

Managers' Expectations towards the Impacts of 2008 Olympic Games

Ning Yu

Rachel J.C. Chen

Department of Retail, Hospitality, and Tourism Management

University of Tennessee, USA

Abstract : The 2008 Olympic Games in Beijing were expected to increase Chinese tourism development. Tianjin, the third largest municipality and the closest city to Beijing, was one of the co-hosting cities of the Olympic Games. As the co-hosting cities of the Games, Tianjin was expected to receive some level of experienced or shared economic development. Individuals working in selected frontline hospitality and tourism jobs were randomly selected and invited to participate in the study. The frontline employees agreed that Tianjin's tourism would experience greater changes before and after the Olympics, considering good advantages such as Tianjin's affinity to Beijing. Future studies may consider measuring the effects of tourism in 2008 and after the Olympic Games. Further studies may clarify whether any growth present before the Games can be directly related to the coming potential of the Games.

Keywords: Olympic Games; Tianjin; Impact studies

Introduction

With the process of world globalization, tourism industry, the key indicator of the economy, has turned out to be the fast growing industry, taking the leading role among the industries from different sectors of the service business (Eadington & Redman, 1991). The economical developments and political stability provided great opportunities for the boom of China tourism industry in terms of domestic, inbound, and outbound tourism (Jang, Yu, & Pearson, 2003; Zhang & Heung, 2002). The 2008 Olympic Games in Beijing were expected to increase Chinese tourism. Tianjin, the third largest municipality and the closest city to Beijing, was one of the co-hosting cities of the Olympic Games. With 600-year history, Tianjin is affluent in folk arts, historical relics, and natural resorts. The Chinese government has recognized Tianjin as the new economy-leading zone in China, after Shenzhen and Shanghai.

The purpose of this study was to investigate whether: (1) Tianjin's

tourism industry will experience greater developments due to the influence of the 2008 Beijing Olympic Games; (2) the location advantages and economy potentials will make Tianjin stand out from other supportive cities; (3) there is a difference between Tianjin' tourism industry before and after the Olympic Games.

Literature Review

Destination Image

The tourism literature on destination image formation (Crompton, 1979; Echtner & Ritchie, 1993; Gunn, 1972), the influencing factors of the destination (Mazursky, 1989), and destination image components (Baloglu & McCleary, 1990; Lin, Morais, Kerstetter, & Hou, 2007) has provided thorough explanations of destination image.

Crompton (1979) explained the destination image as the combination of beliefs, ideas, and impressions that people conceptualize about a destination based upon its attributes and activities (Lee, Lee, & Lee, 2005). Individuals can form perceptions of destination image through an organic or induced way (Echtner & Ritchie, 2003; Gunn, 1972). Previous studies (Baloglu & McCleary, 1999; Sonmez & Sirakaya, 2002; Ryan & Cave, 2005) have identified the cognitive and affective elements in the formulation of a destination image. The knowledge or experiences form the bases for the cognitive image of the destination while emotions and feelings belong to the affective dimension (Pike & Ryan, 2004). Echtner and Ritchie (1993; 2003) argued that the destination image is the mental formation of the destination's attributes and holistic impressions. They indicated that destinations share general attributes but also possess unique characteristics. They discussed that the image of tourism destination significantly influences the positioning strategy of a city (Gunn, 1972). The mega-events are normally created to make the city achieve the destination image because these events influence the public instantly (Lin, Morais, Kerstetter, & Hou, 2007). Effective marketing and promotional strategies that are part of the sports events would increase the positive awareness of a host city and attract more potential visitors to an event destination (Sonmez & Sirakaya, 2002). Although there are problems associated with the city re-imagining process, including the

ineffective city control and lack in image capacity, sports event are still regarded as the important tool for rebuilding the city image (Jetter & Chen, 2010).

