Facebook to Twitter	No	Yes
FENCING	Constant	No	No	No	No	No	No

	updates (page only on Twitter)						
FOOTBALL	Constant updates (page only on Twitter)	No	No	No	No	No	No
JUDO	Constant updates (page only on Facebook)	Yes	Photos, videos	Yes	No	No	No
MODERN PENTATHLON	Breaks of up to four days	Yes	Photos, videos	Yes	No	No	Yes
TABLE TENNIS	Posted every day	Yes	Photos, videos	Yes	Facebook, Twitter and Flickr	Yes	Yes
SHOOTING	Breaks of up to a week on Facebook	No	Photos, videos	Yes	Facebook, Twitter and YouTube	No	Yes
ARCHERY	Breaks of up to a week on Facebook	Yes	Photos, videos	Yes	Facebook, Twitter and Fita TV	No	Yes
TRIATHLON	Posted irregularly (breaks of up to 10 days)	Yes	Only photos	No	YouTube and Triathlon TV	No	no
ROWING	Breaks of up to four days	Yes	Only photos	Yes	Facebook, Twitter and YouTube	No	Yes
SAILING	Posted almost every day	Yes	Only photos	Yes	No	No	No
VOLLEYBALL	Posted every day	Yes	Only photos	No	No	No	Yes
BEACH VOLLEYBALL	Posted every day	Yes	Only photos	No	No	No	Yes
BIATHLON	Posted every day	No	Only photos	No	No	No	No
BOBSLEIGH	Posted every day	No	Photos, videos	No	Facebook and YouTube	No	No
SKELETON	Posted every day	No	Photos, videos	No	Facebook and YouTube	No	No
CURLING	Breaks of up to four days	Yes	Photos, videos	No	No	No	Yes
ICE HOCKEY	Posted every day	Yes	Only photos	Yes	No	No	No

Source: IOC 2010a and some federations' Facebook and Twitter pages.

In total, 25 Olympic Federations had official Facebook and/or Twitter pages. Many of the Federations identified themselves by their acronyms, which made it hard for fans to find their pages unless they accessed them directly from a link to them on each Olympic sport's website. They therefore had a problem with positioning on social networking sites, which hindered their identification and growth in terms of numbers of users.

In the case of a Federation with a much greater media impact like FIFA, for example, it was much easier to find. However, it is highly likely that not all fans of sports such as cycling and gymnastics would know that these sports identify themselves on Facebook and Twitter by their acronyms UCI and FIG, respectively.

5.3.2. Interrelation of websites and social media

The criteria that International Olympic Federations applied to having – or not having – a presence on social networking sites was very different to the criteria applied to their websites: while each Federation followed its own criteria about being on one, both or neither of the social networking sites, all the official pages seemed to follow the same criteria for news and content selection. It seems that while a fairly defined layout and language was used on their websites, connection with the user was not so clear. We shall now take a look at what each Federation does on its website.

Table 3. Analysis of international federations' websites

ATHLETICS	IAAF has a website with direct connections to Facebook and Twitter, as well as an RSS feed. Its content can be divided into these topics: 1. News, about upcoming events, athletes and regulation changes. 2. Video and audio section (including an audiovisual archive of both television and radio). 3. Fan zone, with a game of questions about this sport, surveys, links to other related sites and an online magazine. 4. Anti-doping and medical information, including the rules that need to be followed and even a list of sanctioned athletes. 5. Advertising: brands like Samsung, Seiko and Adidas have a significant presence on the website, appearing in the header and in various tabs that users can access.
BADMINTON	This Federation only has an official page on Facebook. On its website, it offers this content: 1. News, including breaking news if matches are being played. 2. Players, including Paralympic players. 3. Photos/videos, but the section is not very visible because it appears at the end of the page. 4. Contact e-mails for people in charge of various areas of the Federation. 5. Anti-doping section. 6. Advertising (all the sponsors appear half-way down the page). 7. Survey for fans.
BASKETBALL	FIBA has one of the most comprehensive websites of all the Federations. However, given that it has official pages on Facebook and Twitter, it was surprising to find that it only has a highly visible link to Facebook (scrolling down the page, connections to Facebook, Twitter and YouTube are right at the very end). The website is divided into: 1. News about current events. 2. Inside FIBA: who they are, the rules of the game and their sponsors. 3. Section devoted to experts in this sport, in sports medicine, etc. 4. Media center (press releases, accreditations, etc.). 5. Links to other FIBA websites (FIBA TV, Archive, Coaching Library and Hall of Fame). 6. Social Networks (FB, TW, YouTube and MyFIBA).

	7. Help and Info. 8. FIBA Store. 9. Fan section, with downloads, online gaming, photos/videos, etc. 10. Advertising, with all the sponsors at the end of the page.
BOXING	AIBA divides its topics into: 1. History of the Federation. 2. News about matches and boxers. 3. Multimedia (photos and videos). 4. Database containing links to all National Federations. 5. Documents, including doping sanctions. 6. Connections to Facebook, Twitter and YouTube. 7. Contact address and phone number. Worthy of note is that it does not have a section for fans.
CANOE/KAYAK-FLATWATER	Not available at the moment of analysis.
CYCLING-TRACK, CYCLING-ROAD, BMX, MOUNTAIN BIKING	UCI brings together four sports disciplines on the same website, but does not give them equal treatment on social networking sites (see Table 2): only mountain biking and BMX have pages on Facebook and Twitter; the other two disciplines only have pages on Twitter. The UCI website is divided into the following sections: 1. Information about the Union. 2. News and results. 3. Rules. 4. Calendar. 5. Anti-doping. 6. Equipment. 7. Training and development. 8. Web services. 9. Videos. 10. Sponsor zone. 11. Connections to social networking sites. 12. iPhone application. 13. Contact. There is neither a fan zone nor free downloadable applications for fans.
FENCING	The FIE website only has a page on Twitter; the button connecting to the social networking site is in a prominent position in the page header. Regarding content, it offers: 1. News. 2. Information about rules and statutes. 3. Calendar of upcoming events. 4. Results. 5. Outstanding fencers. 6. Links (to the IOC, for example). 7. Online shop. 8. Sponsor advertising (Tissot).
JUDO	The IJF website's content is divided as follows: 1. Rules and statutes of the Federation. 2. Federations, by discipline. 3. News. 4. Calendar. 5. Photo and video gallery.

|	
	6. Results. 7. History. 8. Downloads (empty). 9. Connection to Facebook and link to Judo TV. 10. Sponsor and partner section.
FOOTBALL	FIFA has the most comprehensive website of all the Federations studied here. Football fans from all four corners of the world are encouraged to participate, and this is what sets it apart. And that is not the only aspect that makes it different from the other websites. A review of some of the content available on the website is shown below: 1. News. 2. Latest news about football leagues across the globe. 3. The Federation. 4. Rules and Statutes. 5. Master course (training). 6. Access to all National Federations. 7. Development and social responsibility. 8. Health and anti-doping. 9. Photo and video galleries. 10. Information about upcoming tournaments (calendar). 11. Marketing. 12. Ticket sales. 13. Player of the day and an interview with that player. 14. Member associations of the day and their statistics (these keep changing). 15. Online gaming (Trivia and EA Sport 2010 World Cup). 16. Draws. 17. Questions encouraging visitors to the website to participate. 18. Posting of registered user comments. 19. FIFA channel for communicating with other media (extranet). 20. Connection to Twitter (on Facebook, it has official pages for every tournament being held, such as the 2010 FIFA World Cup South Africa). 21. Contact. 22. Sponsors ('FIFA Partners').
MODERN PENTATHLON	The website of this Olympic discipline is divided into: 1. Calendar of upcoming events. 2. Rules for the discipline. 3. Inside the Federation. 4. Athletes. 5. Media Centre. 6. Medicine and anti-doping. 7. Contact. 8. Connections to Facebook and Twitter, and link to Pentathlon TV. 9. Sponsor section.
TABLE TENNIS	ITTF has one of the most comprehensive websites of all the International Federations. Furthermore, it is unquestionably the one containing the highest amount of sponsor and partner advertising. Regarding content, it offers: 1. Calendar. 2. News. 3. Organisation of the Federation. 4. Rules. 5. Photo gallery (no videos). 6. Equipment. 7. Marketing. 8. Online gaming. 9. Anti-doping. 10. Big sections for advertisers (sponsors).

	11. Connections to its pages on Facebook, Twitter and Flickr. The list of links to other content is quite long; they point to basic rules of the game, Museum, Paralympics, etc.
SHOOTING	The ISSF website stands out for its simplicity and the fact no sponsors are present on it. Its content is classified into: 1. News. 2. Calendar. 3. Results. 4. Shooters. 5. Anti-doping. 6. Development. 7. Contact with the Federation. 8. Buttons connecting to Facebook and Twitter, and linking to ISSF TV. 9. Online shop. 10. iPhone applications.
ARCHERY	The FITA website is divided into thematic sections and by sporting event (Olympic Games, World Championship and World Cup). Regarding content, we found: 1. News. 2. Organisation of the Federation. 3. Calendar. 4. Results. 5. Archers. 6. Clean sport (anti-doping. 7. Rules. 8. Disciplines. 9. Development. 10. Links. 11. Photos (no video). 12. Online shop. 13. Connections to Facebook and Twitter, and link to Archery World Cup TV. 14. Sponsors
TRIATHLON	The ITU website's content is divided into these sections: 1. News. 2. Calendar. 3. Athletes. 4. Multimedia (photos and videos). 5. Organisation of the Union. 6. Development. 7. National Federations. 8. Paratriathlon. 9. Anti-doping. 10. Downloads. 11. Buttons connecting to Facebook and Twitter. 12. Triathlon TV (pay-TV). 13. Sponsors. 14. Contact with the Union.
ROWING	The FISA official website is divided into: 1. Organisation of the Federation. 2. News. 3. Results. 4. Calendar. 5. Multimedia (photos, videos and video streaming). 6. Athletes.

	7. Anti-doping. 8. Services. 9. Online shop. 10. Publications. 11. Buttons connecting to Facebook, Twitter and YouTube. 12. Sponsors. 13. Contact with the Federation.
SAILING	The ISAF website contains: 1. News. 2. Calendar. 3. Information about the Federation. 4. Sailors. 5. Rules. 6. Equipment. 7. Photos and videos. 8. Training for people interested in the sport. 9. Screensaver downloads. 10. Connections to Facebook and Twitter. 11. Sponsors. 12. Contact.
VOLLEYBALL	FIVB, which brings together volleyball and beach volleyball, has a website offering the following content: 1. News. 2. About the Federation. 3. Rules of the game. 4. Development projects. 5. Various competitions. 6. Anti-doping. 7. Training-for-beginners videos (training). 8. Partner section. 9. Connections to Facebook and Twitter, and links to FIVB TV and FIVB Videos. 10. Contact with the Federation.
BIATHLON	The IBU website is divided into the following topics: 1. News. 2. The Union. 3. Calendar. 4. Athletes. 5. Medicine and anti-doping. 6. Various events. 7. Links. 8. Online marketing. 9. Blog. 10. Connection to Facebook and link to Biathlonworld TV. 11. Sponsor section (for each championship). 12. Contact.
BOBSLEIGH-SKELETON	The FIBT website's content is divided as follows: 1. News. 2. Organisation of the Federation. 3. Calendar (for each discipline). 4. Results. 5. Rules (for each discipline). 6. Athletes (for each discipline). 7. Photo and video gallery. 8. Anti-doping.

	9. Online gaming. 10. Live streaming (if a race is being held). 11. Buttons connecting to Facebook and YouTube, and linking to FIBT TV. 12. Sponsors. 13. Contact with the Federation.
CURLING	The WCF website is divided into the following topics: 1. News. 2. The Federation. 3. History of the sport. 4. Calendar. 5. Results. 6. Rules. 7. Curlers. 8. Photos and videos. 9. Medicine and anti-doping. 10. Sponsor programme. 11. Online marketing. 12. On-demand video. 13. Fan zone (screensaver download). 14. Buttons connecting to Facebook and Twitter, and linking to Worldcurling TV. 15. Contact.
ICE HOCKEY	IIHF offers these topics on its website: 1. News. 2. The Federation. 3. History. 4. Players. 5. Calendar of events. 6. Videos. 7. Ticket sales. 8. Links. 9. National Federations. 10. Fan corner (user message board). 11. Sponsors. 12. Anti-doping programme. 13. Connection to Facebook. 14. Contact.

Source: data extracted from web pages for each Federation

Chart 1. Distribution Of Content On Some International Federations' Websites
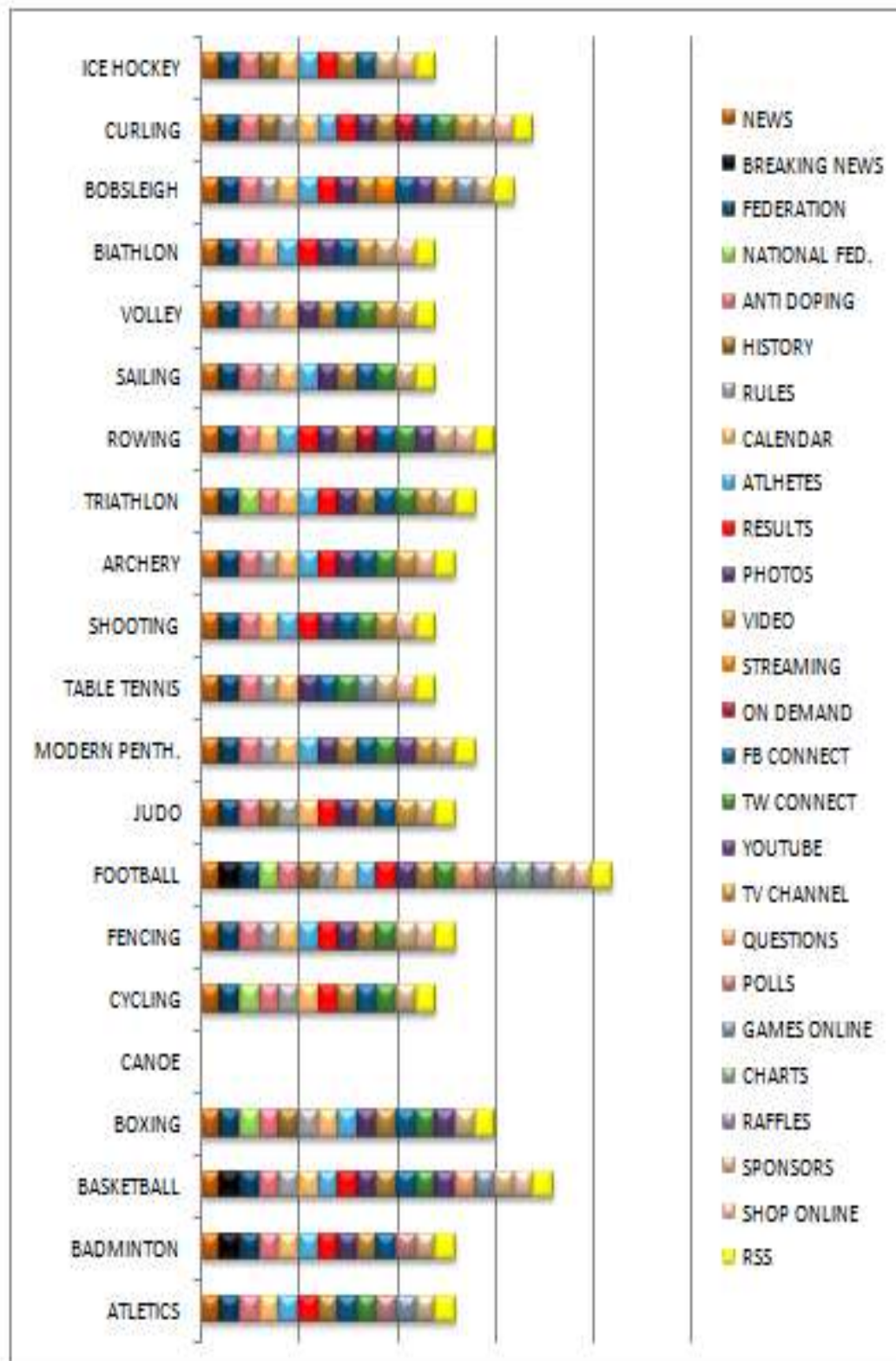
Source: data extracted from web pages for each Federation

Chart 2. Total Distribution Of Topics On The Websites (Total Of All Federations)
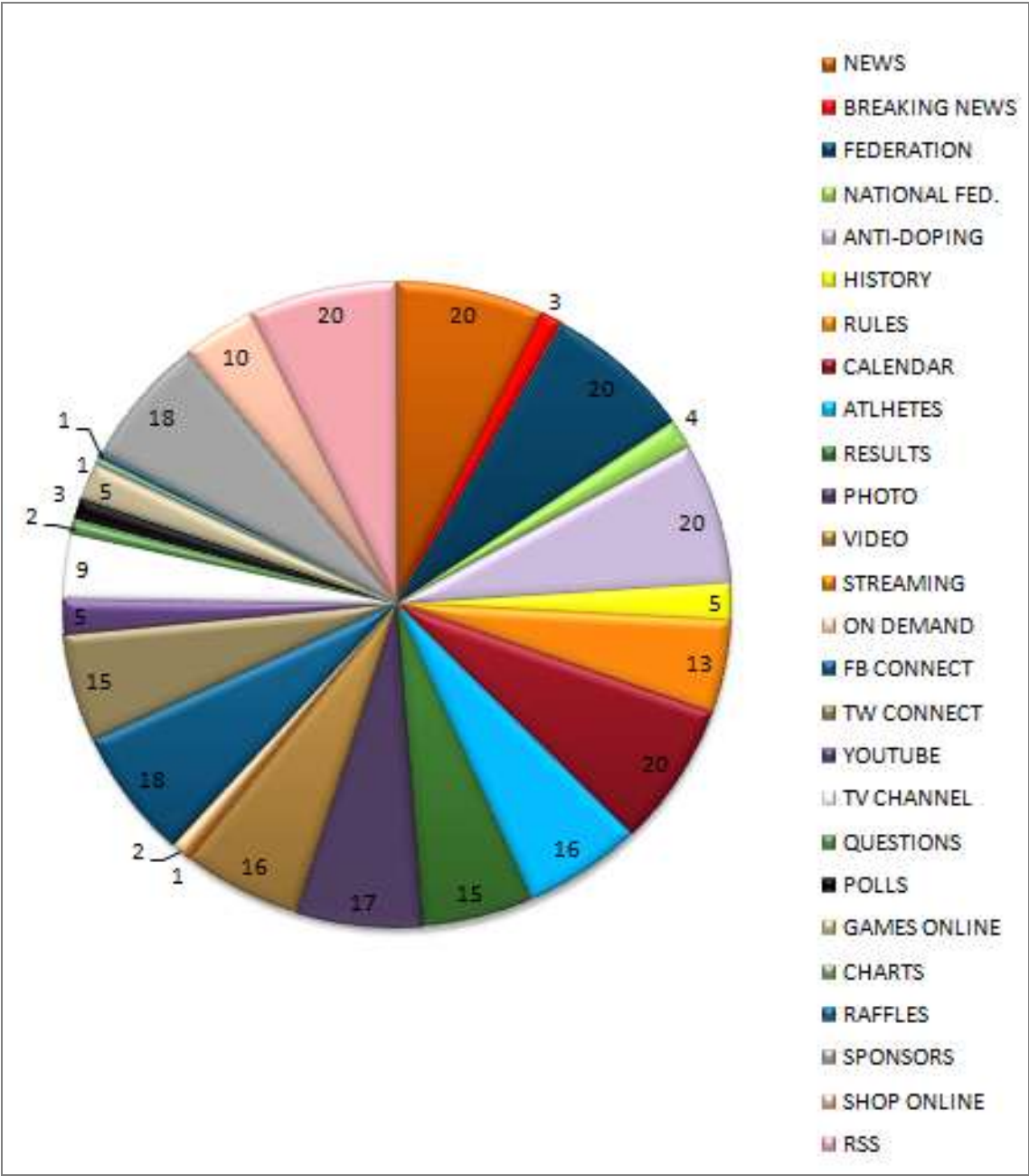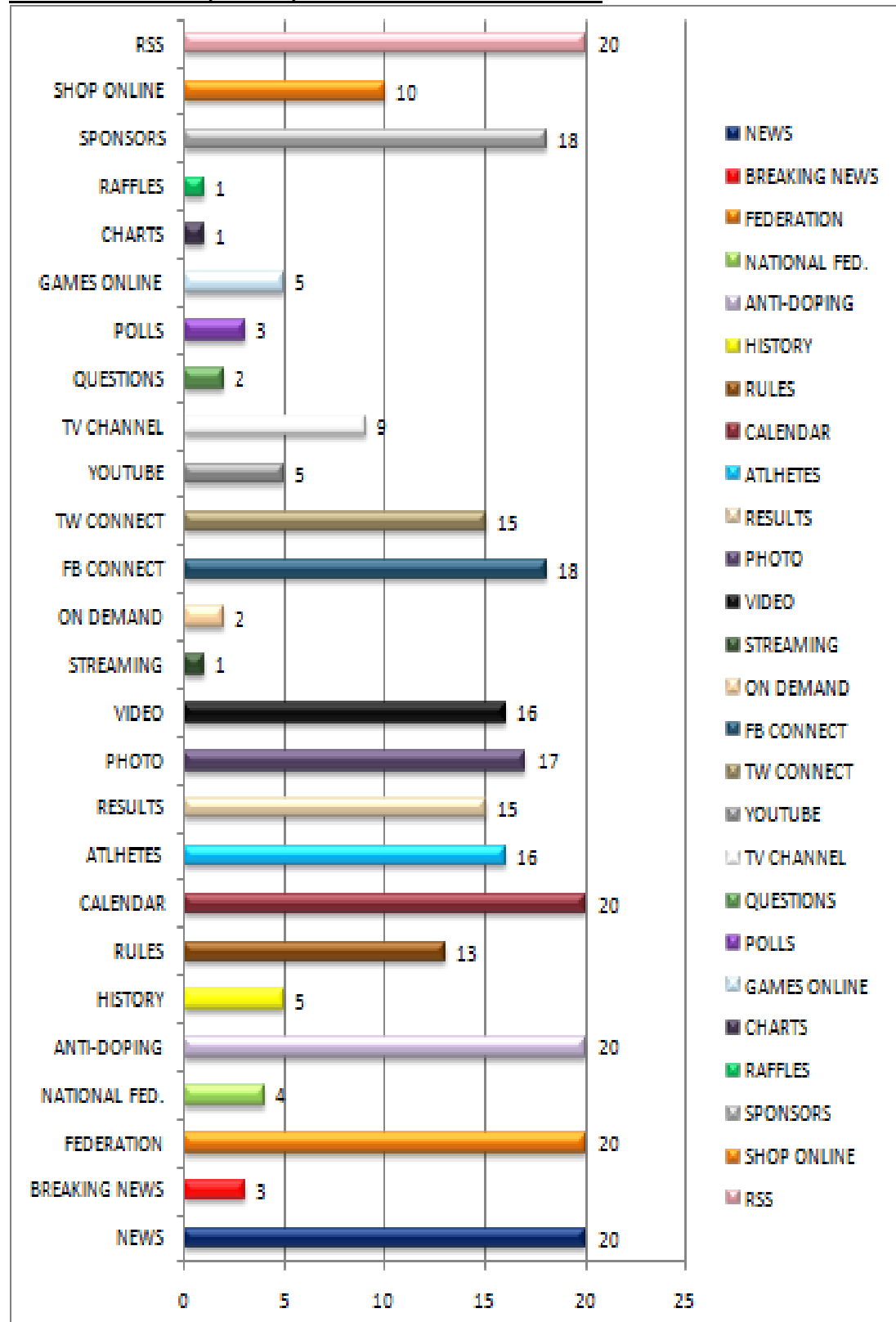

Source: data extracted from web pages for each Federation

Chart 3. The Mosts Populars Topics On The Federations' Websites

Source: data extracted from web pages for each Federation

Regarding the most popular topics on the Federations' websites, the charts show that:

1. They all contain news, tell users about how the respective Federations operate, highlight their monitoring of the anti-doping programme and display a calendar of events. In addition, all the Federations have an RSS feed on their websites.

