

**THE 2010 WINTER OLYMPICS:
A Mixed-Methods Investigation of the
Hotel Industry and Tourism
in the Demographic Clusters
metro–Vancouver
versus the
alpine–Resort Whistler**

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KEYWORDS: Winter Olympics, Mixed-Methods, Hotel Industry, Tourism, Cluster, metro-Vancouver, alpine-Resort, Whistler

ABSTRACT

In this thesis, applying an innovative postmodern equal-weight/sequential QUAN→PHEN Mixed-Methods Phenomenological Research ('MMPR') approach to study an Olympics' impact within its two-cluster socio-demographic footprint forms its main contribution to knowledge. Facilitating between-methods triangulation is a novel eclectic pragmatic approach that is used to capture the richness of thematic data flowing from in-depth, open-ended interviews with most – 62 in all – senior Hoteliers spread evenly between distinct urban Metro-Vancouver and rural alpine-Whistler, whilst concurrently capitalizing on the availability of a unique BC Stats proprietary micro-municipal-level secondary data source, i.e., British Columbia's '*Additional Hotel Room Tax*' ('AHRT'). Typically, traditional mono-method-positivist neo-classical economic syntheses are used to quantify an Olympic Games' ex-ante or ex-post impact. This study's findings confirm that such syntheses attempts, at the micro-municipal level, lead to inevitable dead-ends. At a sub-national level of micro-granularity, using available economic models is an impossible task due to the insurmountable practical problem of complete lack of, or paucity, of data. When applied to assess mega-events, such modelling is shown to lack credibility; models are insufficiently comprehensive or its users consciously engage in 'shenanigans' by force-fitting input/output to produce pre-ordained outcomes for political expedience and meeting agency interests. The 'MMPR' approach acknowledges and respects the established and 'current-thinking' paradigmatic epistemological and ontological perspectives. 'Hotel Activity', measured via 'AHRT', is substituted as a 'Proxy' for 'Tourism' following empirically establishing these three variables as highly correlated. Prevalent academic findings of negative impacts from Winter Olympics are not borne out. Phenomenological issues of 'illusory correlations' and 'data saturation' are addressed.

DEDICATION

This thesis is dedicated to all women; those who have loved, inspired and encouraged me throughout my temporal visit here and continue to do so; to those who will always remain close to my heart; including my four daughters – Karen Joy, Wendy Lynn, Cindy Lee, and Mélanie Thérèse Johanna – their love has been boundless even when I frequently seemed otherwise pre-occupied. They have also blessed me with wonderful grandchildren – Eva, Alexandra, Jaden and Kerry. Also, special kudos to my mother Johanna Maria Wernaert who was sent out to work at age 12 – not unusually in the 1930's – as a mother's helper, and who in 1950, after four children, enrolled in college and qualified as a Chiropodist in The Netherlands. In 1958, our family immigrated to Canada where 20 years later Mom retired from Bell Canada, as did I a decade ago. Thank you, mama, for your love and passing on the 'Lifelong Learning' gene.

Last, but not least, the men closest to me by blood. My dad Theo will forever remain an enigma. Old-fashioned, we never talked. He was an electrical engineer and 'bricoleur' in the everyday sense of the word. After WWII, I watched him, at arm's length, build a working TV from a military radar monitor discarded by the Allied Forces well before TVs were sold. He seemed to be able to fix anything from appliances to motor cars. I watched, learned, and was inspired to follow the pursuit of engineering. I am reminded of him whenever I happen to hear that song 'The Living Years' by 'Mike and the Mechanics'. My son Leonard Todd is a communicator par excellence; a journalist who never stops talking. In retirement, I am now typically referred to as "*Oh ... you're Todd's dad*"; a heart-warming compliment.

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The completion of this DBA thesis, while hopefully not the end of a life-long learning journey, is certainly a crowning and rewarding milestone.

I want to thank my partner Francine Perreault and youngest daughter Mélanie who have encouraged and supported me throughout this long and, at times, arduous quest. During this academic pursuit, the three of us together, have travelled across several continents to South Korea, The Bahamas, Spain, France, Belgium and the United Kingdom; and, of course, across our home country Canada from the Atlantic, across to the Pacific, and up to the Arctic Ocean.

My grown-up children, Karen, Wendy, Cindy, Todd, and Mélanie along with my grandchildren Eva, Alexandra, Jaden, and Kerry, continue to hold that special place in my life reserved for those closest to one's heart. In our case, there is no greater gift than the gift of family. I am enormously proud of them and 'love them to death'.

My decision to pursue the DBA was prescient. In post-retirement, it has kept me engaged, challenged and more aware of the blessings of family, old and new friends, and good health.

I want to thank two academics for their support and advocacy on my behalf throughout this journey. Firstly, Dr. Eva Niemann who recommended my admission to the DBA programme. Ever since that day, long ago in Bonn, she has been an ardent supporter and advocate on my behalf when I ran into some serious medical adversities. I hold her in the highest of esteem and affection. Also, Professor Colin R. Martin; Colin graciously agreed to take on the role of principal thesis supervisor a mere ten months prior the thesis submission deadline. Colin has been an outstanding and brilliant supervisor. I have benefitted greatly from his insight and responsiveness while he skillfully guided the transition from a purely quantitative to a mixed-methods thesis, the Viva process, and final thesis submission.

Without Eva and Colin's support and encouragement, this academic quest would inevitably have ended in a cul-de-sac checkmate.

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CHAPTER 1 – INTRODUCTION

1.1 – A PERSONAL JOURNEY

Charging ahead with a professional research thesis which draws on professional expertise acquired during one's career does, in and of itself, neither guarantee nor necessarily merit success. For example, an earlier quest, which involved the examination of the impact of inner-circle executive compensation deliberations on *'earnings management'*, was prematurely abandoned when faced with an unanticipated research cul-de-sac. Earnings management is also often anecdotally described, among other things, as *'cooking the books'*, or *'shenanigans'*. A research project, of this nature, would have naturally flowed from three academic papers written before being accepted as a doctoral candidate (2002; 2003; 2004). Its research questions focused on the extent of widely used so-called *'off-balance-sheet stealth compensation'* (i.e. non-disclosed) extended to the most-senior executives of all Fortune 500 companies (van der Heyden 2003; Bebchuck and Fried 2004). Questionnaires were mailed out to the top HR executives of these corporations – from within the USA with a local US return address. Many of them were known personally following years of this researcher's teaching involvement as a faculty member of the American Compensation Association moderating its Executive Compensation module. The overall response was dismal: 14/467 questionnaires; no amount of follow-up effort improved on this. The reason for not participating, offered by many of those directly contacted, was the intensified attention on executive compensation following scandals the likes of Enron (Borras 2004). The tide of openness had turned, corporate officials approached were no longer prepared to go on or off-record disclosing the inner workings of their executive compensation practices.

This result was disappointing and should have been anticipated. The year following, a potentially serious medical issue forced attention on this more pressing personal issue for several years. Disillusioned and discouraged by this turn of events, the pursuit of further thesis work was abandoned sine die. However, on the advice and with the support of the DBA course Director, Dr. Eva Niemann, a request was made for a medical leave, which the university granted.

In hindsight, these events were a great learning experience. The project was started off with too-cocky an attitude. The project was overly ambitious, and its timing eventually turned out totally inopportune. The first piece of advice that should have heeded – as per Rudestam and Newton's *'Selecting a Suitable Topic'* (2001, p.10) – was *"to temper enthusiasm with pragmatism"*.

1.2 – BACKGROUND TO THE STUDY

The *'infection'* with the *'life-long learning virus'* described so eruditely by Ateljevic, Pritchard and Morgan *"Read, learn, get entangled, get engaged, get critical, but above all, enjoy"* (2007, p.7) remains forever. This *'infection'* coalesced with gentle nudges from time-to-time, from those dearest to me, to remind this ardent *'finish what you start'* advocate – to *'practice what you preach!'*. Evidently, they were not ignored. Ongoing events inevitably led to reassessing whether to re-commit to the professional doctoral studies.

Following a visit with family in Vancouver to attend the 2010 Vancouver XXI Winter Olympics, it seemed opportune that a research project to assess its impact on tourism and the hospitality industry in its Vancouver/Whistler clusters would dovetail nicely with teaching at the Les Roches Marbella Hotel Management School in Marbella, Spain (www.lesroches.es). Moreover, it provided the potential opportunity to be *'first out of the gate'* with a study of the impact of the 2010 Vancouver XXI Winter Olympics and, as well, to concurrently study different potential outcomes within its 2-venue cluster setting comprising differing socio-economic and topographical demographics.

This revised *'Olympics'* research topic met the guidelines proffered by several respected authors to doctoral candidates. The guidelines proffered included: *'suitable topic selection'* (Rudestam and Newton 2001); *'contribution to theory considerations'* (Whetten 1989; Hambrick 2007; Doh 2010; Corley and Gioia 2011), *'thesis logistics'* (Phillips and Pugh 2010; Roberts 2010; Bloomberg and Volpe 2012), and *'critical writing'* (Murray 2011; Wallace and Wray 2011).

By mid – 2011, a revised DBA research project outline was submitted to thesis supervisor Professor Dr. Richard Welford in Hong Kong. The latter had lectured on sustainable tourism at the University of Huddersfield. Re-activation of DBA candidate status and a *'revised registration End Date'* for thesis completion was subsequently approved late-2011. Following yet another different serious medical setback in May 2013, the final end-date for DBA thesis submission was later revised to October 31st, 2014. Moreover, following his disagreement regarding my preferred mixed-methods phenomenological research approach, my University assigned Principal Supervisor resigned at the end of September 2013. In January 2014, ten months before the submission deadline, Professor Dr. Colin R. Martin, Director – Institute of Mental Health, agreed to supervise this mixed-methods thesis as the Principal Supervisor and was appointed to that role by the University (Martin 2015). Evidently, the October 31st, 2014 deadline was met.

1.3 – CONCEPTUAL FRAMEWORK

It seems self-evident, as pictorialised by the Venn diagram below, that there intuitively exists a set and logical relationship between Tourism, mega-hallmark events e.g. an Olympics, and the Hotel Industry.

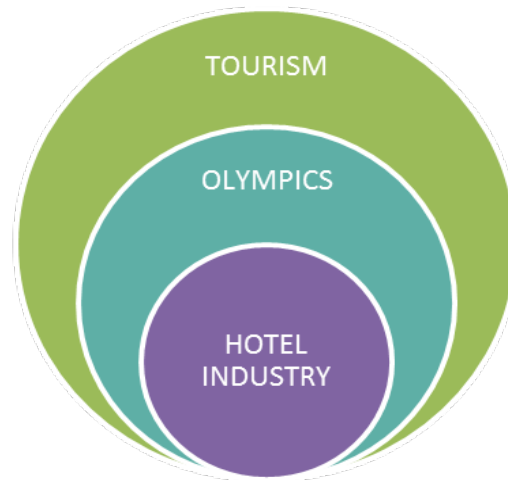


FIGURE 1 – VENN DIAGRAM

1.4 – PURPOSE OF THE STUDY

The goal of this study was to investigate aspects of one specific Olympics, i.e. the '2010 Vancouver XXI Winter Olympics'. 'Mega/Hallmark events', such as an Olympics, are characterized by a decade of longitudinal public and private involvement. These characterizations include: (i) their broad scope; (ii) substantial private, corporate and tax-funded capital projects; (iii) a spectrum of pro- and against stakeholders; (iv) intense or laissez-fair governance and oversight; (v) ample opportunity for political shenanigans; (vi) 'creative accounting'; (vii) self-serving consultancy; and (viii) high global visibility. In short, 'Mega/Hallmark-events' offer a cauldron of academic research opportunity.

More specifically, the focus of this research became to investigate the relationship between the Hotel Industry and the broader Tourism Industry with the specific objective of studying the impact of the Vancouver Olympics on these two distinct but overlapping and integrated industries.

This study explores the uniqueness of this Olympics with its dual-cluster set-up and separate socio-demographic and topographic settings between urban metropolitan Pacific-coast Metro-Vancouver and inland alpine Resort Town of Whistler. The study is structured to convey and

confirm to the reader the important roles played by, respectively, the Tourism and Hospitality Industry in the economy of a specific geographic area, and the socio-economic impact(s) of a 'Mega' or 'Hallmark' event, such as the Vancouver Winter Olympics, on the clusters mentioned above.

The study investigates, describes and explains the relationships, patterns, and causal links between the various variables at play. As well, the research is evaluative, predictive, and speculative. Its findings are expected to inform future Winter Olympic Games' undertakings, i.e. the 2014 XXII Winter Olympics in Sochi/Krasnaya-Polyana, Russia (Sonne 2015); the 2018 XXIII Winter Olympics in Pyeongchang/Gangneung, South Korea; and the 2022 XXIV Winter Olympics in Beijing/Zhangjiakou, China (Lewis 2014).

1.5 – THE PROFESSIONAL DOCTORATE

There exists a dissonance between two cultures of learning – the canonical based Ph.D. and the 'professional' DBA. The Ph.D. candidate is judged by a paradigm laboriously built by the referenced cumulative past work of others in the discipline and its iterative reconceptualization by those who follow so that knowledge develops and adds to the body of previous theories and ideas. 'Professional' researchers' *"beliefs, orientations, and interests have been considered marginal to the production of this form of knowledge"* (Scott, Brown et al. 2004, p.12). The professional doctorate is more focused on personal, professional knowledge and the practicum where over-abstraction and distancing from the object of study may prove counterproductive. When embarking on a professional degree, such as the DBA, a candidate needs to be both respectful and mindful when potentially confronted by the seeming irreducibility of one to the other. However, in these regards, this research has been informative in that this appears to be a false dichotomy, the Ph.D. and DBA do not need to continue to be mutually exclusive.

In the United Kingdom and Europe generally, professional doctorates remain somewhat in the twilight zone between the university and the workplace. It is expected that disruptive social media technologies (Flavin 2012) will bridge this 'gap' before long (Mayoh, Bond et al. 2012; Mayoh and Onwuegbuzie 2014; Mayoh and Onwuegbuzie 2015). The increasingly popular 'Massive Open Online Courses' 'MOOCs' (Breslow, Pritchard et al. 2013), coupled with innovative approaches to mixed methods, multimethod, and 'Mixed Methods Phenomenological Research' ('MMPR') – involving a team of researchers with different but complementing skills sets and paradigmatic leanings – is likely the best way forward.

1.6 – TOURISM AS A DISCIPLINE

'Tourism' as a discipline affirms itself at all levels of vocational and academic education, including at the doctoral level (Ritchie, Sheehan, et al. 2008). And, also through a myriad of specialized and powerful NGO and industry organizations - to name but three, i.e. 'The World Tourism Organization' ('UNWTO') (2013), 'The American Hotel & Hospitality Association' ('AH&LA') (2013), and 'Tourism Vancouver' (2013). This fact is further affirmed by recent publications of several scholarly academic journals¹, such the 'Annals of Tourism Research' and, as well, a wide variety of industry-focussed authoritative or more vogueish publications such as respectively, 'Lodging' (2013) and 'Condé Nast Traveller' (2013).

That it is a 'complex interdisciplinary research object' is comprehensively and succinctly addressed by Darbellay and Stock (2012, *passim*). Within this setting, "events"² are an important motivator of tourism; 'event management' as a professional activity is well defined and the study of events has long existed within several disciplines" (Ritchie, Sheehan et al. 2008; Getz 2008a, p. 403; AH&LA 2013).

Accordingly, the process of reviewing the literature started off with a broad-based overview of the 'Tourism and Hospitality' field. The aim was to search for relevant academic articles that might provide the 'core' information, research themes, and possible gaps on which to base further scholarly research (Higgins 2012, p.2; Wickham, Dunn et al. 2012).

This research has shown an increasing impetus towards the development of 'Tourism' as a science and 'Tourism Theory'. In many countries and regions, 'Tourism' is the largest component of GDP (including in Egypt and Tunisia).

An increasing number of top universities – in developed countries such as the USA, Great Britain, Australia and Canada – are offering increasingly more focused, mature, and methodologically sophisticated tourism programs at the undergraduate and post-graduate level (Xiao and Smith 2006; 2008; Ballantyne, Packer & Axelsen 2009). Consequently, "Tourism inquiry has matured" beyond single focus mono-method positivist research (Heimtun and Morgan 2012).

¹ A comprehensive list of 70 tourism and hospitality journals is provided in McKercher, B., R. Law, et al. (2006). "Rating Tourism and Hospitality Journals." *Tourism Management* 27(6): 1235-1252.

² One typology of what constitutes 'events' is available in Getz, D. (2008a). "Event tourism: Definition, evolution, and research." *Ibid.* 29: 403-428.

1.7 – FROM MACRO ‘TOURISM’ TO MICRO ‘WINTER OLYMPICS’

The first step in the review process involved a search for what might constitute the ‘top-tier’ of ‘*Tourism and Hospitality*’ peer-reviewed journals, i.e. those specializing in the kind of research planned to be pursued in this study. And, subsequently, review them to look for trends that “*critically appraise their contributions to the advancement of knowledge*” (van Doren and Heit 1973, p. 237).

In these regards, academics and industry professionals agree that this group is comprised of three journals: ‘*Tourism Management*’, ‘*Journal of Travel Research*’, and ‘*Annals of Tourism Research*’ (McKercher, Law et al. 2006, p.1241 Table 2; Chang and McAleer 2012, p.5 Table 1; McKercher 2012, Tables 1-4; Wickham, Dunn et al. 2012, passim; Benckendorff and Zehrer 2013, p.129 Table1). They all are highly rated in the ‘*ABS Academic Journal Guide 2015*’ (Harvey, Kelly et al. 2010; Staff 2015, Sector Studies, p. 49).

As well, a content analysis review by Xiao et al. (2006a) – subsequently complemented by that of Wickham et al. (2012, p.1714) – provides the “*largest content analysis conducted by research in tourism and contributed an analysis of the development of the top echelons of tourism research*” between 1973 and 2008.

Based on an examination of 93 peer-reviewed journal articles, this review also identified that the seven highest ranked journals – ‘*most influential articles published in tourism*’ – covered, in rank order: ‘*tourist behaviour*’; ‘*destination image*’; ‘*marketing*’; ‘*sustainability*’; ‘*economics*’; ‘*theory and research development*’; and, ‘*tourism technology trends*’ (Law, Ye et al. 2009, pp. 738, 742 - Table 2).

This initial review process led to the realization that explicit boundaries needed to be drawn, not only regarding what would be realistically do-able regarding an overall ‘*tourism and hospitality*’ literature review but, more importantly:

- (i) what real business and managerial issues in professional ‘*tourism or hospitality*’ practice could reasonably be critically reviewed, appropriate theories systematically applied, and scholarly researched while focussing in on making a ‘*contribution to knowledge*’ by convincing managers of the “*comparative virtues of scholarly management research*” (Sutton 2004); or, as importantly:

(ii) add professional insights, or identify opportunities for improving professional practice, to the discipline of *'tourism and hospitality management'* (Doh 2010); and, moreover,

(iii) enable industry professionals to prospectively make *'evidence-based'* decisions (Leung and Bartunek 2012; Rousseau 2012) by becoming more *"discerning consumers of tourism theory"* (Christensen & Raynor 2003, p.73).

Thus, further research was narrowed to the specific one area of *'Tourism and Hospitality'* that has been the subject of a vast number of studies over many years, i.e. the impact, however defined, of *'Mega-events'* (also known as *'hallmark events'*) centered on the *'Tourism'* and *'Hospitality Industry'*. Following a search of this researcher's *'Endnote'* bibliography, 286 articles were subsequently re-reviewed.

Hallmark events not only serve to showcase the host country's economic, cultural and political power (Chen 2008; Varrel and Kennedy 2011; Duminy and Lockett 2012) but also hold compelling promise as a catalyst for positive change and economic gain triggered by increased *'Tourism'* and *'Hospitality activity'* (Witt and Smith 1987; Getz 1999; Crompton and Lee 2000; Fourie and Santana-Gallego 2011).

Albeit, the literature did show that the economic benefits flowing from such events were rather inconclusive and spurious. Some empirical academic research claimed very positive broad economic impact (Thomas Jr. And Jolly 2012), other research claimed the opposite – i.e. a quite negative impact (Owen 2005; Parkinson 2008; Terret 2008; Rosenblum 2009), while a third grouping reported ambivalent results (Preuss 2006a). More recent research confirms that *ex-ante* positive economic impact of Mega-events is *"... rarely, if ever, realized... [and] ... predictions greatly overstate the true economic impact of mega/hallmark events ..."* when *ex-ante* predictions are further compared to *ex-post* reality (Matheson 2006, pp.1, 14; Porter and Fletcher 2008, p.470; Song 2010; Mills and Rosentraub 2013, p.238).

1.8 – OLYMPICS

With this vast amount of Mega/Hallmark-event research and a plethora of anecdotal attention, further boundaries needed to be set.

The review did identify a specific sub-category of Mega-events which has been the subject of substantive academic research review, i.e. Olympic Games. Of the 286 articles referenced in

the preceding paragraph – 244 (85 percent) – dealt with various aspects of Olympic Games. The bibliographies of these journal articles were mined for further references to catch any obvious oversights. Overall, the totality of Olympic Games studies is particularly concentrated in the broad research areas of (i) '*Economic Impacts*' (106 articles), including, inter alia, Supply and Demand, Economic Efficiency Adjustments, and Exports; (ii) '*Tourism*' (60 articles) including, amongst other things, Competitiveness, Destination, Identity, Marketing and Branding; and (iii) '*Urban Transformation*' (27 articles), including, amongst other things, Infrastructure, Sustainability, Civic, Community and Social Impacts.

This review, of nearly 250 Olympics-specific articles, provides a balanced breadth and depth of coverage across the Mega/Hallmark events' spectrum and right through to the broader field of Tourism and Hospitality. Typically, issues of researcher objectivity may be raised when he/she is faced with having to select from such an abundance of Mega/Hallmark events' material. In the selection process, the work of some prominent academics might inadvertently have been overlooked while mentioning other contributions which others may deem less illuminating or of lesser importance.