Destination Branding

Robust destination image contributed to the successful tourism development and destination marketing strategies (Tasci & Gartner, 2007). Its application to the tourist destination should be regarded as a novel concept (Blain, Levy, & Ritchie, 2005). Destination branding plays a vital role in the marketing strategies of the destination management organizations. The brand creation and brand differentiation are the key factors in the effective deployments of the destination branding. Dynamic, semi-dynamic, and static inputs constitute the theme of the destination image. The destination management organizations could improve and prioritize their resources to make communication plans effective in attracting more visitors to the destination and achieving more profits from the targeted consumers. The successful promotions of the destination include the induced and autonomous agents. Their dominating roles in the potential visitors' perceptions had been discovered by the marketing decision makers (Gover, Go, & Kumar, 2007).

Meida was identified as the most influential agent in achieving the desired image of the city due to its spreading range. However, the influence of the strategic promotion plans (normally regarded as the overt agent) on destination image used during the Olympics exceeded the proposed marketing effects. Temporal mega-event (covert induced and autonomous agents) made the world focus on the destination image generating long-lasting effects on the image of this destination (Gover, et al., 2007; Sheehan, Ritchie, & Hudson, 2007).

Promotion of the destination image relied on the interrelationship and collaboration among the destination management organizations and other stakeholders, such as hotels and city government (Sheehan, et al., 2007). City government provided financial guarantee for the promotion strategies planned and implemented by the Destination Marketing Organizations (DMO); and, in turn, these organizations created an effective city image to increase the tourism industry and bring more infused cash and investments

to the city. Hotels acted as the closest partner of the DMO since they were the executing participants of DMO promotion plans, while, most of the DMO budgets came from the hotel taxes. The relationship between the three stakeholders determined the success or failure of the destination branding and marketing communication plans (Gover, et al., 2007; Jetter & Chen, 2010; Sheehan, et al., 2007).

Olympics Influence on Hosting Cities

The Olympics provide an opportunity for a hosting city to gain recognition, identity, and reputation globally. Being at the front of the world media, a host city can build a favorable city image (Hall, 1987). In addition to enhancing a city's awareness and image, the Olympic Games have assisted in improving urban infrastructures and drawing investments to the hosting cities (O'Brien, 2006; Singh & Hu, 2008). The hospitality businesses of a city also benefits greatly from the increase in tourism driven by the Olympics through local and global media networking marketing (Chalkley & Essex, 1999; Essex & Chalkley, 1998). Most host cities in Olympic history have been transformed into world tourism destination (Zeng & Luo, 2008). The cities that hosted previous Games provide valuable examples of the great influence of the Olympics (O'Briend, 2006; Singh & Hu, 2008; Zeng & Luo, 2008).

1988 Seoul Olympic Games. Ahn and Ahmed (1994) indicated that the influence of the Olympics on Seoul tourism industry was profound and lasting. Seoul became a world tourism destination by building up a vigorous image due to its efforts in series of urban infrastructure renewals, and improvements, which increased media publicity (Essex & Chalkley, 1998). The number of Korean inbound tourists increased by 20 percent in the year of following the 1988 Olympic Games, and 67 percent of the Korean citizens who traveled abroad in 1989 did so as a direct influence of the Olympic Games. Hosting the Olympics made the Korean government recognize the importance of the tourism industry. The government began to make efforts to pass beneficial policies that would promote the development of tourism industry and allow Korea to refresh the city image, increasing its reputation as the world tourism destination (Ahn & Ahmed, 1994; Essex & Chalkley, 1998). The city succeeded in building the long-lasting effects of the Olympics

through the constant instruction of the dynamic marketing strategies (Pyo, Uysal, & Howell, 1988).