2. For 18 of the 20 Federations studied, sponsors occupy a prominent place. In addition, 18 of them have Facebook Connect.

3. Athletes (their careers and awards) have a section on 17 of these websites. Of all audiovisual resources, photos are the most commonly used.

4. Also worthy of note is that half of these Federations have online shops on their websites, as well as their own television channels.

In contrast, regarding the least used resources on these websites, the charts show that:

1. Very little advantage is taken of the instantaneous nature of the Internet: breaking news is only available on the websites of the football, basketball and badminton Federations.

2. Interaction with fans is virtually non-existent; only FIFA holds a draw (for example) and offers live comments made by registered users who have something to say about one league or another.

The FIFA website is the on that scores highest in our study (see Chart 3) because, out of the 26 parameters studies, it has 21 (as opposed to 18 for FIBA, which comes in second in the ranking).

For this reason, and because of the significance of the 2010 FIFA World Cup in terms of communication in social media, we chose FIFA for our study.

We shall also consider what the FIFA World Cup represented in terms of incorporating social media and the use it made of mobile devices for broadcasts.

To that end, we shall analyse FIFA's participation on Facebook, Twitter and YouTube (as the most widely used social networking sites); we shall also review the use it made of new technologies for match broadcasts, such as geolocation, and how it strengthened activity among event followers through devices like smartphones.

After studying FIFA's communication strategy, we shall compare it to the one that the IOC implemented this year at the Vancouver Olympic Winter Games (February 2010) and the Youth Olympic Games (August 2010). It is a very significant fact that, while the FIFA World Cup is one of the most highly covered topics on social networking sites, an event like the Olympic Games does not even appear in the sports trending topics of the year on Twitter.

5.3.3. References

IOC. 2010a. "International sports federations". http://www.olympic.org/content/the-ioc/governance/international-federations/

IOC. 2010b. *Olympic charter*. Lausanne: IOC.
http://www.olympic.org/Documents/Olympic%20Charter/Charter_en_2010.pdf

IOC. 2010c. "Olympic sports". http://www.olympic.org/sports

6. Olympic athletes and social media use during a non Olympic period

6.1. Objectives of the study

To analyse the Facebook and Twitter positioning strategies of three Olympic athletes during the non-Olympics period in order ascertain the use they make of these media. **We shall study these athletes as brands** to see how their communication strategies differ from those of any other enterprise. The study shall focus on the following aspects:

a. How well-established they are on both social networking sites (Facebook and Twitter (verified account, number of fans/followers).

b. The type of presence on each one, in terms of:

    1. Content updates
    2. Content types (photos/video and text)
    3. Content sources (direct posts to the social networking sites or indirect posts from mobile devices and websites)
    4. The role of the athletes' sponsors

For the purposes of this study, we selected the activity of the following Olympic athletes during the non-Olympics period:

1. **Michael Phelps**, a 25-year-old American swimmer. Phelps's Olympic medal total is the second highest of all time (14 gold and two bronze). At the time of the study, he had beaten 37 swimming world records.

   In 2007, before his Olympic feat in Beijing, Phelps earnt US$7 million a year from advertising alone, and was sponsored by brands such as Speedo, VISA, PowerBar, Omega watches, AT&T, Rosetta Stone, Hilton and Kellogg's.

   After 2008, his income exceeded US$35 million and, in *The Wall Street Journal* in 2010, Peter Carlisle, the Director of Octagon's Olympic & Action Sports division, stated that he estimated that Phelps could earn around US$100 million a year from his 14 gold medals (Univision 2010?).

2. **Pau Gasol**, a 30-year-old Spanish basketball player. He left the Spanish ACB league, in which he played for F.C. Barcelona, and went to play in the NBA for the Memphis Grizzlies in 2003. At the time of the study, he played for Los Angeles Lakers, had been an NBA All-Star player three times, had achieved two NBA titles with the Lakers and had been a silver medal winner in Beijing 2008.

   According to *Forbes* magazine, he is one of the highest paid athletes in the NBA, with an estimated annual income of around US$16 million. This figure has increased considerably from the US$10 million he earnt just three years ago, and the amount may increase once again after winning the NBA Championship Ring.

   Gasol is the image for Nike, Sony, EA Sports, SsangYong and Banco Popular.

3. **Usain Bolt** is a sprinter. He was the world and Olympic champion in both the 100m and 200m event in 2008 and 2009. In August 2010, the German sportswear company PUMA

extended the sponsorship contract it had with Usain Bolt until the end of 2013 for an undisclosed sum, though the company assured the public that it made the Jamaican the highest paid sprinter in the world. Apple, Gatorade and Digicel also sponsor him.

The Facebook and Twitter pages of these three athletes were monitored for one month (29 September 2010 to 2 November 2010). For that purpose, all posts and tweets published by them (not by their fans/followers) were recorded using Snagit 10 screencapture software.

After an initial visual assessment of content posted to each of them, certain analysis criteria were established. As already mentioned in the introduction, there is still neither a standard language nor an established distribution of content for communication purposes on social networking sites. Consequently, each page is different; it always depends on what the owner wants to convey.

The Facebook and Twitter pages of Phelps, Gasol and Bolt were all completely different, so it was impossible to analyse them by applying the same variables. A specific taxonomy had to be elaborated for each one.

The criteria assessed for each of them are described below.

6.2. Michael Phelps, Pau Gasol and Usain Bolt on Facebook and Twitter

6.2.1. Michael Phelps on Facebook

Chart 1 summarises the aspects studied:

Chart 1. Variables studied on Michael Phelps's Facebook page
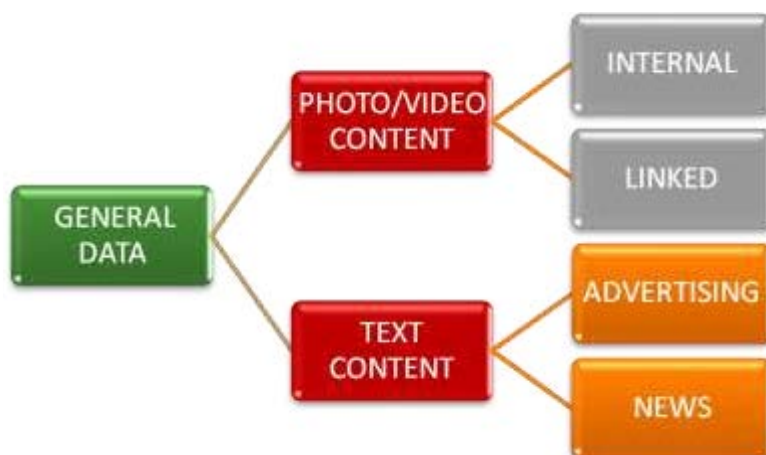
Source: own compilation

General data refers to the total number of fans, the day a post was published, and the time and number of comments and likes it generated.

Photo/video content was divided into internal (it could be viewed on the Facebook page itself) and linked (there was a link to another website). The topics covered in photo/video content were also taken into account.

Text content was divided into news (upcoming competitions, for example) and advertising (trying out products, at sponsors' events).

6.2.2. Pau Gasol on Facebook
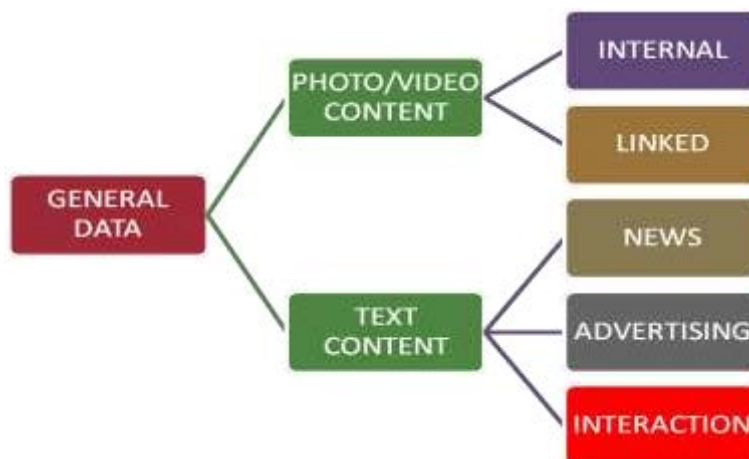
When studying Gasol's page, a variable was introduced for interaction with fans, something that did not take place on Phelps's page.

Chart 2. Variables studied on Pau Gasol's Facebook page

Source: own compilation

The biggest differences we found on Gasol's page were the use of **colloquial language** with his fans and of questions to foster participation. We shall analyse this in the respective section. Also, he was the only one to use an **iPhone** to publish posts directly on his Facebook page.

6.2.3. Usain Bolt on Facebook

Bolt's page was quite atypical. Consequently, besides the variables studied for the other two athletes, an analysis of content feeding into his Facebook page had to be performed: all items of content were articles shared with online media reporting on the athlete. Nothing had been specially elaborated for publication on the page. Thus, the media feeding content into Bolt's page were taken into account, as shown in chart 3.

Chart 3. Variables studied on Usain Bolt's Facebook page
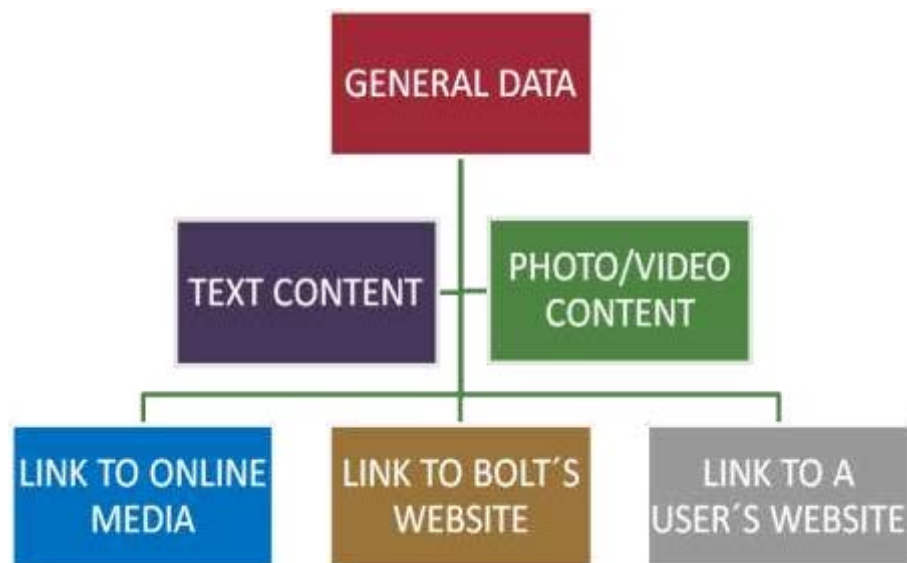
Source: own compilation

6.2.4. Michael Phelps on Twitter

None of the athletes analysed had verified accounts. Moreover, on Phelps's website, the fact that his real Twitter account had been suspended was acknowledged:
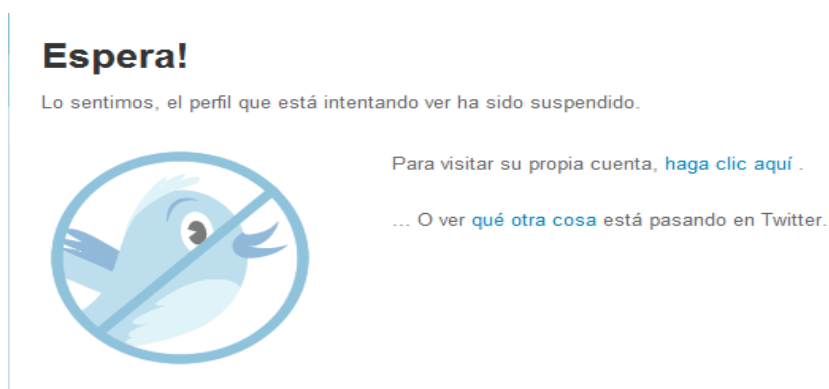
Source: Snagit 10 screenshot of the result obtained from trying to access the athlete's Twitter page from the Michael Phelps website: the account had been suspended.

However, given that the athlete did not have a verified account, anyone could use his name and publish posts as if they were his. What happened in Phelps's case was this: many of his fans had created accounts using his name, the content of which:

a.   Provided the latest news about Phelps, which was not exclusive because it had previously been published in other media.

b.   Had nothing to do with the athlete; it simply tried to attract followers to the pages by using the celebrity's name.

6.2.5. Pau Gasol on Twitter

The Spanish athlete had better luck: while he did not have an official page, he did have two types of pages that were administered in different ways:

a. One was called **RealPauGasol**, on which the tweets were of a more personal nature; he expressed his desire to start the new season in the NBA and unceasingly thanked his followers for their support.

b. **PauGasol_News** page, devoted to both preseason and NBA matches. It gave details of results, scores, and the top scorers of the various matches. The page was completely produced by a sports blog called Fantasy Football.

6.2.6. Usain Bolt on Twitter

His page had not been updated since June 2010, and it pointed visitors to the <u>athlete's website</u>. Despite not publishing on Twitter for several months, his page had the highest number of followers by far.

NUMBER OF FOLLOWERS ON EACH OF THE THREE ATHLETES' TWITTER PAGES
MICHAEL PHELPS: He did not have a Twitter account; Twitter accounts in his name were managed by private individuals. There were 2,266 followers on the The_Real _Phelps and just 16 on the MphelpsUSA accounts.
PAU GASOL: 1,714 on his personal account: PauGasol_ News: 4,458 followers.
USAIN BOLT: 63,394 followers on a page that had not been updated since June 2010. Later, we shall analyse the reasons that may account for this athlete's popularity on this social networking site.

Source: own compilation

All the quantitative data obtained from the analysis of the athletes' pages on both social networking sites were transferred to Excel tables. Using the numeric data contained in them, charts were produced to show the results more visually.

6.3. Text and audiovisual content use

Below, we provide an outline of the variety of communication aspects contained in the social networking site presence of celebrity athletes like those selected for this study:

Chart 4. Typical content of an athlete's posts to social networking sites

Source: our own data

We were interested in analysing the social networking site pages that matched the following the criteria:

1.   All three athletes should have pages on them.

2.   An analysis of the photo/video and text content should be possible (Facebook has both types, which are either internal or linked; Twitter is text plus linked photo/video content.

On 9 November 2010, according to Comscore, Facebook had **547,542,100** users across the globe, thus making it the most frequently visited social networking site; according to Google Trends, Twitter had **145 million users**, a figure that falls well short of Facebook's, though it is on the up.

Studied as advertising brands, our research applied the same standards to the athletes as those applied to a normal advertising campaign.

6.3.1. Michael Phelps on Facebook

With more than 3 million fans on this social networking site, the American swimmer Michael Phelps was one of the most followed athletes on Facebook, though several other athletes were followed even more. Ahead of him were the football player Cristiano Ronaldo (with 10 million fans, more than double the number of the second on the list, Lionel Messi) and the tennis players Roger Federer and Rafael Nadal, for example. In the ranking, Phelps was in eighth place, with more than 3.3 million fans.

Only one woman was in the top 10; the Russian Maria Sharapova, who was in 10th place with just over 2.5 million fans on her Facebook account.

The marketing strategy followed by this athlete on social networking sites is summarised in the chart below:

Chart 5. Positioning of Michael Phelps as a brand on social media

Source: our own data

We could see that most of the information on his sporting career, business and relationships with sponsors revolved around his <u>website</u>. Worthy of note, however, is the importance given to accessing the Facebook social networking site: his website pointed to his Facebook page. We shall now go on to perform the analysis in a data table of every element:

Table 1. Analysis of posts on Michael Phelps's Facebook page

GENERAL DATA						
NO OF FANS	3.317.268					
DAY	29/09/10	11/10/10*	11/10/10	12/10/10	21/10/10	23/10/10
TIME POSTED	18:31	0:50	20:17	15:18	22:12	22:46
COMMENTS	347	435	255	435	102	127
LIKES	1,025	2,632	1,387	2,632	626	672
PHOTO / VIDEO CONTENT						
PROFILE PHOTO	YES	YES	YES	YES	YES	YES
PHOTO GALLERY	NO	YES	NO	YES	NO	NO
VIDEO	NO	NO	NO	NO	NO	NO
INTERNAL VIDEO	NO	NO	NO	NO	NO	NO
LINKED VIDEO	YES	NO	NO	NO	NO	YES
TEXT CONTENT						

NEWS						
SPA OPENING						
SOLIDARITY EVENTS						
SWIMMING SCHOOL						
UPCOMING COMPETITIONS						
ADVERTISING						
HIS FOUNDATION					X	
HE TRIES A NEW PRODUCT						
ENCOURAGE TO USE	X					X
ADVERTISEMENT EVENT		X	X	X		

Source: own compilation

* To show the impact of photo content on participation, posts for day 11 have been shown individually.

Table 1. Analysis of posts on Michael Phelps's Facebook page(continued)

GENERAL DATA						
NO OF FANS	3.317.268					
DAY	24/10/10	26/10/10	28/10/10	29/10/10	30/10/10	04/11/10
TIME POSTED	4:14	15:47	15:05	16:10	15:55	16:22
COMMENTS	751	176	1,029	102	174	79
LIKES	2,967	1,671	1,792	728	1,173	541
PHOTO / VIDEO CONTENT						
PROFILE PHOTO	YES	YES	YES	YES	YES	YES
PHOTO GALLERY	NO	YES	NO	NO	YES	NO
VIDEO	NO	NO	NO	NO	NO	NO
INTERNAL VIDEO	NO	NO	NO	NO	NO	NO
LINKED VIDEO	NO	NO	NO	NO	NO	NO
TEXT CONTENT						
NEWS						
SPA OPENING						X
SOLIDARITY EVENTS	X					
SWIMMING SCHOOL		X				
UPCOMING COMPETITIONS						
ADVERTISING						
HIS FOUNDATION						
HE TRIES A NEW PRODUCT			X			
ENCOURAGE TO USE						
ADVERTISEMENT EVENT				X	X	

Source: own compilation

It is clear to see that **all** content appearing on Phelps's Facebook page over the first six days of the analysis **contained some type of advertising content**. Whether talking about his foundation or appearing alongside his sponsors, the swimmer used the social networking site as a support for the brands sponsoring him.

There was no mention of him as an athlete or of his achievements. His upcoming competitions were not even announced.
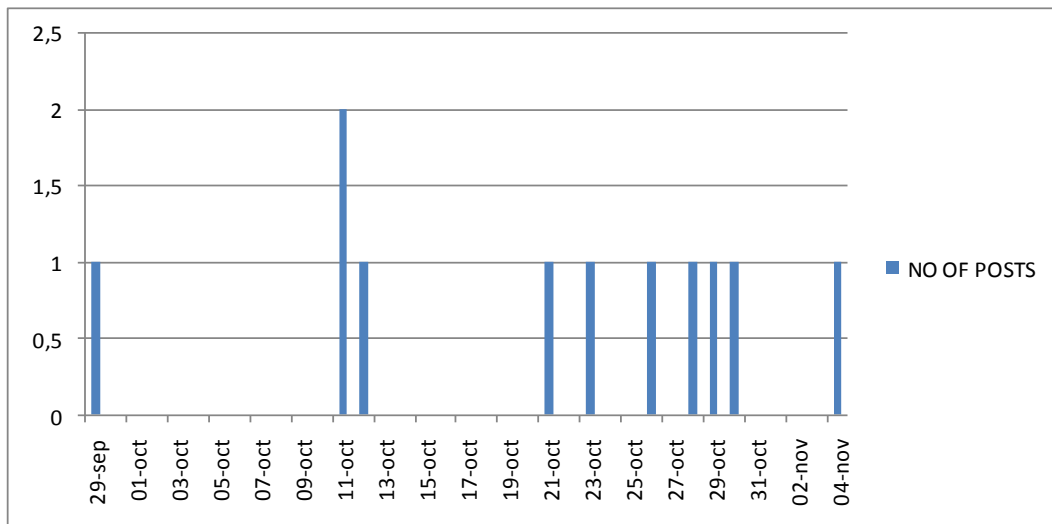
Over the following six days, we found:

1. More advertising.

2. **Advertising served up as news:** he officially opened spas in which he was a shareholder, and he appeared with children attending a swimming school.

In short, it was a page exclusively devoted to the Michael Phelps brand. The athlete appeared as yet another product, and not as an athlete.
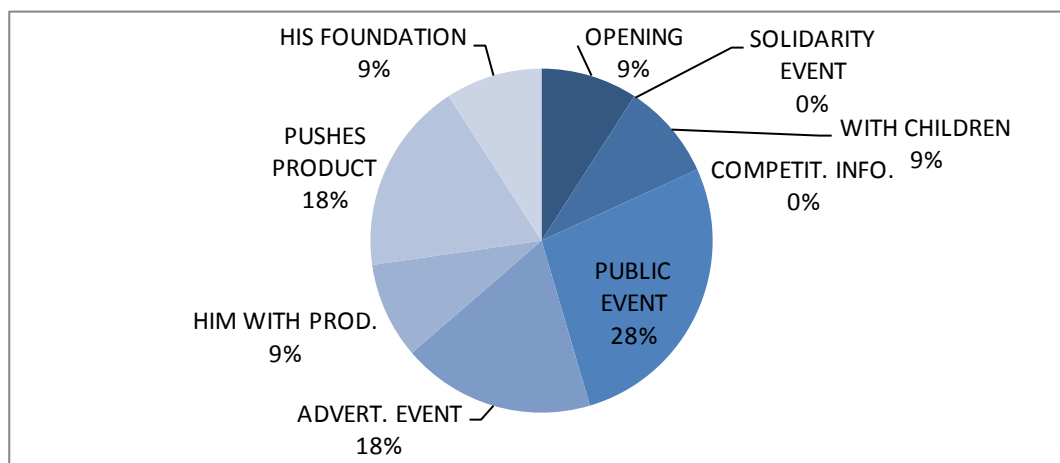
The charts below show:

a. That content was updated very little.

b. Despite having more than 3.5 million fans, there was not very much response from them, possibly because everything offered was connected with advertising and not with information about the athlete.