However, there is overwhelming support in the literature that empirical comparisons should be restricted to '*like-for-like*'; it thus seemed axiomatic that this research could be appropriately confined to a review of Olympic Mega-events.

1.9 – OLYMPICS IN CANADA

Canada has had many 'Mega/Hallmark events'. Of prominence are Montreal's '*Expo 67*', Vancouver's '*Expo 86*', the '*1976 Montreal XXI Summer Olympics*', the '*1988 Calgary XV Winter Olympics*', and the '*2010 Vancouver XXI Winter Olympics*'.

Concerning the Montreal Olympics, there are several urban transformation studies (Léveillé 1988; Noppen 1992). However, no economic impact research has been found although the literature contains ample anecdotal references to Montreal's infamous \$2 billion deficit and its characterisation as a '*white elephant*' see [PHOTOGRAPH 3](#), p.334 (Auf der Maur 1976; Morin 1997; Whitson and Horne 2006b; Kaminesky 2011; Bozikovic 2014; Everett-Green 2016). More specifically, both of Canada's Winter Olympics have been the subject of a marked level of scholarly review. This review identified 19 articles dealing directly with the Calgary Olympics and 45 articles or reports dealing with the Vancouver Olympics. Broadly-categorized, 29 (nearly half) dealt with '*Economic Aspects*' while 13 (one-fifth) reported on various aspects of '*Tourism*'.

1.10 – WINTER OLYMPICS

Most studies which have assessed the impact of an Olympics have primarily done so on a geographic basis, i.e. country-wide (Jenkins and Tarsh 2006), province/state-wide (Klein 2010), region-wide (Müller 2009; Mills and Rosentraub 2013), or, city specific. An excellent example of 'city-specific' is the extensive body of empirical quantitative and inductive qualitative research produced by tourism academic scholar Ritchie on the '*1998 Calgary XV Winter Olympics*'. Ritchie authored over a dozen top-rated journal articles on these Olympics. Worldwide, Ritchie ranks fifth out of 57 leading tourism scholars (Zhao and Ritchie 2007, p.480 - Table 1). In 1974, Ritchie published the first '*event-tourism*' article and coined the term '*hallmark events*' when assessing ways to mitigate seasonality effects on tourism (Ritchie and Beliveau 1974; Getz 2008a).

Ritchie's seminal 1984 study of the Calgary Olympics is also singularly noteworthy in that Ritchie is one of the few scholars to complete a full-fledged longitudinal study of long-term effects of an Olympic Games (Ritchie 1984; Ritchie and Smith 1991; Dickinson and Shipway 2007, p.19). As well, in 2004, he won the World Tourism Organization's '*Ulysses Award*' for "*Scientific Contribution to the Theory and Practice of Tourism Policy and Destination Management*" (UN 2013).

Further insight was gained from Research by Guala (2003), who studied the '*2006 Turin XX Winter Olympics*'. These Olympics took place in two venue clusters: Torino and three neighbouring Alpine Valleys: Susa, Pellice, and Chisone.

1.11 – THE 2010 VANCOUVER XXI WINTER OLYMPIC GAMES

Thus, the Torino approach is somewhat of a precursor to the two-venue tandem of the '*2010 Vancouver XXI Winter Olympics*' in British Columbia, Canada. Vancouver Olympics' venues were spread throughout its metropolitan area (population \approx 2.3 million). Most non-alpine events and opening/closing/award ceremonies were held in the City of Vancouver proper; some venues were in the Cities of North Vancouver and Richmond. They comprise Metro-Vancouver. Alpine events took place in Whistler, some 120 km north of downtown Vancouver.

However, what sets Vancouver apart from Torino is Vancouver's large cosmopolitan Pacific Ocean-side setting, its proximity to the large American City of Seattle, its easy accessibility from several large USA States including Washington, Oregon, and California and its easy

gateway access to Asia – see MAP 1 & 2 following. Also, Whistler is significantly more 'remote' from Vancouver (≈ 120 km) compared to Torino and Susa, Pellice and Chisone (50-80 km from Torino).



MAP 1– VANCOUVER & WHISTLER ON PACIFIC WEST COAST



MAP 2 – VANCOUVER'S INTERNATIONAL BY-AIR POSITION

1.12 – OLYMPIC GAMES IMPACT ON THE HOTEL INDUSTRY

Baade asserts that “... taxable sales are ideally suited to measuring the economic impact of large events ...” (Baade, Baumann et al. 2008a, p.799). However, the Literature Review found less than a handful of studies carried out in the USA which used ‘taxable sales’ to examine the broader economic impact of Mega-events (Porter 1999; Coates 2006; Coates and Depken 2006). One specifically used ‘excise taxes’, i.e. taxes on lodging and hotel rooms (Baade and Matheson 2006, p. 800). Only two studies were identified where ‘sales or excise tax collection’ data was used to specifically isolate and assess the impact of a ‘Mega-event’ on tourism activity (Leeds 2008; Baade, Baumann et al. 2008b).

North of the border in Canada, no studies using ‘taxable sales’ or ‘excise taxes’ to measure the impact of Mega-events were found in the Review of the Literature process. However, fortuitously, while staying at the Empress Hotel during a visit to Royal Roads University, Victoria, BC, Canada, this researcher noticed a supplemental ‘Hotel Room Tax’ charge on the hotel’s invoice when checking out which triggered some questions. Subsequently, during a face-to-face interview with a member of BC Stats’ research staff³, several facts in these regards were disclosed. BC Government collects its distinct form of a Hotel Room Tax (‘HRT’) which “... requires establishments to levy an 8% HRT” on the government’s behalf (Gründlingh 2008, p.4). Relevant data is comprehensively captured by its agency BC Stats (2012). BC’s provincial legislation explicitly provides for provincial municipal and regional entities to request that, on their behalf, a 2% surcharge is levied on top of the ‘8% HRT’. This 2% surcharge is coined ‘Additional Hotel Room Tax’ (‘AHRT’) (Tourism Squamish 2007, p.3; Gründlingh 2008, p.4).

Subsequently, access to this data – made available by BC Stats’ government research associate following a further direct personal approach (van der Heyden 2011) – proved crucial to meeting this study’s research objectives. This data became critical to being able to directly address this study’s hypotheses and research questions outlined at the end of this chapter.

1.13 – COSMOPOLITAN-VANCOUVER VERSUS ALPINE-WHISTLER

This investigation also focusses on an assessment of the differences, if any, of the impact of the ‘2010 Vancouver XXI Winter Olympics’ on ‘Tourism’, and its assumed proxy the ‘Hotel Industry’, in its two host venue clusters of metropolitan Vancouver (‘Metro-Vancouver’)

³ BCStats: <http://www.bcstats.gov.bc.ca/Home.aspx>

and the Resort Town of Whistler (*'Whistler'*), both located in the Lower Mainland of the Province of British Columbia, Canada.

1.14 – RESEARCH (EPISTEMOLOGY) & REALITIES (ONTOLOGY)

All science is based on paradigmatic thinking – our “*worldview ('Weltanschauung')* ... a basic set of beliefs that guide action” (Guba and Lincoln 1994, p. 105)) involving the researchers’ personal distinct assumptions on the nature of reality – “*whether we feel that reality is multiple or singular*” (ontology), how that reality can come to be known – “*what types of evidence we use to make claims*” (epistemology) (Creswell 2015, p. 16), and how what can be known about that reality can be systematically accessed (methodology) (Shah and Corley (2006, p. 1823) paraphrasing Guba and Lincoln (1994)).

1.14.1 – EPISTEMOLOGY

Epistemology deals with nature and scope of knowledge. It provides theoretical models of human and scientific perception (Dewey 1988; Foster 1997; Meyer 2001, p. 19; Tribe 2004; Remenyi 2005; Weed 2005; Boyles 2006).

The typical approach to studying *'Tourism'* is as an *'episteme'*; the latter defined by Foucault as a *'system of understanding'* as follows: “*A field of formation and formation of knowledge that cannot be reduced to an accumulation or a simple stage of the different bodies of knowledge ... [it considers the] ... gap, distances, oppositions, differences, relations ...*” articulated between the multiple scientific discourses. It involves an open and indefinitely relationally constructed field (1994, p. 676). Many academics have addressed *'Tourism'* epistemological issues, including, inter alia, Darbellay et al. They concluded:

Tourism is currently a complex and globalized phenomenon with demonstrated socio-economic importance and, whilst different disciplines do not construct tourism identically, it has been subject to a non-paradigmatic convergence that has reorganised both disciplinary knowledge and the emergence of a field called tourism studies (2012, pp.441, 447, 451).

Tribe emphasized the breadth and scope of *'Tourism'* across nations and its pervasive impact on its people and its economies when he wrote that *'Tourism'* studies “... comprise a heterogeneous configuration of institutions, networks, intermediaries and academic territories” (2004; 2010; 2011).

The development of ‘*Tourism Knowledge*’ has been extensively pursued by many scholars, inter alia, Pritchard & Morgan (2007), Ren, Pritchard & Morgan (2010), Ritchie, Sheehan et al. (2008), Ritchie and Crouch (2009), Tribe (1997; 2004; 2005; 2006; 2010; 2011), and Xiao & Smith (2006a; 2007; 2008). Tourism studies span across multidisciplinary business education and scientific research in which different epistemological styles are applied. Tracy (2010, Table 1, p. 840) presents eight key markers of quality research as essential to the pursuit of ‘*knowledge*’: “*Worthy topic; Rich rigor; Sincerity; Credibility; Resonance; Significant contribution; Ethical; and Meaningful coherence*”. Moreover, as Mintzberg pithily lectures “*data don’t generate theory – only researchers do that*” (1979, p. 584).

Darbellay and Stock posit that epistemological styles vary based on the specific preferences of positivists who emphasize empirical data and scientific methods versus those preferred by non-positivists (constructivism and interpretivism) traditions, to wit:

These styles will vary according to disciplinary distinction, methodology, the difference between business and theory, and the definition(s) of tourism. The differentiation is driven by clearly explicated theory and methodology, the application of qualitative/quantitative methods, the difference between case studies and economic studies, and the opposition between grounded theory and the hypothetical-deductive style of scientific investigation (2012, p.451).

1.14.2 – ONTOLOGY

Ontology is concerned with the nature and meaning of reality (Bannister 2005, *passim*), the philosophy of being. ‘*Ontological Relativism*’ asserts that things are different from different points of view and the idea that different viewpoints are equally valid (Guba and Lincoln 1994; Shah and Corley 2006, p. 1823). Moreover, contrary viewpoints may well be equally valid across different societal setting (van der Heyden 2004, p.10).

As Castel (2002, p.29) puts it: ‘*Ontology is the way we carve up reality in order to understand and process it.*’ ‘*Tourism*’ and ‘*Hospitality*’ – ‘*continuously evolving concepts*’ – are but a few examples of such carving. They are used to model certain aspects of our complex world. We have created their structures to make sense of the world and communicate amongst ourselves. Tourism, Accommodation, and Hospitality information is not only “*functional* [it has a purpose], *artificial* [man-made], and *designed* [created through specific choices]; *it is malleable ... Ontologies are man-made frameworks*” (van der Heyden 2002, pp. 29-30 paraphrasing Castel (2002, p.29)). For example, a marketing or computer software program, triggering a sale of surplus available hotel rooms, unsold airplane seats, or Groupon coupons

through social network sites upon certain conditions, is triggered by an actual human command but also operates within a somewhat random set of circumstances that extend beyond the parameters of direct human foresight (Castel 2002, p.30).

And, as Holsapple and Joshi (2002, p.42) stated:

A typical reason for constructing ontology is to give a common language for sharing and reusing knowledge about particular issues. Among those who adopt the ontology, its terms are used in asking and answering questions, making assertions, offering insights, describing practices, and discussing investigations regarding such issues.

Moreno et al. (2013) provide a comprehensive overview of the overwhelming order of complexity and size of the ontology in the 'Tourism' domain, representing some 203 connected concepts in 5 hierarchy levels and structured around eight main concepts (p. 637 – Fig. 2 – Partial View of the Tourism Ontology).

1.15 – RESEARCH IMPLICATIONS (THEORETICAL & PRACTICAL)

When social scientists conduct research, the theory of science and methodology form the foundation for conducting research. “A theory is, or theories form, a system of assumptions, principles, and relationships posited to explain a specific set of phenomena” (Bates 2006, pp. 1-24), such as in this thesis, the phenomenon of the impact of an Olympics.

Szostak⁴ writes “... Casual inspection suggests that there are thousands upon thousands of scientific and philosophical theories floating around ... grand theories, middle-range theories, and narrow theories ...” (2009, p. 52). A researcher's paradigmatic worldview is typically decisive and leads to a methodology or set of methods, he/she considers best for researching and assessing specific phenomena. Thus, a researcher preference for either a positivist-functional or interpretivist-constructivist approach determines the locus (i.e. methodology) on which his/her preferred choice of method(s) is made. However, rather than one or the other of these two extremes, a choice of somewhere in-between can be made on what is becoming to be viewed as more of a 'paradigmatic continuum' (Guba and Lincoln 2005; Johnson, Onwuegbuzie et al. 2007, pp.123-124). Other researchers support this move from

⁴ For his comprehensive longitudinal academic efforts to construct a typology of 'Theory' see: Szostak, R. (2003). "Classifying Natural and Social Scientific Theories." *Current Sociology* 51(1): 27-49, Szostak, R. (2009). *Classifying Science - Phenomena, Data, Theory, Method, Practice*, Springer, Szostak, R. (2009). *The Causes of Economic Growth*, Springer.

philosophy-based paradigms toward the idea of the continuum; a move that is further explored by several authors quoted below.

For example, Szostak (2009, p. 60), quoting Little, endorses a plurality of explanatory approaches:

Multiple theories are necessary, at least in the social sciences. 'Instead, the social sciences inherently consist of a messy, cross-cutting, overlapping set of theories, hypotheses, causal models, idealized facts, interpretive principles, and bodies of empirical findings that illuminate but do not reduce' (1998, p. X; 2014, p. 57).

Shah and Corley support these views: *"Multiple social realities can exist around a phenomenon because those involved interpret the phenomenon differently. This results in different people reaching different conclusions about the causality of the phenomenon"* (2006, p.1823).

As stated earlier, in Section 1.14.2, p.13 hereof, this researcher finds himself most comfortable in the Guba and Lincoln camp of such ontological relativism.

Quoting or paraphrasing several authors, Pritchard and Morgan (2007, p. 21) observe:

As Rosengren (2000, p. 21) observes of theoretical cross-fertilization 'the really interesting problems are to be found when we combine ... [these] ... seemingly contrary alternatives'. At the same time, particular theoretical perspectives (which once guided method selection) should not be allowed to dictate the choice of research methods; instead, reflexive researchers should use and shape methods as appropriate (Filmer, Jenks et al. 1998) enabling the production of creative work within and across theories and disciplines (Outhwaite 1998).

On the practices, which generate tourism research and tourism realities, these same authors along with their colleague Ren in a 2010 article conclude:

We are conscious of the crucial challenge to develop conceptualisations of tourism that encompass the plurality of worldviews, cultural differences, and research methodologies that recognise and reflect multiple positions, practices and insights (2010, p. 901).

In their conclusion, Ren, Pritchard and Morgan counsel: *“We advise researchers in the traditions of social science and management to embrace a ‘both/and’ rather than an ‘either/or’ approach”* (2010, p. 901). They have concluded that to attain theoretical clarity; it is not necessary to engage in Manicheanism (Hjørland 2011) i.e. taking an extreme theoretical *‘black versus white’* position. Essentially, they are recommending the pursuing of research with a philosophical orientation defined as *‘pragmatism’*, the latter is defined by Teddlie and Tashakkori as follows:

A deconstructive paradigm that debunks concepts such as ‘truth’ and ‘reality’ and focuses instead on ‘what works’ as the truth regarding the research questions under investigation. Pragmatism rejects the either/or choices associated with the paradigmatic wars, advocates for the use of mixed methods in research, and acknowledges that the values of the researcher play a large role in interpretation of results (2009, pp. 7-8).

Moreover, as Lynch points out: *“There is a need for research to inform both theory and practice and we use methods of research with specific purposes to carry out that research. The purpose of that research can be exploratory, speculative, descriptive, explanatory, predictive, or evaluative.”* (2010, p. 18).

It was decided to approach this project as a non-threatening *‘pragmatist’s’* engagement in a Hegelian⁵ dialectic⁶ ... from thesis to antithesis to synthesis. The natural sciences and humanities only bifurcated into separate disciplines and worldviews following *‘The Enlightenment’*; earlier, that distinction did not exist. The pursuit of either was simply regarded as the pursuit of knowledge (from the Latin *‘scire’*, to know). Creativity and critical thinking do not observe boundaries between academic departments⁷. The methodology and methods chosen must, in a pragmatic⁸ sense, be *‘fit for purpose’*. A good starting point for this DBA thesis was one of openness to phenomenological pluralism and multi-methodological research with its distinction between methods of data collection versus data analysis (Vogt 2008; Schönefeld 2011, pp. 1-32).

⁵ Hegel argued that *‘Bildung’* – the German word meaning education or formation of the self – is about keeping oneself open to that which is the other. Humanities matter.

⁶ Dialectic – The art of investigating or discussing the truth of opinions

⁷ Kilpinen, E. (2015). Habit, Action, and Knowledge, from the Pragmatist Perspective. [Action, Belief and Inquiry - Pragmatist Perspectives on Science, Society and Religion](#). U. Zackariasson, Nordic Pragmatism Network. Calhoun, C. (2014). Paths to Public Influence - Social Science in Policy, Debate and Understanding. [Campaign for Social Science - SAGE - Annual Lecture 2014](#).

⁸ Pragmatic – Dealing with things sensibly and realistically in a way that is based on practical rather than theoretical considerations.

To conclude, regarding the choice of methodology and method(s), to ignore the counsel and advocacy by Ren, Pritchard and Morgan to adopt the *'both/and'* approach would likely prove to be at one's peril, as this researcher experience first-hand *'the hard way'*. Accordingly, this research has been approached using a sequential *'QUAN→PHEN Mixed Methods Phenomenological Research ('MMPR')* methodology advocated by Mayoh et al. (2012) and Mayoh and Onwuegbuzie (2014; 2015); although, as outlined in the next section, this was by no means initially the intended approach.

1.16 – RESEARCH APPROACH RATIONALE & DESIGN STRUCTURE

The study research approach and rationale for the selected design plan structure evolved through several distinct paradigmatic and different methodological approaches; this evolution was dictated and forced by unforeseen blockages and unpredictable dead-ends which are described below.

1.16.1 – DESIGN STAGE 1 – A PURE ECONOMIC NEOCLASSICAL SYNTHESIS

An *a priori* assumption was made that the topic under investigation could be based on the presumably robust financial economics' conceptual models and their empirical foundations to facilitate an in-depth and logical assessment of the phenomenon of the impact of an Olympics Mega-event. The study design started off with an economics-based functionalist research approach; guided by an Economics Professor, who, at this stage of the research, was Principal Supervisor until he unilaterally and abruptly resigned.

A descriptive (correlational) design was selected to frame the way forward with this stage of the study. The research's intent was to demonstrate the associations between *'Tourism'*, the *'Hotel Industry'* and the *'2010 Vancouver Olympics'*. Such design was considered the most appropriate means to uncover the breadth and extent of the impact of the Vancouver Winter Olympics in the two socio-demographic clusters Metro-Vancouver and Alpine-Whistler regarding the *'what is'*, *'what was'*, or *'how much'* questions (Bickman and Rog 2009, p.16).

Moreover, the choice of a quantitative *'Economics'* approach was influenced by Lohse's writing regarding this discipline:

My intention is not to say that Economics is not really a social science. I think it is. However, there are significant differences between Economics vs other social sciences. Economics has a leading paradigm, i.e. neoclassical synthesis which features a higher-degree of formalization and mathematization

than the other social sciences. Large parts of Economics place a huge role on predictions of social – especially economic – events and processes (2016, pp. 3-4 - 'Terminological Clarifications').

Thus, this study was initially structured to assess whether economic theory and models derived therefrom – with their inherent empirically testable elements, and, as exemplified by macroeconomic or Keynesian-neoclassical models (Preuss 2000, pp. 36, 55) – could provide the desired comprehensive understanding and explanation of the phenomenon of the impact of the '2010 XXI Vancouver Winter Olympics' within its two-cluster venues' setup.

Finally, and importantly, using a descriptive study design was considered an informed 'hedge' – to circumvent potentially again running into a study 'checkmate' and follows the adage of 'Once burned, twice shy' – in that it meets the legitimate objective of potentially informing a subsequent qualitative investigation. As laid out by Kroll and Neri (2009, pp.31-49) and Creswell et al. (2011; 2011a), a descriptive design is deemed a legitimate precursor to a subsequent mixed-methods research approach.

Whilst reviewing studies assessing the economic/financial impact of the phenomenon of the impact of an Olympics, no journal articles were found that explicitly referred to a guiding 'economic theory' underlying such assessments.

Moreover, the Literature Review as well as discussions with experts at BC Stats confirmed that 'Tourism' data is not available below a macro- 'national' or 'provincial' level. No economic data is available to examine and quantify the phenomenon of the impact of a 'Winter Olympics' at the micro-geographical local levels under study. 'Tourism' is not an 'Industry' in the usual meaning of GDP national 'input-output' account terminology. 'Tourism' is defined by its end use and, thus, is neither an 'input' nor 'output'. Economic activity is classified as 'Tourism Industry' if it provides services or commodities to visitors directly and it (i.e. related economic activity) would cease to exist without tourism. In these regards, Wilton reports:

Measuring tourism is a challenge because tourism does not exist as a separate entity or as a distinct economic activity in the internationally recognized system of accounts (2004, pp.5–6).

Moreover, Ennew writes: "Given that the economic contributions of tourism are spread across several different sectors, consequently, it is very difficult to identify how tourism can contribute to an economy using standard national accounts and existing statistical resources" (2003, p.9).