1992 Barcelona Olympic Games. The effects generated by the Olympic Games were far-reaching for Barcelona (Essex & Chalkley, 1998; Zhao, 2005). The mega events helped the city become one of the most popular tourism destinations in Europe. Holding the 1992 Olympics provided an excellent platform for marketing and introducing Barcelona to the world. During the Olympics in Barcelona, approximately three billion people from all over the world watched the ceremonies. These mega-events were regarded as the catalyst for the Barcelona's image transformation and urban renovation (Essex & Chalkley, 1998). Zhao (2005) analyzed that hosting the Olympics reinvigorated Barcelona's stagnant tourism industry. In 2004, the number of inbound tourists to Barcelona was five times higher than in 1992. By hosting the Olympic Games and utilizing the investments driven by the Olympics, Barcelona's renovated urban housing and stadium construction assisted in helping its own residents develop more positive perceptions toward the city and enhance their confidence in the city's tourism developments (Brunet, 1995; Waitt, 1999; Chalip, 2000; Zhao, 2005).

2000 Sydney Olympic Games. Studies (O'Brien, 2006; Madden, 2002; Hede, 2005; Zhao, 2005) also analyzed the effect of the 2000 Sydney Olympics on the hosting city, as well as on the whole Australia. The Sydney Olympics could be regarded as a milestone event in Olympic history because the favorable effects went far beyond the estimates set before the Games. About 3.7 billion people worldwide watched the telecasts of the games. Great efforts in marketing and promoting the Australian tourism that led to new market expansion entrenched the entire tourism market. Tourism between Australia and the U.S. grew more than ever because of the 2000 Olympics. The Games improved Australia's tourism industry through the dynamic city image, increased repeat visitors, and positively enhanced economy (Waitt, 1999; O'Brien, 2006; Hede, 2005; Zhao, 2005; Zhang & Zhao, 2007).

The Olympic Games generally increase the demand for tourism (Dwyer, Forsyth, & Spurr, 2006), and such explosive demand can lead to a capacity crisis in the host cities. As one of the co-hosting cities of the 2008 Beijing Olympic Games, Tianjin was expected to receive some level of experienced

or shared economic development. For example, it was expected that hosting the soccer preliminary games would increase tourism and provide positive opportunities for Tianjin businesses, including the businesses of catering, accommodation, transportation, and entertainment. Those businesses relevant to tourism were predicted to account for 30 percent of the total effects of the Olympics on Beijing and 23 percent of the effects on surrounding areas. Since Beijing lacked complete self-supporting capacities in most industrial and business sectors, it was expected that Beijing would need to outsource to the interregional areas (Zhang & Zhao, 2007). Thus, the higher the economic development that Beijing was to gain from the Olympics, the greater the impact on the surrounding areas (O'Brien, 2006; Zhang & Zhao, 2007).

The Power of Stories: Tianjin and Beijing

Tianjin. Tianjin is situated in northeastern China and is the largest coastal city of northern China located in the Bohai Sea area. It is only 75 miles from Beijing and has been regarded as the "gateway" to Beijing since the fifteenth century (Tianjin Tourism Information Net, 2010). Tianjin has a well-developed transportation system connecting it to other cities in China and over the rest of the world. Tianjin "Xingang" Seaport has contacts or shipping arrangements with 300 worldwide seaports in more than 170 countries. The "Binhai" International Airport has been developed as the biggest cargo-handling airport in northern China, operating with more than 40 national and international routes that are in service daily (Tianjin Tourism Information Net, 2010).

Tianjin maintains an economy and arts / historic community comprised of folk arts, history relics, and natural resorts, all of which are valuable complimentary assets for its tourism industry. There are 115 star-ranked hotels and 284 travel agents/companies in Tianjin. Tianjin has thirty five-star tourist attractions and two of them are nationally recognized. According to the "standard of rating for quality of tourist attractions" under the China National Standard, the five-star national tourist attractions need to meet the standards of transportation, destination quality, safety, sanitation, information system, shopping environment, management, resource, and environment protection. In 2008, about 1,220,400 tourists visited Tianjin, which was 18.2 percent higher than in 2007. The number of inbound tourists reached to

1,130,000 that year (China Statistical Yearbook 2009, National Bureau of Statistics of China).