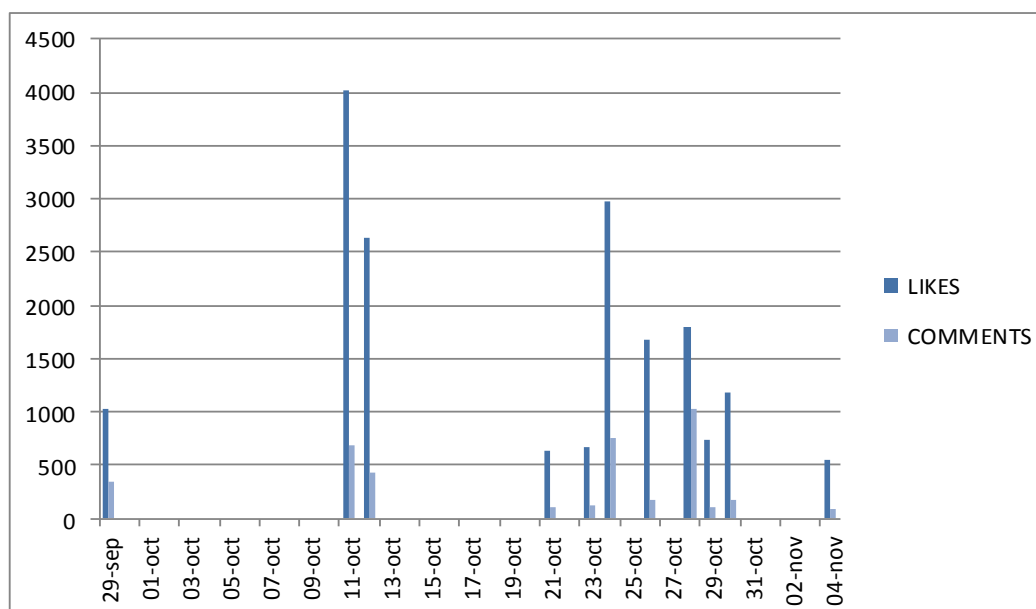**Chart 6. Total number of posts published on Michael Phelps's Facebook page**

Source: own compilation

Chart 7. Topics covered in Phelps's posts to Facebook

HIS FOUNDATION
9%

OPENING
9%

SOLIDARITY
EVENT
0%

WITH CHILDREN
9%

COMPETIT. INFO.
0%

PUBLIC
EVENT
28%

PUSHES
PRODUCT
18%

HIM WITH PROD.
9%

ADVERT. EVENT
18%

Source: own compilation

Chart 8. Participation generated among fans by Phelps's posts

LIKES

COMMENTS

Source: own compilation

6.3.2. Pau Gasol on Facebook

The Spanish NBA player's Facebook posting dynamics were different from the other two athletes', including: the language used to address his fans, the use of **two languages (English and Spanish)** in his posts and the frequent use of his iPhone to upload content to the social networking site. These details shall be studied later.

Gasol had 1.5 Facebook fans and was not in the top 10 of athletes with the most fans. But, in his favour, his style appealed greatly to the public: his simplicity earned him fans from across the globe.

Analysing the Pau Gasol brand, we identified several differences in comparison to the Phelps brand:

Chart 9. Positioning of Pau Gasol as a brand on social media
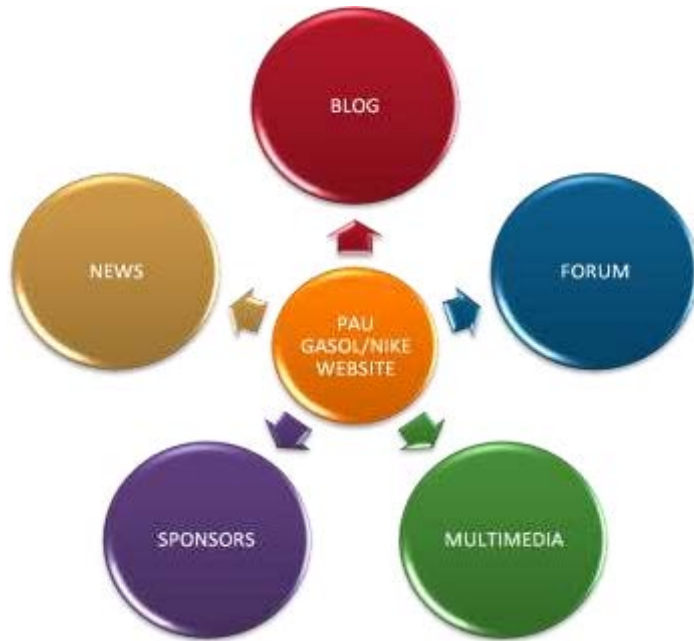
Source: own compilation

Unlike Phelps, Pau Gasol appeared as an athlete, not as a businessman. On this occasion, however, we found that Nike sponsorship was so powerful that his website actually included the name of this brand. **His website did not point to any social networking site.**

We shall now go on to perform the analysis Pau Gasol's posts on this social networking site:

Table 2. Analysis of posts on Pau Gasol's Facebook page

GENERAL DATA							
NO OF FANS	1.501.354						
DAY	29/09/10	02/10/10	02/10/10	06/10/10	06/10/10	09/11/10	11/11/10
TIME POSTED	3:50	23:13	23:16	15:13	15:15	5:20	5:59
COMMENTS	419	286	349	240	238	409	895
LIKES	2,179	1,504	2,065	1,446	1,886	2,339	1,509
PHOTO / VIDEO CONTENT							
PROFILE PHOTO	YES	YES	YES	YES	YES	YES	YES
CONTEXT PHOTO	NO	YES	NO	YES	NO	NO	NO
PHOTO GALLERY	NO	NO	NO	NO	NO	NO	NO
INTERNAL VIDEO	NO	NO	NO	NO	NO	NO	NO
LINKED VIDEO	NO	NO	NO	NO	NO	NO	NO
TEXT CONTENT							

NEWS							
PRESEASON	X		X				
RETURN U.S.						X	
GETTING READY NBA							
UPCOMING COMPETITIONS							
DAILY LIFE		X					
ADVERTISING							
REC. COMMERCIAL							
AT A NIKE EVENT				X	X		
INTERACTIONS WITH FANS							
ASKS FANS							X
ANSWERS FANS							

Source: own compilation

Over this period, Gasol was in preseason phase, and he reflected that in his posts. In addition, he talked about what he was doing when not playing in a match (strolling around London, going to the cinema, etc.).

In Barcelona, he appeared at a Nike event, which is reflected on Facebook in the form of a post (text and photo).

For the first time in this analysis, we found the athlete using the familiar form of addressing his fans; he trusted them and even asked them for their opinions about what film to go and see that day.

Table 2. Analysis of posts on Pau Gasol's Facebook page (continued)

GENERAL DATA						
NO OF FANS	1.501.354					
DAY	15/10/10	19/10/10	21/10/10	24/10/10	31/10/10	02/11/10
TIME POSTED	23:46	2:12	1:19	5:23	5:09	4:01
COMMENTS	229	206	445	371	507	412
LIKES	1,335	1,376	2,510	2,257	3,109	2,839
PHOTO / VIDEO CONTENT						
PROFILE PHOTO	YES	YES	YES	YES	YES	YES
CONTEXT PHOTO	NO	YES	NO	YES	NO	NO
PHOTO GALLERY	NO	NO	NO	NO	NO	NO
INTERNAL VIDEO	NO	NO	NO	NO	NO	NO
LINKED VIDEO	NO	NO	NO	NO	NO	NO
TEXT CONTENT						
NEWS						
PRESEASON						
RETURN U.S.						

|						
GETTING READY NBA			X			
UPCOMING COMPETITIONS					X	X
DAILY LIFE				X		
ADVERTISING						
REC. COMMERCIAL		X				
AT A NIKE EVENT						
INTERACTIONS WITH FANS						
ASKS FANS						
ANSWERS FANS	X					

Source: own compilation

In this second period, Gasol had returned to Los Angeles and was getting ready for the start of the NBA. Once again, we saw news content (without advertising) about his life as a basketball player.

We only found one post referring to a commercial that he was appearing in, a product that he mentioned several times in that text.
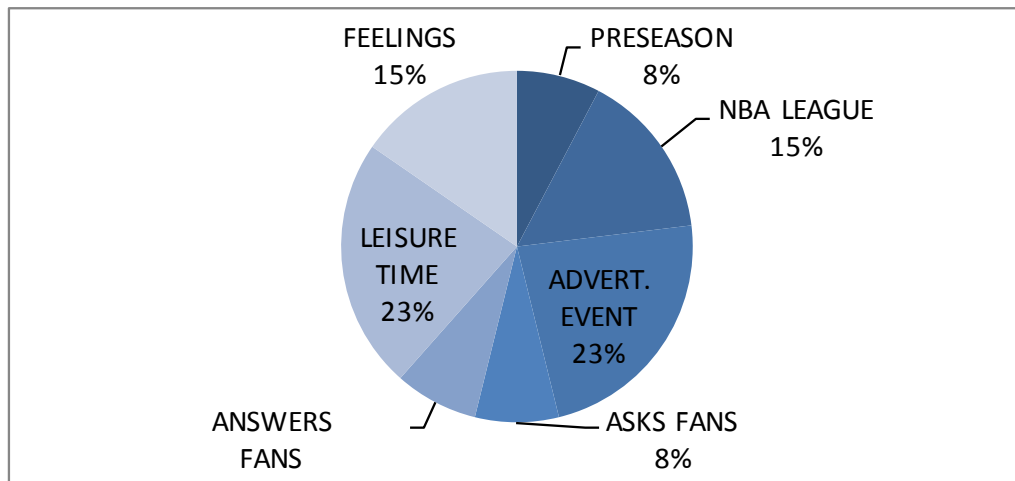
The friendly tone he used with his fans continued, and he even replied to a fan's question.

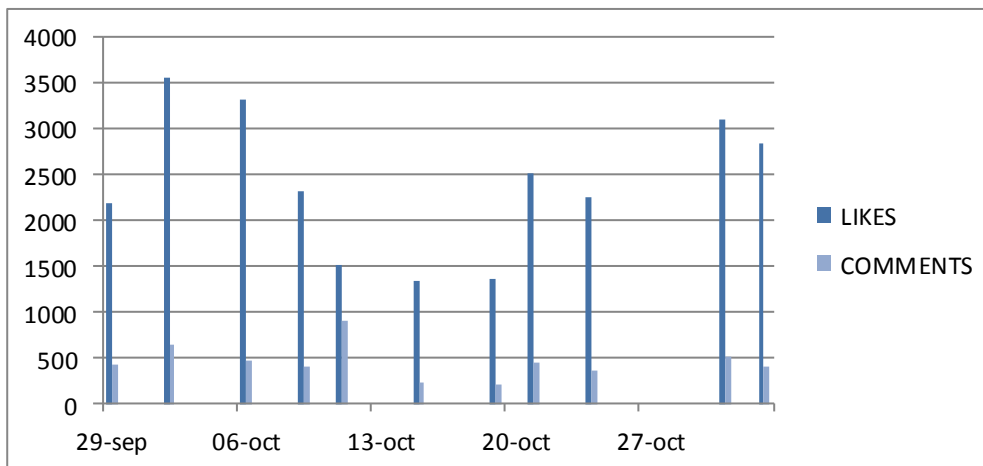**Chart 10. Total number of Pau Gasol's posts on his Facebook page**
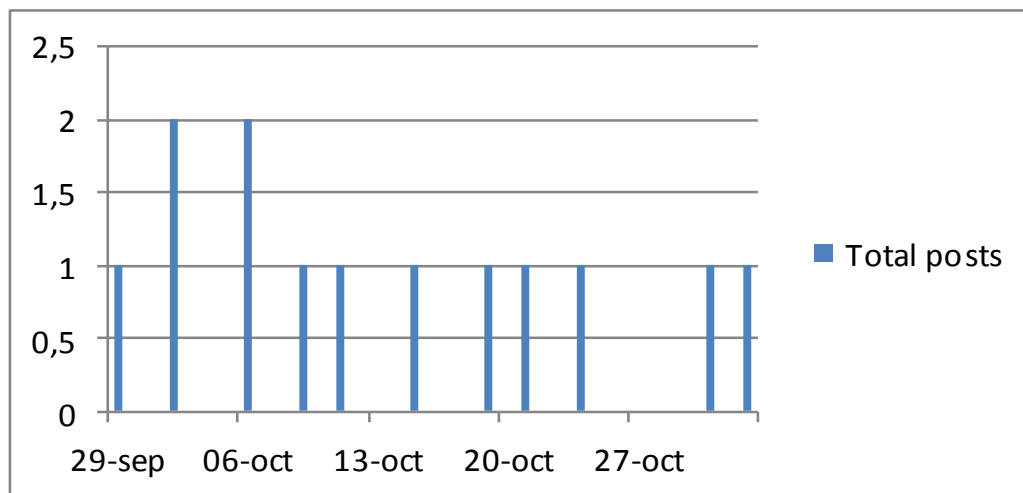
Source: own compilation

Chart 11. Topics covered in Gasol's posts to Facebook

Source: own compilation

Chart 12. Participation generated among Gasol's fans on Facebook

Source: own compilation

6.3.3. Usain Bolt on Facebook

The marketing Usain Bolt did in most of the posts published over the period studied (October 2010) simply turned this page into a platform for launching the book about his life.

This is the outline that defined the campaign of the athlete as a brand on social media:

Chart 13. Positioning of Usain Bolt on social media

Source: own compilation

Usain Bolt exploited his image as boy from a poor background who had made good: his life, including his tastes in music and books, were the key aspect of his marketing campaign on social media. He did not hesitate to emphasise his sponsors, and he was the only one who mentioned and gave the addresses of his manager for potential advertising jobs.

The Jamaican athlete's posts are analysed in table below:

Table 3. Analysis of posts on Usain Bolt's Facebook page

GENERAL DATA						
NO OF FANS	2.636.064					
DAY	21/10/2010	22/10/2010	22/10/2010	25/10/2010	26/10/2010	27/10/2010
TIME POSTED	21:38	18:55	22:55	14:16	20:32	16:53
COMMENTS	61	59	103	57	109	72
LIKES	761	597	942	611	967	702
PHOTO / VIDEO CONTENT						
PROFILE PHOTO	YES	YES	YES	YES	YES	YES
CONTEXT PHOTO	YES	YES	YES	NO	YES	YES
PHOTO GALLERY	NO	NO	NO	NO	NO	NO
INTERNAL VIDEO	NO	NO	NO	NO	NO	NO
LINKED VIDEO	NO	NO	NO	NO	NO	NO
TEXT CONTENT						
LINKED TEXT	YES	YES	YES	YES	YES	YES
NEWS						
AWARD NOMINATION						**X**

MEDIA INTERVIEW				X		
PHYSICAL CONDITION			X		X	
ADVERTISING						
BOOK PRESENTATION	X					
INTERACTIONS						
CONTEST		X				

Source: own compilation

Firstly, it should be noted that Bolt's Facebook page **had not been updated since July 2010**: posts began to be published on the very same day that his autobiography was launched on the market: 21 October 2010.

Once again, we found a page that was devoted to advertising, on which the athlete was presented as a national hero (awards, interviews) and his autobiography was pushed time and time again.

Table 3. Analysis of posts on Usain Bolt's Facebook page (continued)

GENERAL DATA			
NO OF FANS	2.636.064		
DAY	30/10/2010	02/11/2010	04/11/2010
TIME POSTED	13:46	18:17	16:35
COMMENTS	93	74	57
LIKES	858	845	602
PHOTO / VIDEO CONTENT			
PROFILE PHOTO	YES	YES	YES
CONTEXT PHOTO	NO	NO	NO
PHOTO GALLERY	NO	NO	NO
INTERNAL VIDEO	NO	NO	NO
LINKED VIDEO	NO	NO	NO
TEXT CONTENT			
LINKED TEXT	YES	YES	YES
NEWS			
AWARD NOMINATION		X	X
MEDIA INTERVIEW			
PHYSICAL CONDITION			
ADVERTISING			
BOOK PRESENTATION	X		
INTERACTIONS			
CONTEST			

Source: own compilation

Once again, we found mentions of awards and the presentation of his book. There was nothing referring to his sporting career. However, without any doubt whatsoever, the most noteworthy aspect is – despite being a page that had not been updated, pushing the athlete as a product and not providing any new or personal content about Bolt himself (photos of his daily life, for example) – that he had 2.6 million fans, more than Gasol who, as we saw earlier, was the athlete that put most effort into his Facebook account.
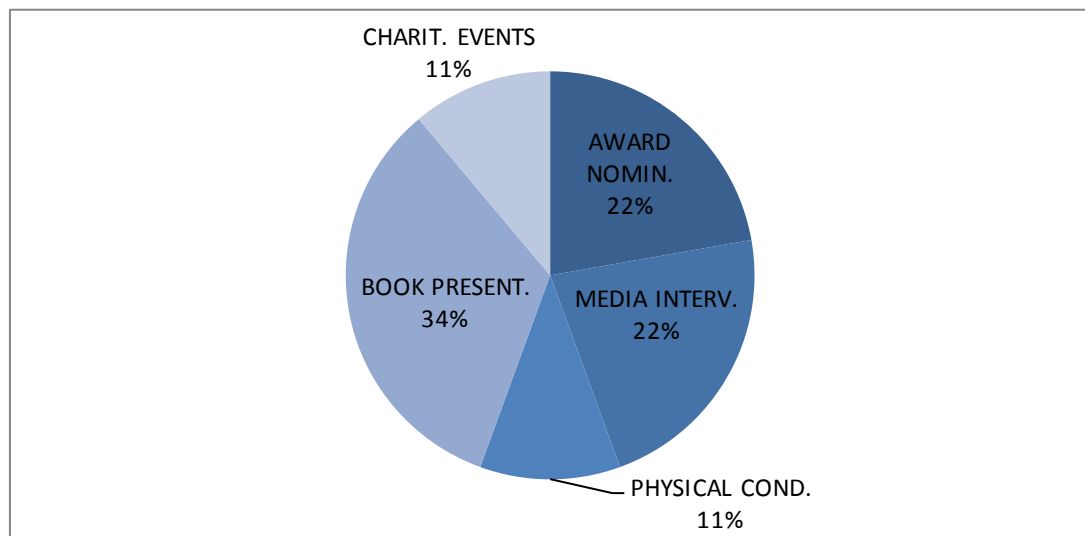
Chart 14. Total number of posts published on Bolt's Facebook page
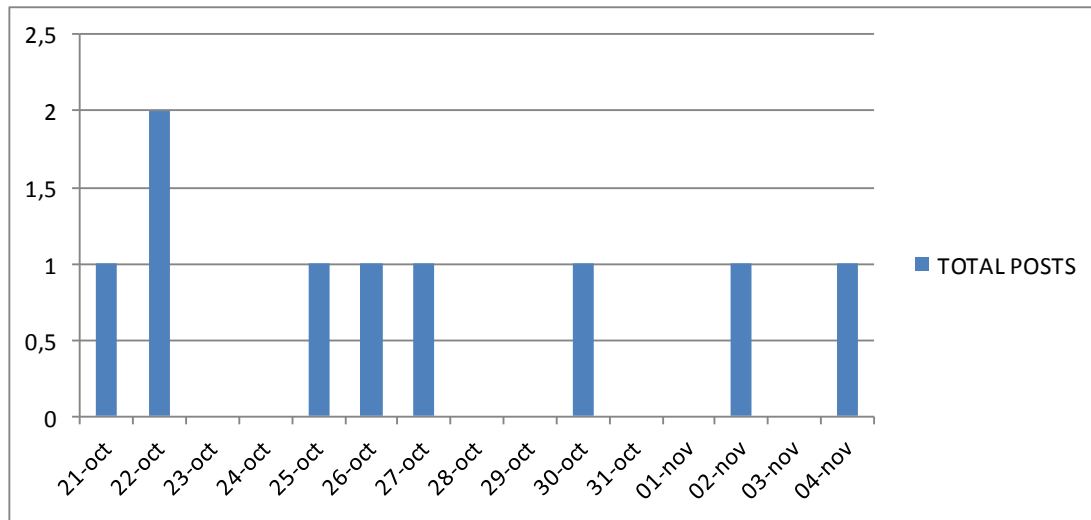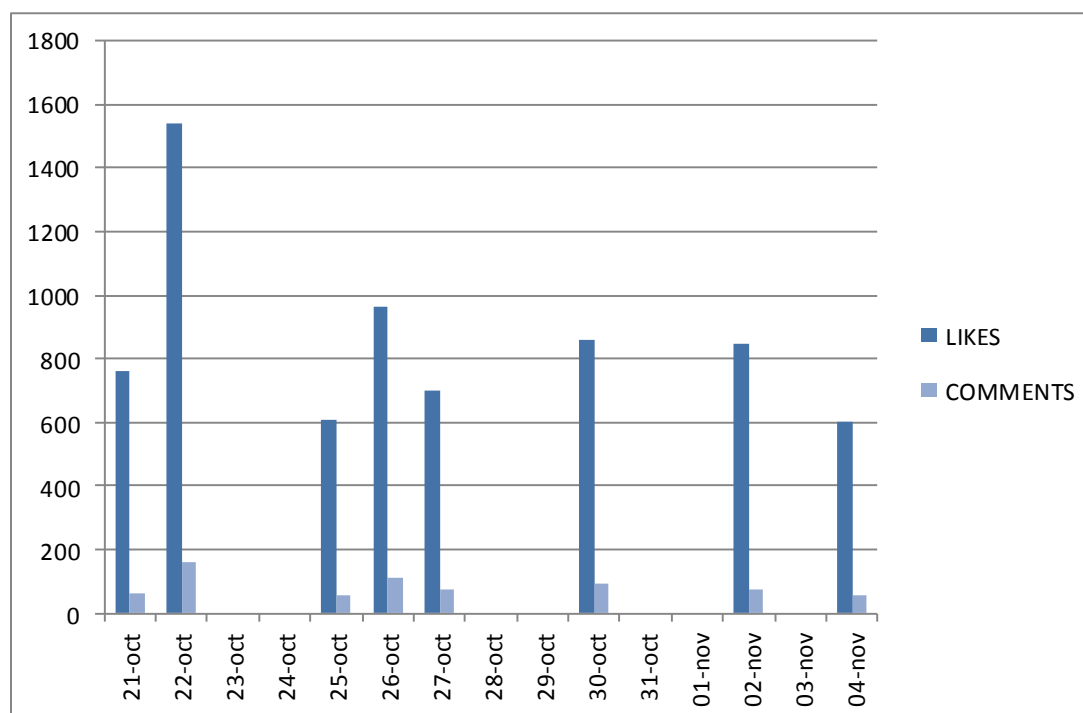

Source: own compilation

Content only began to be posted to Facebook when Bolt's book was launched on the market, and only news connected with some presentations of that autobiography or with him receiving one award or another was published.