BC Stats, the well-respected statistics arm of the Government of the Province of British Columbia ('BC') put paid to this issue when published the following categorical proposition in these regards: "*It is impossible to measure the size of the tourism sector directly from published data since tourism is an activity engaged in by individuals it does not correspond to any standard industry grouping*" (Hallin 2009b, p.1).

Most studies reviewed analysed such impact(s) using different economic/econometric methodological and modelling perspectives⁹. Potentially, however, Talwar provides a way to circumvent this dilemma when making the following observations – which included key pieces of other information particularly pertinent to this study – i.e. he identifies the possibility of using 'hotel occupancy' as a 'proxy indicator' for 'tourism', to wit:

National data have limited utility in assessing the importance of tourism in different localities within a country. [1] At the local level there is no standard mechanism available for the collection of data that can inform decision making – [2] hotel occupancy figures are sometimes used as a proxy indicator but are commercially sensitive [and] time consuming to collect ... (2006, p. 4).

The above parts [1] and [2] of Talwar's quote are explicitly underlined to emphasize the key observations he makes, both are critical to being able to carry this research project forward or not; and, if affirmative, in what manner, i.e. [1] There being no standard mechanism available

⁹ Inter alia, Kasimati, E. (2006). Macroeconomic and financial analysis of mega-events : evidence from Greece PhD, University of Bath, R., M. J. (2006). "Economic and Fiscal Impacts of Mega Sporting Events - A General Equilibrium Assessment." Public Finance and Management 6(3): 346-394, Bridges, B. (2008). "The Seoul Olympics: Economic Miracle Meets the World." The International Journal of the History of Sport 25(14): 1939-1952, Baade, R. A., R. Baumann, et al. (2008b). Slippery Slope? Assessing the Economic Impact of the 2002 Winter Olympic Games in Salt Lake City, Utah, College of the Holy Cross: 1-18, Barclay, J. (2009). "Predicting the Costs and Benefits of Mega-Sporting Events: Misjudgement of Olympic Proportions?" iea Economic Affairs 29(2): 62-66, Kasimati, E. and P. Dawson (2009). "Assessing the impact of the 2004 Olympic Games on the Greek economy: A small macroeconomic model." Economic Modelling 26: 139-146, Ritchie, B. J. R., R. Shipway, et al. (2009). "Resident Perceptions of Mega-Sporting Events: A Non-Host City Perspective of the 2012 London Olympic Games." Journal of Sport and Tourism 14(2): 143-167, Zhang, L. and S. X. Zhao (2009). "City branding and the Olympic effect: A case study of Beijing." Cities 26(5): 245-254, Baumann, R., B. E. Engelhardt, et al. (2010). The Labor Market Effects of the Salt Lake City Winter Olympics. Working Paper, International Association of Sports Economists, Faloutsos, M. and M. L. Silk (2010). "Olympic Bidding, Multicultural Nationalism, Terror, and the Epistemological Violence of 'Making Britain Proud'." Studies of Ethnicity and Nationalism 10(2): 167-186, Kavestos, G. and S. Szymanski (2010). "National Well-being and International Sports Events." Journal of Economic Psychology 31(2): 158-171, Szymanski, S. (2011). "About Winning: The Political Economy of Awarding the World Cup and the Olympic Games." SAIS Review 31(1): 87-97, Rose, A. K. and M. M. Spiegel (2011a). "The Olympic Effect." The Economic Journal 121(553): 652-677, Müller, M. (2014). "After Sochi 2014: costs and impacts of Russia's Olympic Games." Eurasian Geography and Economics 55(6): 628-655, Zimbalist, A. (2015). Circus Maximus -The Economic Gamble Behind Hosting the Olympics, Brookings Institution Press, Baade, R. A. and V. A. Matheson (2016). "Going for the Gold: The Economics of the Olympics." Journal of Economic Perspectives 30(2): 201-218.

for the collection of data to inform decision making; and [2] That *'hotel occupancy'* is sometimes used as a *'Proxy Indicator'* for *'Tourism'*. Both issues are addressed below.

First, with respect to Issue [1] – the *'availability of standard mechanism at the local level'*, none of the available 'standard' economic models or modelling techniques identified during the Review of the Literature were shown to be *'fit-for-purpose'* to empirically assess the impact of the Vancouver Olympics at the micro-level within its footprint, inter alia, (i) *'Cost Benefit Analysis'* (Fourie and Santana-Gallego 2010a, p. 3); (ii) *'Input-Output Model'* (Dwyer, Forsyth et al. 2004, p. 7; Preuss 2004b, p. 236; Dwyer, Forsyth et al. 2008, pp. 5, 260); (iii) *'Keynesian Multiplier Models'* (Preuss 2004b, p. 237; Rosselló-Nadal, Riera-Font et al. 2007); (iv) *'Tourism Satellite Accounts'* (*'TSA'*) (Talwar 2006, p. 4; Jones and Li 2015, p. 131); (v) *'Computable General Equilibrium Analysis'* (*'CGE'*) (Ennew 2003, p. 12; Dwyer, Forsyth et al. 2004, p. 11); and (vi) *'Added Value Method'* (Bondonio and Campaniello 2006, p. 362).

Moreover, as hereinafter reported in *'Chapter 2 – Reviewed Literature'*, the whole economic/econometric process with respect to the *ex-ante* assessments of the impact of many Hallmark/Mega-events/Olympics was shown to be seriously flawed and fraught with subterfuge. The wilful misuse of economic impact analysis methodology, shenanigans, charlatan studies, mischief, unethical behaviour and indeed outright fraud to legitimize pre-ordained conclusions are comprehensively and succinctly outlined by several prominent academic researchers (Teigland 1999, p. 316; Crompton 2001, pp. 80-81; Baade and Matheson 2003; Kasimati 2003, p. 433; Bondonio and Campaniello 2006, p. 361; Crompton 2006, pp. 70-79; Hall 2006, p. 62; Shaw 2008; Jones 2009; Duminy and Lockett 2012, p. 2; Zimbalist 2015, pp. 37-38, *passim*).

Specifically, Crompton's work is most informative in these regards. The titles of several academic articles and subject books are, in and of themselves, quite telling¹⁰.

Other research confirms that *ex-ante* predictions of positive economic impact of Hallmark/Mega-events are *"... rarely, if ever, realized [and] predictions greatly overstate the true economic impact of Olympic Games when predictions are compared to ex-post reality"*

¹⁰ The titles of several journal articles referenced above are, in and of themselves, quite revealing. To wit: Baade, R. A. and V. A. Matheson (2003). Bidding for the Olympics: Fool's Gold? *Transatlantic Sports*. C. Barros, M. Ibrahim and S. Szymanski. London, Edward Elgar Publishing, Crompton, J. L. (2006). "Economic Impact Studies: Instruments for Political Shenanigans?" *Journal of Travel Research* 45(1): 67-82, Shaw, C. A. (2008). *Five Ring Circus: Myths and Realities of the Olympic Games*. Gabriola Island, BC, New Society Publishers, Jones, J. (2009). "Follow the Money, Understand the Olympic Scam.", Zimbalist, A. (2015). *Circus Maximus -The Economic Gamble Behind Hosting the Olympics*, Brookings Institution Press.

(Matheson 2006, pp. 1, 14; Porter and Fletcher 2008, p. 470; Mills and Rosentraub 2013, p. 238). Crompton, Lee & Shuster point out that “... *if a study were undertaken by five different experts, it is highly probable that there would be five different answers*” (2001, p. 80). Moreover, Flyvbjerg, Bruzelius & Rothengatter observed that with respect to the impacts of Hallmark/Mega-events “*Rarely is there a ‘simple-truth’ ... What is presented as reality by one set of experts is often a social construct that can be deconstructed and reconstructed by other experts*” (2003, p. 60). Thus, despite increasingly sophisticated techniques, which economists now apply as a matter of course, the analyses of economic data remain messy. “*Driving a Mercedes down a cow-track*” is how Thomas Mayer (McCloskey 1994, p. 167), an academic economist, once described the application of fancy tools to real-world phenomena that are not easy to model, much less to credibly measure.

In summary, the review of the literature process identified serious inadequacies in the economic models planned and examined in terms of potential practical application to address the research questions in this thesis. What is clear is that it is not only the methodological rigidity of neoclassical orthodoxy that is troubling but also its self-righteous ‘*Pretence of Knowledge*’ (von Hayek 1989) that has been prevalent in economics for decades and what – as is shown in this study – frequently involves the ‘*art of shenanigans*’ to deliver pre-ordained, self-serving outcomes. Simply put, the above mentioned *a priori* assumption regarding the existence of acceptable financial economics’ conceptual models for assessing the impact of an Olympics Mega-event was naïve and proved erroneous.

Thus, this researcher was faced with compelling data that a ‘*pure economic study*’ of the impact of an Olympics would continue to deliver unsatisfactory results. This data raised the question: *Why proceed on a task of producing a sixth unsatisfactory result while ploughing ground that had already been ploughed, by including yet another one or two more variables or contingencies?* To do so seemed analogous to the cliché ‘*throwing in every ‘relevant titbit’ but the kitchen sink*’ (Economist 2016). Seemingly with the best of intentions, many academics had done so, including Whitson and Horne (2006b), Frey, Iraldo et al. (2008), Dolles and Söderman (2008), Hayes and Karamichas (2011), Essex and Chalkley (2004a), Müller (2011), Holden, MacKenzie et al. (2008), Minnaert (2012), Jones (2009), Rowe (2012), Jennings (2013, p.3).

Secondly, Issue [2] – relates directly to the ‘*Hotel Industry*’ being an acceptable ‘*Predictor Indicator*’ for the ‘*Tourism Industry*’. If as Talwar postulates, the ‘*Hotel Industry*’ is an acceptable ‘*Proxy Indicator*’ for the ‘*Tourism*’ and if it can be shown that ‘*Tourism*’ correlates highly with ‘*Hotel Activity*’ – as measured by one of the industry’s key performance indicators,

i.e. '*% Occupancy*' – then '*Tourism*' can be set aside from further direct consideration because the two variables could then rationally be deemed to be an acceptable '*Proxy Indicator*' for one another. This appears to have been axiomatically assumed to be the case by academics other than Talwar, including Hampton who wrote "*Another proxy indicator for tourism is hotel occupancy*" (2013, p. 82), and Schmidt-Thome & Greiving who wrote: "*However, data are available for number of beds in hotels [i.e. % Occupancy] and similar accommodations. This indicator can be used as a proxy indicator for estimating the significance of the tourism sector in a regional economy ...*" (2013, Section 6.3.2 Indicator methodology).

Thus, a key consideration while moving forward with this research as planned involved first off being able to confirm, not assume, that '*Hotel Activity*' could indeed be empirically shown to be highly correlated with '*Tourism Activity*' and thus accepted as the latter's '*Proxy Indicator*'.

To conclude, three considerations led to the decision to modify the research approach from a purely quantitative project to a mixed-methods QM/QL research approach:

The primary reason for doing so emanated from an increasing level of discomfort and growing apprehension that the pursuit of a purely economic/econometric approach, to model the impact of the '*2010 XXI Vancouver Winter Olympics*', would most likely result in the same unsatisfactory outcomes reported by all those who had walked this path before. As described hereinbefore, unsatisfactory outcomes had been experienced and reported by even the most accomplished of academics in this field. Moreover, that the extant literature has not been able to deal satisfactorily with the myriad of confounding influences that impede comprehensive modelling of the impact(s) of an Olympics became increasingly and abundantly evident during the Literature Review. This aspect of '*Theory Confounding Factors*' is addressed later herein in detail.

Secondly, the advanced economics and econometrics subject matter, which had been studied several decades ago, had become stale and required intensive review. Moreover, a purely economic, quantitative research project was not what had been the goal at the outset of this research. Instead, a post-retirement commitment was envisaged that involved the pursuit of a professional doctorate, drawing on professional practice and experience, rather than a Ph.D. Simply put, pure economics/econometrics was of little interest and turned out to be agonising and anxiety-creating. Moreover, its pursuit seemed to inevitably lead to falling short if not indeed a complete research cul-de-sac. Further pursuit of an economic/econometrics monomethod quantitative study to assess the phenomenon of the impact of the Vancouver Winter Olympics would have been an exercise in futility. It was therefore proactively abandoned.

Thirdly, these developments, along with the resignation of my economics-orientated thesis supervisor in October 2014, followed by the eventual successor appointment of a Professor in Health Services – one steeped in mixed-method research – led to the decision to subsequently embark on a dominant/sequential QUAN→qual Mixed-Methods research approach to deliver a more comprehensive understanding, quantification, and explanation of the impact of the *'2010 Vancouver XXI Winter Olympics'* within its two clusters.

This decision was reinforced whilst participating at a university-sponsored mixed-methods review seminar, fortuitously co-led by two outstanding academics/practicing-healthcare-professionals (Jomeen 2010; Martin 2012). They reinforced and confirmed the conviction that a mixed-methods research approach would prove to be one best *'fit for purpose'* (Tuli 2010, p. 106; Antwi and Hamza 2015, p. 223). Such an approach seemed best suited to address both the quantitative and qualitative aspects of an assessment of the impact of an Olympics but also best fits an eclectic penchant or inclination of a researcher with a professional corporate background. Academics, such Jogulu and Pansiri (2011, p. 688) and Marais (2012, *passim*) have eloquently advocated the mixed-methods research methodological approach.

1.17 – STATEMENT OF RESEARCH GAP AND SIGNIFICANCE

This research contributes to the *'body of knowledge'* and understanding of the role the *'2010 Vancouver XXI Winter Olympics'* had and is expected to continue to play, in the success of the Tourism Industry in the Greater Vancouver Area and the Resort Town of Whistler. Also whether, and how, these Olympics impacted differently on these two separate pre-selected demographic clusters based on the reported perceptions of industry insiders; the latter comprised of 62 senior hoteliers at hierarchical level General Managers and up.

The particularity of a distinct *'Additional Hotel Room Tax'* (*'AHRT'*) assessment in British Columbia is unique. And, the availability of related detailed data at the municipal level provides a unique and one-off opportunity to use this *'Hotel Room Tax'* data as a reflection of, or proxy for, Tourism activity flowing from the Winter Olympics in two distinct clusters: cosmopolitan Vancouver versus the rural, alpine Resort Town of Whistler and falsify whether the Hotel Industry is a usable proxy for *'Tourism'*.

The desire to *'between-methods'* triangulate the resulting quantitative findings led to the qualitative process of engaging with most executive Hoteliers in metro-Vancouver and Whistler. The process sought out, via open-ended semi-structured face-to-face interviews,

their collective subjective views on the impact of the '2010 Vancouver XXI Winter Olympics' on 'Tourism' in their respective locations.

Concurrently, the paradigm of 'expectancy-based illusory correlations' is assessed. The issue of 'Illusory Correlations' is comprehensively addressed by Fiedler (2000, pp. 26-27), i.e. where potentially, in this study, a correlation between 'Hotel Occupancy' and 'Tourism' was reported as thought to exist but then turned out to be either overestimated or non-existent when triangulated with available quantitative data.

The decision to personally, one on one, interview all the hotel General Managers in Vancouver and Whistler was based on two factors: firstly, the prior dismal experiences with questionnaire response rates; and, secondly, the practicability of doing so given the clustered concentration of hotels in the two venues Vancouver and Whistler. This decision was expected to improve the overall qualitative data obtained.

Moreover, there being no agreed method on the iterative process of confirming 'data saturation' (Glaser and Strauss 1967, p. 62), i.e. the point at which no new information emerges. An interesting complement of this decision was the ability to test prevalent theories with respect to 'data saturation'. This was done by comparing the themes emerging from the thematic analysis of an initial grouping comprising the coding of transcriptions of digitally recorded interviews with those of a second grouping comprising the coding of transcriptions where the interviews were recorded in a stenographic fashion in order to determine whether any new emergent themes became evident and, if not, that saturation had indeed been reached.

1.18 – SUMMARY

This chapter provides a brief introduction to the concepts 'Tourism', 'Hotel Industry' and 'Mega/Hallmark events' such as an Olympics – from the macro to a more manageable micro-examination of a Winter Olympics. It describes the process of funnelling down to what constitute 'top-tier' 'Tourism' and 'Hospitality' 'peer-reviewed journals' and identifies the seven most influential topics in articles in published tourism journals. Subsequently, a total of 244 articles were identified that examined various socio-economic aspects of Olympics Games, including Tourism. The influence of Mega/Hallmark events in Canada, including one Summer and two Winter Olympics, on the 'Tourism' and 'Hotel Industry', is described. The case for an in-depth study of the '2010 Vancouver XXI Winter Olympics' is presented along with a prognosis of study's 'contribution to knowledge'.

Following the recommendations of prominent academics (Hanson, Creswell et al. 2005, p.233; Molina-Azorín 2009, p. 54: Recommendation 5.), this *'Introduction Chapter'* includes the study's purpose, its *'Hypotheses and Research Questions'*, and specifies quantitative and qualitative aspects to retain focus and foreshadow its logic and progression. The rationale for finally ending up embarking on mixing the QM and QL paradigms and data within an equal-weight/sequential QUAN→PHEN Mixed Methods Phenomenological Research (*'MMPR'*) study to triangulate and extend its results is hereinafter explicitly articulated and supported.

It would be presumptuous to think that as of the date hereof – it has been just five years since the Games – one can meaningfully assess whether Vancouver's long-term Olympics' aspirations were met. It has taken Calgary 20+ years to gauge the impact of its *'XV Winter Olympic Games'* in a meaningful manner. Gratton and Preuss (2008, p.1933) wrote: *"It takes 15-20 years to measure the true legacy of an event such as the Olympic Games ..."*. Be that as it may, early signs are encouraging; Tourism Whistler reports *"It'll be hard for Whistler to top 2014 ... it was the busiest year in the resort's history – record room nights in both summer and winter"* (Tourism Whistler, 2015). The Canadian Tourism Commission reports a 10% jump in visitors to Canada in 2011 and a marked increase in travel bookings in the Greater Vancouver Area *"resulting from post-Games marketing campaigns"* (GOC 2011a; GOC 2011b; IOC 2011c). However, questions of whether: (i) the goal of increasing global awareness by tourism providers; or, whether (ii) the Games were financially successful by providing a fresh impulse to the tourist industry in British Columbia, will remain the subject of future research.

For reasons of timing, time, and *'model-inadequacy'* constraints, this paper could not assess the broad scope and implications inherent in evaluating macro-financial successes of the Vancouver Winter Olympics, however defined. Instead, this thesis evaluates one micro aspect of macro-financial successes as perceived by tourism industry insiders and as it is quantitatively reflected by key measurements by the industry itself of tourism activity. Such key indicators include *'RevPAR'*, *'% Occupancy'*; and *'Average Daily Room Rate'* (Harris and Mongiello 2006; Brotherton and Wood 2008; Horwath-Staff 2010; Smith Travel Research 2010). The research outlined in this thesis aims to address these outstanding issues.

As noted by Shah and Corley (2006, p. 1827), the use of the interpretive paradigm to answer research questions is best approached using a *'grounded theory'* perspective; including those posed that probe, inter alia, new areas, seek to uncover processes, understand poorly understood phenomena, attempt to understand unspecified variables or ill-structured linkages,

or examine variables that cannot be studied via experimentation (paraphrased from (Glaser and Strauss 1967; Marshall and Rossman 1995; Yin 2009).

1.19 – HYPOTHESES AND RESEARCH QUESTIONS

The question arises: *Why 4 Hypotheses?* The answer is: Measuring the impact of 'Tourism' is predicated on pre-testing of Hypotheses 3 & 4. This will be demonstrated hereinafter. They are necessary as a lead-in because certain critical underlying assumptions relied on in this research's analyses are not proven in the extant literature. Moreover, this is the first research that has explored the use of British Columbia's unique 'Additional Hotel Room Tax' as a predictive model for 'Tourism'. A similar supporting rationale for: 'Why 4 Research Questions' will be demonstrated hereinafter.

1.19.1 – HYPOTHESES (Quantitative Component)

1. H_0 *There is no increase in the number of tourist arrivals in 2010 in Metro-Vancouver and Whistler compared to prior years.*
2. H_0 *The 2010 Vancouver Winter Olympics' impact in Metro-Vancouver (Cluster 1) is different compared to the impact in Alpine-Resort Whistler (Cluster 2).*
3. H_0 *In British Columbia, 'Hotel Industry' activity is a 'Proxy Indicator' for 'Tourism'.*
4. H_0 *British Columbia's unique 'Additional Hotel Room Tax is highly correlated with 'Hotel Industry' activity within its Vancouver Winter Olympics footprint comprising Metro-Vancouver and Whistler; it can be used as a predictive model for 'Tourism'.*

1.19.2 – RESEARCH QUESTIONS (Qualitative Component)

1. *How successful were the Vancouver Olympics Games?*
2. *Economic or econometric models identified in the Reviewed Literature – and typically applied – are not 'fit-for-purpose' to study the impact of Mega-events such as an Olympics; are alternatives available to do so?*
3. *Do the qualitative and quantitative findings in this research converge or diverge?*
4. *Can potential issues of 'Illusory Correlations' and 'Data Saturation' be mitigated?*

1.20 – MAIN AND COROLLARY OBJECTIVES

This research had the following main and corollary objectives:

- Using quantitative research methods to assess the *'impact of the 2010 Vancouver Winter Olympics in Vancouver and Whistler'*.
- Using qualitative research methods to examine senior Hoteliers' *'perception'* of the impact of the 2010 Vancouver Olympics in Vancouver and Whistler.
- To explore and demonstrate how prevalent *'Keynesian-neoclassical positivist economic theory'* and its various models are inadequate to assess the geographical local microeconomic impact of an Olympics.
- To explore and evaluate an *'alternative 'economic' model'* – "*Additional Hotel Room Tax*" (*'AHRT'*) – using British Columbia's micro tax data.
- To explore how paradigmatic differences between QM, QL, and Mixed Methods do provide a contextual understanding of the phenomenon of *'the impact of an Olympics'*.
- To validate the use of *'Hotel Industry'* activity as a valid *'Proxy Indicator'* for *'Tourism'* activity.
- To add insight into the issue of *'Illusory Correlations'*.
- To add insight to the issue of *'Data Saturation'* in qualitative thematic analysis research.
- To assess the practicability of using a sequential *'QUAN→PHEN Mixed Methods Phenomenological Research ("MMPR")'* approach to demonstrate, particularly to scholarly professionals, its potential in applied business and management research applications.
- To inform *'Tourism'* and *'Hotel Industry'* practitioners through innovative, improved research and evidence-based knowledge.