In China, Tianjin has been known as an influential industrial city for a long time. With competent industrial capabilities and an advanced and relevant transportation system, Tianjin became, at the turn of the twentieth century, the second largest city in China, close behind Shanghai in terms of population, industrial production, the financial system, and the seaport capacity (Tianjin North Net, 2010). Being closest to Beijing, Tianjin, as the co-hosting city, was also the site of 12 football preliminaries or qualifiers to Olympic events. The shortage of hospitality facilities in Beijing provided Tianjin the opportunities to market the city's attractions and accommodations to relieve the pressure on Beijing. Tianjin's hotels and restaurants were used for Olympics receptions that eventually increased Tianjin's recognition among visitors and players from all over the world.

Beijing. Beijing, the capital of China, is situated in Hebei province in the northern part of the North China Plain with Tianjin on the southeast. The history of Beijing dates back 3000 years. During the Yuan Dynasty (thirteenth century), Beijing became the capital of China for the first time and remained the capital for the next two dynasties, Ming and Qing (Beijing 2008 Olympic Games, 2010). Beijing has always prided itself on its abundant tourist attractions and resources. The United Nations bestowed the world cultural and natural heritage status on many cultural relics in Beijing, including the Forbidden City, Great Wall, Summer Palace, Ming Tombs, and Temple of Heaven. The Olympic Games were, without a doubt, the historical event that transformed and connected Beijing to the world stage (Owen, 2005). Zhou and Ap (2009) concluded that Beijing residents were confident that Olympic Games generated beneficial effects on tourism industry and related economic influences of the host city as well as the entire country.

Due to the perceived demand on its limited accommodations, the best way for Beijing to solve the crisis was to pursue collaborative development with neighboring cities or districts. Researchers (Daniels, 2007; Owen, 2005) reported that the housing needs would burden the boundary cities if there were no well-developed reciprocal collaborations. By making good use of its location, Beijing greatly increased its functional competency as a capital city. The Beijing Olympic Games provided an economic opportunity for

Tianjin and Beijing to review their advantages, reorient their functional strengths, and relocate their resources in achieving "win-win" for economic development and influence.

In this study, we aimed to understand whether there are differences between the experienced and new employees who work in the hospitality and tourism industry on the perceptions of Tianjin city image and on the perceptions of the influence of the Olympics on Tianjin's tourism industry, on the relationship between Tianjin and Beijing, and on future tourism development. Five hypotheses were proposed.

Research Hypotheses

H1: There are no differences between the experienced and new employees who work in the hospitality and tourism industry on the perceptions of Tianjin City image.

H2: There are no differences between the experienced and new employees who work in the hospitality and tourism industry on the perceptions of Tianjin as a recognized tourism destination.

H3: There are no differences between the experienced and new employees who work in the hospitality and tourism industry on the perceptions of the effects of 2008 Beijing Olympic Games on Tianjin's tourism industry.

H4: There are no differences between the experienced and new employees in terms of the Olympic influence on the perceptions of the tourism industry relationship between Tianjin and Beijing.

H5: There are no differences between the experienced and new employees who work in the hospitality and tourism industry on the expectations toward the future development of Tianjin's tourism industries.

Research Method

Individuals working in selected frontline hospitality and tourism jobs (including two hotels, three restaurants, and two travel agencies located in Tianjin) were randomly selected and invited to participate in the study. A self-administered questionnaire was designed to include four sections, each section comprised of 10 categorical questions measured on a Likert scale (ranging from 1 = strongly disagree to 7 = strongly agree), and included 14 open-ended questions. The contents of the questionnaire covered the

perceptions towards Tianjin's city image and city identity, the expected effects of 2008 Beijing Olympic Games on Tianjin's tourism industries, the city relationship between Tianjin and Beijing, and the expectations of professionals toward the future development of Tianjin's tourism industry. Sixty-five respondents were divided into two groups based on the number of years they worked in the hospitality and tourism fields (more than 5 years, or fewer and equal to 5 years). Statistics methods of Chi-square test, T-test, and SWOT were employed for the data analyses.