Chart 15. Topics covered in Bolt's posts to Facebook

Source: own compilation

Chart 16. Participation generated among fans by Bolt's posts to Facebook
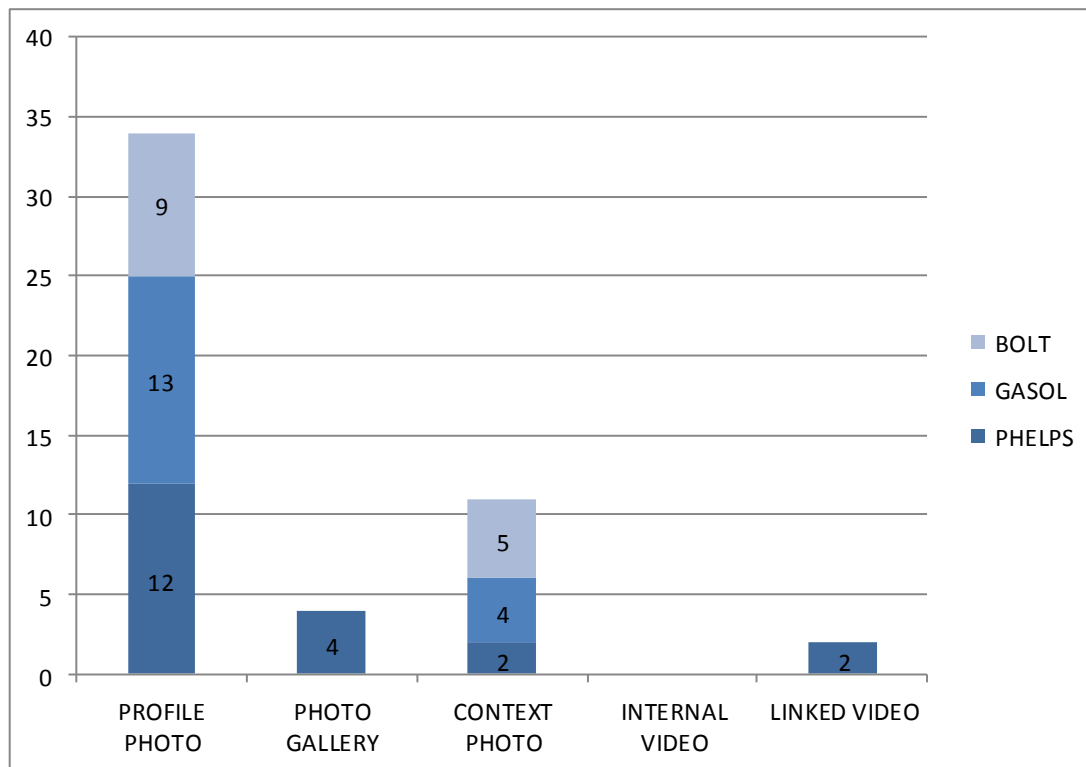

Source: own compilation

6.4. Sources of photos/videos on the three athletes' Facebook pages

In this study, we were surprised by the total absence of internal video on these three athletes' Facebook pages: none of them posted this type of content for direct viewing. Only Phelps included two links that pointed to videos on products for which he is the face.

Regarding photos, all three athletes had their profile photos in each post (typical on Facebook); only Phelps had a photo gallery (all connected with sponsorship events) and only Gasol had uploaded personal photos to his page (preseason ones, for example).

The chart below shows this more clearly:

Chart 17. Sources of photos/videos on the Facebook pages of Phelps, Gasol and Bolt
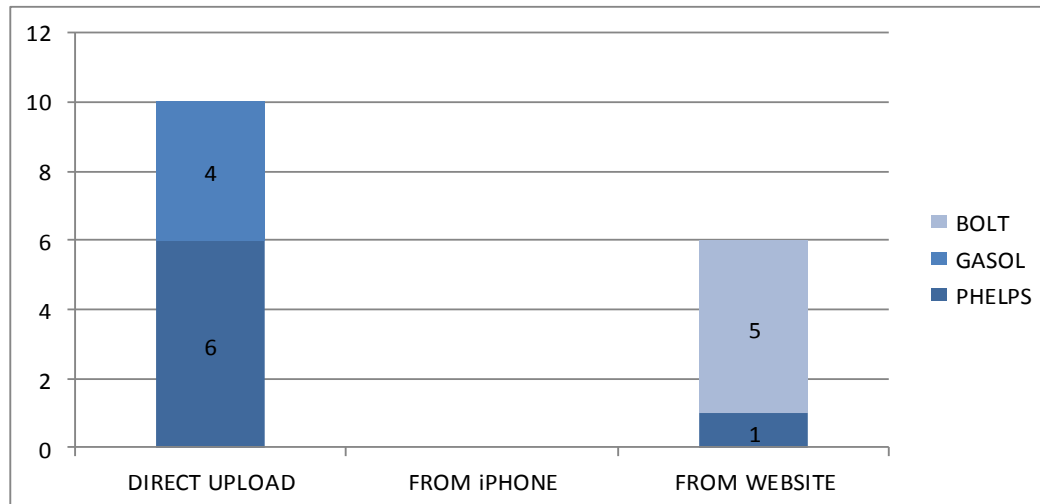

Source: own compilation

Regarding photos/videos, it was very surprising to find that **none of them used mobile devices** to upload photos/videos instantaneously. This means that, even though photos may have been taken with an iPhone for example, the content published was actually selected. Only after being viewed was it uploaded to the page; never directly from the mobile device.

Once again, Bolt's case was very odd because all of the photos on his Facebook page were ceded by Jamaican media that had published something about him. It is for this reason that all photos/videos bore the name of the media owning them.

Chart 18. Sources of photos/videos posted to Facebook by the three athletes

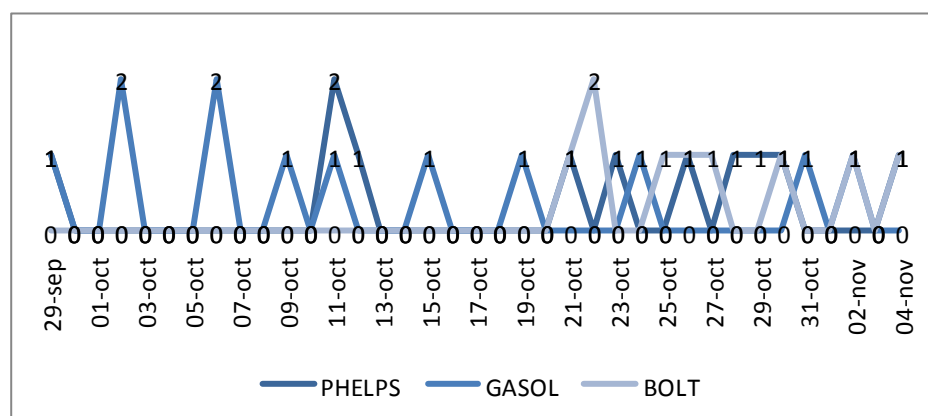

Source: own compilation

6.5. Text content

Regarding texts published on the three athletes' Facebook pages, we were especially interested in the following three variables:

1. Update routines.
2. Types of topic covered.
3. Who wrote the texts (text obviously written by the athletes themselves, text fed into the site from external media, text probably written by a social networking site marketing team in charge of the page, etc.).

The chart below analyses the first point:

**Chart 19. Update routines for the Facebook pages of Phelps, Gasol and Bolt**

Source: own compilation

Gasol posted more in the preseason phase; Phelps posted more during his visit to Mexico as a guest of honour; and Bolt began to post at the time his book was published.

Regarding the authorship and sources of the texts, the chart below summarises what we found for the period studied:

**Chart 20. Sources of text uploaded to Facebook by the three athletes**
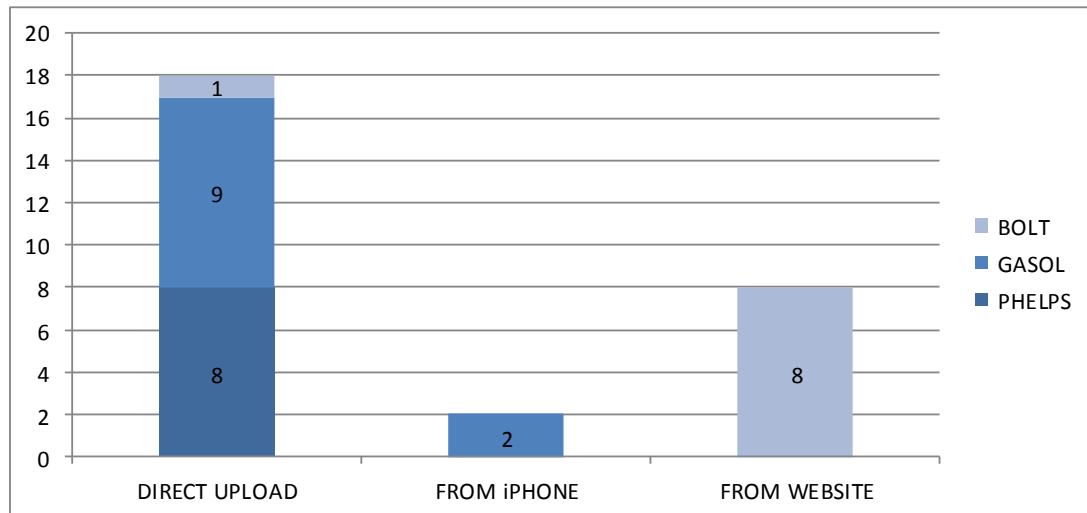
Source: own compilation

Needless to say, the majority of professional athletes now have a communication agency that manages their presence on social networking sites. However, the publishing style of each of the athletes analysed was very different:

1. **PHELPS:** all texts were written directly for the Facebook page. He talked in the first person ("I'm trying", for example), but kept a certain distance between him and his readers; he restricted himself to what he was doing at that time.

2. **GASOL:** was the only athlete to upload texts to his page from his iPhone, which implied a close, natural manner. In addition, he uploaded comments, publishing them directly.

3. **BOLT:** only his name appeared in posts to his Facebook page. The fact that all publications came from online media implied that the athlete was not involved in the social networking site and that his image team used it simply as a promotional showcase for all the merchandising and brands surrounding the athlete.

Regarding topics covered in all three athletes' posts, we shall go on to see these in chart form:

Chart 21. Thematic content of the three athletes' posts to Facebook
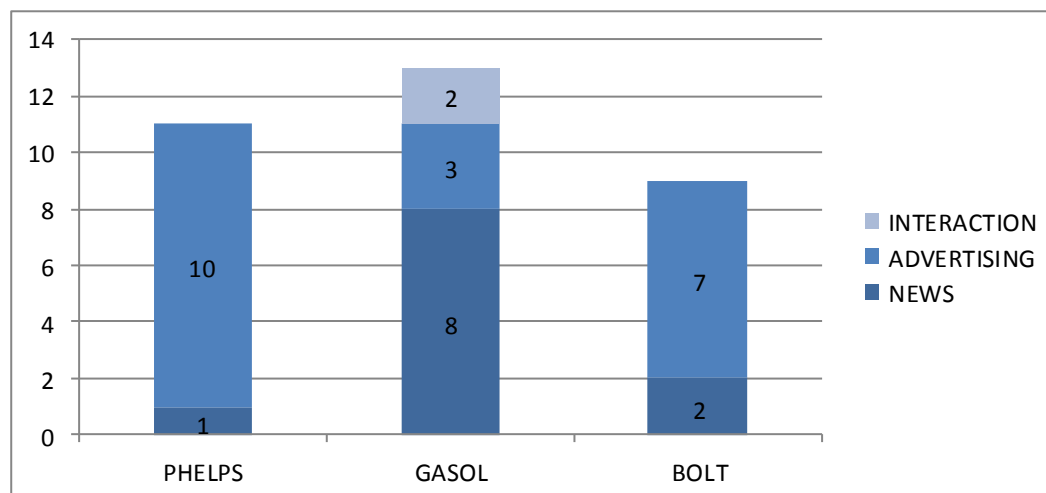
Source: own compilation

For Phelps and Bolt, advertising was a star topic in their posts: their sponsors and the brands sponsoring them were the key aspect of their posts.

For Gasol, we found the opposite; his activities as an athlete prevailed. In addition, advertising is dealt with as yet another aspect of his work. His friendly tone and the questions he put to his fans made his page the most comprehensive one of them all.

Irrespective of their total incomes, and while the small sample does not serve as data that can be extrapolated to all Olympic athletes, athletes of sports that in the old days used to be considered amateur – such as athletics (Usain Bolt) and swimming (Michael Phelps) – resort much more to social networking sites as a marketing and advertising tool to achieve supplementary income or to establish favourable feedback with their sponsoring brands than athletes of a sport that has historically been professional, such as NBA basketball (Pau Gasol). The IOC should take this issue into account for its social networking site regulations on the presence of sponsorship and brands during the Olympic Games, something that we indirectly found in the analysis of Olympic athletes at the Vancouver Olympics.

6.6. Phelps, Gasol and Bolt on Twitter

Just like Facebook, Twitter was used differently by each of the three athletes.

Once again, we found the problem of unverified accounts, meaning that the athletes' names were used for many pages that did not belong to the athletes. For example, despite the fact that Michael Phelps mentioned on his website that he did not have an account on this social networking site, we found 19 accounts with his name, some of which even had his photo in the profile. We shall now analyse each case.

PAU GASOL

Once again, Pau Gasol was the only athlete to keep his Twitter page up to date. Worthy of note is that it was a page the Internet company Sports Portal maintained for him; while he did not post to it, he supervised it because the page was sponsored by the NBA. It had **4,489** followers.

The charts below show the use made of this social networking site:

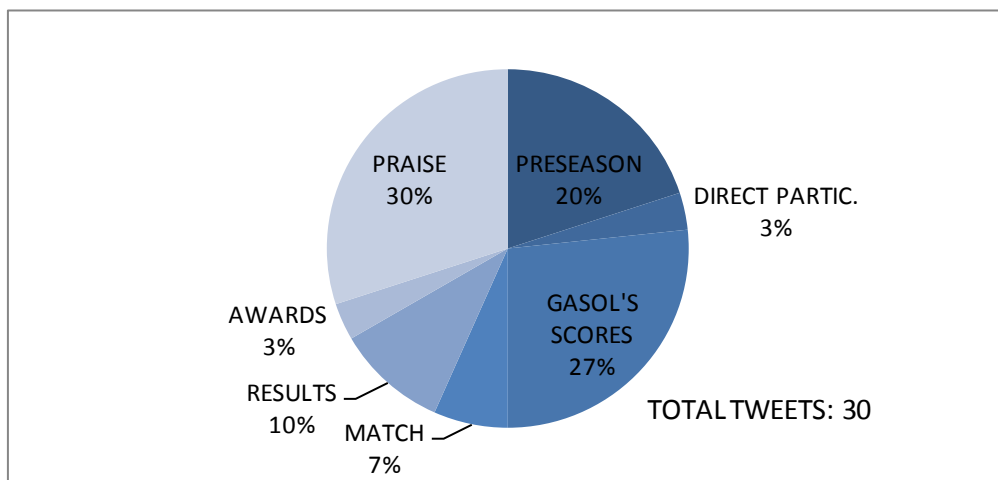**Chart 22. Posts published about Pau Gasol on his Twitter page**
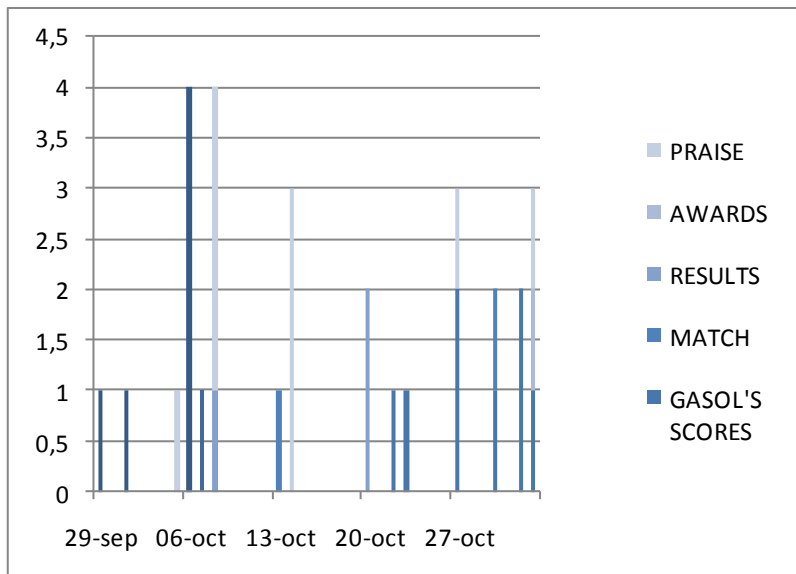
Source: own compilation

The information is only about Gasol as an athlete: his role in the preseason phase, his scores, the final results, etc.

Below, we have divided the tweets by topic:

Chart 23. Topics covered in tweets on Pau Gasol's Twitter page

Source: own compilation

Daily updates highlighting the athlete's role: praise and the scores in each match were the main tweets.

MICHAEL PHELPS

Even though he did not have a Twitter page, his fans took it upon themselves to create pages using his name. While some of them had up to **2,672 followers**, others only had 17.

All the pages praised the athlete (one of the pages belonged to a group of fans who came together on this social networking site) and no spam was found on any of them, meaning that the athlete's name was respected.

USAIN BOLT

In this study, we have identified the athletes' power as brands and, in this respect, Usain Bolt is a social phenomenon: even though his page had not been updated since July (there was not even any mention of his autobiography), he had **63,515 followers**. The athlete's personality appeared to be part of the success of his social networking site pages.

6.7. Twitter statistics for Phelps, Gasol and Bolt

Earlier, we pointed out how Pau Gasol, despite having an excellent website, did not have Facebook Connect on his home page or even a link to Twitter: he only allowed some content to be shared on these social networking sites, but did not point directly to his official page. He did not take advantage of the interaction and potential synergies between his website and social networking sites.

Phelps gave absolute priority to Facebook on his website, after rejecting the option to be present on Twitter; for his part, Bolt was the only one of the three athletes who had direct access to both social networking sites equally on his website home page. While that did not mean making full use of the synergies, there was a desire to connect with fans.

Backtype software showed the content from the three athletes' websites shared on Twitter.

Chart 24. Content from the three athletes' websites shared on Twitter
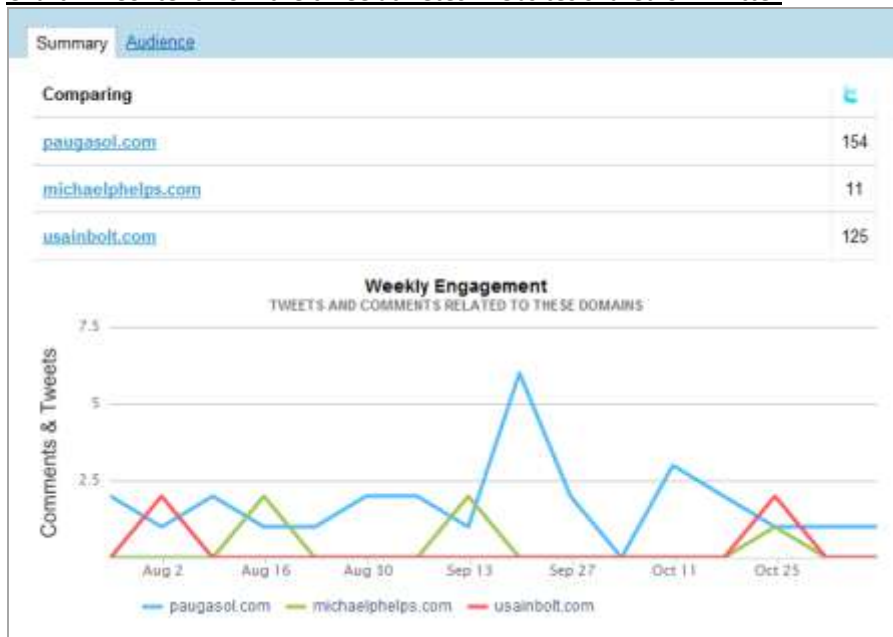
Source: Backtype 2010

Pau Gasol was the athlete that managed to achieve the highest traffic from his website to social networking sites. Phelps, whose pages were almost exclusively devoted to his advertising work and his sponsors, only managed to achieve 11 shared pieces of content. Bolt's activity shot up with the publication of his book.

Regarding the importance of these three athletes' Twitter pages, the popularity of each one is shown below:

MICHAEL PHELPS

Source: Data obtained using TwitterGrade software

Worth remembering is the fact that he did not have his own page, but despite that, his name appeared on this social networking site because pages were created by his fans.

PAU GASOL

Data obtained using TwitterGrade software

Twitter is a social networking site for news. The speed with which it was updated and the constant monitoring of the page gave Pau Gasol a grade of 98.8%.

USAIN BOLT

Data obtained using TwitterGrade software

Here once again, the Jamaican athlete brought surprises: even though his page had not been updated since July, he had the most followers, a higher grade (100%), and the best-positioned Twitter account of all three athletes (it was number 43,492 in the ranking, out of a total of 8 million accounts on this social networking site).

6.8. Conclusions

The characteristic feature of this social networking site is that it is an advertising showcase in which athletes are shown as brands in all their magnitude:

1. As a businessman in Phelps's case, who – already thinking of retiring – promoted a swimming school and the spas in which he was a shareholder.

2. Their names are brands in themselves (a perfect example is Usain Bolt and his autobiography).

3. Advertising is something that surrounds the lives of élite athletes, it is presented as something normal: the better you are, the more brands want to sponsor you.

4. Only Gasol used colloquial language on his Facebook page and got close to his fans; the other two appeared to keep themselves on a higher plane: they never asked questions, never used familiar forms of language to address their fans, etc.

5. **Verified accounts were not used, nor was Facebook Connect used on Gasol's home page**.

Irrespective of their total incomes, and while the small sample does not serve as data that can be extrapolated to all Olympic athletes, athletes of sports that in the old days used to be considered amateur – such as athletics (Usain Bolt) and swimming (Michael Phelps) – resort much more to social networking sites as a marketing tool to achieve supplementary income or to establish favourable feedback with their sponsoring brands than athletes of a sport that has historically been professional, such as NBA basketball (Pau Gasol). The IOC should take this issue into account for its social networking site regulations on the presence of sponsorship and brands during the Olympic Games, something that we indirectly found in the analysis of Angela Ruggiero and Chad Hedrick.

6.9. References

Backtype. 2010. http://www.backtype.com/

Comscore. 2010. http://www.comscore.com/. Access 9 November 2010

Google Trends. 2010. http://www.google.com/trends. Access 9 November 2010

Univision. 2010?. **"**El atractivo comercial de Phelps ¿Cuánto vale ahora su "marca"?" http://www.univision.com/content/content.jhtml?chid=9&schid=1834&secid=11429&cid=1640059&pagenum=1#

7. The Olympic Games, NBA and FC Barcelona on Facebook: content and fan participation

7.1. Introduction

In this section, we present a ranking of the most successful sports brands (one club and two organisations) on social networking sites and then go on to ascertain the degree of feedback some of these brands receive in comparison to the IOC on Facebook. In this case, we understand feedback to be the responses – in the form of likes and comments – that users give to the page administrators' posts on Facebook. Rather than taking these data as absolute numbers, we have treated them as percentages of total fans to ensure that the comparison is more reliable, irrespective of the number fans each page has. In advance, we were aware of the possibility that the IOC might come out at a disadvantage in this comparison because it was being compared with two brands or organisations that were at the height of their respective seasons. We initially thought about comparing the data with other highly successful organisations on Facebook outside the sphere of sport (Coca-Cola and Starbucks). However, after analysing their social networking strategies, we found that the data were not comparable.