CHAPTER 2 – REVIEWED LITERATURE

2.1 – INTRODUCTION

This chapter provides the background for this thesis; it will present a comprehensive examination and discussion to justify the literature reviewed, and used, to inform this researcher and provides the purposes of, and the context within which, this thesis was conducted. This Reviewed Literature provided the best evidence for informing as to appropriate procedural policy and practice; research that relates to other studies – reinforcing, integrating, and elaborating – can provide greater breadth and depth to our understanding (Benoit and Holbert 2008, p. 615). Effectively undertaking a Literature Review is a prime research objective for both professional scholars and scholarly professionals; the “*researcher both maps and assesses the relevant intellectual territory in order to specify research questions which will further develop the knowledge base*” (Tranfield, Denyer et al. 2003, p.1).

This thesis aimed to explore the impact of an Olympics. The major initial focus of this review, on the real financial/economic and other corollary intangible impact(s) of an Olympics within its footprint on the ‘*Tourism*’ and ‘*Hotel Industry*’, was to enable and inform the quantitative research phase. Thus, it was necessary to crystallise the various domains at play pertinent to this research; firstly, to develop knowledge of the many existing potentially applicable economics’ multi-dimensional concepts within the academic literature, secondly, to ensure that the research would be relevant to industry practitioners, and, thirdly, to identify the critical economic and industry success factors usable for development of a survey questionnaire for use as an appropriate quantitative research instrument.

However, when it became evident that such quantitative economic research would fall short of meeting the desired research aims, the ‘*Reviewed Literature*’ was extended to include an assessment of appropriate qualitative elements – such as thematic analysis – to complement the research. In short, the ultimate purpose of this literature review was to enable this process to conclude with a clear statement of this thesis’ research theoretical considerations, its aims, and objectives, and possible hypothesis(es) and research question(s) to be addressed.

2.2 – PERTINENT BIBLIOGRAPHY AND REFERENCES COLLECTION

In the overall collected bibliography of academic books, journal articles, conference presentations and anecdotal accounts, an immense variety of the impact of ‘*Mega/Hallmark*’ events on ‘*Tourism*’ was found. However, far fewer discuss the ‘*impact of an Olympics*’ on

'*Tourism*' and even fewer the '*impact of a Winter Olympics*'; the latter the primary focus of this research. This chapter presents a review of '*primary*' and '*secondary*' relevant literature across the broader designation of '*Mega/Hallmark*' events. Moreover, it then burrows in on the impacts of a '*Winter Olympics*'. Following, it focuses, further and specifically, on the '*2010 Vancouver XXI Winter Olympics*' and its impact on '*Tourism*' within its footprint. The '*Reviewed Literature*' consisted of an examination of mixed empirical quantitative and inductive qualitative academic research because that is how this research process progressed and evolved throughout this study.

2.3 – DEFINITIONS

A great deal of the reviewed literature appeared to consist of research and material addressing so-called '*Mega-Events*'. Pertinent references, used to inform this research, are confined to international '*Mega-events tourism*' and further restricted to those dated from 2005 onwards, unless materiality dictated otherwise (Burbank, Andranovitch et al. 2002; Lee and Taylor 2005; Gursoy and Kendall 2006; Hall 2006; Matheson 2006, 2012; Whitson and Horne 2006a; Horne 2007; Andersson, Ambrecht et al. 2008; Chen 2008; Boyle and Haggerty 2009; Giulianotti and Klauser 2010; Fourie and Santana-Gallego 2011; Varrel and Kennedy 2011; Duminy and Lockett 2012; Li and McCabe 2013; Mills and Rosentraub 2013). Mega-events include, inter alia, significant sports events (Weed and Bull 2004); and their main sub-category – the Summer and Winter Olympics (Dickinson and Shipway 2007, p.19).

2.3.1 – HALLMARK EVENTS

Well-known Canadian tourism academics seem to prefer the terminology '*Hallmark Events*' (Ritchie and Beliveau 1974; Ritchie 1984; Hiller 1989; Reid 2008; Getz, Svenson et al. 2012; Ness and Williams 2013), as does Hall (1992). The latter is, in fact, the most "... *frequently cited tourism scholar from 1998 to 2007*" (McKercher 2008, Table 2, p.1231).

As Hall (1989, p. 263) wrote "... *the standard definition of hallmark events is that provided by Ritchie*", to wit:

Major one-time, or recurring, events of limited duration developed primarily to enhance awareness, appeal and profitability of a tourism destination in the short and/or long-term. Such events rely for their success on uniqueness, status, or timely significance to create interest and attract attention (1984, p. 2).

Hall (1992; 2006, p.67) observes “... *sporting events are the most notable model of hallmark events*” and then sets the Olympics apart as a sub-category as follows “... *the Olympic Games are events which are expressly targeted at the international tourism market*” (1989, p. 264).

Nishio et al. (2009, p.1258) posit that “*Most hallmark events have substantial government commitment*”.

Roche adopts a sociological approach to the analysis of Mega-events when writing:

“Whether their impacts are positive or negative, urban mega-events are typically conceived and produced by powerful elite groups with little democratic input to the policy-making process by local citizens. On the contrary, local citizens are typically expected to act as if they welcomed the event that is imposed upon them” (2000, p. 126).

Given these comments by Nishio et al. and Roche above, ‘*Political Considerations*’ and ‘*Corporate Business Considerations*’ of ‘*Mega/Hallmark events*’ and an Olympics are discussed in more detail, respectively, in Section 2.6.1, pp. 37 - 38 and Section 2.6.3, pp. 40 - 42 herein.

Getz (2007, p.25) wrote: “... *they [Hallmark Events] are on a scale that can produce a high performance in tourism, media coverage and economic impact for the host community or destination*”. Gratton et al. (2000, p.26) typologized the Summer and Winter Olympics Games as “... *irregular, one-off major international spectator events which generate significant economic impact for the host cities*” and thus rank at the very top of revenue generating potential.

However, what became rather quickly self-evident is the fact that there was little equitable sharing of the wealth created by these events. Revenues flowing from these events are concentrated amongst very few people or entities. The financial and economic impact effects of Mega/Hallmark events and Olympics are discussed in detail in Section 2.8, pp.49–60 hereinafter.

To summarize, Summer and Winter Olympics are Mega-international ‘*hallmark events*’ with a global target audience which acts as an accentuator and magnet for tourism with its assumed inherent positive economic impacts on the host venues. Moreover, global and social media organizations and corporate sponsors consider it axiomatic that ‘*Olympic Games*’ have an extraordinary revenue-generating capacity (Sandomir 2003; Malfas, Theodoraki et al. 2004).

2.4 – SEMINAL PAPER & PROMINENT ‘MEGA-EVENT’ ACADEMICS

Per Dickinson et al. (2007, p.2, 19), the seminal paper on ‘*Hallmark Events*’ was written by Ritchie (1984); for his ‘*classification of hallmark events*’ see TABLE 1 below. Ritchie is a frequently cited ‘*Tourism*’ academic (1974; 1985; 1990; 1991; 2000; 2003; 2004; 2005; 2007; 2008; 2009; 2010; 2011) as reported by Zhao (2007, p.480), McKercher (2008, pp. 1230-1231: Tables 1 & 2), and Law, Ye et al. (2009, pp.739-741: Table 1). Ritchie’s study of the 1988 Calgary XV Winter Olympics is the earliest and most commonly cited example of the first conceptual framework which expressly provides for the examination of the impacts of Olympic events. His on-going research of the Calgary Olympics was carried out over a two-decade period 1984-2008. Ritchie’s research sets him apart as one of the few academics to attempt comprehensive longitudinal studies of a broad range of an Olympics’ effects on the host city and its residents (Ritchie 1984; Ritchie and Smith 1991; Dickinson and Shipway 2007, p.2).

CLASSIFICATION OF HALLMARK EVENTS	
Classification	Examples and Locations
World fairs/expositions	Expo '67/Montreal Knoxville '82 New Orleans '84 Vancouver '86
Unique carnivals and festivals	Mardi Gras/New Orleans Quebec Winter Carnival/Quebec City Oktoberfest/Munich Stampede/Calgary
Major sports events	Summer Olympics/Los Angeles 1984 Winter Olympics/Calgary 1988 World Cup Soccer/Spain 1982 Marathons/Boston Grand Prix Racing/Monza
Significant cultural and religious events	Oberammergau/Germany Papal Coronation/Rome Royal Wedding/London
Historical milestones	Los Angeles Bicentennial 500th Anniversary of the Discovery of America (1492-1992)
Classical commercial and agricultural events	Wine Purchasing/France Royal Winter Fair/Toronto Floriade '82/Amsterdam
Major political personage events	Presidential inaugurations Funerals of heads of state/Tito (Yugoslavia), Brezhnev (Russia) Papal visits Major political leadership conventions

TABLE 1 – CLASSIFICATION OF HALLMARK EVENTS¹¹

¹¹ Source: Ritchie, J. R. B. (1984). "Assessing the Impact of Hallmark Events: Conceptual and Research Issues." Journal of Travel Research: 2-11.

It is telling that a trio of Ritchie's academic cohorts referenced '1984' specifically as a watershed year. They wrote "... from 1984 onwards ... rapid worldwide growth in the number of sports events has been driven largely by the economic impact that events are expected to generate" Chalip (2006a, p.109) referencing Crompton (1999) and Mules & Faulkner (1996). Accordingly, anyone studying the impact of an Olympics will want to review Ritchie's research on the Calgary Olympics which provides a framework for much of his subsequent research and that of other scholars. Other most frequently cited Olympic tourism research scholars are Getz (1997; 1999; 2005; 2008a), Law (2009; 2010; 2012), Butler (2008), and Xiao (2003; 2005; 2006b; 2008).

2.5 – OLYMPIC GAMES

One sub-section of international hallmark-tourism events, the Summer and Winter Olympics, has enjoyed specific interest on the part of researchers, see TABLE 2 (following on next page) – "*Representative Major Hallmark-Events: Scholars and Outcome.*" The Olympics are arguably the world's largest and most prestigious of all sporting events. The 'shock' effect of an Olympics on tourism and the hospitality industry is widely described anecdotally and academically well documented.

Fourie et al. (2011) note that the appeal of hosting an Olympic Games has grown significantly in the last 20 years since the Summer and Winter Olympic Games were '*de-coupled*' after 1992. The Games are now held on such a mega-scale and enjoy such a widespread global media exposure that they have empirically been shown to result in accelerated increases in 'international' (and 'national') tourist arrivals (see APPENDIX 18, p. 331). They, thus, generate significant positive economic contributions to a country's GDP (Hall 1992).

Corroboratively, Fayos-Sola wrote of the Olympic Games:

Despite being a one-off mega-event of limited duration, have a huge impact on the host country in term of tourist volumes, visitor expenditure, heightened awareness and a positive image of the host location (1998a, p.242).

Coincidentally, apart from infrastructure improvements, or new-build ones, triggered by an Olympics, there are quantum improvements in local societal organizational capabilities. The latter augment a destination's events-related logistics' abilities; particularly so, in the areas of marshalling the use of volunteers and corporate-sector seconded staff (Kemp 2002; Dobson 2009; Dickson, Edwards et al. 2010). All these factors improve the so-called '*brand value*' or '*competitive identity*' (Buncle and Keup 2011, p.18) of a tourist location and its overall

attractiveness as a tourism destination (Enright and Newton 2004; Kavaratzis 2004; Blain, Levy et al. 2005; Lee 2010; Line and Runyan 2012).

<u>AUTHOR(S)</u>	<u>EVENT(S) COVERED</u>	<u>OUTCOME</u>
Preuss (2006a)	1972-2008 Olympic Games	Economy
Sterken (2006)	1984-1996 Olympic Games	Economy
Tucker (2006)	1984-2004 Olympic Games	Employment
Teigland (1999)	1988-1994 Winter Olympics	Tourism
Whitson and MacIntosh (1996)	1976 Montreal Olympics	Negative-Economics
Hiller (2006)		Urban Transformation
Mount and Leroux (1994)	1988 Calgary Olympics	Economy
Kim, Gursoy and Lee (2006)	1988 Seoul Olympics	Economy
Terret (2008)	1992 Albertville Olympics	Failed-Expectations
Tomlinson (2005a)		Sociology
Brunet (2002)	1992 Barcelona Olympics	Hotel Occupancy
Spilling (1996)	1994 Lillehammer Olympics	Tourism
Deng & Arthanasopoulos (2011)	2000 Sydney Olympics	Tourism
Madden and Crowe (2005)		Econ. Modelling -CGE
Giesecke (2007)		Econ. Modelling-CGE
Chappelet (2008a)	2002 Salt Lake City Olympics	Historical-Perspective
Leeds (2008)		Tourism
Kasimati (2003)	2004 Athens Olympics	Economy
Psarros (2008)		Tourism
Bondonio and Guala (2011)	2006 Torino Olympics	Tourism
Frey (2008)		Urban Transformation
Hamakawa and Elam (2008)	2008 Beijing Olympics	Marketing
Zeng (2008)		Tourism
Brownell (2009)		Western-Centrism
Li, Blake and Thomas (2013)		Economic Modelling
vanWynsberghe et al. (2012)	2010 Vancouver Olympics	Social Inclusion
Blake (2005)	2012 London Olympics	Statistical-modelling
Jameson (2008)		Hospitality-Perspective Soc.
Halper (2009)		Sc. Perspective

TABLE 2 – REPRESENTATIVE HALLMARK-EVENTS: SCHOLARS AND OUTCOME

2.6 – STAGING MEGA-EVENTS: OBJECTIVES AND MOTIVATION

The organizational model of any Olympics reflects the objectives articulated by the host city to its citizens and promulgated in its public bid process (Brunet I Cid 2002). As is usual for many candidate cities, the main objectives of a potential Olympics' host city are typically five-fold. They include (i) a desire and readiness to accelerate an '*urban transformation*' process (Hiller 1989, 2006; Guala 2002; Rosso 2004; Whitson 2004; Essex and Chalkley 2004a, 2004b); (ii) improve general '*socio-demographic conditions*' (Ritchie 1989; Lesjø 2009; Small, Krusi et al. 2012); (iii) to create '*legacies*' (Ritchie 2000; Fromm 2006; Preuss 2007b; Surborg, vanWynsberghe et al. 2008; Beck 2010; Walker 2012); (iv) the '*promotion of tourism*' (Teigland 1999; Preuss 2004b; Bondonio and Campaniello 2006; Zekulin 2009; Zimmerman 2010); and (v) delivery of generic broad-based '*economic benefit*' (Ronningen 1997; Getz 1999; Kasimati 2003; Baade, Baumann et al. 2008b).

Lee and Taylor (2005, p. 595 quoting Barney, Wenn & Martin, 2002) posit that factors which motivate both corporate involvement and public support include, among other things:

- i. *Opportunity to advertise products to a global audience;*
- ii. *Leverage business opportunities in export and new 'Foreign Direct Investment' ('FDI');*
- iii. *'On-sell' event management knowledge;*
- iv. *Enhance the tourist industry of the host country*
- v. *Boost citizen morale and pride*

TABLES 3 & 4 and CHARTS 1 & 2 following display the topics, themes, and foci of past academic Olympic studies:

Event(s) covered	Themes	Author(s)
1972-2008 Olympic Games	Economy	Preuss
1984-1996 Olympic Games	Economy	Sterken
1984-2004 Olympic Games	Employment	Tucker
1988-1994 Winter Olympics	Tourism	Teigland

TABLE 3 – OLYMPIC GAMES THEMES – LONGITUDINAL

Olympic Game Studies

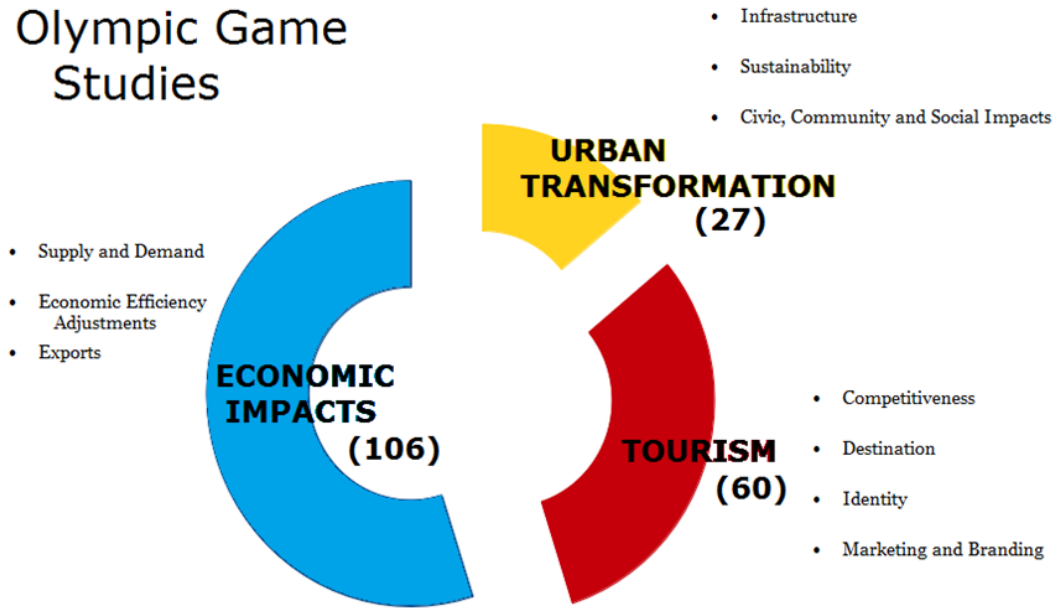


CHART 1 – OLYMPIC GAMES – BROAD RESEARCH AREAS

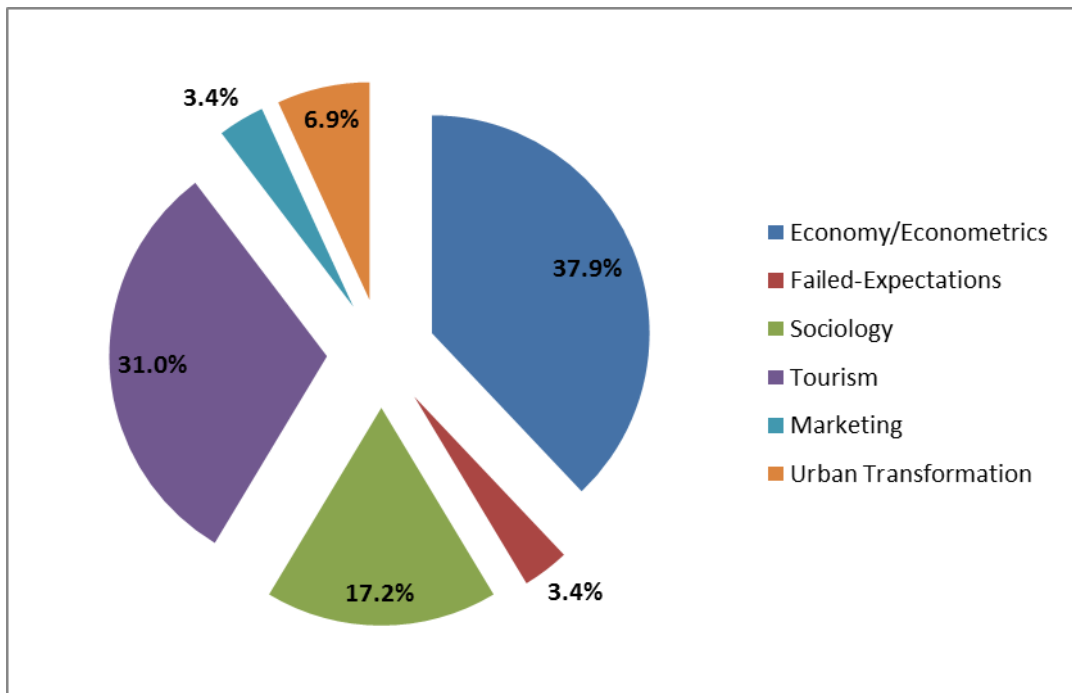


CHART 2 – DISTRIBUTION OF THEMES

Year	SUMMER			WINTER		
	Venue	Themes	Authors	Venue	Themes	Authors
1976	Montreal	Negative-Economics Urban Transformation	Whitson & MacIntosh Hiller			
1988	Seoul	Economy	Kim et al.	Calgary	Economy	Mount & Leroux
1992	Barcelona	Hotel Occupancy	Brunet	Albertville	Failed-Expectations Sociology	Terret Tomlinson
1994				Lillehammer	Tourism	Spilling
1998				Nagano ¹²		
2000	Sydney	Tourism Econ. Modelling (CGE) Econ. Modelling (CGE)	Deng et al. Madden & Crowe Giesecke			
2002				Salt Lake City	Historical-Perspective Tourism	Chappelet Leeds
2004	Athens	Economy Tourism	Kasimati Psarros			
2006				Torino	Tourism Urb. Transformation	Bondonio et al. Frey
2008	Beijing	Marketing Tourism Western-Centrism Economic Modelling	Hamakawa & Elam Zeng Brownell Li et. Al.			
2010				Vancouver	Social Inclusion	VanWynsbergh et al.
2012	London	Statistical-modelling Hospitality-Perspective Social Science Perspective	Blake Jameson Halper			

TABLE 4 – OLYMPIC SUMMER AND WINTER THEMES (HISTORICAL)¹²

¹² No research was found with respect to the Winter Olympics in Nagano, Japan.