Results and Findings

The age range of the study participants was from 18 to 57 and the mean age was 30 years old. More than 50 percent of all respondents had worked in hospitality and tourism industries for more than or equal to five years. Survey respondents valued Tianjin as an industrial city, a coastal city, a city with historical traditions and culture, and a peaceful and reserved city. More than half of all respondents (58.1%) indicated that Tianjin is a city of historical traditions and culture. We found no statistically significant differences between the two groups on the perceptions of Tianjin's city image. Participants in both groups showed no variances in their perceptions of Tianjin as a recognized tourism destination in China or in the world. Fifty-five percent of respondents believed that Tianjin would obtain the recognized city image after the Olympics. Approximately 70% of all participants indicated that Tianjin and Beijing would have a closer city relationship because of the Olympic Games. Regarding the expectations towards the future development of Tianjin tourism industries, no between groups differences were found on all variables except for 'Binhai New Area economy developing policy would enhance the development of Tianjin tourism industry' ($p < 0.005$). The two groups had significantly different perceptions regarding the following two questions, 'Local residents' perceptions toward tourism' ($p < 0.004$) and 'the weather condition as an influential factor for Tianjin tourism development' ($p < 0.007$).

Thirty-four percent of respondents thought that similar location of Tianjin and Beijing could be an advantage for Tianjin tourism development and 25.5% thought it was both the advantage and disadvantage. Seventy percent of respondents expected that the Olympics would have the greatest

influence on Tianjin among the six co-hosting cities (Shanghai, Hong Kong, Qingdao, Shenyang, and Qinhuangdao). Sixty-three percent of the respondents indicated that they were confident that Tianjin has the potential to surpass the preceded cities in the future (Table 1).

Strengths
Adjacent to the sea, the seaport city
Historical & western-style attractions (Downtown five main avenues)
Traditional & characterized Tianjin culture (the ancient culture street)
Traditional localized food (snacks & seafood)
Affinity location with Beijing
Weaknesses
Less or not enough tourism attractions (natural resorts & historical relics)
Poor and rare performances on tourism marketing and promotion
Severe ecological environment situation (city sanitation, air quality and sand storm)
Poor city sanitation and environment situation
The civilization level of the citizens needs to be improved
Opportunities
The 2008 Beijing Olympic Games
The economy beneficial policy from China central government on Tianjin Binhai New Area (BHNA)
More foreign direct investment generated from the Olympics
Tianjin Government began managing to explore Tianjin tourism resources
Tianjin has been selected as the economy leading city in the north part of China
Threats
The perception and attitude on tourism developments from the government and tourism authorities
Service level from tourism companies or agents
Poor traffic conditions
The overall city layout planning n tourism industry
Skills and popularization on the second language

Table 1. : Managers' Comments on the Top 5 Factors

Conclusions

Majority of the frontline professionals thought Tianjin's tourism industry was currently at its initial developing stage. Tianjin's city image was weak in terms of being recognized as a tourism destination. To promote and market Tianjin's tourism as its strength, the characteristic of the historical traditions and culture of Tianjin should be emphasized to Tianjin city planners or tourism marketers. The frontline employees agreed that Tianjin's tourism would experience greater changes before and after the Olympics, considering good advantages such as Tianjin's affinity to Beijing. There were no significant differences between the experienced hospitality and tourism professionals and new ones on the destination awareness, image, and recognition. However, the two groups held various perceptions towards the impacts of the Binhai preferential policies on the tourism development. Tianjin tourism authorities may hold steady and supportive attitudes toward Tianjin tourism industries' developments. In order to seize the two historical opportunities (the Olympic Games and the Chinese national economy leading zone policy), Tianjin tourism authorities and tourism related organizations may consider contributing great efforts to developing new resort zone, allocating resources strategically, and promoting Tianjin tourism industries progressively. This study reported tourism outlook for Tianjin from 2006 to 2007. Future studies may consider measuring the effects of tourism in 2008 and after the Olympic Games. Further studies may clarify whether any growth present before the Games can be directly related to the coming potential of the Games.