We chose Facebook because of its undisputed leadership in terms of relationships between institutions and clubs (brands) and fans, and because it offers total multimedia communication, integrating a whole host of applications.

7.2. Ranking of sports pages on social networking sites

On the basis of the ranking produced by the Famecount website and by sportsfangraph.com, which offer a list of the top accounts on Facebook, Twitter and YouTube, we selected a sample of sports pages for analysis.

 The sample we obtained was the following:

1. FC Barcelona: A Spanish football club. According to this website, it has more fans on Facebook than any other football club (even more than Manchester United) and, in January 2011, it exceeded the number of fans of the NBA, the U.S. basketball league that had been in top position in the ranking until then.

2. NBA: The U.S. basketball league encompassing 30 teams. They are divided into six divisions (Atlantic, Central, Southeast, Southwest, Northwest and Pacific). Until 2011, it was the sporting organisation with highest number of fans on social networking sites.

3. The Olympic Games: The IOC's official page on Facebook.

The image below shows the number of fans that these pages have on the three most popular social networking sites (Facebook, Twitter and YouTube).

Table 1. Popularity of sporting organisations and clubs on social networking sites

			Famecount
1		Cristiano Ronaldo	62.74%
		f 19,364,434 t 1,681,927 YouTube 3,655,916	
2		NBA	55.25%
		f 7,356,940 t 2,261,794 YouTube 530,584,785	
3		Ricardo Kaká	46.33%
		f 5,260,237 t 2,721,549	
4		Shaq	43.79%
		f 1,593,653 t 3,490,792	
5		Real Madrid C.F.	42.98%
		f 8,060,758 t 1,077,913 YouTube 19,530,471	
6		LA Lakers	42.45%
		f 5,850,570 t 1,797,002	
7		FC Barcelona	40.50%
		f 8,956,549 t 304,195 YouTube 30,107,407	
8		Lance Armstrong	39.52%
		f 1,610,608 t 2,732,380 YouTube 1,576,548	
9		Manchester United	38.85%
		f 8,771,478 t 185,584	
10		LeBron James	38.44%
		f 5,040,138 t 1,360,807 YouTube 9,266,693	

Source: Famecount 2011

7.3. Methodology

The week from 26 January to 2 February was taken as the period of study; it was considered expedient to analyse the behaviour of these pages during the week (Wednesday to Friday, the days leading up to matches in the Spanish football league and the NBA), Saturday and Sunday (match days) and Monday to Wednesday (assessment of the league day and results).

After an initial assessment of each brand's Facebook page, which involved examining their posting routines, content types and degree of interactivity, a decision was taken to separate sports pages from consumer brands because the same criteria of analysis could not be applied to them, and to examine the pages of The Olympic Games, NBA and FC Barcelona on Facebook in line with these criteria:

a. Total number of posts per day published by each brand.
b. Type of text content.
c. Quantity and type of photo/video content.
d. The participation that each post generated, counting the total number of likes and comments over the week of the study (the percentage for each one).

Charts were produced for each aspect assessed on each page, and a comparison was made in order to appreciate the differences and the factors that lead to greater participation in some than on others.

7.4. Analysis of the Olympic Games, NBA and FC Barcelona

7.4.1. Number of posts

Shown below is the total number of posts on each page between 26 January and 2 February 2011:

Chart 1. Total posts on the Olympic Games, NBA and FC Barcelona Facebook pages
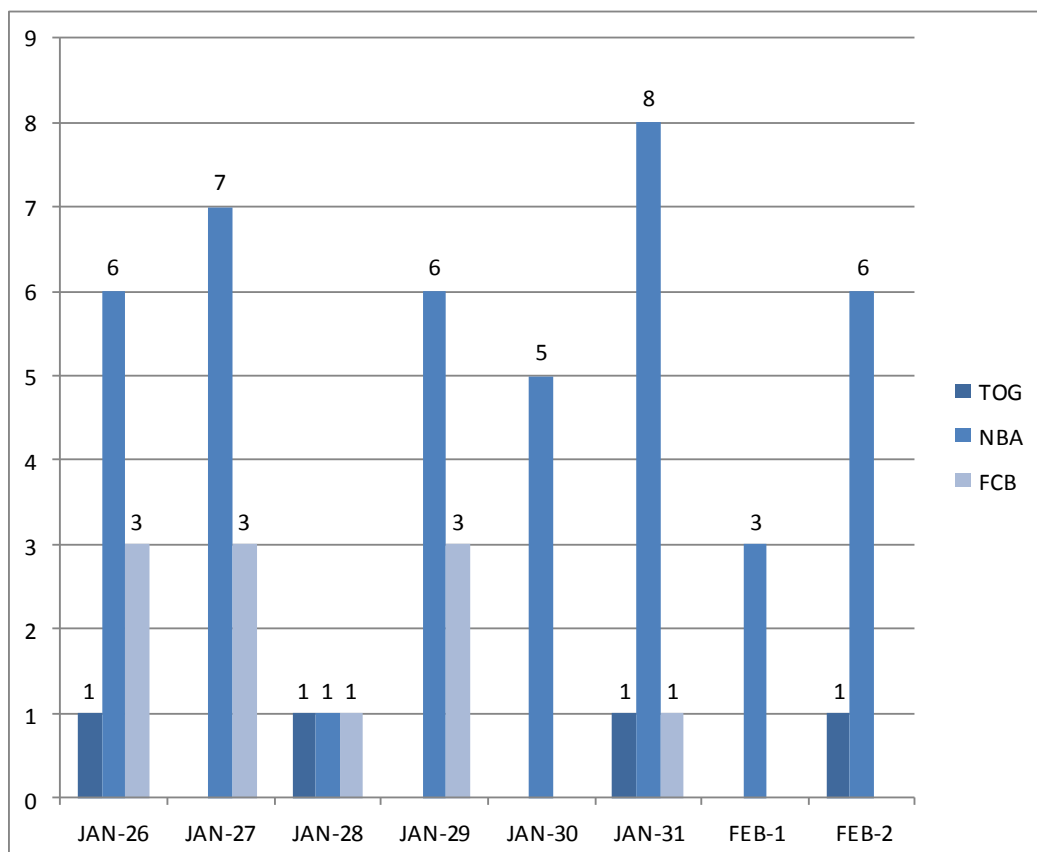
Source: our own data

It is clear to see from the chart that the NBA Facebook page was the only one that published daily posts and a greater quantity of content; the FC Barcelona Facebook page did not post anything on Sunday 30 January or Tuesday 1 February, despite the fact that it had the highest number of fans. Finally, The Olympic Games only posted on four occasions over the eight days of the study.

Below, we shall analyse the content of the posts, classifying them into:

1. Results: Posts reporting the final result of a match (for the NBA and FC Barcelona).

2. Upcoming sporting events (from upcoming matches in the football and basketball leagues to information about how works for the London 2012 and Rio 2016 Olympic Games are going).

3. Athletes: Interviews with FC Barcelona and NBA players (nothing for the IOC page).

4. Sponsors: This refers to all posts that only talk about sponsors of the different leagues (American Express, for example, in the NBA's case).

5. Marketing: This refers to ticket sales and promotion of the club/league/institution.

6. Questions encouraging the public to participate.

7. Discounts on ticket sales offered via Facebook (only offered by the NBA).

8. Polls and surveys so that fans can say who their favourite player of the week is, for example.

The chart below shows how the content was distributed:

Chart 2. Content distribution in posts on the Olympic Games, NBA and FC Barcelona Facebook pages
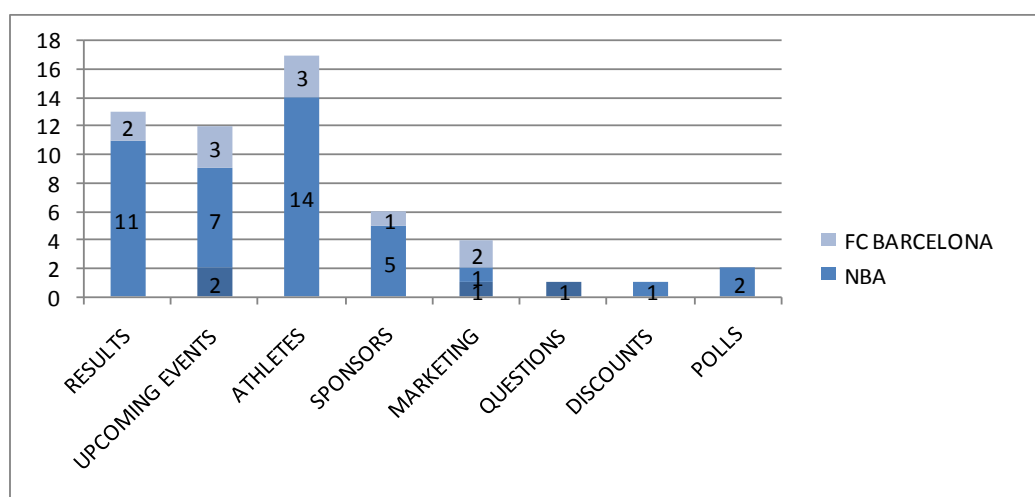
Source: our own data

7.4.2. Posts containing photos/videos

Of the total number of posts published over the week of the study (NBA 42, FC Barcelona 11 and The Olympic Games 4), the following chart shows those containing photos/videos:

Chart 3. Use of photo/video on Facebook by each sporting organisation
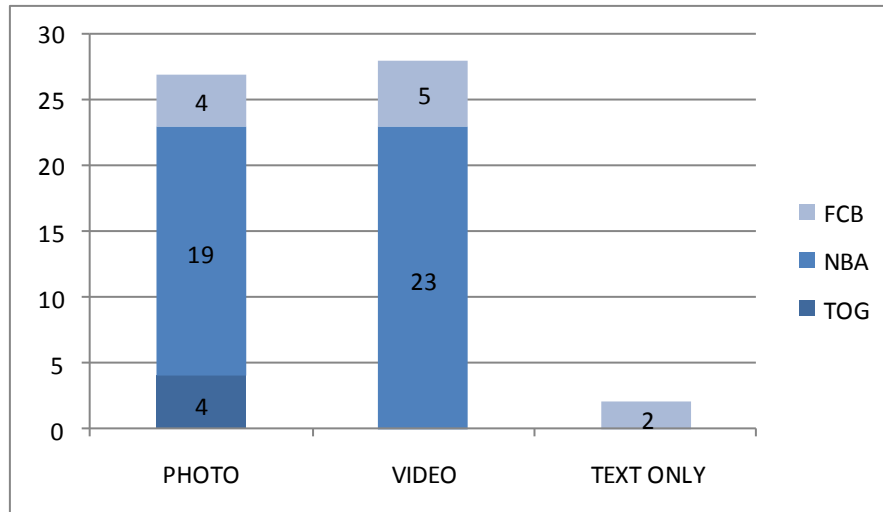
Source: our own data

7.5. Fan participation

7.5.1. NBA

Chart 4. Participation of NBA fans in relation to number of posts
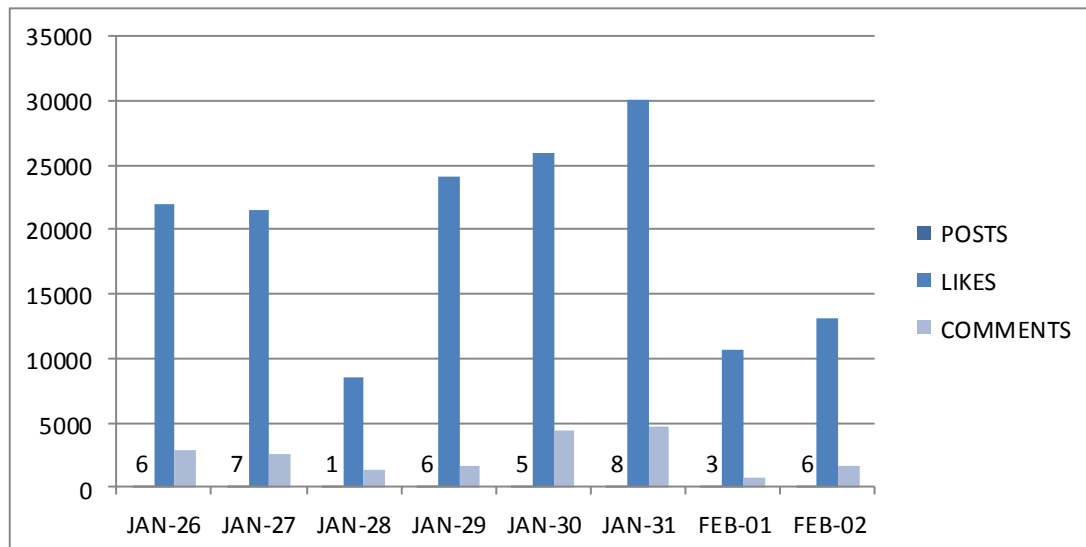
Source: our own data

Chart 5. Percentages of likes and comments obtained by posts to the NBA Facebook page
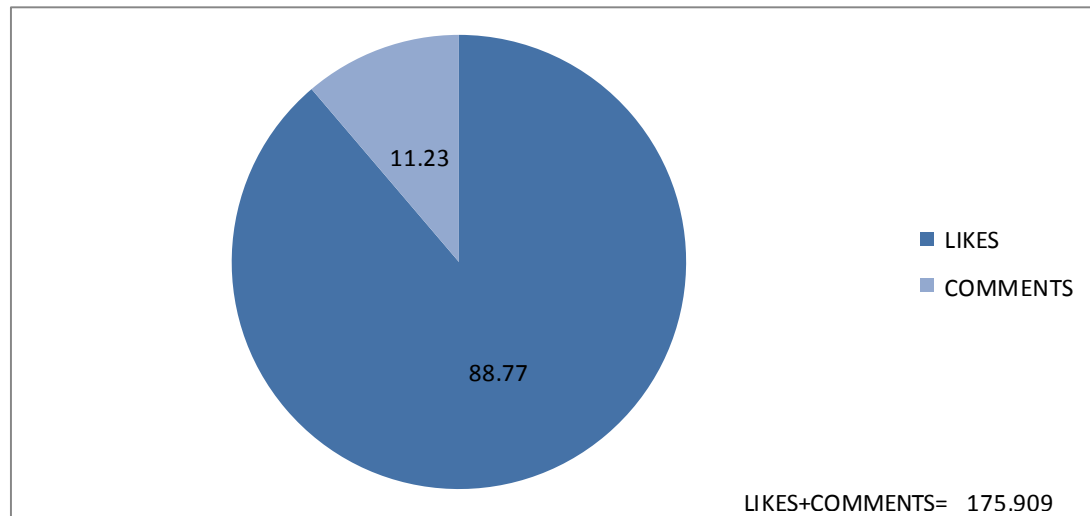
Source: our own data

7.5.2. FC Barcelona

Chart 6. Participation of FC Barcelona fans in relation to number of posts
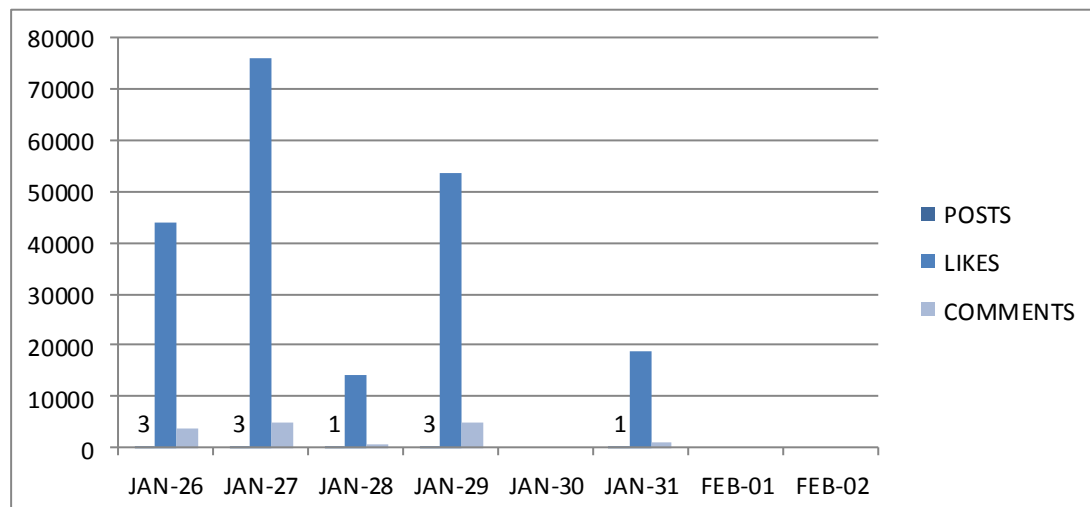
Source: our own data

Chart 7. Percentages of likes and comments obtained by posts to the FC Barcelona Facebook page
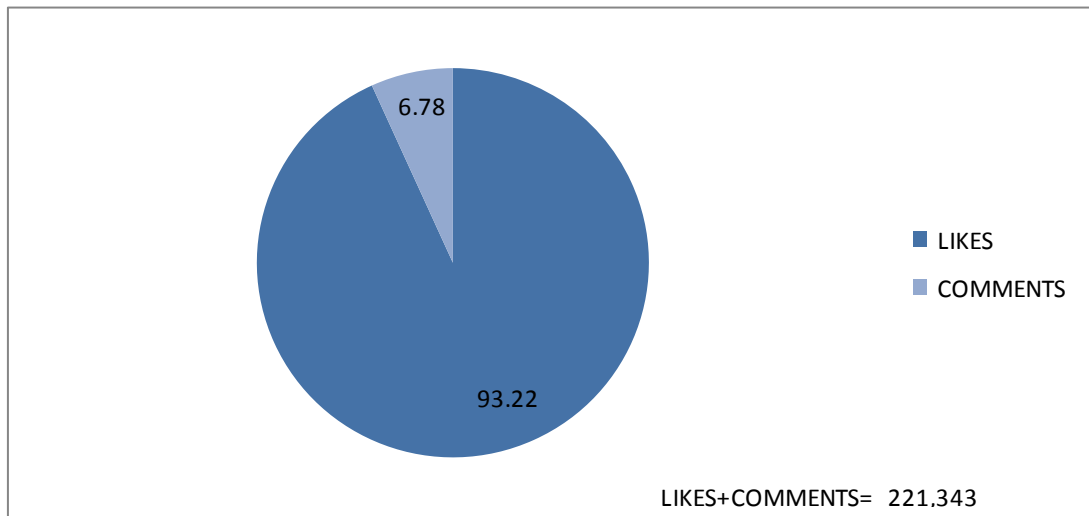
Source: our own data

7.5.3. The Olympic Games

Chart 8. Participation of The Olympic Games fans in relation to number of posts
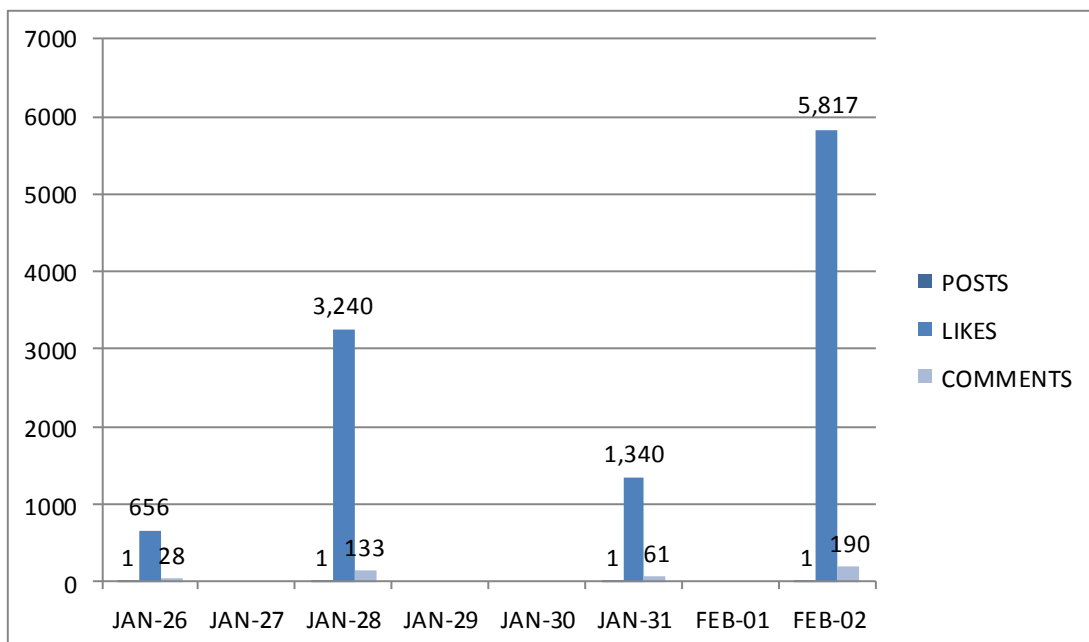
Source: our own data

Chart 9. Percentages of likes and comments obtained by posts to The Olympic Games Facebook page
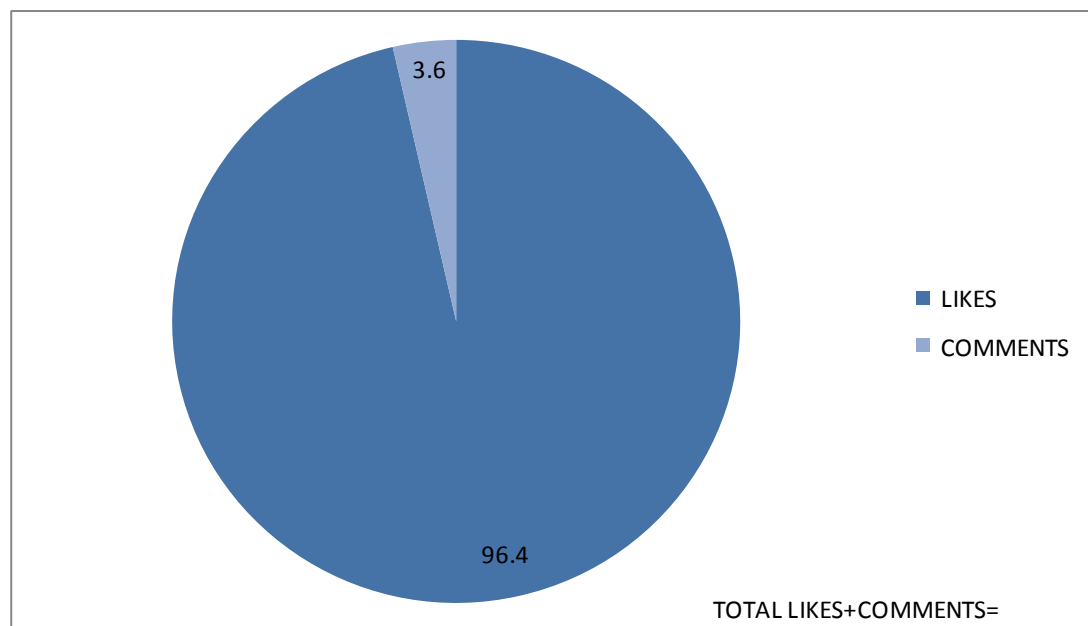
Source: our own data

7.6. Relationship between participation and the type of posts (photos, videos or text only)

7.6.1. The Olympic Games

Chart 10. Relationship between participation and content
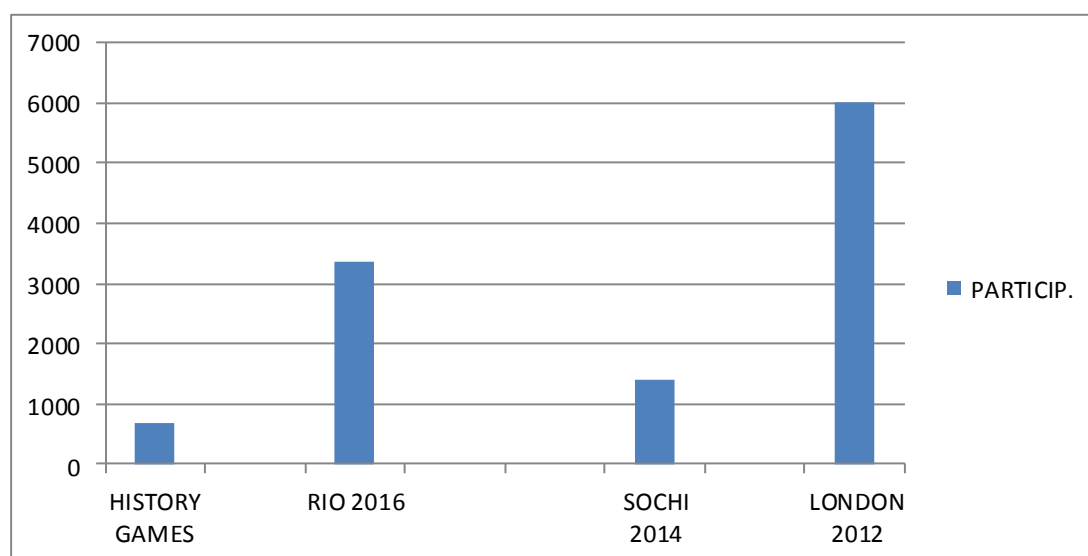
Source: our own data

It is clear to see that posts of greatest interest to fans were those showing the soonest event (London 2012); posts referring to past events had very little following.