2.6.1 – POLITICAL CONSIDERATIONS

Many cities seem to clamour willingly to bid for the ‘privilege’ of staging an Olympics given the sought political advantage of hosting such a Mega-event and its alleged economic benefits. Elected officials of municipalities, provinces/regions, and “... *countries increasingly consider these events as lucrative opportunities for large potential tangible and intangible benefits*” (Fourie and Santana-Gallego 2011, p.1365).

Barghchi, Omar et al. (2009, p.189) report that “*mega sports events, such as the Olympics Games, have been associated with large-scale public expenditure, the construction of facilities and infrastructure, and urban development and revitalization strategies*”. Inherent in such contract bids are extensive political ponderings that inevitably impact on politicians’ *raison d’être* and their longevity in office (Andranovitch, Burbank et al. 2002; Miller 2002; Parkinson 2008; Stevenson, Airey et al. 2008; Zeng and Luo 2008; Jennings 2013).

Bondonio and Campaniello observe:

Politicians see hallmark events as a means of promoting economic growth [and setting the stage for re-election]. As a result, when arriving at decisions to use significant amounts of public money to promote a mega event, studies are conducted in order to estimate the overall impact on the economic system (2006, p.361).

However, as observed by Shaw (2008, pp. 189-191) as well as Jones in his article ‘*Follow the Money, Understand the Olympic Scam*’ under the heading ‘*Why do Host Cities Buy into the Olympics, and Who Really Benefits?*’ (2009, p.5), it is often the case that studies, produced by such ‘*expert consultancy*’, essentially end up being overt or covert lobbying efforts.

This is likely even more so if such studies are conducted and funded directly or indirectly by event promoters or parties with an economic stake in staging the Olympics. They provide a bogus “*technical justification for the event itself, magnifying the positive effects for society and the economy*” (Bondonio and Campaniello 2006, p. 361). And, as Horne et al. write “... *modern competitive sport and large-scale sport events were developed in line with the logic of capitalist modernity; sports Mega-events and global sport culture are central to late modern capitalist societies*” (2006, p.1).

Thus, such studies not only infer a clear inherent conflict of interest when politicians profess to represent their constituents while serving themselves and/or a select political or business elite; they also accentuate the ever-increasing commercialisation of the Olympic Games.

However, no matter how the electorate judges or perceives politicians' real or hidden motives when subsequently standing for re-election, it remains axiomatic that, through major events, governments can address critical initiatives, exert influence on core attitudes, and advance key strategic priorities (Swart and Bob 2004; Pellegrino and Hancock 2010). The desire on the part of incumbent politicians to get re-elected is likely why, for a circumscribed period, the various tiers of governments (federal, provincial and municipal) willingly invest in so-called '*legacy projects*'. The latter consist of those major infrastructure projects – required for the events to '*truly build the destination*' – that expressly benefit the '*Tourism*' sector and, thus, dramatically enhance a destination's ability to deliver the tourism-brand-promise to incoming tourists (Ritchie and Ritchie 1998; Blain, Levy et al. 2005; Knapp 2010; Mendiratta 2010a, pp. 6-7; Buncle and Keup 2011).

Thus, governments instinctively acknowledge the "*greater value of hosting as a powerful stimulant to their key economic sectors*". Ultimately as well, the accretive '*greater value*' to their own tourism sector's competitiveness vis-à-vis other global competing tourism venues becomes quantifiable positive (Mendiratta 2010a, p. 5; Mendiratta 2010b). However, as Mules and Faulkner postulate "*... most events are not profitable per se, so they must be justified by their aggregate economic impact, which is claimed to offset any deficit in event earnings*", including subsidies and outright grants (Chalip 2006a, p.2 - quoting Mules & Faulkner, 1996).

2.6.2 – LEGACY¹³ AND INCOME-ENHANCING EFFECTS

The Olympics have generated a vast body of anecdotal, technical, and academic literature which specifically addresses the topic of legacy creation (Ritchie 2000; Haxton 2005; Surborg, vanWynsberghe et al. 2008; Beck 2010; Horne 2011; Walker 2012).

Bondonio et al. write that the issue of the legacies of the Olympic Games "*... is certainly a major reason prompting a prospective host city, province, and country to make a bid and to bear the burden of organizing an Olympic event*" (2006, p.366).

¹³ An immense variety of so-called 'legacies' from 'mega-events' can be found – see Preuss, H. (2006b, p. 2 Table 1: Positive and negative legacy in literature). "Lasting Effects of Major Sporting Events."

Hall (2006, p.59) writes:

Mega-events are a significant component of place promotion because they tend to leave behind social, economic and physical legacies. Such legacies will impact on the host community for a far greater period than the 2 to 3-week duration of an event.

Kasimati (2003) summarized the potential *'legacy benefits'* to a host venue including, among other things: increased tourism, new-built sports' facilities, infrastructure, urban transformation or revival, growing international reputation (getting in the so-called *'bucket list'*), improved public wellbeing, and increased employment.

Specifically, regarding the *'XXI Vancouver 2010 Winter Olympic Games'*, the motives behind Vancouver's attempt to stage the Winter Games are congruent with those of many cities trying to win *'Hallmark'* events. Reid provides a succinct insight "... *many of the justifications for the Vancouver bid have centred on the lasting legacies that the Games could provide to the city in terms of tourism, economic benefits ...* " (2008, p. 3).

Not everyone was supportive – see PHOTOGRAPH 3, p.334 hereof. Also, the Council of Canadians – informed by the Montreal Olympics experience of a \$2.5 billion deficit and its crumbling legacies – it reports¹⁴:

At a time of economic crisis when federal, provincial and municipal governments should focus on public projects that create a lasting positive social and economic foundation the 2010 Games appear set to leave a legacy of social and environmental destruction and massive debt that will hobble our ability to make positive change and respond to the serious challenges facing communities across the province and the country (Patterson 2010, p.2).

Other academics have also expressed concerns about the costs and utility of such ex-ante promised legacies, inter alia: Mangan (2008), Kissoudi (2008), Ziakas & Boukas (2012), Thompson (2013), and Paphitis & Tongas (2014). However, in the case of Vancouver, there is anecdotal agreement that, "... *if taken individually, specific aspects of the Olympic legacy, both tangible and intangible, merit a positive assessment*" (GOC 2010; Vancouver 2010; VANOC 2010; Zimmerman 2010; Alberts 2011, passim; IOC 2011a; GOC 2011b; IOC 2011b, pp. 1-6).

¹⁴ See PHOTOGRAPH 3 – MONTREAL'S WHITE ELEPHANT OLYMPIC STADIUM, p.334:

The list of such positive aspects includes, among other things, "... over 45,000 jobs were created at VANOC" (Turner 2011), the completion of large-scale transportation projects – ‘*The Canada Line*’ – see PHOTOGRAPH 6, p.336 hereof, and the ‘*Sea to Sky Highway*’ improvements (Jones 2009; Gladish and Gable 2010; Sinoski 2010; IOC 2011a); major new sports facilities, such as Richmond’s Hillcrest Park ‘*Olympic Speed Skating Oval*’ – see PHOTOGRAPH 4, p.335 hereof; increased ‘*Tourism*’ (Collins 2003) and, an enhanced international profile – for the most-recent 3 years Whistler Blackcomb has secured the #1 ranking for North American ski resorts (Katz, 2016).

Rose and Spiegel (2009, p. 3; 2011a, pp. 653-654) wrote that “*The benefit of a mega sports event is not only through the increase in event-related activities*”, such as foreign tourists arriving to support their national athletes. They also found that hosting a Mega-event like the Olympics has a positive impact on national exports and that the effect is significant. However, they posit that the latter is equally likely because of the signal country/region/city sends by hosting the event, or the result of simply competing during the bidding process. In other words, they found no difference in the “... *impact on tourism or trade for those countries that won the bid to host the Olympics versus the ‘also-rans*” – what became known as ‘*Rose and Spiegel’s signal theory*’. However, in more recent research, Fourie and Santana-Gallego found no empirical evidence to support Rose & Spiegel’s ‘*signal theory*’ (2010a, p.9).

Several researchers have reported that much of work-to-date on Hallmark/Mega events has focussed on the economic impact analyses and that this has generated some useful post hoc events’ outcome information (Dwyer, Mellor et al. 2000; Crompton, Lee et al. 2001); Daniels and Norman (2003, quoting Skinner (1972)); and Mechanic (2001). However, it would be a fallacious argument to infer that mere temporal succession is prima facie evidence of a causal relation, i.e. between Hallmark events and subsequent positive economic impact.

2.6.3 – CORPORATE BUSINESS CONSIDERATIONS

Horne and Manzenreiter (2006) report that there is little empirical research to provide evidence of positive economic benefits that would, per se, justify direct or indirect taxpayer financing of an Olympics. However, empirical research has shown that Mega-sports-events deliver significant incremental revenues across a broad spectrum of corporate sectors, and those in the ‘*Tourism*’ industry (Hall 1992; Essex and Chalkley 1998; Eisinger 2000). Hall reports “... *sports mega-events have therefore become integral to the entrepreneurial strategies seeking to gain a competitive advantage in the global economy*” (2006, p. 67).

Of interest to the transnational business community will be the confirmation of an intuitive sense that the economic impact of the Olympics varies primarily based on the same four factors which affect these businesses' corporate strategies. These latter include (i) the brand or name-recognition of the host cities; (ii) the economic scale of the host country in terms of Gross Domestic Product; (iii) its mass popular appeal; and (iv) its ability to attract broad international global participation. For example, Roche (2000, p.1) described how "... *mega-events such as the Olympics have a dramatic character, mass popular appeal, and international global significance*". Horne and Manzenreiter wrote that "... *Olympic Games are not only attracting an increasingly global audience*" (2006, p.17), but as Fourie and Santana-Gallego point out "... *seem to have shaped world tourism patterns, highlighting new tourist destinations and creating 'lasting legacies' in host destinations*" (2010a, p.1).

All of this confirms that, while the world has been a '*global village*' from an Olympics perspective for a century, the Olympics Games are increasingly acting as a catalyst for transnational businesses to sharpen their market penetration strategies and thus enable them to participate seamlessly in this '*global village*'. Increasingly, "... *mega-events are simultaneously constituted by and constitutive of globalization*" (Horne and Manzenreiter 2004, p.189). Horne and Manzenreiter clearly infer the increased corporatisation and commercialisation of the Olympic Games.

These researchers claim that this vitality of the:

Blending of sports and economics appears to be inevitable in this era of the beatification of business. Modern competitive sport and large-scale sport events were developed in line with the logic of capitalist modernity, sports mega-events, and global sport culture are central to late modern capitalist societies (2004, p.189; 2006, p. 1).

Moreover, Olympics Games have become a major international spectator event of such scale and popularity that they are now televised globally (Reimer 2002; Nishio, Lim et al. 2009). Evidence of their ability to '*attract eyeballs*' which, in turn, attracts paying advertisers that generate huge corporate revenues for television networks can be inferred from the ever-increasing amounts of money media companies are prepared to pay for the broadcasting rights. For example, to broadcast the Vancouver 2010 and the London 2012 Olympics, NBC paid US \$2 billion just for the United States media rights alone (Sandomir 2003).

Similarly, corporations are collectively paying triple digit millions for exclusive sponsorship rights (Gauchi 2012; Knowledge@Wharton 2012; Murray 2012, p.7). This has included

companies from, inter alia, the entertainment and telecommunications industries; sports equipment manufacturers; interactive ‘*Social Media*’ providers – such as ‘*Facebook*’ (Weber 2012), ‘*YouTube*’ (2012), ‘*Apple*’ (2012), ‘*Kwang*’ (2012); tourism destination intermediaries and travel facilitators – such as ‘*Travelocity*’, ‘*Expedia*’ and ‘*TripAdvisor*’; and communication networks – such as ‘*AT&T*’ (2012) or ‘*The Canadian Press*’ (2012).

Horne and Manzenreiter (2004) report the Olympic Games have become globally accessible; primarily due to the convergence of ubiquitous telecommunications and ‘*Social Media*’. Elsewhere, the ‘*International Olympic Committee*’ (‘*IOC*’) disclosed that it collected \$8 billion of revenues for the sale of media rights, sponsorship programmes, and logo-type licensing fees over a 4-year cycle (Murray 2012, p.7). Hence, one can postulate, or certainly infer, that there is a substantial ‘*pay-off*’ from the collective ‘*us folks*’ in the reverse direction to broadcasters and media businesses and, as well, to the broad ‘*Tourism*’ sector that comprises travel facilitators, airlines, hotels, and the hospitality and leisure industry. In general, this ensures ‘*financial payoff happiness*’ all around.

Thus, the Olympic Games are increasingly shown as becoming a mix of hard, cold, multi-billion dollars symbiotic ‘*business*’ ventures. Murray reports “*The \$8 billion in revenues barrier for the 4-year cycle ending with London 2012 was broken*” (2012, p. 1). This ‘*business*’ goes on with all the allure of a soft, feel-good, benign, socially-friendly Mega-sports-event for ‘*all*’ to enjoy for ‘*free*’. This allegedly ‘*free*’ is highly suspicious; the purported ‘*all*’ are primarily the taxpayers who ‘*subsidize*’ the Olympics either directly, through excise taxes, telecom service, and TV subscription fees; or, indirectly, through higher municipal local tax assessments, increased sales tax, or ‘*special one-off*’ local improvement assessments (Mules 1998).

2.6.4 – TOURISM GROWTH ENHANCEMENT

Brooks (2012, p.1; 2014, p.18) told a cohort group of hospitality and government leaders in Washington “*Tourism is the purest form of Economic Development and the largest engine for new business start-ups*”. Hall discloses ‘*Tourism*’ as being one of the world’s largest legal industries (Hall 2005, p.125).

A most frequently claimed ‘*expected*’ Mega-event legacy is increased tourism with substantial concurrent and lasting economic impact. Hall reports “*Mega-events have assumed a key role in urban and regional tourism marketing and promotion*” (2006, p.59). Paraphrasing co-scholars, he posits that countries (or their proxies: provinces, regions, cities) “*Use mega-events to promote a favourable image in the international tourist ... marketplace*” (Ritchie and

Beliveau 1974; Ritchie 1984; Law 1993; Malecki 2004). Hall also claims that Mega events could be one method via which places seek to become 'sticky'. 'Sticky' was used by Markusen (1996, passim) to convey the idea of an ability of a geographical locality to attract, retain, and motivate tourists and 'FDI'. Or, as claimed by Hall, to accomplish similar outcomes "... through place enhancement and regeneration, and the promotion of ... [proposed event locations]" (2005; 2006, p.59).

However, one should be aware that in cases where events are staged in an existing popular tourist destination, the case for both metro-Vancouver and Whistler, it might involve supplanting rather than supplementing the regular tourist economy. In other words, the habitual frequent-repetitive-seasonal tourists may instead opt to alter their usual annual rituals of visiting their favourite destination and explore other competing 'Tourism' destinations.

This effect, the so-called 'crowding-out effect' (Matheson 2002, p.2; Leeds 2008; Preuss 2011, pp.1,4), is the phenomena describing the effect of those seasonal tourists who would normally ski at the Blackcomb/Whistler facilities but who decided to go elsewhere during the 2010 Winter Olympics. They may be motivated to do so for a variety of either demand or supply considerations. Such considerations would include, inter alia, price inflation or gouging during the event; difficulty getting the lodging that would normally be available; difficulties getting to and from the venues because of lack of transport facilities or access restrictions; or, simply not wanting to be 'there' with hordes of other visitors (Fourie and Santana-Gallego 2011, p. 1365). For example, during the Vancouver Olympics, even permanent residents of Whistler needed highway travel passes to get into Whistler during the event period.

2.7 – WINTER OLYMPICS

2.7.1 - OVERVIEW

The first Winter Olympics were held in Chamonix, France in 1924. So far, apart from a break during the Second World War, the Winter Olympics have been held 21 times in 18 different host cities mostly in Europe and to a lesser extent in North America (IOC 2013).

Winter Olympics have been the subject of an intense level of academic interest as reflected in the literature (Renson 2005; Tomlinson 2005; Hiller 2006; Pfau 2006; Powers 2006; Terret 2008; Cushman&Wakefield-Staff 2010; Bondonio and Guala 2011; Müller 2011; Chalkley 2012; Glynn, Watkiss et al. 2012; Walker 2012). The research focus of these studies has been

predominantly in the areas of Urban Transformation, Economic Impact, Legacies, Tourism Impact, and Socio-demographic Impacts - see TABLE 5 following –

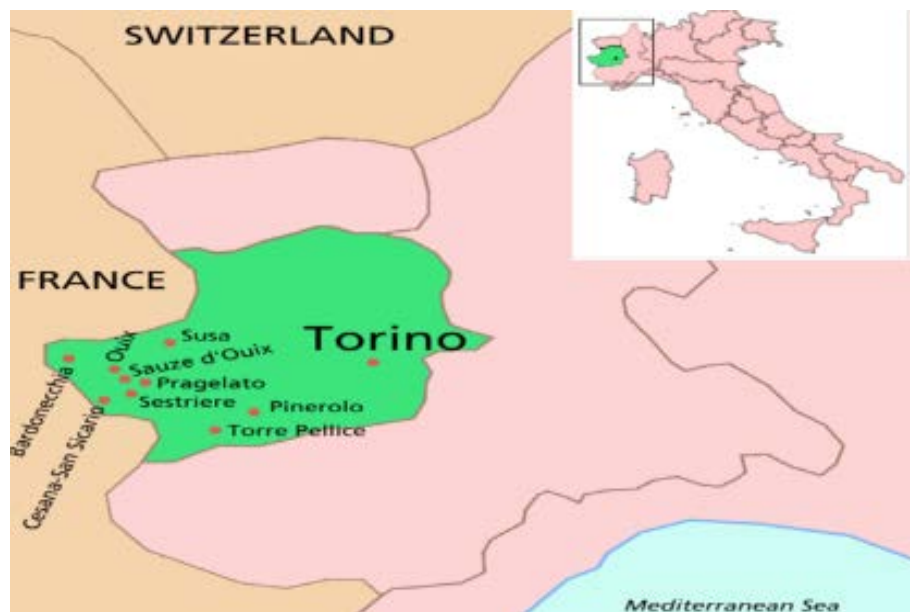
<u>VENUE</u>	<u>KEY ASPECT COVERED</u>	<u>AUTHOR-YEAR</u>
Chamonix 1924	Chamonix to Salt Lake City Evolution of Winter Games	(Renson 2005) (Chappelet 2008a)
St. Moritz 1928 & 1948	Urban Transformation Catalyst Host Country Advantage	(Essex and Chalkley 2004b) (Balmer, Nevill et al. 2001)
Lake Placid 1932 & 1980	Hallmark Events Residents' Attitudes	(Ritchie 1984) (Ritchie and Lyons 1987)
Cortina 1956	'The Cold War' – its Effects	(Nendel 2002)
Squaw Valley 1960	Broadcast Rights Media Issues	(McMillan 1991) (Reimer 2002)
Innsbruck 1964 & 1976	Mega-Sport-Event Legacies	(Preuss 2007b)
Sapporo 1972	Hallmark Events	(Ritchie 1984)
Sarajevo 1984	Impact in Developing Nations Legacies	(Matheson and Baade 2004) (Walker 2012)
Calgary 1988	Urban Transformation Community Development Social Marketing Civic Identity Legacies Urban Transformation Calgary versus Vancouver Policy Research	(Hiller 1989) (Ritchie 1989) (Ritchie and Lyons 1990) (Wamsley and Heine 1996) (Ritchie 2000) (Hiller 2008) (Ritchie 2008b) (Ambrosie 2010)
Albertville 1992	The Olympics Commoditized Failed Expectations	(Tomlinson 2005a) (Terret 2008)
Lillehammer 1994	Regional Development Worldview of Norway Economic Impact Study Long-term Industrial Impact Tourism Impact Volunteers Social Retrospective	(Spilling 1998) (Puijk 1997) (Ronningen 1997) (Spilling 1998) (Teigland 1999) (Kemp 2002) (Lesjø 2009)
Salt Lake City 2002	Mega-Event Politics Residents' Attitudes Cultural Change Opening Ceremonies Economic Impact Study Legacies Scandals	(Andranovitch, Burbank et al. 2002) (Deccio and Baloglu 2002) (Reimer 2002) (Tomlinson 2005) (Baade, Baumann et al. 2008a) (Beck 2010) (Glynn, Watkiss et al. 2012)
Torino 2006	Urban Transformation Image Building Urban Transformation Predicting Medal Wins City Re-branding Retrospective Economic Assessment Sustainability Security Aspects	(Guala 2002) (Guala 2003) (Rosso 2004) (Pfau 2006) (Powers 2006) (Bondonio and Campaniello 2008) (Frey, Iraldo et al. 2008) (Fonio and Pisapia 2011)
Vancouver/Whistler 2010	Economic Impact Study Impact on Canada Legacies Urban Transformation Terrorism Risks Marketing the Games Legacies Tourism Impact Municipal Perspective City Re-branding Social Issues - Rehabilitation	(Kasimati 2003) (Shaffer, Greer et al. 2003) (Fromm 2006) (Whitson 2004) (Reid 2008) (Bradish 2010) (Surborg, vanWynsberghe et al. 2008) (Zekulin 2009) (Zimmerman 2010) (Klein 2010; Preuss and Troelsen 2010) (Small, Krusi et al. 2012)

TABLE 5– RESEARCH ON WINTER OLYMPICS VENUES SINCE 1924

Canada, in addition to the '1976 Montreal XXI Summer Olympics' in the Canadian Province of Quebec, has had two Winter Olympic Games, the '1988 Calgary XV Winter Olympics' in the Province of Alberta and the '2010 Vancouver XXI Winter Olympics' in Vancouver/Whistler in the Province of British Columbia.