References

- Ahn, J. Y., & Ahmed, Z. U. (1994). South Korea's emerging tourism industry. *The Cornell H.R.A. Quarterly*, 35(2), 84-89.
- Baloglu, S., & McCleary, K. W. (1999). A model of destination image formation. *Annals of Tourism Research*, 26(4), 868-897.
- Blain, C., Levy, S. E., & Ritchie, J. R. B. (2005). Destination branding: insights and practices from destination management organizations. *Journal of Travel Research*, 43(4), 328-338.
- Brunet, F. (1995). An economic analysis of the Barcelona'92 Olympic Games: Resources, financing and impacts. Barcelona: Centre d'Estudis Olímpics UAB. Retrieved from http://olympicstudies.Uab.es/pdf/wp030_eng.pdf

Chalip, L. (2000). Leveraging the Sydney Olympics for tourism. Barcelona: Centre d'Estudis Olímpics UAB. Retrieved from http://olympicstudies.uab.es/pdf/wp096_eng.pdf

Chalkley, B., & Essex, S. (1999). Urban development through hosting international events: A history of the Olympic Games. *Planning Perspective*, 14(4), 369-394.

Crompton, J. L. (1979). An assessment of the image of Mexico as a vacation destination and the influence of geographical location upon that image. *Journal of Travel Research*, 17(4), 18-23.

Daniels, M. J. (2007). Central place theory and sport tourism impacts. *Annals of Tourism Research*, 34(2), 332-347.

Dwyer, L., Forsyth, P., & Spurr, R. (2006). Assessing the economic impacts of events: A computable general equilibrium approach. *Journal of Travel Research*, 45(1), 59-66.

Edgington, W. R., & Redman, M. (1991). Economics and tourism. *Annals of Tourism Research*, 18(1), 41-56.

Echtner, C. M., & Ritchie, B. (1993). The measurement of destination image: An empirical assessment. *Journal of Travel Research*, 31(4), 3-13.

Echtner, C. M., & Ritchie, J. R. B. (2003). The meaning and measurement of destination. *The Journal of Tourism Studies*, 14(1), 37-48.

Essex, S., & Chalkley, B. (1998). Olympic Games: Catalyst of urban change. *Leisure Studies*, 17(3), 187-206.

Govers, R., Go, F. M., & Kumar, K. (2007). Promoting tourism destination image. *Journal of Travel Research*, 46(1), 15-23.

Gunn, C. A. (1972). *Vacationscape: Designing Tourist Regions*. Washington DC: Taylor & Francis/University of Texas.

Hall, C. M. (1987). The effects of hallmark events on cities. *Journal of Travel Research*, 26(2), 44-45.

Hede, A. M. (2005). Sports-events, tourism and destination marketing strategies: an Australian case study of Athens 2004 and its media telecast. *Journal of Sport Tourism*, 10(3), 187-200.

Jang, S. C., Yu, L., & Pearson, T. E. (2003). Chinese travelers to the United States: a comparison of business travel and visiting friends and relatives. *Tourism Geographies*, 5(1), 87-108.

Jetter, L., & Chen, R.J.C. (2010). Tourism industry professionals' perceptions toward a convention City. *International Journal of Hospitality and Tourism Administration* 12(1) (in press).

Lee, C. K., Lee, Y.K., & Lee, B.K. (2005). Korea's destination image formed by the 2002 World Cup. *Annals of Tourism Research*, 32(4), 839-858.

Lin, C. H., Morais, D. B., Kerstetter, D. L., & Hou, J. S. (2007). Examining the role of cognitive and affective image in predicting choice across natural, developed and theme-park destinations. *Journal of Travel Research*, 46(2), 183-194.

Madden, J. R. (2002). The economic consequences of the Sydney Olympics: The CREA/Arthur Andersen Study. *Current Issues in Tourism*, 5(1), 7-21.