7.7. Comparison between participation in sports pages (The Olympic Games, NBA and FC Barcelona) and Coca-Cola and Starbucks on Facebook

As we had already deduced before examining the NBA and FC Barcelona Facebook pages, the degree of feedback they received was greater than The Olympic Games Facebook page. In this respect, it is important to note that both the NBA and FC Barcelona were at the height of their respective seasons. If we consider comments as an element of greater value in terms of establishing the fans' involvement in a brand, worthy of note is that comments only account for 3.6% of participation behaviour in The Olympic Games' case. The presence of video may not be a panacea for getting fans to participate, but the lack of video, together with other factors such as the fact the Olympic Games are in the between-Games period, might explain why participation was so low (les than 1%). However, this should not be taken as a consolation for the low profile that The Olympic Games currently has on Facebook.

Table 2. Percentage of fan participation in The Olympic Games, NBA and FC Barcelona Facebook pages

BRAND	FANS	POSTS	BRAND PARTICIPATION	PHOTOS AND VIDEOS	LIKES	COMMENTS	% LIKES	% COMMENTS	% TOTAL PARTICIPATION
The Olympic Games	2,097,748	4	0	4	11,053	412	96.4	3.6	0.54
NBA	7,356,940	42	0	42	156,131	19,877	88.7	11.3	2.39
FC Barcelona	8,956,549	11	0	9	206,291	15,051	93.2	6.78	2.47

Source: our own data

Conclusion

In this section, we have seen the content posting strategies of two of the leading brands on Facebook and on sport-related social networks: NBA and FC Barcelona. We observed their posting dynamics over a normal week during their respective seasons and counted their numbers: the number of posts, the quantity of photos/videos, the number of likes and comments, and the total participation percentages in relation to the total number of fans. The low numbers for The Olympic Games are not surprising due to the organisation's low posting profile in this between-Games period. The feedback generated by news coverage in traditional media (television, radio, press and other websites) is not favourable to The Olympic Games Facebook page either, though it undoubtedly does have a positive impact on the degree of participation in the NBA and FC Barcelona Facebook pages.

7.7.1 Strategies and engagement of Coca-Cola and Starbucks, the leaders on social networking sites

In this new chapter, we shall analyse the social networking strategies of Coca-Cola and Starbucks in general, and their strategies on Facebook in particular, where they are the leaders in terms of numbers of fans and of the innovative ways in which they manage their strategies on social networking sites. They consider the latter to be part of a whole: communication via both the Internet and traditional media.

Coca-Cola and Starbucks: two successful cases on social networking sites

1. Coca-Cola: This company has the highest number of fans on Facebook; over 22.2 million (February 2011). Coca-Cola created its Facebook page in September 2008 and, nine months later, it already had 3.3 million fans. This is evidence of the enormous growth capacity that major global brands have in the new social networking environment. However, Coca-Cola's social networking strategy is not an isolated communication style, but rather part of a total Internet communication strategy – with a website in several languages, the publication of a large number of blogs in several languages, a YouTube channel, Facebook and Twitter pages – in an ecosystem where every component is interconnected and feeds back to each other, connecting the public from one site to another. In the specific case of Facebook, it is the users themselves who create the page through their comments, thus developing the brand's viral communication dynamics.

2. Starbucks: This company also has a total strategy on Facebook, with blogs, an open presence to users' opinions on social networking sites and individualised responses on Twitter and Facebook to its followers and fans. At the same time, it launched the My Starbucks Idea website just over a year ago. This page takes full advantage of Starbucks customers' social intelligence, which is used to improve the company and its customer service. Some reports connected with the phenomenon that has catapulted this brand to second place in the ranking of Facebook brands indicate – according to (Puromarketing 2011) – that a large majority (77%) of social network users want brands that offer online incentives; an additional 28% say that they would like their brands' actions and strategies to be fun. This is what Starbucks constantly does: customer promotions, offers for becoming a fan of the page, discussions, etc.

Therefore, the feedback activity generated by a brand's presence on various social media and its use of collective intelligence or conversations with its Facebook fans are some of the premises that some popular companies and brands such as Coca-Cola and Starbucks have stuck to in order to achieve success on social networking sites, with their pages having a massive following of millions of fans.

Below is the ranking of the top brands on social networking sites:

Table 3. Ranking of consumer-product and technology brands on social networking sites

RANK	BRAND	FACEBOOK FANS	TWITTER FOLLOWERS	YOUTUBE VIEWS
1	COCA-COCA	22,064,778	190,384	12,458,180
2	STARBUCKS	19,343,956	1,228,428	5,971,149
3	OREO	16,495,233	5,824	1,496,067
4	RED BULL	14,979,374	184,322	112,825,295
5	SKITTLES	14,882,911	8,340	1,673,657
6	VICTORIA'S SECRET	11,220,256	52,410	20,580,676
7	WINDOWS LIVE MSN	9,551,550	2,900	-
8	PLAYSTATION	8,284,978	613,787	38,587,017
9	MONSTER ENERGY	8,241,453	27,450	6,958,199
10	ZARA	7,884,005	-	354,963
11	VICT. SECRET PINK	7,839,104	29,298	-
12	DR. PEPPER	7,716,115	30,975	-
13	STARBURST	7,421,744	-	1,015,763
14	DISNEYLAND	7,206,634	72,340	15,631,770
15	MC DONALD'S	6,995,286	81,086	1,151,675
16	ADIDAS ORIGINALS	6,967,964	50,291	12,903,124
17	XBOX	6,171,379	101,494	7,910,823
18	H&M	6,090,179	89,017	5,538,565
19	GOOGLE CHROME	5,441,713	-	45,150,431
20	BLACKBERRY	5,127,663	206,915	13,109,496

Source: Famecount 2011

Other companies have launched interactive games via Facebook. One such company is Oreo, which saw its number of fans leap to almost double in just over three months, from 8.5 million in August 2010 to 15.2 million in November of the same year. The campaign is ongoing, the workforce devoted to it has increased, and other face-to-face events and actions have been added.

Coca-Cola and Starbucks: An overview of their social networking strategies

As we have seen, the Facebook strategies of these two brands are the complete opposite of the strategies employed by the three sporting organisations studied earlier: it is the fans who actually make the page; the brand suggests topics and participates like anyone else in most of the conversations. These brands **put themselves on the same level** as their users; they do not sell as companies, but rather as friends.

7.7.1.1. Coca-Cola

As soon as users access the Coca-Cola page, they are greeted by fans' posts and not the brands'. This is quite significant and underscores the importance that the brand places on its customers.

In addition, Coca-Cola does not post news every day, though it does participate in the page by joining in on discussions, commenting on fans' posts or answering their direct questions. The page is customised with new sections added to those that Facebook offers by default in this type of page. The sections are as follows:

Table 4. Content for fans of Coca-cola on Facebook

CONTENT	CHARACTERISTICS
WALL	It gives priority to users' posts; they post content to the page with a difference of just a few minutes.
INFO	A short history of the brand and a link to its official website.
COCA-COLA	This section introduces the brand's Facebook page creators, who also participate in it. It points to all the social media on which it has a presence and it has a section telling users about its ecological projects, a section for direct questions about the brand and a product list.
PHOTOS	Users' uploaded photos predominate, with the beverage as the star.
VIDEOS	Coca-Cola videos (42) and fans' videos (202).
DISCUSSIONS	As at 7 February 2011, there were 818, all of which were suggested by users, though the brand does participate in them too.
HOUSE RULES	The rules for using the Facebook page.
EVENTS	A calendar of events that the brand sponsors worldwide.
MASCOTA MUNDIAL	Users can suggest a name for the mascot of the next FIFA World Cup, which will be selected by popular vote.
EXPEDITION 206	Three people travel for one whole year to 206 countries, seeing the happiness that the beverage brings to the world. Videos can be viewed.
MUSIC	A music channel will soon be available, with free downloads.
FAN DOWNLOADS	Free images, screensavers and emoticons of the brand.
SECRET FORMULA	A game to see who can discover the secret formula, interacting with the beverage's creator via Twitter (Doc Pemberton).
AHH GIVER	Allows users to customise the Coca-Cola polar bear advert with their own messages to send to friends.
LIVE POSITIVE	A movement that seeks to encourage people to make a positive difference in the world.
LINKS	Fans can upload music videos, sports videos, etc. They can subscribe via RSS.
OPENUP DOWNLOADS	New screensavers.
PAGE CREATORS	Videos of Dusty and Michael, who talk about their aims for the page (they personify the brand on Facebook).
OPEN HAPPINESS	Video-artists' works and downloads at iTunes.
SMILEIZER	A page that points to funny, comical videos.

CALENDAR	Users can download a calendar for Mac or PC indicating both Coca-Cola events and the ones they add.
POLLS	Brand satisfaction and consumer surveys.
BOXES	Notes and some highlighted videos.
BUBBLE	Television and 3D cinema videos and spots.
DIARY	Diary of a stay at a hotel sponsored by the brand.
SKI HOTEL	On 13 December 2010, a stay at a mountain hotel was organised for the winners of a Coca-Cola competition.
CHEERS	A donation of $1 is requested for America's underprivileged children.

Source: our own data

In the table above, we can see how the Coca-Cola brand's Facebook strategy is precisely that of not showing itself as a commercial brand. Being one of the group, personified by the page creators and always offering its consumers answers and incentives, projecting an image of closeness: Coca-Cola does not sell its products on Facebook; it devotes its endeavours to making an already loyal clientele even more loyal.

Below, we shall see that, over the week of the study (and at any other time), its characteristic trait was to keep itself in the background, actually participating more than posting advertising content.

Table 5. Coca-cola posts to Facebook and fan participation

DAY	CONTENT	PHOTO/VIDEO	LIKES	COMMENTS
JAN-26	History of the brand	Photo	7,894	515
	Discussion participation	No		
	Discussion participation	No		
	Discussion participation	No		
JAN-31	Positive message ("enjoy now")	No	13,256	843
	Discussion participation	No		
	Discussion participation	No		
	Comment on fan's photo	No		
	Discussion participation	No		
	Discussion participation	No		
	Discussion participation	No		
	Discussion participation	No		
	Discussion participation	No		
	Discussion participation	No		
	Discussion participation	No		

Source: our own data

We can see that, over a period of eight days, it only posted two items of content, and their text was very significant:

1. "Advertising changes, but Coca-Cola stays the same"

2. "Enjoy now and get excited about later too"

These were positive messages selling a mood rather than a product. In addition, out of its 15 posts, only two were brand messages; the other 13 were interactions with fans.

7.7.1.2. Starbucks

This brand follows the same social networking communication system as Coca-Cola. It allows fans to leave comments on the wall, which are alternated with some posts by the brand itself. Fans feed the wall with communication items thanks to photos, opinions, questions and occasionally criticism that they post to it. The brand tries to answer all questions individually, both on the wall and sometimes in private. Starbucks rewards the best posts by publishing them a special section for outstanding posts. Its page has customised tabs. These are the sections and their content:

Table 6. Content for fans of Starbucks on Facebook

CONTENT	CHARACTERISTICS
WALL	Highlighted posts from fans, who publish regularly, at intervals of under half an hour.
INFO	History of the brand, connection to Twitter and link for users to send in their ideas.
STARBUCKS CARD	A card that can be topped up and used to give a gift to a friend; it also earns rewards for the holder (such as free coffees).
STARBUCKS JOBS	Starbucks jobs.
INTERNATIONAL	"Starbucks Around The World", an interactive map indicating the countries where the brand is present, which also points to the official Starbucks Facebook pages in those countries.
EVENTS	A calendar indicating the brand's promotional periods.
VIDEO	Of the brand (31) and users (61).
PHOTOS	Of the brand (four albums) and users (7,832).
NOTES	News about the brand.
LINKS	Posts that the brand highlights, such as Facebook's seventh anniversary.
DISCUSSION BOARDS	1,389 discussion topics, all created by users; the brand actively participates in them.
POLLS	About the brand's products and the users' preferences.
REVIEWS	Users are asked to score the service of their establishments from 1 to 5.
BOXES	Links to events and past news about the brand.

Source: our own data

Like Coca-Cola, Starbucks only published two posts to Facebook over the week of our study.

Source: Starbucks 2011

Table 7. Starbucks posts to Facebook and fan participation

DAY	CONTENT	PHOTO	VIDEO	LIKES	COMMENTS
	Comment on fan's photo	No	No		
	Comment on fan's photo	No	No		
	Comment on fan's photo	No	No		
JAN-26	Starbucks Card promo	Photo	No	7,357	345
JAN-28	The brand asks fans to send in more photos	Photo	No	10,396	519

Source: own our data

7.7.1.3. Comparison between Coca-cola and Starbucks

In the table further below, total participation in both brands is analysed. The following variables were taken into account:

1. Coca-Cola has more fans (2,720,822 more) than Starbucks, as shown in the table.

2. Both brands only published two posts each to their respective walls over the week of the study. The main difference is that Coca-Cola participated much more in its page (13 comments as opposed to three made by Starbucks).

3. Despite the difference in the number of fans, the total percentage participation was virtually the same for both brands. Likes predominated on the Starbucks page, whereas comments were more common on the Coca-Cola page (people are actually encouraged by the brand to leave comments, since it promotes opinion and debate).

Table 8. Percentage of fan participation in Coca-cola and Starbucks Facebook pages

BRAND	FANS	POSTS	BRAND PARTICIPATION	PHOTOS	LIKES	COMMENTS	% LIKES	% COMMENTS	% TOTAL PARTICIPATION
COCA-COLA	22,064,778	2	13	1	21,150	1,358	93.9	6.1	0.10
STARBUCKS	19,343,956	2	3	2	17,753	864	95.3	4.6	0.09

Source: own our data

If we compare tables 2 and 8, we can see that:

1. Fans are the best ambassadors for a brand or an organisation. Commercial brands, such as Starbucks and the Olympic sponsor Coca-Cola have 10 times more fans than The Olympic Games. In these cases, the percentage of responses to the brands' posts (using likes and comments) in relation to the total number of users is lower than the sports brands' percentage, as shown in previous tables. However, this lower participation cannot be considered a negative indicator because there are literally hundreds of fans who express their feelings, post photos and put questions to the brand every day, thus building a more enduring flow of engagement that goes beyond users who write on the wall. Friends of these fans who post to the Coca-Cola and Starbucks pages are able to view posts in their Home pages, thus increasing the expansion opportunities for the brand image and securing new fans. Is not indicative of their success on social networking sites or of their level of engagement with the public because fans participate directly in the construction of the page. Fans give their opinion directly, without the need to vote for content created by the brand.

2. Even though sporting organisations follow a different strategy (they publish posts and fans give their opinions about them), worthy of note is the interest that these pages arouse.

3. In the period analysed, the NBA published the highest number of posts (42), but FC Barcelona managed to get more feedback from its fans, as can be seen in the table.

4. Social media are also fed by the news and communication circuit created by traditional media in general and television in particular. The higher feedback figures for the NBA and FC Barcelona cannot be explained solely by greater activity on social networking sites and video posts. Rather, they are global sporting institutions that were at the height of their respective seasons at the time of the study. The between-Games period or the Olympiad that we are now in is not favourable to public participation.

5. While Coca-Cola and Starbucks resort to all kinds of audiovisual components that social networking sites offer (Coca-Cola even offers 3D videos), the sports pages (except for the NBA, which clearly favours video in nearly all of its posts) tend to use photos as the predominant component.

6. On the sports pages, there is a clear lack of draws, polls, discounts, etc. (only the NBA offers discounts on ticket sales); however, these aspects constitute one of the most commonly used resources on the Coca-Cola and Starbucks Facebook pages to make fans loyal to those brands.

7.8. Conclusion

In this section of the study, we have seen that sporting organisations and brands have yet to incorporate a practice that social networking sites offer. Leading social networks like Coca-Cola and Starbucks opt for a strategy in which contributions made by users – who constantly leave their comments on the respective pages' walls – play a fundamental role. The emphasis is on participation, where the brands' posts are alternated with fans' comments; this is the core aspect of their strategies. Fans ask questions, post enthusiastic comments about the companies and upload videos and images that have been either reworked or created directly by the fans themselves, in which the brand is the subject. Users also play a predominant role in discussions boards, where they are the ones who very often put discussion topics forward to the company of which they are fans, or reply and enrich, with their ideas, some of the discussion topics put forward by the company.

On Twitter, these companies post messages, though they mostly respond to followers' joining remarks in a personalised way and in several languages. The fact is that relationships on social networking sites are not top-down (from an organisation to a mass of followers), but rather as equals, with replies to each fan (Facebook) or follower (Twitter). Each user is treated individually.

In this section, we have analysed FC Barcelona and the NBA as two cases of sporting institutions with the highest number of fans on social networking sites. Neither case fosters fan participation through comments, unlike Coca-Cola and Starbucks, although they do have relatively high numbers of fans. Athletes like the Portuguese football player Cristiano Ronaldo (Real Madrid C.F.) have promotional campaigns on social networking sites that are backed by their international fame.

7.9. References

Famecount. 2010. Top Social Network Stars, Worldwide, Brand / all.
http://www.famecount.com/all-platforms/Worldwide/all/Brand

Famecount. 2011. Famecount Brand Charts. Accessed February 2011.
http://www.famecount.com/social-network-charts/Brand.

Sports Fan Graph. 2010. Sports Social Media Rankings. http://www.sportsfangraph.com/

Puromarketing. 2011. http://www.puromarketing.com/

Starbucks. 2011. http://www.facebook.com/Starbucks?v=wall

8. New communication and social media trends

8.1. Introduction

Two major trends have emerged in recent months in the social media environment. On the one hand, there are the smartphone applications that global sporting organisations like Real Madrid C.F. have introduced as a social media tool that is interconnected with the club's other online presences (website, Real Madrid TV, Facebook and Twitter). On the other hand, there are the geolocation systems that were launched in 2010 and are now being used by several sporting organisations around the world. Included in this chapter is a summary of a very interesting reflection on mobile applications by the Internet guru Chris Anderson (2010) (published last September in *Wired* magazine), together with some in-depth explanations of these new trends.

8.2. Mobile applications: the social media on the mobile

In this section, we present some data on the importance of smartphones. They have grown very significantly in recent months. Therefore, they are tending to become devices that the Olympic Family should begin to think about using, through the creation of applications for iPhone and other existing mobile platforms (Symbian and Android, among others).

Within five years, Morgan Stanley anticipates that the number of users accessing the Internet from mobile devices will surpass the number who access it from PCs. Because the screens are smaller, such mobile traffic tends to be driven by special software, mostly applications – or 'apps' – designed for a single purpose [...] the use of the Internet, but not the Web (Anderson 2010). Mobile really exploded in 2010 thanks to a surge in sales not only of smartphone but also of iPads. We live in a world where **communication is portable**: Smartphone fever exceeds all expectations of operators and manufacturers. Price is not a barrier. Worldwide mobile phone sales to end users totalled 417 million units in the third quarter of 2010, a 35% increase from the third quarter of 2009. Smartphone sales grew 96% from the third quarter last year, and smartphones accounted for 19.3% of overall mobile phone sales in the third quarter of 2010, according to data from Gartner.

Table 1. Worldwide smartphone sales (november 2010)

Worldwide Smartphone Sales to End Users by Operating System in 3Q10 (Thousands of Units)

Company	3Q10 Units	3Q10 Market Share (%)	3Q09 Units	3Q09 Market Share (%)
Symbian	29,480.1	36.6	18,314.8	44.6
Android	20,500.0	25.5	1,424.5	3.5
iOS	13,484.4	16.7	7,040.4	17.1
Research In Motion	11,908.3	14.8	8,522.7	20.7
Microsoft Windows Mobile	2,247.9	2.8	3,259.9	7.9
Linux	1,697.1	2.1	1,918.5	4.7
Other OS	1,214.8	1.5	612.5	1.5
Total	**80,532.6**	**100.0**	**41,093.3**	**100.0**

Source: Gartner 2010

Despite the price difference between a smartphone and a standard mobile terminal, the increase in smartphone sales was greater (36.6% as opposed to 28.2% for standard mobile terminals in 2010).