2.7.2 – THE 2006 TORINO XX WINTER OLYMPICS

An overview of the Torino is included in the research given that its two-venue geographic arrangement is somewhat akin to that of the Vancouver Games. Torino is an inland city located in north-western Italy, borders on France close to the Swiss border. Alpine events were staged about 50 to 80 km away in the three Alpine Valleys: Susa, Pellice and Chisone (French Alps) – see MAP 3 following.



MAP 3 – TORINO AND OTHER VENUES – 2006 WINTER OLYMPICS¹⁵

Of interest to this researcher was the work of Bondonio and his colleagues Campaniello and Guala (Bondonio 2006; Bondonio and Campaniello 2006; Bondonio and Guala 2011) who reviewed the economic impact of the 2006 *Torino XX Winter Olympics* on its host city and surroundings. The city is the automotive district of Italy; it was a textbook 'one company town'. Over the last fifteen years, Torino successfully rebranded itself as a "cultural city" (Guala and Bondonio 2010) and increasingly acts as a tourism magnet (Dansero and Puttilli 2010) at the centre the triangle Torino, Grenoble (France) and Geneva (Switzerland).

¹⁵ Wikipedia (2014). "Torino location map Winter Olympics."

The impact of the Torino Olympics on '*Urban Transformation*' was studied by Guala (2002; 2003) and Rosso (2004), while issues of '*Sustainability*' were examined by Frey et al. (2008). Powers (2006, p.1) examined how Torino might rebrand itself away from its industrial image by "*improving its infrastructure*" and re-positioning the city as a tourism destination. Fonio and Pisapia (2011) focussed very narrowly on the security aspects of an Olympics; issues that are becoming increasingly acute and very expensive to address.

2.7.3 – THE 2010 VANCOUVER XXI WINTER OLYMPICS

The '*2010 Vancouver XXI Winter Olympics*' organized by the Vancouver Olympic Committee ('VANOC') gave this paper a clear starting point given its relevance and its geographical location that enabled a research activity based out of Canada, this researcher's home country. Moreover, its pursuit was timely given pertinent contemporary concerns vis-a-vis the subsequent '*2014 Sochi XXII Winter Olympic Games*'.

The '*2010 Vancouver XXI Winter Olympics*' was a massive enterprise, exceeding previous games in terms of spectators, participants and '*Social Media*' users (van Egdom 2011, p.1). And, evidently, a great deal of scholarly research has been devoted to these particular Olympics (Shaffer, Greer et al. 2003; Whitson 2004; Fromm 2006; Reid 2008; Ritchie 2008a; Dobson 2009; Zekulin 2009; Bradish 2010; Brumwell 2010; Giulianotti and Klauser 2010; Gladish and Gable 2010; Klein 2010; Littlefield 2010; Preuss and Troelsen 2010; Seguin and Parent 2010; Somerville and Wetzel 2010; Sterken, Neirotti et al. 2010; Zimmerman 2010; Bergiante and Soares de Mello 2011, 2012; Hiller and Wanner 2011; Robinson 2011; Mock 2012; Small, Krusi et al. 2012; van Wynsberghe, Surborg et al. 2012; Ness and Williams 2013).

The '*2002 Salt Lake City XIX Olympics*', as well, provides good insight as to the effects of hosting a Winter Olympics in a North American setting. The broad political, social (Deccio and Baloglu 2002), and sporting cultures, the nature of public and private involvement, and the increasing public demands for transparency and accountability which were present in the Salt Lake City situation (Andranovitch, Burbank et al. 2002, p. 126; Crowther 2002; Baumann, Engelhardt et al. 2010) are quite like the conditions faced by the organizers of the '*2010 Vancouver XXI Winter Olympic Games*'. Moreover, the 1988 Calgary and 2002 Salt Lake City Olympics occurred within a decade of the start of Vancouver's Olympics' event planning.

Hence, the Calgary and Salt Lake City Olympics most closely reflect the economic and financial dynamics in play leading up to the Vancouver Olympics (Reid 2008). Additionally,

there are: (i) numerous physical similarities between the venues and facilities of these three Games' locations; (ii) the sharing of expertise; and (iii) aspects of 'volunteerism' (Reid 2008).

Traditionally, 'Tourism' in Vancouver has been associated with "... *its mountain foothill and coastal scenery, opportunities for summer sailing and other activities such as fishing or sightseeing in coastal and inland waters, which all help support the tourism sector*" (BC Stats 2011a, p.1). On the other hand, 'Tourism' in the Resort Town of Whistler has traditionally been limited to alpine skiing, Nordic sports, and snowboarding; all with a high degree of seasonality. Demographically, alpine-Whistler is characterized by the phenomenon of second homes owned by wealthy Americans who mostly hail from the Seattle area (typical of '*neighbourhood tourism*') (Gripton 2006; Gripton 2009; TourismBC 2011a). Drawing this socio-demographic distinction between these two-distinct tourism–destination clusters – within proximity of one another – was considered important when trying to assess the similarities, or differences, regarding tourism outcomes resulting from the '*2010 Vancouver XXI Winter Olympic Games*'.

A particularly unique aspect of the '*2010 Vancouver XXI Winter Olympics*' was its two-centric location – metro-Vancouver (with some of its suburbs) versus the Resort Town of Whistler. Vancouver is located at sea level on the Pacific Ocean whereas Whistler is inland at the much higher alpine elevation of over 7,000 feet in the Coast Mountains on the north-western edge of Garibaldi Provincial Park. Thus, these two locations are socio-demographically and topographically quite distinct. Axiomatically, their tourism seasons are not congruent – metro-Vancouver's high tourist season is during the summer, and it is one of the main hubs for summer cruises up to Alaska and a jump-off point for travellers and tourists to Canada's Arctic; whilst Whistler's alpine season is essentially over the winter months with some glacier skiing extending into the Spring season. However, this two-venue set-up does have some similar topographical characteristics as did the Torino Games. Bondonio et al. wrote "... *another aspect that characterized Torino 2006 was the location, geographical, and topographical characteristics of the competition and training venues*" (2006, p. 357).

Moreover, Vancouver is located approximately 120 km from its Whistler alpine venues (Iaboni 2010, pp. 36-37) and Torino is located about 50 – 80 km from its alpine venues. Therefore, neither Vancouver nor Torino could themselves host the Alpine or Nordic events (See MAP 1 – p.10 and MAP 3 – p.45 hereof).

It is interesting to note these similarities for future case studies when potentially comparing these three Olympic host cities: Torino, Vancouver, and Sochi, Russia which has similar demographic and topographic characteristics and its Alpine and Nordic events will be held 70 km outside Sochi; and, of course, any studies that might include Pyeongchang/Gangneung, South Korea and Beijing, China Winter Olympics respectively in 2018 and 2022.

Following in the footsteps of the Torino, the *2010 Vancouver XXI Winter Olympics* case can serve to give further credence, or not, to the economic advantage – from a ‘*Tourism*’ and ‘*Hospitality Industry*’ perspective – conferred by the two-venue model characteristic of Torino and Vancouver (and potentially Sochi, Pyeongchang and Beijing) when awarding a Winter Olympics to substantive urbanized cities located in close proximity to, but not within, a mountainous area that already has existing Alpine and Nordic venues or the potential to accommodate such venues.

Studies¹⁶ conducted in 2002 forecasted the impact of “... *incremental economic activity to the Province of British Columbia’s GDP at \$3.3 billion [and] incremental employment at 187,000 person years of employment*”. Estimates were made using a “... *sensitivity model meant to capture the capital expenditures and operating costs of the Games and the tourism expenditures over a 30-year period overarching the Games*”. The projections considered the impact on the economy and jobs in the Greater Vancouver Area, BC Lower Mainland and the Resort Town of Whistler areas “... *starting in 2001 and includes the bid process, selection of a host city, the construction phase, the Games phase and up to 10 years of post-Games tourism activity ending in 2020*” (InterVISTAS -Staff 2002, p.vii). At that time, the total expenditures associated with staging the Games were projected at \$1.6 billion (Gladish and Gable 2010).

There is little doubt that the ‘*2010 Vancouver XXI Winter Olympics*’, with its final costs estimated at Canadian \$8.9 billion (Lee 2010), will qualify as an ‘*expensive*’ Games, with *ex-post* updated costs projected at 5½ times the *ex-ante* estimate. It confirms that these Olympics set a new cost record for Olympic Winter Games. Albeit, this record is likely short-lived, Sochi’s overall expenditures are expected to total some \$ 51 billion (Weaver 2014).

These preceding paragraphs raise an interesting aspect of the ‘*2010 Vancouver XXI Winter Olympic Games*’ to be examined and compared to what occurred in other preceding host locations, i.e. was there a discernible impact on tourist arrivals in 2010, and was Vancouver’s

¹⁶ The Economic Impact of the 2010 Winter Olympic and Paralympic Games: An Update – Final Report, available at: http://www.fin.gov.bc.ca/reports/Econ_Impact_2010_Games_Update.pdf

experience different from that of previous Winter Olympics? Did the '2010 Vancouver XXI Winter Olympic Games' affect the number of 'International Tourist Arrivals' to British Columbia in the year of the event as officially recorded by Canada's Customs officers and promulgated by Statistics Canada? This directly ties in to Hypothesis 1: *There is no relationship in the number of international tourist arrivals due to the 2010 Vancouver Winter Olympics in Metro-Vancouver and the Alpine Resort Town of Whistler compared to prior years.*

This study assumes on an *a priori* basis that the '2010 Vancouver XXI Winter Olympics' did positively affect the number of 'International Tourists Arrivals' during 2010. However, taking this position is essentially counterintuitive compared to the majority consensus amongst other scholars with respect to the impact of previous Winter Olympics.

The data necessary to test this assertion is publicly available in the secondary 'Tourism' databases developed by Statistics Canada (StatsCan 2013); the magnitude and direction of the fluctuations was, in turn, subjected to 'data-triangulation' with the database of the 'Vancouver International Airport ('YVR')' through which most of these 'International Tourists Arrivals' would have occurred – see APPENDIX 18, p.331 – 'YVR Passengers (Enplaned + Deplaned) 1992 – 2012' (YVR 2013).

2.8 – FINANCIAL–ECONOMIC IMPACT OF OLYMPICS ON TOURISM

2.8.1 - OVERVIEW

The common assertion that economic benefits are the most significant motivator of most, albeit not all, engaged parties involved in hosting an Olympics remains essentially unchallenged (Malfas, Theodoraki et al. 2004, p. 218).

For example, Rose and Spiegel wrote:

We show that there is a large economic benefit associated with mega-events [justifying the public's enthusiasm], despite the fact that much of the requisite new infrastructure is a net cost [explaining the scepticism of economists] ... we find strong evidence of large persistent effects of the Olympics on both exports and overall trade [by as much as +20%, ceteris paribus] (2009, p.2; 2011a, p.652).

Not addressed in these articles are any specifics related to the impact of an Olympics on 'Tourism' per se.

2.8.2 – COMPARISON IMPACT SUMMER vs WINTER OLYMPIC GAMES

With respect to specifics related to the impact of an Olympics on ‘*Tourism*’, Fourie et al. (2010a, p.6), paraphrasing Teigland (1999) and Deccio et al. (2002), reported that the Nagano, Lillehammer, and Salt Lake City Winter Olympics “*appear to have significant negative impact on tourism*”. Contrarily, Bondonio et al. report substantial positive impact on ‘*Tourism*’, to wit: “*For Turin, the attraction ... the Games was considered to be the driving force behind the record increase (25.5%) recorded from tourist visits*” (2006, p.365). Baade and Baumann et al. draw a clear distinction between the impact of an Olympics on ‘*Tourism*’ versus the ‘*Hospitality Industry*’ when they conclude that “*Olympics can produce some clear winners in the hospitality industry*” (2008b, p.13).

However, on balance, the preponderance of academic literature lead to the conclusion that ‘*Winter Olympics*’ do not result in an overall positive financial contribution and add little in terms of ‘*Tourism*’, at least for the larger economies (Ritchie and Smith 1991; Mules 1998; Deccio and Baloglu 2002; Baade and Matheson 2003; Kasimati 2003; Pateman 2005; Maennig and Porsche 2008 Rose and Spiegel 2009; Gladish and Gable 2010). Fourie et al. subsequently confirmed this consensus finding of the “*... winter Olympics having no positive effect on tourism*” in their follow-up research (2011, p.1369).

In summary, the literature is essentially unanimous on the positive impact significance of a Summer Olympics on exports, trade, and tourism. However, specifically with respect to ‘*Tourism*’, ‘*Winter Olympics*’ events are overwhelmingly reported as having had a significant negative impact. Hence, such results raised the question of whether these findings could empirically be shown to be similarly negative using ‘*2010 Vancouver XXI Winter Olympics*’ data; or, whether these Olympics instead turned out to mirror the positive results experienced by Turin as reported by Bondonio and Campaniello (2006, p. 365).

2.8.3 – QUANTIFICATION OF OLYMPICS’ GAMES IMPACT

What remains of considerable debate is how to – reliably and rigorously – quantify the precise nature of tourism spending and its impact on different sectors of the economy. Such quantification is of importance given that ‘*Tourism*’ does not exist as a distinct sector in a country’s systems of national GDP accounts, as more fully discussed hereinafter in Section 2.8.4 – Tourism Satellite Accounts. Moreover, there is an important interplay of two different key perspectives: ‘*Financial*’ and ‘*Economic*’, to wit:

The total economic impact is the sum of direct, indirect, and induced impacts resulting from the Games. The direct impact can be attributed to purchases by Games' organisers in the preparation and execution of an Olympics. Indirect impacts are felt in the goods and service industries that supply the industries that receive expenditures by Games organisers. Induced impacts are generated from the spending by people employed indirectly or directly by Games' expenditures (InterVISTAS-Staff 2002, p. X; Halper 2009, p.1).

Due to distortions in the economy, such as taxes, subsidies, tax holidays, public good, externalities and other market imperfections, there are discrepancies between the financial values and the corresponding economic values. For example, the negative impacts of 'Mega-events' are not listed in their financial 'Net Cash Flows' ('NCFs'). However, such negative externalities typically affect the well-being of those people directly affected by potential event-related disruptions and hence the strong advocacy by 'Non-Government Organisations' ('NGOs') and citizens generally to have such negative externalities incorporated as cost items in the economic NCF model. Ideally, both the 'Financial' and 'Economic' NCFs are positive and, of course, a high level of comfort is provided if variables are measured appropriately and accurately. In the case of an 'Olympics', it is very likely that staging an Olympics triggers either costly new infrastructure investments; or, the bringing forward of such projects. Moreover, since such projects often involve public projects, such as new roads and rail links with little cash inflow (other than train fares and/or toll income), its financial NCFs are typically negative.

In summary, there is, therefore, substantial pressure on 'promoters' of an 'Olympics' to emphasize (or, even exaggerate) its multiple intangible benefits to the taxpayers and thus to be able to portray its economic NCF as positive (Crompton 2006; Jones 2009).

Financial and economic modelling studies become even more opaque when host cities decide to try and 'fix' other pressing socio-economic issues. This is well exemplified by the City of Vancouver's initiatives to concurrently deal with: (i) the desired urban redevelopment issues of its Downtown East-Side socio-demographic challenges – see PHOTOGRAPH 5, p.335 (Hill 2009) with its prevalence of drug abuse and prostitution in a dilapidated environment; and, (ii) its lack of modern transportation infrastructure to-and-from its international airport ('YVR') in Richmond. The latter eventually resulting in the construction of the new 'The Canada Line' fast-rail system – PHOTOGRAPH 6, p.336.

There is also the quandary of how would a financial/economic impact study incorporate, if indeed it should, the hundreds of millions that were spent by corporations to prepare for the

Olympics specifically. For example, Bell Canada built an entirely new telecommunications and media infrastructure to meet the requirement laid out by the '*Olympic Organizing Committee*' ('VANOC'), to serve the minions of media types, and to enable instant and simultaneous broadcast of '*live*' HD television coverage of events to all over the world (Webb 2006; BCE 2010). The question of '*if indeed it should*' is raised because telecommunications companies, like Bell Canada, will seamlessly fold such expenditures in its overall federally-regulated '*rate base structure*' which effectively means that Bell's telephone subscribers nationwide end up subsidizing required Olympic infrastructure.

It is therefore not surprising that the preponderance of tourism research addresses itself to the '*economic impacts on or of Tourism*', or lack thereof, of hosting Mega-events like an Olympics (Tseng, Ma et al. 2010, pp. 594-596).

A primary preoccupation and the subject of empirical academic research in this field remains focussed on how to develop an adequate economic impact model to determine which, and how, economic gains/losses flow from Mega-events can be appropriately and defensibly aggregated from the various GDP sectors which individually display characteristics of tourism, as would, for example, the hotel and accommodation sector.

Tourists spend their money across many sectors of the economy, but national accounts do not track this spending. Thus, the continuing quest remains to circumscribe – in the case of '*Tourism*' and by inference '*Mega-events*' – (i) just how lucrative, or not, are the real derived benefits; (ii) what constitutes '*tangible*' and '*intangible*' benefits of a '*Mega-event*'; and, (iii) how can such impacts be modelled and measured accurately. Particularly, when there is so much at stake and most of the costs are ultimately borne by the taxpayer. As Crompton, et al. (2001, p. 79) point out "... a key purpose of economic impact studies is to measure the economic return to residents", or to put it differently, what did the taxpayers receive in return for their tax dollars?

Both scholars and economists are increasingly engaging in Mega-event research to gain a clearer understanding of primarily three broad aspects thereof, i.e. (i) the economic gains flowing from '*Mega-events*', (ii) its research scope, and (iii) the exploration of different methodologies.

The principal academic scholars engaged in studies of Mega/Hallmark events, including Olympic Games, have been – in alphabetical order – Baade, Butler, Crompton, Dwyer, Forsyth, Getz, Gratton, Kesenne, Law, Lee, Leung, Li, Lim, Manzenreiter, Matheson, McCabe,

Nishio, Preuss, Ritchie, Shibli, Smith, Solberg, Taylor, Vanhove and Xiao, and, as well, listed here chronologically: Ritchie 1984; Crompton and Lee 2000; Dwyer, Forsyth et al. 2000; Crompton, Lee et al. 2001; Crompton, Seokho et al. 2001; Dwyer, Forsyth et al. 2005; Kesenne 2005; Lee and Taylor 2005; Baade and Matheson 2006; Gratton, Shibli et al. 2006; Matheson 2006; Solberg and Preuss 2007; Butler 2008; Manzenreiter 2008; Xiao and Smith 2008; Getz 2008a; Nishio, Lim et al. 2009; Law, Leung et al. 2010; Vanhove 2011; Law 2012; Matheson 2012; Li and McCabe 2013).

In 2008, Andersson, Ambrecht et al. summarized the various empirical '*economic impact analysis*' approaches used amongst scholars to quantify both the ex-ante and ex-post effects of Mega-events using the following three main theoretical modelling frameworks: '*Cost-Benefit Analysis*'; '*Input-Output Analysis*'; and '*Computable General Equilibrium Analysis*' ('CGE') (2008, pp.166-168).

A reasonable presumption might be that all these empirical analyses are scientific and that their results are objective and unequivocal. However, numerous scholars have identified actual or alleged shortcomings in all of these approaches and have adjusted the theoretical framework in a way they deemed subjectively appropriate – see TABLE 6 – next page. Some scholars consider the existing models simply inadequate or not comprehensive enough. Other scholars posited that existing theoretical models are not evolving to keep up with a whole myriad of changing dynamics brought about by, for example, local or global political aspects or aspirations, context, sponsorships, technology advances, and broadcasting and Social Media implications.

Another well-recognized business strategy tool is the '*Balanced Scorecard*' approach developed in the mid-90s by Kaplan and Norton (1996). The '*Balanced Scorecard*' is a robust taxonomy of business tools which continues to be widely applied to measure and interlink corporate financial (economic) performance with four or five other key stakeholder aspects. As well, it has been used to evaluate Mega-events. For example, Gratton et al. did assess Mega-event impacts across four '*balanced*' perspectives: (i) economic impact; (ii) a catalyst for further sports development; (iii) sponsorship and broadcasting media revenues; and (iv) marketing/branding/tourism of host location effects (2006, pp.53-54: Figure 1). They suggest "... adopting a methodology linked to [for example] the '*Balanced Scorecard*' could move beyond simple economic impact studies, to include TV, media and sponsorship evaluations as well as sports development, home soil advantage and other legacies ..." (2006, p. 57).

Whitson et al. (2006b, pp.77, 87) make a case for including environmental and social impacts at lower socio-economic strata of society. Frey et al. (2008, p.6) include economic; physical; environmental; social; cultural; and political aspects.

AUTHOR(S)	FRAMEWORK MODEL
Andersson, Ambrecht et al. (2008)	Input-Output Analysis Cost-Benefit Analysis Computable-General-Equilibrium (CGE) Analysis
Lakshman (2008)	Applied Porter's Diamond Framework – Economic and Social Development; Growth; and Infrastructure
Kaplan and Norton (1996)	Balanced Scorecard – Single Focus: Economic Impact Analysis
Gratton, Shibli et al. (2006)	(Extended) Balanced Scorecard – Multi-Focus: Economic Impact Analysis + sports development; media and sponsor evaluation; and, place marketing effects
Frey, Iraldo et al. (2008)	(Extended) Balanced Scorecard – Multi-Focus: Economic Impact Analysis + physical; environmental; social; cultural; and, political impacts
Whitson and Horne (2006b)	(Extended) Balanced Scorecard – Multi-Focus: Economic Impact Analysis + Above factors + Cultural Norms and Values
Dolles and Söderman (2008)	Contingency Theory: Economic Impact Analysis; Cultural Aspects; Environment, Technology, Strategy, Context, Sponsorships; Broadcasting Rights; and, Social Media
Terjesen (2008)	Contingency Approach: Macro-Environmental and Individual Factors
Manzenreiter (2008)	Contingency Approach: Political Contingencies

TABLE 6 – THEORETICAL ECONOMIC MODELS FOR ANALYSING HALLMARK EVENTS¹⁷

¹⁷ Source: Dolles, H. and S. Soderman (2008). "Mega-Sporting Events in Asia - Impacts on Society, Business and Management: An Introduction." *Asian Business & Management* 7: pp. 147-162.