- Mazursky, D. (1989). Past experience and future tourism decision. *Annals of Tourism Research*, 16 (3), 333-344.
- National Bureau of Statistics of China. (2010). *China Statistical Yearbook 2009*. Retrieved from <http://www.stats.gov.cn/tjsj/ndsj/2009/indexeh.htm>
- O'Brien, D. (2006). Event business leveraging: The Sydney 2000 Olympic Games. *Annals of Tourism Research*, 33(1), 240-261.
- Official Website of the Beijing 2008 Olympic Games (2010). Spectators: Beijing. Retrieved from <http://en.beijing2008.cn/spectators/beijing/n214096262.shtml>
- Owen, J. G. (2005). Estimating the cost and benefit of hosting Olympic Games: What can Beijing expect from its 2008 games? *The Industrial Geographer*, 3(1), 1-18.
- Pike, S., & Ryan, C. (2004). Destination positioning analysis through a comparison of cognitive, affective and conative perceptions. *Journal of Travel Research*, 42(4), 333-342.
- Pyo, S., Uysal, M., & Howell, R. L. (1988). 1988 Seoul Olympics -visitor preference. *Tourism management*, 9(1), 68-72.
- Ryan, C., & Cave, J. (2005). Structuring destination image: A qualitative approach. *Journal of Travel Research*, 44(2), 143-150.
- Sheehan, L., Ritchie, J. R. B., & Hudson, A. S. (2007). The destination promotion triad: Understanding asymmetric stakeholder interdependencies among the city, hotels and DMO. *Journal of Travel Research*, 46(1), 64-74.
- Singh, N., & Hu, C. (2008). Understanding strategic alignment for destination marketing and the 2004 Athens Olympic Games: Implications from extracted tacit knowledge. *Tourism Management*, 29(5), 929-939.
- Sonmez, S., & Sirakaya, E. (2002). A distorted destination image? The case of Turkey. *Journal of Travel Research*, 41(2), 185-196.
- Tasci, A. D. A., & Gartner, W. C. (2007). Destination image and its functional relationships. *Journal of Travel Research*, 45(4), 413-425.
- Tianjin North Net (2010). Brief Introduction. Retrieved from <http://english.enorth.com.cn/system/2006/01/09/001206636.shtml>
- Tianjin Tourism Information Net (2010). Brief Introduction of Tianjin. Retrieved from <http://en.tjtour.cn/html/introduction/index.shtml>
- Waitt, G. (1999). Playing games with Sydney: marketing Sydney for the 2000 Olympics. *Urban Studies*, 36(7), 1055-1077.
- Zeng, K. S., & Luo, X. H. (2008). China's inbound tourist revenue and Beijing Olympic Games 2008. *China & World Economy*, 16(4), 110-126.
- Zhang, H. Q. Q., & Heung, V. C. S. (2002). The emergence of the mainland Chinese outbound travel market and its implications for tourism marketing. *Journal of Vacation Marketing*, 8(1), 7-12.
- Zhang, Y. X., & Zhao, K. (2007). Impact of Beijing Olympic-related investment on regional economic growth of China: Interregional input-output approach. *Asian Economic Journal*, 21(3), 261-282.
- Zhao, N. (2005). The impact analysis on 2008 Beijing Olympic Games towards Chinese

tourism industry. Retrieved March 4, 2007 from http://www.c2008.org/rendanews/knowledge_detail.asp?id=1806

Zhou, Y., & Ap. J. (2009). Residents' perceptions towards the impacts of the Beijing 2008 Olympic Games. *Journal of Travel Research*, 48(1), 78-91.

About the Authors:

Ning Yu is a doctoral student in the Dept. of Retail, Hospitality, and Tourism Management at the University of Tennessee. Her research interests include outbound Chinese tourism studies and marketing for hospitality and tourism. Email-nyu2@utk.edu

Dr. Rachel J.C. Chen is an Associate Professor in the Department of Retail, Hospitality, and Tourism Management, the University of Tennessee, 247 Jessie Harris Bldg., Knoxville, TN 37996-1911, USA; Phone: 1-865-974-0505; Fax: 1-865-974-5236; Email: rchen@utk.edu.