**Table 2. Worldwide mobile terminal sales (November 2010)**

Worldwide Mobile Terminal Sales to End Users in 3Q10 (Thousands of Units)				
Company	3Q10 Units	3Q10 Market Share (%)	3Q09 Units	3Q09 Market Share (%)
Nokia	117,461.0	28.2	113,466.2	36.7
Samsung	71,671.8	17.2	60,627.7	19.6
LG	27,478.7	6.6	31,901.4	10.3
Apple	13,484.4	3.2	7,040.4	2.3
Research In Motion	11,908.3	2.9	8,522.7	2.8
Sony Ericsson	10,346.5	2.5	13,409.5	4.3
Motorola	8,961.4	2.1	13,912.8	4.5
HTC	6,494.3	1.6	2,659.5	0.9
ZTE	6,003.6	1.4	4,143.7	1.3
Huawei Technologies	5,478.1	1.3	3,339.7	1.1
Others	137,797.6	33.0	49,871.1	16.1
Total	**417,085.7**	**100.0**	**308,894.7**	**100.0**

Source: Gartner 2010

In 2010, Gartner expected overall device sales to show over 30% year-on-year growth fuelled by white-box manufacturers. The impact of media tablets on mobile device sales is being tested this year (2011). Gartner forecast that media tablets (such as the Apple iPad) would reach 54.8 million units in 2011.

Demographic factors such as age and sex are determining when deciding between a smartphone and a mobile phone: younger consumers (aged 15 to 24) do not hesitate and prefer a smartphone, especially for the use of the Internet (see Nielsen survey).

Chart 1. Smartphone vs. Mobile phone around the world
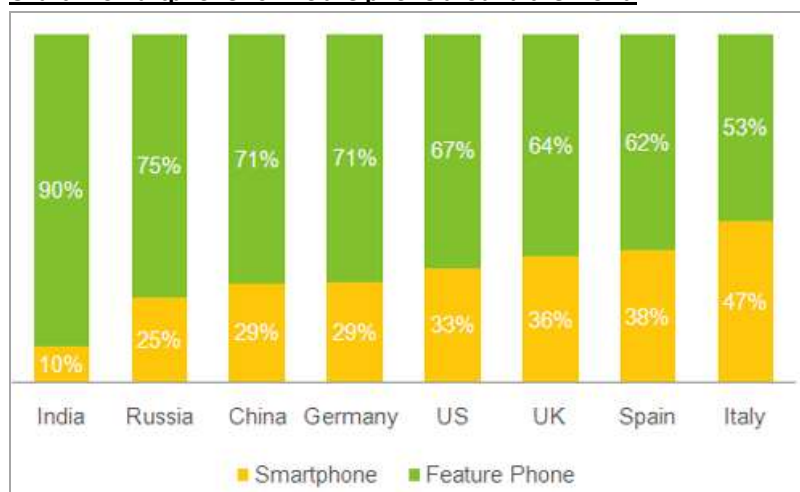
Source: Nielsen 2010

Chart 2. Usage of smartphones by gender and country
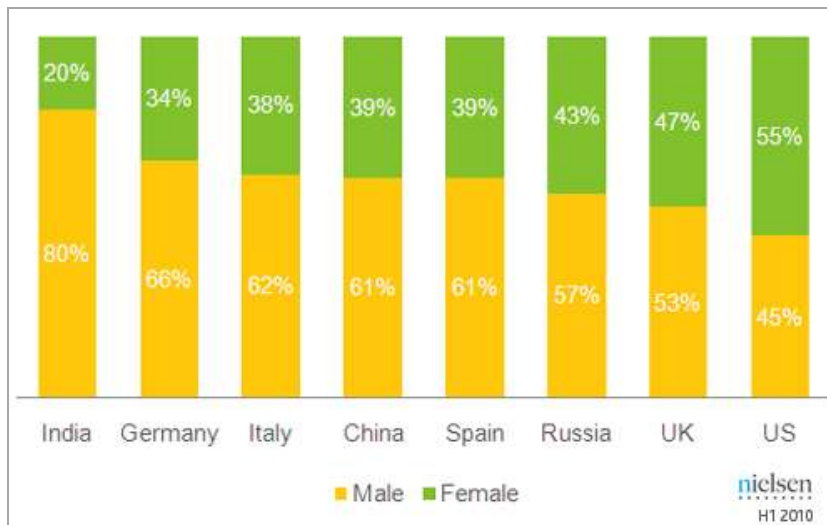
Source: Nielsen 2010

Meanwhile, in most developed countries, smartphones are mostly used by men, though there are exceptions: their use by gender in Russia and the United Kingdom is similar, while the U.S. is the only country where women use them more than men.

Smartphone applications are as follows:

Chart 3. Smartphone use in the world's most highly populated countries
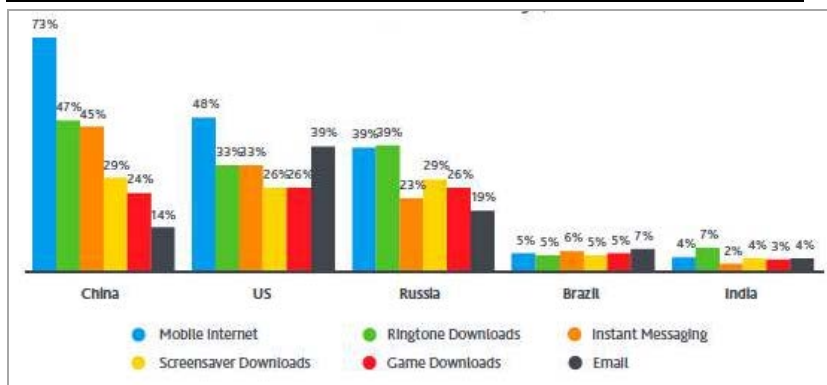
Source: Nielsen 2010

Chart 4. Comparison of smartphone use in four European countries

Source: Nielsen 2010

Internet access is, without doubt, the most important smartphone service. The variety of applications (games, ringtones, etc.) also means that these devices have a major recreational component.

According to a June 2010 <u>Nielsen survey</u> of 4,200 people who had downloaded an application in the past 30 days, games were the most popular, followed by music, social networks, news and weather, maps, searches, videos and movies.
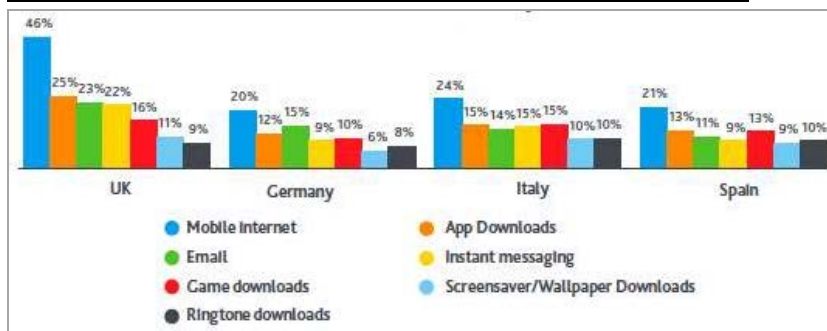
8.3. Mobile applications and their importance in the relationship with users or clients

An article published in *Wired* magazine highlights the increasingly important role of applications in relationships between organisations and their users (Anderson 2010).

"[…] the screen comes to them (the users), they don't have to go to the screen." A decade ago, the Netscape cofounder said, "It was a matter of time before the Web replaced PC application software and reduced operating systems to a 'poorly debugged set of device drivers'." "First Java, then Flash, then Ajax, then HTML5 –increasingly interactive online code – promised to pull all apps in the cloud and replace the desktop with the webtop." "The center of gravity of all media is moving to a post-HTML environment [...] a glimpse of the machine-to-machine future that would be less about browsing and more about getting." (Anderson 2010)

"Those push concepts have now reappeared as APIs, apps, and the smartphone. And this time we have Apple and the iPhone/iPad juggernaut leading the way." "Today the content you see in your browser is largely HTML data delivered via the http protocol on port 80-accounts for less than a quarter of the traffic on the Internet... and it's shrinking. The applications that account for more of the Internet's traffic include peer-to-peer transfers, e-mail, company VPNs, the machine-to-machine communications of APIs, Skype, calls, World of Warcraft and other online games [...] Netflix movie streaming..." (Anderson 2010).

And regarding social networking Anderson says, "The more Facebook becomes part of your life, the more locked in you become. Artificial scarcity is the natural goal of the profit-seeking." (Anderson 2010).

We will go from free content to freemium – free samples as marketing for services requiring payment, according to Anderson

"Business forces lining up behind closed platforms are big and getting bigger." (Anderson 2010).

"The great virtue of today's Web is that so much of it is non-commercial. The wide-open Web of peer production, the so-called generative Web where everyone is free to create what they want, continues to thrive, driven by the non-monetary incentives of expression, attention, reputation and the like. But the notion of the Web as the ultimate marketplace for digital delivery is now in doubt. [...] As it moved from your desktop to your pocket, the

nature of the Net Changed. The delirious chaos of the open web was an adolescent phase subsidized by industrial giants groping their way in a new world." (Anderson 2010).

8.4. Geolocation systems

The year 2010 saw a surge in these types of services in the social networking environment, as well as their initial incorporation into the sports environment. The number of active users of these applications is still relatively small: around 1% of the total number of Internet users. However, they have considerable growth potential and represent a new business opportunity. In particular, they will grow as soon as Facebook – with nearly 600 million users – generalises their use.

8.5. Geolocation systems and the sport industry

Below are some of the opportunities that John Bevan suggested (Bevan 2010) for the introduction of geolocation technologies in the field of sport:

1. Teams will now be able to target fans geographically as well as demographically. This is massive – geographic targeting has typically been uncommercially time and resource intensive. Sports brands huge and niche will be able to identify attendance patterns, follow fans viewing and buying behaviour to offer more powerful, relevant offers through hyper-local marketing.

2. Teams can use Facebook's Places as a way to reward attendance at games. Gone are the days of swiping a 'fan loyalty' card. Now it is simple to push a button on your phone and 'check-in' at the game. Fan attendance can be rewarded with team merchandise, tickets, and other prizes.

3. Sponsors can encourage and reward bookmarking and sharing at key sponsor and partner locations in exchange for specific promotions which lead to increased click through online or floor traffic.

4. Players can dramatically enhance their following and commercial range through more powerful promotion of shirt signings, book launches, media events and all manner of opportunities where it is key to interact with fans. The early days of Twitter saw numerous high profile signings in the US and UK mainstream sports leagues introduce geolocation tagging to huge success, and there is a renewed opportunity with Facebook right here, right now.

5. Clubs can adopt Places as one in a growing number of tools in a social communications suite to drive traffic through Facebook, Twitter, YouTube and Flickr to online revenue generating functions including merchandising. If of the average Premier League weekend turnout of 35,055 some 20% use Facebook Places to share match happenings and some 5% share specific match day promotions to 100 friends each we're talking some 701,000 brand mentions and 175,000+ impressions potentially for specific promotions – and these are conservative figures. The club and media benefits are obvious." (Bevan 2010)

8.6. Examples of location-based systems used in U.S. sports

NBA Turnstile

In October 2010, NBA Digital announced "the launch of NBA Turnstile, the first professional sports multiplatform check-in application that will reward fans for attending and watching live games, and connect them to social media platforms such as Foursquare, Gowalla, Twitter, Facebook, and Fanvibe through the league's digital products.

Available during the 2010-11 NBA season, NBA Turnstile will be accessible through NBA Game Time, the NBA's mobile application that provides video highlights, scores, statistics, player information and more.

NBA Turnstile, developed in conjunction with Fanvibe, will combine virtual and location based check-ins for fans during all NBA games allowing them to compete against each other to unlock virtual badges, earn NBA prizes, and receive special discounts. The innovative application will reward fan loyalty with weekly, monthly, and season long badges, in addition to unlocking virtual content tied to special NBA events during the year, such as Christmas Day Games, NBA All-Star, and The Finals. Overall, fans will be able to access NBA Turnstile through Web sites, mobile, and select connected devices." (Anderson 2010)

"NBA Turnstile is a combo service that allows users to check into physical locations, Foursquare and Gowalla (the app integrates with these two services for its place database, and users can optionally check in to one or both), and into virtual locations, like televised games.

Digital checkins enable fans to check into nationally televised games on ABC, ESPN, TNT and NBA TV. NBA fans can also check into Turnstile through Fanvibe sports-centric checkin service.

The basic premise is that NBA fans can use Turnstile to check in to any game they watch, whether it be at the arena, a sports bar or from the comfort of their couch. The app, of course, also supports integration with Twitter and Facebook so users can share 'shoutouts' to those social networks.

Turnstile replicates the game mechanics we've seen in other checkin apps, including points, badges — awarded for weekly, monthly and season-long checkins — and a leaderboard. Turnstile is both a national and regional effort; NBA Digital is working with each team to create official badges for their specific locations. Teams can also create their own badges and checkin promotions.

'We see location based services as just the tip of the iceberg,' says Bryan Perez, senior vice president and general manager of NBA Digital. 'The more we can integrate people's location information at games, the more opportunities there are for things like sponsorships,' he says, adding there are no sponsorships for Turnstile in place currently." (Asifrkhan 2011)

"Geolocation apps will experience significant growth in 2011 among leagues and teams. The critical part is that these apps have to provide tangible benefits to consumers. The more value consumers will see for the products, the more they will use it." (Asifrkhan 2011)

The NHL

"Location-based services are especially relevant for sporting events, says Michael DiLorenzo, senior director of social media marketing and strategy for the National Hockey League. 'The in-home viewing experience has gotten so good for fans that you have to add value to the on-site experience.'

Since the NHL launched its official Foursquare partnership back in October, the league has seen its number of fans on Foursquare grow from 100 to more than 10,000

'Once you've achieved a critical mass on the major social platforms like Facebook, though the work may not be finished, you have to look where the fish are congregating next,' he says.

NHL fans that attended NHL Face-Off (opening night event) used their mobile devices to check-in on Foursquare. Tips and clues on the Foursquare mobile application then provided insider information to fans, pointing them to secret locations.

With the NHL's global fan base and international player roster, mobile makes a lot of sense. In an effort to bolster its mobile media strategy, the organization has launched a new three-tier app aimed at reaching fans whether they're at a game, in front of a TV or their laptop

The NHL has also been very active on Twitter – holding Tweetups (physical gatherings of fans on Twitter)

It found, he said, that out of 150 people who attended one NHL tweetup in New York City, 100 of them had Twitter personas that could be analyzed." (Asifrkhan 2011)

The NFL

"Last July, the New England Patriots announced the launch of an Alternate Reality Game (ARG) designed to give Pats fans a new way to connect with the team using technology developed by Boston-based startup SCVNGR. The ARG is called Help Vince!

The game lead Patriots fans on a New England-wide SCVNGR trek to find Patriot's defensive lineman Vince Wilfork's 'missing Super Bowl ring.' Of course, Wilfork hadn't *really* lost his ring — the team was simply experimenting with transparency a little bit by deploying a hot new form of marketing known as an ARG.

Marketing ARGs are games that encourage participants to engage with brands by following a series of clues to learn more about the brand and solve problems in pursuit of an end-goal revelation.

'This is clearly one of the coolest things that has ever been built on SCVNGR,' said Seth Priebatsch, CEO and 'Chief Ninja' of SCVNGR. 'The Patriots have built awesome challenges all across New England. Literally millions of people can help Vince find his ring by doing these quick, fun challenges at the places near them. And win cool stuff. Oh and it only takes six seconds to do a challenge. So grab the app and get going!'

While SCVNGR has been pursuing the NFL market pretty hard, they may now have a competitor in Gowalla who recently announced 32 new stamps – one for each NFL team that fans/users can get just by checking in at their stadium of choice." (Asifrkhan 2011)

MLB

"No stranger to social media, Major League Baseball added checkins via its MLB At Bat iPhone application

Here's what you get with the new feature:

* It works with Twitter and Facebook.

* It creates a sort-of chat room, where you and other people at the game can talk about the action.

* You get a map of the stadium so you can find bathrooms, concessions, and other information.

* And you'll eventually gain access to highlights in the app. If there's a great play, you'll be able to watch it again on your phone.

This is a pretty neat feature for MLB to bake into its products. It's a good way to corral people talking about the same game.

Another example of this is the collaboration between Facebook Places, Red Bull and the San Francisco Giants.

Similar to the NFL example, the Giants organized a scavenger hunt with 11 autographed Tin Lincecum baseballs (one for each strikeout). A picture was uploaded to their site of the various locations and the first fan to get their and check in on Facebook Places won the ball.

Whether SCVNGR, Facebook, Foursquare or Turnstile, location-based marketing is a great way for the leagues and their teams to connect with sponsors and fans". (Asifrkhan 2011)

8.7. References

Asifrkhan. 2011. "Scoring With Fans – Location Based Sports Marketing". 18 January 2011. http://asifrkhan.com/2011/01/winner-takes-all-location-based-sports-marketing/

Anderson, Chris. 2010. "The Web Is Dead. Long Live the Internet". *Wired*. September 2010. http://www.wired.com/magazine/2010/08/ff_webrip/all/1

Bevan, John. 2010. "Facebook Places for Sport Brands". *Media 360*. Retrieved on 15 December 2010. http://media360blog.com/2010/12/13/facebook-places-for-sports-brands/

Gartner. 2011. "Technology Research & Business Leader Insight".
http://www.gartner.com/technology/home.jsp

Gartner. 2010. "Gartner Says Worldwide Mobile Phone Sales Grew 35 Percent in Third Quarter 2010; Smartphone Sales Increased 96 Percent".
http://www.gartner.com/it/page.jsp?id=1466313

Nielsen. 2010. "Mobile Youth Around the World".
http://www.nielsen.com/us/en/insights/reports-downloads/2010/mobile-youth-around-the-world.html

9. General conclusions

This report and recommendations aim to be constructive, and have been made from an external view (CEO-UAB) of the social networking strategies of an organisation like the IOC. The advantage of this is that the observer is able to perform an *a posteriori* analysis of the strategies, doing so with the objectivity of a party that is not a participant in the elaboration of them. The disadvantage of our approach arises from a lack of first-hand knowledge of discussions held and pieces of information available to the people participating in the elaboration of such strategies; these provide the background as to why certain decisions have been taken, but the external researcher is obviously unaware of them. Consequently, some of the recommendations and diagnoses made in this study may have already been assessed, rejected or accepted by the organisation for internal reasons about which the researcher has no knowledge.

To communicate on social networking sites is to go where the users are, to disseminate (to 600 million users on Facebook) our messages and to point our potential fans and followers to places that we would like them to visit (our website, Twitter, YouTube, etc.) Therefore, social networking sites form part of an organisation like the IOC's Internet communication strategy as a whole. This integral, all-embracing strategy seeks 'cross-pollination' between and among all the institution's presences on the Internet.

Communication and information on social networking sites is a type of communication that is very close to the user. It is allows our fans to become disseminators of our ideas among their friends, thus broadening the scope of our brand and turning every user into an advocate of our cause.

Social networks should be understood as yet another component of the communication strategy, one that interrelates with the organisation's other elements of communication and mainly with its website www.olympic.org. Social networking sites and the website should function as a harmonious whole. Communication on social networks should become yet another element of interaction with the website and provide information in a close-up way, through the friend-to-friend mode of communication that social networking sites facilitate, and develop into an essential component of permanent institutional communication. It should not only focus on a more informal type of communication (as was the case in October and November 2010 on Facebook) or on institutional information (as it was the case on Twitter), but also on the provision of information about everything published on the website, perhaps with a different, closer, friendlier and more sincere register. This does not mean that proprietary content and topics cannot also be used on social networking sites, or for that matter, content and topics directly related to the website and to some extent independent, but feedback to the website – the IOC's main online presence – should be the main objective of our communication and marketing strategy.

Social networking sites allow many Olympic fans on them to be exposed to interesting items of content that are published on the www.olympic.org website, which they would probably not visit. Therefore, posts on Facebook and tweets on Twitter should be used to make the most of such potential. Recently, The Olympic Games Facebook page fostered public participation through questions and photos, but this way of interacting with the general public does not help to generate more traffic (visits) on The Olympic Games website,

although it has increased the number of replies and engagement with our brand on Facebook. Moreover, the use of Twitter as an institutional information channel neither creates conversation, develops engagement, nor generates a high-enough flow of retweets (tweets shared with our Twitter followers) to allow the IOC's messages to extend beyond the number of direct readers of such messages.

It is crucial to be aware of the sociodemographic profile of fans of The Olympic Games on Facebook and Olympics on Twitter in order to offer them content that they find interesting and, consequently, to foster opportunities to interact and to spread the messages of the IOC. At the same time, it is important for the IOC to be aware of the profile of opinion leaders covering Olympism-related issues on Twitter, Facebook and various blogs, so that they too can become disseminators and advocates of our cause.

The social networking strategy is growing and building on itself day by day as communication needs adapt to changing circumstances and specific requirements, and as the organisation's own creativity and other successful formulas are replicated.

Through the case studies presented in this report, we found that the IOC was not the only organisation whose social networking strategy was not always sufficiently integrated into an overall online communication strategy.

Facebook and Twitter are currently the most popular and widespread social networking sites in the world, even though a number of 'shadows' still exist in countries like China. Given the balanced sociodemographic distribution of their users, proportional in terms of gender and across all age ranges, they are a good example of a stakeholder with which the IOC can further explore and enhance its presence.

Traditional **websites** currently represent **static content** that is nonetheless accessible via the Internet anytime, anywhere. While they are a repository or store for the institution's whole virtual presence, they remain a static element that internauts generally only visit when they are interested in an organisation's content. This is where social networking sites like **Facebook and Twitter can help them become more dynamic**.

The traffic generated by social networking sites (Facebook, for example), where the IOC's messages reach people that would never think of visiting the website, could be an interesting way of making the website – the IOC's main presence on the Internet – more dynamic. Current fans of a social networking page are not the only ones that need to be taken into account, since other users may also be permeable to messages. With users sharing and redistributing content published by the IOC on a social networking site, by the rule of three degrees, the institution could reach people with three degrees of separation from our fans or followers. This allows our potential capacity to reach new fans to be multiplied exponentially by three.

It is becoming more and more important for major brands in all productive sectors to become producers or re-editors of valuable content to make their presences effective via new social media. This will be one of the keys to their success and their following on social networking sites.

There are signs that major global brands like The Olympic Games, which are highly successful in the 'real' world irrespective of the promotion policies applied to them on social networking sites, have enormous growth capacity in their own right. However, an appropriate social networking strategy will lead to even greater success.

Making the Most of Social Networking Sites with the Least Risk

People give their opinions on social networking sites, but these do not develop into an element of criticism against the organising institution or the IOC. On social networking sites, and in instances of posts with hundreds of entries, the potential scope for elements of unfair criticism and spam is limited because the page administrator can always put discussion back on track. Big organisations should not be afraid to ask their followers questions; their replies or criticism could be constructive and open up new paths and opportunities that had not been considered.

We could consider Facebook and Twitter to be appropriate media for spreading the Olympic Movement's general culture and ideals through text, photos and videos. They could also be considered as ideal media for providing specific, one-off pieces of information, without overloading the users of course, on matters of vital importance (the role that so far has been set aside for Twitter) and therefore manage to get the combined brainpower – through social networking sites – of all followers of sport and Olympism to work in favour of our common cause. Organisations may be wary of leaving themselves open to the opinions of others but, if the risks are properly managed, they are infinitely fewer than the advantages that can be gained from this new communication policy.