However, as Dolles et al. point out:

The major limitation of the balanced scorecard is associated with promoting multiple objectives and the need to develop measurements. The difficulty in balancing the various measures and prioritizing the perspectives is subject to contingency theory parameters (2008, p.155).

Such additional parameters to be considered include, inter alia, ‘*environmental contingencies*’ (Hayes and Karamichas 2011); ‘*urban transformation*’ issues (Essex and Chalkley 2004a; Müller 2011); ‘*sustainability*’ (Holden, MacKenzie et al. 2008; Minnaert 2012); ‘*technology*’ (Dolles and Söderman 2011; Cisneros Puebla and Davidson 2012); ‘*legacy demands*’ (Agha, Fairley et al. 2012); ‘*strategy considerations*’ (Stokes 2008; Bronner and de Hoog 2011); and ‘*political contingencies*’ (Jones 2009; Rowe 2012; Jennings 2013).

In these regards, one of the contingencies mentioned above, ‘*technology*’ warrants further comment. Global ubiquitous access to wireless telecommunications, the internet, Social Media, and the ‘*gig-economy*’ have triggered a paradigm shift not only on the magnitude of the economic impact of a Mega-event on a host location because of broadcasting and sponsorship revenues but also on how the tourism industry in the broader sense is evolving. “*Sponsorship has become the second most important source of revenues after broadcasting rights, and both are therefore important contingency factors*” in Mega-sport events (Dolles and Soderman 2008, p.157 quoting Preuss 2006a; Rosenblum, Roberts et al. 2012).

More recently, Lakshman (2008) used another well-recognized business strategy tool to examined the economic impact of Mega-events. He used Porter’s ‘*The Diamond of National Competitive Advantage*’ and ‘*Cluster*’ analogy to develop a comparative analysis between a developed country and one of the BRIC¹⁸ countries – Japan versus India (1990, pp.78, 84).

Nishio, Lim et al. confirm an intuitive sense that the economic impact of the Olympics varies based on the ‘*brand-or-name-recognition*’ of the host cities and further depends on “*The economic scale of the host country in terms of Gross Domestic Product*” (2009, p.1258).

Roche describes how “... *mega-events such as the Olympics have a dramatic character, mass popular appeal and a global target*” (2000, p.169). Olympic Games are not only attracting an increasingly global audience (Horne and Manzenreiter 2004) but, as Fourie and

¹⁸ Brazil, Russia, India and China

Santana-Gallego point out, “... seem to have shaped world tourism patterns, highlighting new tourist destinations and creating ‘lasting legacies’ in host destinations” (2011, p.1364).

In summary, over the last two decades, to ‘correct’ the single focused economic impact analysis models, scholars have added a variety of variables to ‘fine-tune’ the Mega-event theoretical framework. However, it seems analogous to the cliché ‘*throw in every ‘titbit’ but the kitchen sink*’ (The Economist, 2016). Clearly, since each variable is subjectively determined, the verifiable quantification of all these variables is difficult to achieve, if not indeed impossible.

The applications of theoretical models imported from other business applications – while innovative, creative and perhaps helpful in terms of encouraging academic examination and debate – have added additional layers of complexity and indeed additional fuel for disagreement as to how to measure *ex-ante* and *ex-post* Mega-event impacts. Ergo, no consensus has evolved or is likely to crystallise in the near term.

Evidently, we are also witness to an increasing corporatisation of the Olympics; the business of event management – and, specifically, Olympic Games’ event-management – has morphed into a multi-billion global business with many stakeholders beholding to dominant and powerful different stakeholder groups.

The wilful misuse of economic impact analysis methodology, shenanigans, charlatan studies, mischief, unethical behaviour and indeed outright fraud to legitimize pre-ordained conclusions are comprehensively and succinctly spelled out by Crompton et al. (2001, pp.80-81; 2006, pp.70-79) and other researchers (Barclay 2009, pp. 62-66; Duminy and Lockett 2012, p.2) who highlight the tools used to manipulate a study’s outcome.

Teigland, paraphrasing Crompton (1995), dares to call it a rather politically incorrect but self-explanatory ‘*expert prostitution*’:

His most serious conclusion is that errors in ex-ante impact assessment in several cases have been used deliberately to mislead decision-makers and the public, leading to expectations and investments that are too high. ‘Expert prostitution’ may be an important reason why theory and reality have been divergent (1999, p. 316).

Moreover, it appears that certain parts of the Mega-event business are prone to ‘*outright fraud*’ (Baade and Matheson 2003; Shaw 2008); its perpetrators would no doubt prefer to keep things muddy and away from public scrutiny.

Then again, as Hinckley wrote “... *fiscal management of public funds is not for the faint of heart*” (2002, p.1). It is evident that neither is the scholarly examination of how to intelligently develop a comprehensive model which can adequately inform on how well those entrusted to do so are discharging their responsibilities in an ethical and evidence-based manner.

The next section elaborates on the measurement challenges faced by those scholars prepared to pick up the gauntlet.

2.8.4 – MEASUREMENT CHALLENGES

The difficulties and limits of economic impact studies are well addressed and described in academic literature starting with Ritchie’s seminal work on the Calgary Olympics (1984) and further fleshed out by his work for the Salt Lake City Olympics (2000). Ever since, other researchers have echoed Ritchie’s concerns and have engaged in generating different modelling iterations to conduct financial and economic impact analyses (Preuss 2004a; Gratton and Preuss 2008).

Kesenne best characterizes the myriad of challenges a researcher will be faced with when tackling even but one single specific aspect of a Mega/Hallmark event, when he wrote:

Economic benefits comparisons are fraught with difficulties; ex-ante studies differ from ex-post analyses, while methodologies depend on data availability. (Fourie and Santana-Gallego 2010a, p.2; Fourie and Santana-Gallego 2011, p.1365; both articles quoting Kesenne 2005).

The perennial central problem in setting up a theoretical framework to assess event impact – and one that remains essentially unresolved – has chronically been the accurate modelling of the impact of a Mega-event and determine its counterfactual. In other words, the difficulty of determining whether taxpayers’ incurred costs – for infrastructure (new or brought forward costs), venues, security (particularly post 9/11), and marketing costs – are offset by gains from (i) increased tourism; (ii) improved export balance of payments; (iii) increased tax revenues (corporate, personal – through job creation, and excise); and, (iv) other broader economic development.

Similarly, Fourie & Santana-Gallego succinctly describe the generic challenge when they conclude that the central problem to be resolved remains:

Similar across the 'events' spectrum ... isolating the impact of one mega-event and determining its counterfactual ... are the costs for infrastructure, stadia, security and marketing worth the gains from tourism, trade, and tickets? And, if not directly, does the event spark – maybe indirectly – long-run economic development? (2011, p.1365).

With respect to any direct '*actual regenerative potential*' of such pulled-forward and/or heavy accelerated expenditures for transportation infrastructure or sport facilities and/or with respect to "... *the long-term benefits to local communities of sports events-led investment strategies*", Hall (2006, p.62) noted that there is little empirical research to provide concrete evidence of positive income enhancing effects that would per se justify taxpayer financing, despite the anecdotal rhetoric to the contrary; for example, that found in the Merritt News (Morrison 2010) or in the Salt Lake City '*The Selective Echo*' (Beck 2010). Mules concluded his research with similar findings of "... *it is difficult to avoid the conclusion that the taxpayer is generally the loser in the hosting of major sporting events*" (1998, p.42), i.e. there are no net positive financial benefits flowing from taxpayer funding of Hallmark sporting events. Such concerns are also echoed by Kasimati who observed:

Although economic impact analysis prepared by or on behalf of Olympic advocates have demonstrated economic advantages from hosting the Games, potential host communities pose the question of whether, in fact, the economic benefits of the Olympics are pragmatic and, if they are, the extent to which such benefits offset the costs. (2003, p. 433), paraphrasing Haxton (1999).

Flyvbjerg, Bruzelius & Rothengatter assert that with respect to the impacts of Hallmark/Mega-events "*Rarely is there a simple-truth ... What is presented as reality by one set of experts is often a social construct that can be deconstructed and reconstructed by other experts*" (2003, p. 60).

Also, as Crompton, Lee & Shuster assert "... *if a study were undertaken by five different experts, it is highly probable that there would be five different results*" (2001, p. 80).

As stated earlier in Sections 2.6.1 – '*Political Considerations*' (p.41 hereof) and in Section 2.6.3 – '*Corporate Business Considerations*' (p.45 hereof), the literature highlights many instances of such financial or economic benefits having been substantially inflated for political expediency or because of intense lobbying efforts on the part of vested corporate interests (Baye, Kovenock et al. 1993; Mules 1998; Eisinger 2000; Andranovitch, Burbank et al. 2002; Whitson and Horne 2006a; Jones 2009; Grix 2012; Jennings 2013).

Bondonio et al. drew attention to another controversial aspect of 'economic evaluation', i.e. whether to "... *to include investments in the model that go well beyond those of direct Olympic infrastructure expenditures, including the 'connected' and 'accompanying works'*" (2006, p.362), which form part of any Olympics bid.

Despite these efforts and despite Andersson's claim that "*Academic knowledge in this area is quite coherent and well-established*" (2008, p.172), specific studies assessing direct aspects of increased 'Tourism' in *ex-ante* 'Input-Output Models', 'Cost-Benefit Analyses', and 'Computable General Equilibrium Analysis ('CGE')' are subsequently often negated by other researchers' *ex-post* studies as not having materialized. This is typically shown to be caused by modelling inadequacies or methodological pitfalls resulting from not adequately taking into consideration such influences as 'displacement', 'crowding-out' or 'leakages' (Dwyer, Forsyth et al. 2000; Siegfried and Zimbalist 2002; Lee and Taylor 2005; Whitson and Horne 2006a; Barclay 2009, pp.63-64).

That the quantification of 'crowding-out' effects is troublesome, because tourist behaviour is "... *determined by many different country and time-specific factors*" (Fourie and Santana-Gallego 2010a, p. 3), is self-evident through the paucity of available academic comparative analyses that attempt to include several mega-events over different years which would "... *provide a more consistent evaluation of the size of 'crowding-out'*" (Fourie and Santana-Gallego 2010a, p. 3). In these regards, Matheson (2002), Solberg and Preuss (2007), Fourie, Siebrits et al. (2010b), and Fourie and Santana-Gallego (2010a, p.3) all acknowledge that "... *measuring the behaviour of tourists from a comparative perspective on an inter-mega-event' basis over a number of years, i.e. longitudinally across different events, would provide a more consistent evaluation of the size of tourism displacement or crowding-out'*".

It seems that, as reported earlier, only Ritchie (1984; 1991) has carried out longitudinal analyses but only of one Olympic host city: Calgary. It seems that a comparative longitudinal inter-Mega-event study of Torino, Vancouver, Sochi, Pyeongchang and Beijing might eventually be ideally suited to follow up on the above quoted research suggestion.

On balance, the literature has shown that the academic Mega-event empirical research cannot be relied upon as evidence-based. In fact, many academic researchers themselves remain sceptical of both the methodologies applied and the economic benefit results flowing from hosting Mega-events.

Owen reported that “... *ex-post studies have consistently found no evidence of positive economic impacts from mega-sporting events even remotely approaching the estimates in economic impact studies*” (2005, p.1). Other researchers reported that economic impacts are ambiguous or, at best, transitory or negligible (Ritchie and Smith 1991; Kasimati 2003; Kavetsos and Szymanski 2010; Fourie and Santana-Gallego 2011). The third grouping of academics showed such results as indeed quite negative (Whitson and Macintosh 1996; Baade and Matheson 2003; Agha, Fairley et al. 2012, p.127).

It is surprising that, despite decades of on-going attempts to resolve the problems inherent in, and flowing from, attempts to conduct a comprehensive empirical quantitative analysis of the financial/economic impact of an Olympic Games remain as pertinent today as they were three decades ago. These problems include issues related to ‘*variables selection*’, ‘*modelling*’, and ‘*measurement problems*’ that were highlighted earlier in Ritchie’s research (1984)¹⁹.

Less surprising is that, despite the evident academic scepticism as to their economic viability and disagreements as to proper measurement, there evidently is never any shortage of competitors vying to host such events. Thus, one can conclude that the considerations that come into play cannot only be about the direct identifiable economic or financial gains. Thus if, as Rose and Spiegel claim, “... *empirical results show that the Olympic effect is robust, then surely some other intangible gains must be at play*” (2011a, p.675); be it ‘*political gain*’, ‘*national pride*’, ‘*patriotism*’ and/or other ‘*feel-good factors*’ (Kavetsos and Szymanski 2010; Fourie and Santana-Gallego 2010a, p.2).

Perhaps, the answer can be found in Preuss’ argument that “... *micro-level economic impact assessments rely too heavily on the assumptions to justify the outcomes and urge a greater emphasis on a bottom-up approach*” (Fourie and Santana-Gallego 2010a, p.3 quoting Preuss 2007). Such pragmatic bottom-up approach would involve the contingent evaluation of more circumscribed aspects of an Olympic Games which empirically or inductively directly assesses the behaviour or perceptions of individuals through questionnaires or surveys. In this study, the perceptions of tourism activity will be sought out through semi-structured face-to-face interviews with senior executive Hoteliers, the General Managers on the front line of ‘*Tourism and Hospitality*’.

¹⁹ Specifically, Exhibit 3 of Ritchie’s 1984 paper, with difficulties, challenges and methodological concerns related to data collection and interpretation succinctly described on p.6 thereof.

2.9 – QUANTITATIVE MODELS

2.9.1 - OVERVIEW

In the context of Mega-events, including Olympic Games, the *'integrated'* project modelling into one analytical/methodological framework – of both the potentially required financial inducements (for example, outright government grants and/or tax holidays) or economic benefits and cost impacts – is ubiquitous and a pre-requisite to *'sell'* the events' advantages and lay out its *'costs'*, *'benefits'*, and *'risks'* to taxpayers, government officials, sponsors, and other stakeholders. A well-developed theorem would facilitate the decision processes. It would bring clarity by presented ordered and transparent results and verifiability. It would speed up and mitigate potential delays and deliver improved accuracy. Enabling real-time computer modelling of *'what-if'* scenarios would be expected to deliver improved accuracy and facilitate re-assessment when inevitable modifications force *'go/no-go'* re-evaluations.

The role of our elected officials is to ensure and to provide assurance that *'wealth-creating'* events are supported by public means (direct and indirect funding). Moreover, that, on the other hand, those events that can be shown to be *'wealth-destroying'* – including, inter alia, adverse effects on general *'well-being'* – considering relevant equity concerns and distributional impacts (as a government should), are relegated to the recycle bin.

2.9.2 – COST-BENEFIT ANALYSIS MODEL

The purely economic case for hosting major sporting events is based on standard cost-benefits analysis techniques (Preuss 2004b). After its development two centuries ago, cost-benefit theorem remains the foundation on which the assessment of the cost-effectiveness (justification) of public works, or indeed the financial or economic viability of public and private projects, including Mega-events, is based. It has become somewhat analogous to the Model-T Ford; one colour, one size fits all, nearly indestructible. Moreover, as often is the case, the literature reveals a disagreement as to who thought of it first – the Frenchman Dupuit (Britannica), the American Gallatin (Hanley and Spash 1993, p.4), or neither (Ekelund Jr. 1968, p.470).

In a cost-benefit analysis, alternative projects are rank-ordered. Preuss observes:

Cost-benefit analyses have many advantages because they consider a wide range of costs and benefits; besides the real direct and indirect costs and benefits, intangible and negative effects, crowding out and re-allocations can

be considered along with other contingencies such as social impact (2004b, p. 250).

The basic cost-benefit equation is expressed as follows:

$$NPV_e^e = NPV_e^f + \sum PV_e (EXT_i)^t$$

NPV_e^e is the net present value of economic benefits and costs. NPV_e^f is the net present value of the financial benefits and costs, and $\sum PV_e (EXT_i)$ is the sum of the present value of all the externalities (*transaction spillovers*) generated by the project. All factors are discounted using a common rate of discount over the life of the project period.

In 2004, Preuss asserts this model is a “... *very suitable model to evaluate large projects such as the Olympics*” (2004b, p.237); Fourie and Santana-Gallego claim that Preuss seems to have changed his mind some years later:

Preuss (2006c) argues that cost-benefit analyses or economic impact assessments on a macro-level rely too heavily on the assumptions to justify the outcomes and urges a greater emphasis on a bottom-up approach. This usually involves contingent evaluation through questionnaires and surveys, directly assessing the behaviour of individuals (2010a, p.3).

Preuss and other empirical researchers are increasingly focusing on the more circumscribed aspects of the Olympic Games that are quantifiable, such as its direct, measurable impact on tourism behaviour (Blake 2005, p.21; Solber and Preuss 2007).

Moreover, there is a long lead-up to an Olympics – all the way from the decision to bid, to its being awarded. For example, in Vancouver/Whistler-related infrastructure activities started a decade before February 2010. Confounding as well is the fact that ex-post effects need to be modelled in; for example, increased tourism. Axiomatically, during this long *ex-ante* and the *ex-post* Olympics’ period, the economic situation continuously evolves and thus the model needs to be more dynamic and longitudinal.

To conclude, the ‘*Cost-Benefit Analysis Model*’ is not fit for purpose with regards to assessing and evaluating the financial and economic impact of an ‘Olympics’ at the typical micro-granular level of its events’ footprint. This has led to economists and other scholars to try and overcome and mitigate the identified inadequacies of the ‘*Cost-Benefit Analysis Model*’ when setting out to project the ex-ante and assess the ex-post economic and financial impact of

Mega-events, including an Olympics. This has subsequently led to a transitioning to the *'Input-Output Model'*, the subject of the next section.

2.9.3 – INPUT-OUTPUT MODEL

According to McNichol (1981) and Armstrong and Taylor (2000), the *'Input-Output Model'* estimates secondary effects as well as employment creation, and its multiplier effect on the economy.

The input-output analysis uses an *'input-output matrix'* (of 'n x n' dimension)²⁰ it tabulates a set of accounts that reflect the inter-relationships between different sectors of the economy. Paraphrasing: the matrix comprises four sections, each describing a specific relationship. One section describes the inter-industry relationships with rows representing inter-industry sales while columns reflect inter-industry input purchases. The next section reflects industry sales to external sectors; it incorporates the final consumption of households, reflects socio-political dependencies, and includes commodities for personal consumption, public expenditures, and exports. The third section reflects payments to external inputs to industrial production, including wages for labour, taxes and public subsidies, profits and imports. Moreover, the final section reflects the relationship between the exogenous sectors. The Σ rows - total outputs must balance with Σ columns - total inputs and the inputs and outputs of each industry and the external factors must balance (Crompton, Lee et al. 2001; Preuss 2004b).

While Dwyer, Forsyth et al. initially acknowledge that *"The technique most often used to quantify the economic impact of tourism demand change is input-output analysis"* (2004, p.7); they then in 2008, following subsequent follow-up research, proceeded to relegate this technique to the recycle bin by providing a comprehensive critique of its limitations and concluded that *"Assumptions underlying construction of the input-output models are so unrealistic²¹ that they affect the validity of results obtained"* (2008, p. 260).

Preuss did point out that *"... the input-output table is usually only the centre of a broader model that includes the changes of the economic situation, prices, taxes, rates of interest, etc."* (2004b, p.236). Moreover, Preuss posits that any modified 'final' model, using dynamic

²⁰ Also, called the *'technological matrix'* – PC software, such as *XLStat*, facilitates the complex matrix algebra required to run input-output analyses.

²¹ The model is completely static, ignored are, inter alia, the interactive effects between economic sectors (see Dwyer, Forsyth et al. 2008, p. 260).

input multipliers, would generate a better predictive Olympic-economic-impact model than one could expect from a 'static' multiplier 'Cost–Benefit Model'.

Nevertheless, by its very nature, the 'Input-Output Model', however modified, can only provide a perspective at the broader macro-national level. Such a macro perspective limits its value in the determination of whether the hosting of an 'Olympics' makes sense for its smaller metro-city-size geographical footprint. Moreover, as Dwyer, Forsyth et al. wrote: "... the fundamental problem with I-O Analysis is that it is incomplete, it ignores key aspects of the economy" (2008, p.260).

Acknowledging the problems with the two afore-mentioned models, Ennew wrote:

Some of the shortcomings of the cost-benefit and input-output construction of the Tourism Satellite Accounts ('TSAs') which provide an internationally recognized and standardized method of assessing the scale and impact of tourism spending and its links across different sectors (2003, pp. 9,13 paraphrased).

To conclude, the 'Input-Output Model' is not fit for purpose with regards to assessing and evaluating the 'Tourism Sector' of the economy. Therefore, in the sections following the so-called 'Keynesian Multiplier Models' and the 'Tourism Satellite Accounts' ('TSAs'), referenced in the paragraph above, were evaluated to assess whether they might be 'fit for purpose' in the context of this research project.

2.9.4 – KEYNESIAN – MULTIPLIER MODELS

The 'ad hoc multiplier' model initially proposed by Archer and Owen (1971) and subsequent refinements by Sinclair and Sutcliffe (1982) or Milne (1987) are a direct offspring of Keynesian multiplier models. According to Sinclair & Sutcliffe "... Keynesian multipliers are useful to estimate the multiplier effects and the expenditures of tourists, evaluation of income/expenditure flows, and income multiplier" (1982, p.1438).

The multiplier is a key concept in regional (and local) economic models. The basic idea is that the cumulative effects of an injection are greater than the initial stimulus. For example, agencies and/or companies inter-buy and sell goods and services; consumers sell labour services to agencies and/or companies and buy goods and/or services from them. These linkages are found both within and between regions.