Social Media Analysis of the Vancouver Olympic Games and the Singapore Youth Olympic Games

The analysis of communication and marketing strategies at the Vancouver Olympic Games and the Youth Olympic Games, as presented is presented in this conclusions, is a detailed study of content distributed via social media: Facebook, Twitter and Orkut. The work takes an in-depth look into the interactions that were generated among the different audiences and between the different actors of the Olympic Family and its stakeholders. In both studies, we endeavoured to seek out a relationship between the type of content published on the social networking sites and the fans' replies.

Regarding the Vancouver Games, we focused on the activities of the IOC, VANOC, TOP Sponsors and official sponsors and partners of the Games, some television networks owning Games' broadcast rights and two athletes: Angela Ruggiero and Chad Hedrick.

In the study of content on social networking sites for the Youth Olympic Games, attention was focused on Facebook and Twitter: the number, topic and audiovisual content of posts, as well as the interaction of fans on the following sites: Youth Olympic Games, The Olympic Games (Olympics on Twitter) and official sponsors and partners of the Youth Olympic Games. The relationships between the pages on the social networking sites and other online communication platforms were also studied: mainly the website, the Youth Olympic Games

channel on YouTube, and the WhyOhGee blog. For a detailed analysis of the both cases (Vancouver Olympic Games and Youth Olympic Games), please refer to the complete reports.

The Vancouver Olympic Games on Social Networking Sites

When replying to a post, users have two options: likes and comments. Likes are the most common reaction, representing 99% of total participatory behaviour, but a lower level of engagement too.

VANOC Facebook Fan Page

Of the total number of page followers (1,297,459), we were able to work out the real percentage of those who took part, either by posting likes or comments. From this total number of fans, over the duration of the Vancouver 2010 Olympics, the VANOC Facebook page received **1,099,852 likes and 156,492 comments**.

We would like to highlight that the highest number of comments was published on the days leading up to the end of Games, just before the closing ceremony. Over these final days of the Games, the medals table is reviewed, Olympic records are reported and the "party" aspect of the Games across the globe is highlighted; the number of audiovisual items is also greater. Vancouver 2010 Facebook followers demonstrated through their participatory behaviour that their main interests were sport and the athletes.

The Olympic Games (IOC) Facebook Fan Page

Regarding the Olympic Games on Facebook, we can state that, in general, there was less activity on this page than on the Vancouver page. Another general aspect that should be pointed out was the occasional redundancy of some of the content: videos, photos and comments also on the VANOC Facebook page.

Even though the Olympic Games Facebook page had more fans than the Vancouver 2010 one (1,739,960 and 1,277,088, respectively, in September 2010), the fans of the Olympic host city's page are the ones that showed more interest and got more involved.

The Olympic Games Facebook page in May was exclusively devoted to promoting the Youth Olympics and future Olympic events.

VANOC on Twitter

The VANOC Twitter page was used by the Vancouver Organising Committee as a platform to let people know about the daily competition results (39.36%), to transmit the Olympic ambience and to support participants and event spectators. In third place, with a significantly lower percentage (8.5%), it was used to promote the city and its attractions.

Information on event venues (7.19%) and on ticket sales (5.9%) was also of relative importance. As a result of using Twitter in this way, the opportunity to create more discussion, retweets and public engagement on this social networking site may have been lost.

There was a much higher level of activity on Twitter, due to its nature, although the total number of followers represented just 10% of the total number of Facebook followers. No relationship was found between the days of highest activity on Twitter and on Facebook.

Olympics (IOC) on Twitter

The use of the Olympics page was very different from that of the VANOC page. Here we found that 40% of total tweets were connected with the party going on in the streets, the emotion in the stadiums, etc. The links offered were to the IOC's official website in order to view photos and videos. In this instance, therefore, the function of Twitter was more akin to that of Facebook.

Worldwide Olympic Partners on Social Networking Sites

The official Worldwide Olympic Partners all had one thing in common: they were all on Facebook. Seven of them were on Twitter and six were on Orkut. Besides being on the three social networking sites studied, four of them also did self-promotion on their own websites as Official Worldwide Partners, and published posts over the duration of the Vancouver 2010 Olympics. These were Coca Cola, McDonalds, Panasonic and Samsung. Omega was the Official Worldwide Partner that took least advantage of its sponsorship, and was only on Facebook as a brand.

Most of the Official Supporters were on Twitter (eight of them), six were on Facebook and only two were on Orkut.

Athletes on Social Networking Sites: Angela Ruggiero

Angela Ruggiero was a prolific user of Twitter throughout her participation in the Vancouver 2010 Olympics. However, she did not consider Facebook to be as important, on which she has a personal page (which can only be accessed if she personally accepts a friend request) and a fan page, which only contains one item of content in the form of a video. That is where she explains why she uses social media:

- As a channel to get directly in touch with her fans.

- To let people know about breaking news from a number of angles, including sport, the media (if she is appearing in the media somewhere, if she is going to be the face of a brand, etc.) and even her personal life.

- She becomes more human: sport is a big part of her life, but she also has family and friends. She is a normal person.

She **makes indirect and direct references to brands that sponsor her**.

Conclusions Drawn from the Analysis of the Singapore Youth Olympic Games on Social Networking Sites

The percentage participation, with likes and comments, in the Youth Olympic Games page was much higher than in the cases analysed for Vancouver in relation to the total number of fans. As a consequence of the fans' higher participation, the level of engagement is greater. However, these figures should be taken with some reservations, since they are undoubtedly connected with two issues:

1. The much lower total number of fans in comparison with The Olympic Games and VANOC pages (Singapore Youth Olympic Games only had 85,000 fans) means that an increase in the engagement figure is much more likely, simply as a result of the participation in them of youth athletes, volunteers, and friends and family.

2. It is an event whose communication strategy and philosophy focuses on young people, who are much more active on, and participate much more in, social networking sites.

The Sponsors and Partners of the Youth Olympic Games and Social Networking Sites

The percentage results of the analysis of the full list of partners and sponsors that participated in the Youth Olympic Games are:

1. 56.6% had a Facebook page, although many used it as a company page or simply as a product catalogue.

2. 49.2% had a Twitter account. Worthy of note is that 10.2% of this total had private accounts (tweets were protected), meaning that it was also used for internal communication in the company.

3. Account should be taken of the fact that **32.8% of the brands that sponsored the Youth Olympic Games were not on either of these social networking sites.**

4. Only 8.9% of the brands talked about and promoted their partnership.

5. Only 5.9% of the brands posted anything referring to the Youth Olympic Games.

Unnecessary Repetition of Content

As shown in the report, some items of video content of a highly informal nature, produced by young people, were repeated on different days, thus constituting an unnecessary redundancy of content.

A Lost Opportunity to Ascertain the Level of Engagement in Video on Facebook

Professional-quality videos and summaries, and those produced by young people, were premiered on the website and then, several hours or days later, were offered as links on the social networking sites. This does not make much sense because two opportunities were lost: first, to raise awareness of these "fresh" items of content with a great deal of added value for users of social networking sites, and; second, to create an appropriate feedback circuit between Facebook and Twitter, the Youth Olympic Games website, the WhyOhGee blog and the YouTube channel. **The strategy used for the Youth Olympic Games did not consider social media as a part of a whole, coordinated in conjunction with other Internet media. This was a lost opportunity to make the most of various means of online communication and to get closer to new audiences on social networking sites that would never visit the website or the YouTube channel**.

Related to the above, we believe that a good opportunity was lost to test the functioning of professional-quality videos on Facebook, since the market value of broadcast rights in these Games did not generate such protective zeal when broadcasting on social networking sites, unlike the Olympic Summer and Winter Games.

Case Study

NBA

The NBA has built an extensive presence on the Internet, with multiple social media initiatives that are, however, centred on its website, and a single presence on both Facebook and Twitter. On its Facebook page (7.3 million fans as at January 2011), video is used extensively, with highlights of matches and spectacular shots. It is combined with a number of photos and references to its sponsors. The use of video gives it a hook to get thousands of fans to join, although the percentage participation in relation to the total number of fans is no higher than The Olympic Games. This may be due to the diverse nature of existing initiatives (on the website itself) or the large number of fields through which the NBA works.

A website-based application worthy of note is *My NBA Amazing is…* (http://www.nba.com/amazing)*.* It allows users to edit their own videos of the current season and past seasons with the help of a simple program developed by Cisco, which they can then publish on Twitter and Facebook.

FIFA

FIFA has developed its corporate social responsibility through various campaigns such as 20 *Centres for 2010*, *FIFA Fair Play* (represented by the slogan "My Game is Fair Play") and *Say NO to Racism*, though none of these campaigns has yet used social networking or video sharing services or social media initiatives.

The core of FIFA's social networking initiatives is its website. Oddly, this institution does not have an official presence on Facebook. However, it is present on Twitter. It uses this social medium as an institutional news tool, and in fact has two accounts: FIFA President Joseph S. Blatter's and 2010 FIFA World Cup's, with very high numbers of followers. During the World Cup, FIFA used Twitter as a multi-language tool with a global reach. World Cup was published in English, Spanish, French, German and Arabic. The version published in Spanish had the highest number of followers, with the version in English in second place. The diversity of languages did not lead to a lower rate of following; all together, the various language versions totalled more than 75,000 followers. However, in many cases, Twitter was unable to redirect traffic towards the fifa.com website, its most important presence on the Internet; only 0.6% came from Twitter.

During the 2010 FIFA World Cup, FIFA launched an interesting participation initiative from its website, which followed strategies similar to those used in social media. This initiative gave users the chance to make a virtual collection of World Cup stickers. In this respect, the website functioned as a platform for collectors to swap virtual stickers. This strategy managed to bring together 1.5 million collectors.

International Olympic Federations

For their part, **International Sports Federations** for Olympic winter and summer sports have a poor presence on social networking sites, with very low numbers of users and an obvious positioning flaw on Facebook and Twitter that does not help them to get new fans and followers to join. In many cases, they are positioned using acronyms (FIBA, UCI, etc.), which most users find hard to identify and find. It is a token presence that does not take advantage of social media for the dissemination of their respective sports.

Olympic Athletes in a non-Olympic Period

In the case of the élite athletes studied, all of whom are Olympians (Bolt, Phelps and Gasol), the promotional nature of their presences on Facebook and Twitter and references to sponsorship or parallel businesses is a constant feature in the between-Games period analysed. They are clear examples of the athletes' construction as brands, who promote other brands and initiatives in which they are involved. In every case, companies specialising in the management of athletes' presences on social networking sites were in charge of disseminating and implementing the athletes' strategies.

Irrespective of their total incomes, and while the small sample does not serve as data that can be extrapolated to all Olympic athletes, athletes of sports that in the old days used to be considered amateur – such as athletics (Usain Bolt) and swimming (Michael Phelps) – resort much more to social networking sites as a marketing tool to achieve supplementary income or to establish favourable feedback with their sponsoring brands than athletes of a sport that has historically been professional, such as NBA basketball (Pau Gasol). The IOC should take this issue into account for its social networking site regulations on the presence of

sponsorship and brands during the Olympic Games, something that we indirectly found in the analysis of Angela Ruggiero and Chad Hedrick.

Posting Mechanisms and a Comparison of Social Networking Strategies: NBA, FC Barcelona, The Olympic Games, Coca-Cola and Starbucks

Leading social networks like Coca-Cola and Starbucks opt for a strategy in which contributions made by users – who constantly leave their comments on the respective pages' walls – play a fundamental role. The emphasis is on participation, where the brands' posts are alternated with fans' comments; this is the core aspect of their strategies. Fans ask questions, post enthusiastic comments about the companies and upload videos and images that have been either reworked or created directly by the fans themselves, in which the brand is the subject. Users also play a predominant role in discussions boards, where they are the ones who very often put discussion topics forward to the company of which they are fans, or reply and enrich, with their ideas, some of the discussion topics put forward by the company.

Starbucks has created a website that tries to make full use of the collective intelligence of its customers to gather new business ideas or improve its products and customer service. With their ideas, Starbucks' customers are the ones who partly feed the firm's marketing and growth strategy.

On Twitter, these companies post messages, though they mostly respond to followers' joining remarks in a personalised way and in several languages. The fact is that relationships on social networking sites are not top-down (from an organisation to a mass of followers), but rather as equals, with replies to each fan (Facebook) or follower (Twitter). Each user is treated individually.

In this section, we have analysed FC Barcelona and the NBA as two cases of sporting institutions with the highest number of fans on social networking sites. Neither case fosters fan participation through comments, unlike Coca-Cola and Starbucks, although they do have relatively high numbers of fans. Athletes like the Portuguese football player Cristiano Ronaldo (Real Madrid C.F.) have promotional campaigns on social networking sites that are backed by their international fame.

We have seen the content posting strategies of two of the leading brands on Facebook and on sport-related social networks: NBA and FC Barcelona. We observed their posting dynamics over a normal week during their respective seasons and counted their numbers: the number of posts, the quantity of photos/videos, the number of likes and comments, and the total participation percentages in relation to the total number of fans. The low numbers for The Olympic Games are not surprising due to the organisation's low posting profile in this between-Games period. The feedback generated by news coverage in traditional media (television, radio, press and other websites) is not favourable to The Olympic Games Facebook page either, though it undoubtedly does have a positive impact on the degree of participation in the NBA and FC Barcelona Facebook pages.

Fans are the best ambassadors for a brand or an organisation. Commercial brands, such as Starbucks and the Olympic sponsor Coca-Cola have 10 times more fans than The Olympic Games. In these cases, the percentage of responses to the brands' posts (using likes and comments) in relation to the total number of users is lower than the sports brands' percentage, as shown in previous tables. However, this lower participation cannot be considered a negative indicator because there are literally hundreds of fans who express their feelings, post photos and put questions to the brand every day, thus building a more enduring flow of engagement that goes beyond users who write on the wall. Friends of these fans who post to the Coca-Cola and Starbucks pages are able to view posts in their Home pages, thus increasing the expansion opportunities for the brand image and securing new fans. Is not indicative of their success on social networking sites or of their level of engagement with the public because fans participate directly in the construction of the page. Fans give their opinion directly, without the need to vote for content created by the brand.

Social media are also fed by the news and communication circuit created by traditional media in general and television in particular. The higher feedback figures for the NBA and FC Barcelona cannot be explained solely by greater activity on social networking sites and video posts. Rather, they are global sporting institutions that were at the height of their respective seasons at the time of the study. The between-Games period or the Olympiad that we are now in is not favourable to public participation.

On the sports pages, there is a clear lack of draws, polls, discounts, etc. (only the NBA offers discounts on ticket sales); however, these aspects constitute one of the most commonly used resources on the Coca-Cola and Starbucks Facebook pages to make fans loyal to those brands.

New Communication Trends

In this section, we present the main trends that have an impact on organisations like the IOC. First, we refer to the growing importance that applications providing direct access from smartphones and tablets will have on how users use the Internet, and we support that hypothesis with a summary of the main points contained in an article by Chris Anderson in *Wired* magazine, where he explains the logic behind this future evolution. Second, we give a detailed presentation of how geolocation applications available on social networking sites and accessible from smartphones are already being used by some sporting organisations, and how they might be used in the future. Indeed, these could be used in the near future for the London 2012 Olympic Games.

Making the Most of Social Networking Sites with the Least Risk

People give their opinions on social networking sites, but these do not develop into an element of criticism against the organising institution or the IOC. On social networking sites, and in instances of posts with hundreds of entries, the potential scope for elements of unfair criticism and spam is limited because the page administrator can always put discussion back

on track. Big organisations should not be afraid to ask their followers questions; their replies or criticism could be constructive and open up new paths and opportunities that had not been considered.

The final recommendations represent a diagnosis of the IOC's current strategy, not in isolation, but in relation to its main partners and stakeholders. The recommendations emerging from the CEO-UAB study aim to maintain a balance between what, from our perspective, the IOC's social networking strategy is and what it should be. It is a reflection and a conscious analysis of the pros and cons of certain decisions, and it attempts to provide external input that contributes to making the task of disseminating Olympism more effective, a task that falls to its parent institution: the International Olympic Committee.

The communication and marketing strategy on social networking sites should form part of a whole, that is to say, of the communication and marketing strategy of the Olympic Family, which should be led by the IOC.

The Olympic.org website should be the core of the communication policy, and be connected with the IOC's presence on social networking sites. Social networking sites are a good opportunity for non-users to find out about its content and to share it through these networks; conversation, comments and viral communication activity is created through them, which would ultimately benefit the Olympic Movement.

It is vital to integrate the IOC's social networking strategy into a global strategy of IOC presences on the Internet (Olympic.org, YouTube channel, Facebook and Twitter). All together, they are elements that should be interconnected; they should not function as isolated units. A **cross-pollination** strategy between and among all the institution's presences on the Internet should be employed. That will allow some Facebook fans and Twitter followers to be redirected to the IOC website and to discover new content. To enhance the integration of all these Internet initiatives and to implement a mutual feedback strategy, we propose:

1. **Creating new dynamic content for dissemination on Facebook** and other social networking sites to generate participation. This should be combined with the posting of photos, which have been the most important type of content in recent months. This new content would serve a dual purpose: to increase the rate at which fans join the page in the non-Olympic period and to maintain the public's interest. Some dynamic content could be hosted on the website. In the main, it would include: specifically created **blogs and videos** containing social marketing content on topics of interest to the IOC.

One of the formulas for presenting this new content could be **blogs**, hosted on the Olympic.org website itself, which would allow a more informal, closer kind of communication, albeit equally as rigorous as other kinds, to deal with different topics of special strategic importance to the IOC. This new content could be redistributed through these social networking sites, where they would be shared by fans and their friends, thus

creating new advocates of our cause and raising the number of visits to the IOC's official website. The following are several proposals that could be studied and expanded on:

1. Olympic Education

2. Olympism and the Environment

3. The Battle against Doping

4. Gender Issues

These blog posts would be disseminated on social networking sites (mainly Facebook) and could redirect users to other content of interest on the website and the YouTube channel, among others, in a process of cross-pollination, as mentioned earlier.

Videos: Using the IOC's valuable archive footage and **creating new videos** containing social marketing content for dissemination on social networking sites (Facebook and Twitter). Short videos adapted to the attention span patterns of social media and new campaigns similar in their design, creativity and look to *The Best of Us* campaign.

Publishing videos on the Internet means that they are open to being copied or manipulated. Both the Olympic.org website and the YouTube channel contain a large number of videos that can be copied, altered and redistributed because the Internet is ultimately on open network. Therefore, the organisation could consider posting videos to Facebook while safeguarding the interests of holders of television broadcast rights, the main source of revenue for the Olympic Movement. Videos on social networking sites like Facebook do not fade away. Indeed, they can be enhanced and reworked by internauts themselves, thus creating new viral content that will bring our institutional videos to more people.

 2. Coordinating endeavours to seek out complementary situations and synergies between stakeholders' social networking strategies: television broadcast rights holders, sponsors, partners, Organising Committees for the Olympic Games and the IOC. This common strategy on social networking sites, coordinated with sponsors, partners and television broadcast right holders, would be of benefit to all the stakeholders, adding value to television networks owning such rights through their presence on social networking sites, to TOP Sponsors and national sponsors and partners, and, above all, to the IOC and the Olympic Movement in generl.

It is not easy to apply this strategy to actors from different sectors with varying degrees of presence and success on and interest in social networking. We propose that **a meeting of the various actors (the main television broadcast rights holders, TOP Sponsors and representatives of OCOGs) be held in Lausanne** to discuss and share common strategies and experiences in order to take advantage of them for the mutual benefit of stakeholders, sponsors and the Olympic Movement. We recommend that this meeting be held before the London Olympic Games to lay the foundations for a coordinated approach to policy and collaboration in the period following the Olympiad.

At the same time, alongside the financial criteria, the new television broadcast rights and sponsorship contracts could include and give priority to a commitment – by television operators and sponsors – to make such a coordinated use for the benefit of Olympic values and culture, as was the case for sales of broadcast rights at the beginning of this decade.

3. Enhancing the Facebook design by customising it with new tabs and functions: volunteers, collectors, YouTube channels, etc. Making reference to the Twitter page, which could in turn be used as a language tool, in the same way as FIFA used it in the last World Cup period. Exploring the potential of geolocation tools for upcoming Games.

4. Given the current importance of communication on social networking sites and its extraordinary future projection, we recommend **allocating the necessary material and human resources to implement this integral Internet communication strategy.** It is vital for there to be someone 'on the other side' of the IOC's social networks that is able to answer questions asked by fans and followers (publicly on Facebook and Twitter or privately, depending in the case). Marketing and communication on social networking sites is done for individuals, and not for a uniform mass of followers or fans.

5. Responding to and facilitating participation: Fans should be made to feel unique. Efforts should be made to ensure that relations with our fans on social media are individualised. If blogs are created that allow people to react to posts, it is vital to respond to blog followers, Facebook fans and Twitter followers when they ask questions and even when they politely criticise something. In the case of Twitter, thanks should be given for retweets to our posts in the same way as Coca-Cola does, for example. Another issue is whether a reply should be public or private; this will depend on the tone and depth of the question or criticism.

6. Monitoring the IOC's presence on social media as a tool for reorienting our strategy or creating new content of interest and for anticipating a potential crisis. Given that the social media strategy should be considered as a strategy that takes account of all the institution's presences on the Internet, when it comes to creating content or redirection strategies, it is vital to review conversations on the Net: What are bloggers saying about the IOC? What are people on Twitter saying? What are people on Facebook saying? This can be done through a number of monitoring techniques, some of which we present at the end of the chapter on sociodemographics.

7. New Social Media Presences of the IOC

Facebook and Twitter offer several appropriate levels of privacy and of recognition of the identity and authenticity of a brand. However, other social networking sites like Orkut (Google Inc.), which is very popular in Brazil, should be taken into account as potential future

partners, once the IOC has consolidated its presence on Facebook and Twitter. In China, social networking sites like Renren are very popular. However, joining this social networking site presents too many uncertainties.

8. **Updating or Creating a Corporate Social Media Policy**

We also recommend the creation of an internal corporate social media policy by the IOC, which regulates and clarifies the role of this part of the IOC's general communication policy, the role of the various departments of the institution (mainly Marketing and Communication) and the people authorised to implement the strategy, among other matters. We have added a link to a number of examples of internal communication policy implementation within organisations.

This study comprises an approach to, an analysis of and the future recommendations for the IOC's strategy on social networking in particular and on social media in general. It offers a comprehensive analysis of social media strategies at Vancouver 2010 Winter Olympics and Singapore 2010 Youth Olympic Games by the main actors of the Olympic family together with a great quantity of social networking sociodemographic data and tools for monitoring Facebook and Twitter. At the same time, different case studies about social media strategy by Olympic Athletes, NBA, FC Barcelona, Coca Cola and Starbucks, FIBA and the rest of Sport Federations are presented. The research closes with an in-depth study of new communication trends in social media.

Research findings represent a diagnosis of the IOC's current strategy, not in isolation, but in relation to its main partners and stakeholders. The recommendations emerging from the CEO-UAB study aim to maintain a balance between what, from our perspective, the IOC's social networking strategy is and what it should be. It is a reflection and a conscious analysis of the pros and cons of certain decisions, and it attempts to provide external input that contributes to making the task of disseminating Olympism more effective, a task that falls to its parent institution: the International Olympic Committee.