In the case of a Mega-event, such as an Olympics, increased activities during the event period itself, but more importantly, activities leading up to them for up to a decade and the legacies left afterward, will require additional labour and goods that need to be broadly sourced. Employees may be hired away from other companies, locally or across a much broader footprint (provincially/state-wide or nationally), the chronically unemployed may become re-engaged, and students and stay-at-homes may take on part-time jobs, and executives are often seconded to assist with the management of Mega-events (often pre-retirement) and need to be replaced. As Clark points out:

It also requires other direct inputs and some of these will be purchased locally; others will be imported. Thus, the impact of the mega-event also spreads to other local industries through direct purchase from them and from purchases of locally produced goods and services - such as in the hospitality and leisure industry - which arise from the income derived from the extra employment that is created" (2010, p. 3).

And, there is the increased local spending by not only those foreigners seconded to look after their own countries' affairs pre-, during, and post-event, but as well as that of the scores of media people – broadcasters and journalists – assigned to cover an event for their clientele back home. Clark goes on by observing that: *"Further impacts occur due to feedback effects – triggered when other local firms require more labour and inputs to meet rising demand for their output, which has been stimulated by the initial injection"* (2010, p.3). One example would be any major infrastructure or telecommunications project leading up to an event. The multiplier process continues until the initial injection has worked its way through the local economy (see FIGURE – 2 following).

Exemplified, a simplified Keynesian multiplier formula – with one dollar introduced into the economy which results in doubling its overall effect – would consist of the formulae following *:

$$K = 1 / (MTR + MPS + [(1 - MTR - MPS) MPM])^{21}$$

$$K = 1 / (0.2 + 0.2 + [(1 - 0.2 - 0.2) \times 0.167]) = 2$$

*ASSUMPTIONS: MTR = Marginal Tax Rate (0.2); MPS = Marginal Propensity to save (0.2); MPM = Marginal propensity to import ($\frac{1}{6}$).

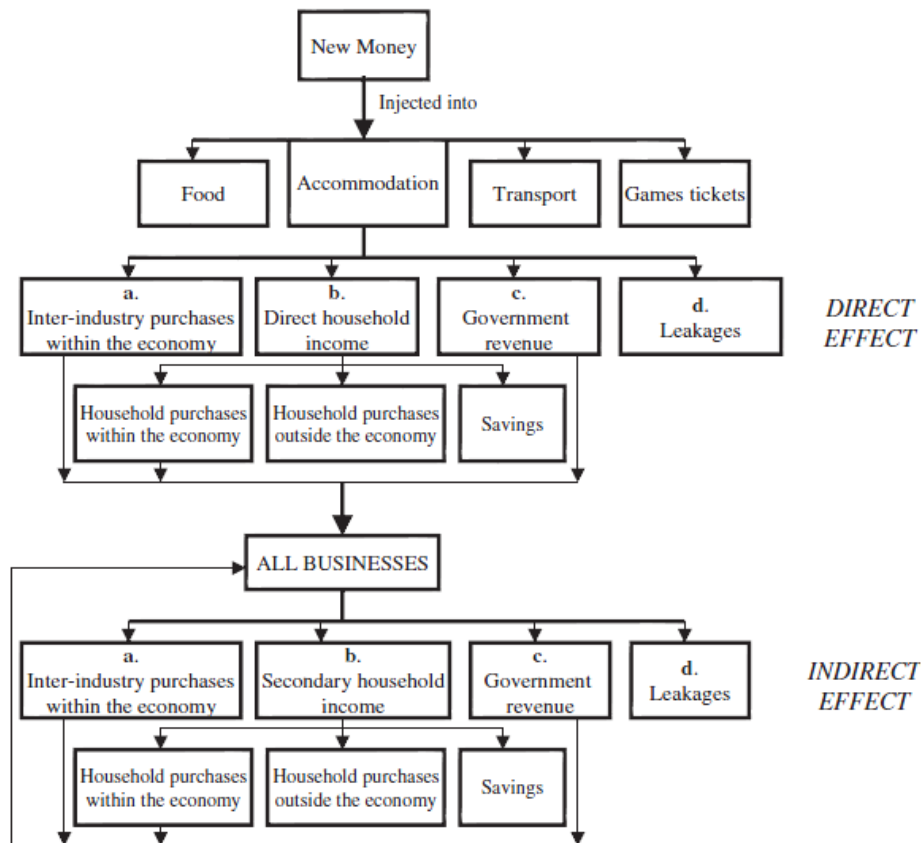


Figure 1. Schematic diagram of the 'multiplier' approach, based on Liu and Var (1982) and Crompton (1995). 'Accommodation' is chosen to show how the multiplier concept operates, but should be similarly implemented for 'food', 'transport' and 'Games tickets'. The three direct recipients of the injected money, after allowing for leakages, subsequently spend this money in the same four ways, generating the *indirect effect*. Leakages occur because some money could be spent outside the host economy. Moreover, some of the household income could leak out of the economy by the purchase of products from outside, or would not stimulate economic activity because it was invested in savings.

FIGURE 2 – THE MULTIPLIER PROCESS²²

The main adverse effect is that all induced effects are calculated by various static multipliers derived from country-wide input-output tables (or, perhaps at best, at the provincial or state-wide level) which are unlikely to reflect the specific economic situation of the geographical area under consideration such as, for example, an Olympic Games' host metropolitan area.

As Preuss points out:

The often-used simple Keynesian model assumes unemployment, rigid prices, interest, and wages as well as the lack of government activities; information

²² SOURCE: Kasimati, E. (2003). "Economic Aspects and the Summer Olympics: a Review of Related Research." *International Journal of Tourism Research* 5: 435.

about Olympic-related additional taxes, income or employment and changes in single sectors do not become visible (2004b, p.237).

Olympics are usually staged in one city, or as in the case of the '2010 Vancouver XXI Winter Olympics' confined to two-venue metro-Vancouver and the Resort Town of Whistler, and available input-output data is simply not granular enough for effective modelling at this micro level.

The more developed ad hoc model of Archer and Owen (1971) and the subsequent Henderson and Cousins model refinements, outlined by Vanhove (2011, p.252), disaggregate the basic Keynesian formula to provide more granular input. For example, the direct income is broken down, among other things, into each category of tourists, each type of business establishment, the proportion of total tourist expenditures spend by type of tourist, the proportion of a specific type of tourist in a particular-type-of business.

Vanhove suggests that multiplier models "... are suited to regional analysis where it may be impractical or too expensive to undertake a full input-output analysis" (2011, p.245). However, what the multiplier models seem to ignore is to consider 'externals' (e.g. environmental costs) and, in general, all the costs and benefits that affect the local community that the market cannot explicitly monetize, such as, for example, the costs of traffic congestion.

Other examples are the costs to merchants associated with the closing of main shopping arteries. For example, to accommodate the anticipated '2010 Vancouver XXI Winter Olympics' influx of visitors, a new fast rail system ('The Canada Line') to-and-from the 'Vancouver International Airport ('YVR')' was built see [PHOTOGRAPH 6](#), p.336 (Sinoski 2010). City Hall closed Vancouver's Cambie Street to traffic throughout the construction of the underground section and the Cambie Street Station. As a direct result, many of the merchants along this street suffered severe financial distress. Another example is the sky-rocketing costs of providing increased security measures for the Olympics, particularly following '9/11' (Dwyer, Mellor et al. 2000; Kesenne 2005).

In closing this section, it is of interest to note that, Rosselló-Nadal, Riera-Font et al. assert that – according to Archer's account (1982, pp.238-239) – "... multiplier-based analyses are possibly one of the worst-used economic techniques" (2007, p.87).

Moreover, given that the 'Keynesian Multiplier Model' is a key concept in national and regional economic modelling, using various static multipliers derived from country-wide input-output

tables it is *'not fit for purpose'* with regards to assessing and evaluating the financial and economic impact of an 'Olympics' locally at a micro level. Available national and regional input-output data is simply not granular enough for effective modelling at such typical micro level of the specific Olympics Games footprint.

This serious limitation then led to having to explore other modelling alternatives that more specifically focus on the benefits of Mega-events on the 'Tourism Sector' of the economy. This limitation led to an evaluation of the so-called 'Tourism Satellite Accounts', in the section following, to assess whether this theoretical model might adequately help address the research questions.

2.9.5 – TOURISM SATELLITE ACCOUNTS ('TSA')

'Tourism' is not an *'industry'* in the normal meaning of *'GDP national input-output account terminology'* because, as shown earlier, *'Tourism'* is defined by its end use and is thus neither an input nor an output per se. A specific economic activity is classified as *'Tourism Industry'* if (a) it provides services or commodities to visitors directly and (b) it would cease to exist without *'Tourism'*.

Wilton goes on to point out:

Measuring tourism is a challenging task because tourism does not exist as a separate entity or as a distinct economic activity in the internationally recognized System of National Accounts (2004, pp. 5-6).

Alternatively, but again relating to *'standard national accounts'*, Ennew makes the same point but puts it slightly differently when he writes:

Given that economic contribution of tourism is spread across a series of different sectors, consequently, it is very difficult to identify how tourism can contribute to an economy using standard national accounts and existing statistical resources (2003, p.9).

TSA's have become significant tools for governments and industry organizations to assess tourism's economic impact. *"Canada was among the first countries to develop a TSA and published its first results in July 1994"* (Hall 2005, p.129). TSA's provide *"An invaluable tool for measuring and monitoring the development of tourism and assessing its economic contribution"* (Meis 2001; Ennew 2003, p.10; Dwyer, Forsyth et al. 2004, p. 27).

TSA's measure 'Tourism' activities from the perspective of products consumed by tourists, i.e. a 'commodity-based approach'. It relies on information from standard published input-output tables and follows an international widely agreed-upon protocol (Meis 2001; Statistical Commission, Eurostat et al. 2008). Also, Canada has developed a set of 'National Tourism Indicators' ('NTIs'), which incorporate demand/supply benchmark ratios from the above referenced 'international' TSA's which are then supplemented by additional sources of 'Tourism' data (Wilton 2004). Canada's 'NTIs' consist of approximately 250 time-series of Canada-wide 'Tourism' data. They are used to monitor the current state of 'Tourism' in Canada, to study statistical trends and cycles in tourism, and to analyse the economic structure of 'Tourism' and its policy ramifications (Meis 1999, p. 2).

However, 'TSA' construction is an expensive and time-consuming business and often requires considerable human and capital investment in data collection and analysis. Another serious drawback of 'national TSA' estimates is their 'release lag'; they are produced only occasionally; for example, Canada's estimates for 2002 were released five years later in the Autumn 2007. Moreover, as Talwar reports: "National data have limited utility in assessing the importance of tourism in different localities within a country (2006, p. 4). To conclude, the 'Tourism Satellite Accounts' methodology is 'not fit for purpose' with respect to addressing the research under consideration.

Nevertheless, TSA's "... provide the base for more sophisticated analysis of the impact of tourism and the assessment of different policy regimes using techniques such as 'computable general equilibrium modelling'" (Ennew 2003, p. 13), the latter the subject of the next section.

2.9.6 – COMPUTABLE GENERAL EQUILIBRIUM ('CGE') ANALYSIS

Ennew (2003), Dwyer, Forsyth et al. (2004; Song, Dwyer et al. 2012), Song (2010) and Li, Blake et al. (2013) have all suggested that, to overcome one of the major limitations of the cost-benefit and input-output models, the 'Computable General Equilibrium' ('CGE') model be used to incorporate micro-local effects. As Dwyer et al. point out:

The computable-general-equilibrium models incorporate the input-output framework but they also model markets for goods and services and factor markets, recognize resource limitations, model consumer spending, allow for government spending and taxing, and allow for external constraints (2008, p.263).

In short, the 'CGEs' are used to simulate the impact of a myriad of dynamic interaction changes across several sectors of the economy, including dynamic behavioural assumptions and exogenous variables. As Ennew explains, the model is based on:

The mathematical specification of key inter-relationships within the economy, i.e. what determines, in real time, levels of supply and demand ... such a broad, comprehensive model "which incorporates businesses, governments, and consumers, it is possible to analyse the economy-wide impacts of changes in tourism spending or other policy and market changes" (2003, p. 12 paraphrased).

'CGE' models include improved granularity compared to that allowed in 'Input-Output Models'. They can include a higher-degree of empirical detail such as, among other factors, commodity flows, labour market data, national accounts data, and the behaviour of consumers, producers and investors (Madden and Crowe 2005; Jago and Dwyer 2006; Sterken 2006).

Dwyer et al. advocate the use of 'CGE' in the dynamic modelling of the tourism industry:

CGE analysis has broad applicability in tourism as a tool for impact and benefit analysis whenever the objective is to determine how a change in the tourism sector, or a change affecting it, will impact on overall economic activity or output, and on particular aspects of the economy (2004, p.11), such as, for example, employment.

However, 'CGE' models do not exist for evaluations at the city level; it cannot be used to model or estimate local impacts. Thus, what is still missing is a systematic granulation of the primary impacts that would be necessary before more local effects can appropriately be incorporated in economic impact modelling to calculate more localized microeconomic impact.

The latter shortcomings then led to consideration of the 'Added Value Method' to evaluate its applicability in terms of being able to address this thesis' research questions adequately; a methodology also seemingly favoured by politicians.

2.9.7 – ADDED VALUE METHOD

There are three different methods to calculate GDP: (i) 'the production approach', (ii) 'the expenditure approach', and (iii) 'the income approach'. When using 'the production approach', a.k.a. The 'Added Value Method', basic prices are used. As per this method, economic growth is determined by calculating the value of all final good and services that have been produced

nationally in a given year or by adding up consecutively the value attached to raw materials when these reach the stage of final products.

Bondonio & Campaniello noted that this added-value method was more popular with politicians “... *it is clear why the promoters of events that involve the use of public funds prefer an analysis based on added value, which generally gives more favourable results than a cost-benefit analysis*” (2006, p.362). While this statement may well be generically correct, the application of the added-value or production method to assess the impact of a Mega-event, such as an Olympics, at a local Olympics venue or city level is clearly similarly inadequate from a granularity perspective as are the cited models hereinbefore. The use of this macroeconomic model is thus of little value at the microeconomic Mega-event/Olympics level other than, perhaps, to politicians. Some of the latter have displayed a tendency to mislead their constituents as to the ‘no-brainer’ benefits of, for example, an Olympics, as described in Section 2.7.1 herein and elaborately addressed by Crompton et al. (2001; 2006).

2.10 – ECONOMIC MODELLING INADEQUACIES & SCEPTICISM

2.10.1 – MODELLING INADEQUACIES – LACK OF DATA AT MICRO LEVEL

All the theoretical economic models considered hereinbefore were shown to be ‘*not fit for purpose*’ for the micro-level assessment and evaluation of the financial and economic impact of the 2010 Vancouver XXI Winter Olympics on its footprint in metro-Vancouver and Resort Whistler. To wit:

- (i) *Cost-Benefit Analysis Model*
- (ii) *Input-Output Model*
- (iii) *Keynesian Multiplier Models*
- (iv) *Tourism Satellite Accounts*
- (v) *Computable General Equilibrium Analysis; and*
- (vi) *Added Value Method*

The required data to use such modelling and analyses was not available at such level of granularity.

Moreover, the applications of theoretical models imported from other business applications – while innovative, creative and perhaps helpful regarding encouraging academic examination and debate – have added additional layers of complexity and, indeed, additional fuel for conflict and disagreement as to how to measure *ex-ante* and *ex-post* Mega-event impacts. Ergo, no consensus has evolved or is likely to crystallise as the business of event management has morphed into a multi-billion global business with many stakeholders beholding to powerful different stakeholder groups.

2.10.2 – SCEPTICISM OF ECONOMIC MODELLING’S VERACITY & RELIABILITY

Research by acclaimed tourism academics confirms that *ex-ante* positive economic impacts of Mega-events are “... rarely, if ever, realized...” and, moreover, “... predictions greatly overstate the true economic impact of Olympic Games ...” when *ex-ante* theories and predictions are further compared to *ex-post* reality (Matheson 2006, pp.1, 14; Porter and Fletcher 2008, p.470; Song 2010; Mills and Rosentraub 2013, p.238).

As Crompton, et al. point out “... if a study were undertaken by five different experts, it is highly probable that there would be five different results” (2001, p.80). In a similar vein, Owen reported that “... *ex-post* studies have consistently found no evidence of positive economic impacts from mega-sporting events even remotely approaching the *ex-ante* estimates in economic impact studies” (2005, p.1).

As observed by Shaw (2008, pp. 189-191) and Jones in his article ‘*Follow the Money, Understand the Olympic Scam*’ under the heading ‘*Why do Host Cities Buy into the Olympics, and Who Really Benefits?*’ (2009, p.5), it is essentially often the case that ‘expert consultancy’ produced studies end up being overt or covert lobbying efforts; and, likely even more so, if such studies are conducted and funded, directly or indirectly, by event promoters or parties with an economic stake in staging the Olympics. They (the ‘*expert consultants*’) provide a bogus “... *technical justification for the event itself, magnifying the positive effects for society and the economy*” (Bondonio and Campaniello 2006, p. 361). These issues are poignantly pointed out by Teigland as early 1999 when observing:

To expect high economic effects from mega-sports events and find a much lower reality is not unusual. After hosting the Norwegian 1994 Winter Olympics, national and local authorities expected a ‘big boom’ in tourism; the actual effects have been less than, and different from, the predictions and 40% of the full-service hotels in Lillehammer have gone bankrupt. “Expert

Prostitution” may be an important reason why theory and reality have been divergent (1999, pp. 305, 316).

On the impacts of mega-projects, Flyvbjerg, Bruzelius & Rothengatter concluded “... *Rarely is there a simple-truth . . . What is presented as reality by one set of experts is often a social construct that can be deconstructed and reconstructed by other experts*” (2003, p. 60). In fact, several academic scholars report that not all is done with ‘*the best of intentions*’. The wilful misuse of all sorts of machinations, to legitimize pre-ordained conclusions, is detailed in the critical scholarship of Crompton et al. (2001, pp. 80-81; 2006, pp. 70-79), Baade and Matheson (2003, *passim*), and Shaw (2008, *passim*).

In fact, the willful abuses of economic impact analysis methodology, shenanigans, charlatan studies, mischief, unethical behaviour and indeed outright fraud to legitimize pre-ordained conclusions, are comprehensively and succinctly spelled out by Crompton et al. (2001, pp.80-81; 2006, pp.70-79). And, also by Duminy and Luckett (2012, p.2) who highlight the tools used to manipulate a study’s outcome, including, *inter alia*:

- i. *Permanent residents in alleged increased tourist arrivals;*
- ii. *Inappropriate aggregation of geographical areas;*
- iii. *The inclusion of time-switchers and casuals;*
- iv. *Abuse of multipliers;*
- v. *Ignoring costs borne by the local community;*
- vi. *Ignoring opportunity costs;*
- vii. *Ignoring displacement costs;*
- viii. *Exaggerating visitation numbers;*
- ix. *The inclusion of consumer surplus; and*
- x. *Political payoffs.*

Moreover, it appears that certain parts of the Mega-event business are prone to ‘outright fraud’ (Baade and Matheson 2003; Shaw 2008); its perpetrators would no doubt prefer to keep things muddy and away from public scrutiny. Then again, as Hinckley wrote “... *fiscal management of public funds is not for the faint of heart*” (2002, p.1).

Kasimati (2003, p. 433), paraphrasing Haxton (1999), puts it as follows:

Although economic impact analysis prepared by or on behalf of Olympic advocates have demonstrated economic advantages from hosting the Games, potential host communities pose the question of whether, in fact, the economic benefits of the Olympics are pragmatic and, if they are, the extent to which such benefits offset the costs.

As Keen postulated in his publication *'Debunking Economics: The Naked Emperor [of the Social Sciences] Dethroned'*: "... a minority of economists have long known ... that economic theory is not only unpalatable but also plainly wrong ... much of the scientific veneer of economics as a science is bogus" (2011, pp. 15-21, passim).

These sentiments are echoed by Stilwell who points out:

The claims to a scientific' status for the discipline [of Economics] is largely untenable ... the typical mathematical orientation of orthodox economics conveys the strong connotation of scientific precision. However, the attempt to distinguish a 'positive' economics from a 'normative' economics, eschewing value judgements, has clearly failed. Values enter at all stages in economic inquiry – into the very selection of issues to be studied, into the selection of methods of investigation and analytical tools and, of course into the processes whereby that economic knowledge is applied" (2005, p.109)

The Reviewed Literature provided a compelling argument to conclude that the academic Mega-event 'financial and economic impact' empirical research, however structured, cannot be relied upon as evidence-based. In fact, many academic researchers themselves remain sceptical of (i) the methodologies applied; and (ii) the economic benefit results purportedly flowing from hosting Mega-events.

2.11 – AN ALTERNATIVE NON-TYPICAL QUANTITATIVE MODEL

2.11.1 - INTRODUCTION

Hallin, of BC Stats, in her article "*The BC Stats Methodology*" highlights that is not possible to measure the size of the tourism sector directly from any published data "*Since tourism is an activity engaged in by individuals it does not correspond to any standard industry grouping*" (2009a, p.1). Wilton (University of Waterloo), in a report prepared for the Canadian Tourism Commission, similarly, observes "*Measuring tourism is a challenge because tourism does not exist as a separate entity or as a distinct economic activity in the internationally recognized System of National Accounts*" (2004, p.5).

At this point in the review of the Literature phase, it seemed the research project as initially envisaged might well be running into a dead-end. Evidently, as has been described in detail hereinbefore, the three principal reasons are:

- i. First, all the theoretical economic models typically used to assess and evaluate the impact of a *'Mega-event'* on *'Tourism'* were *'not fit for purpose'* at the metro-Vancouver versus Resort Town Whistler. The data was simply not available to do so at this more granular sub-national and/or sub-regional level.
- ii. Secondly, industry and academic experts, herein quoted above, inter alia, Hallin of BC Stats, have quite categorically stated that directly measuring *'Tourism'* is not possible because *'Tourism'* "... does not exist as a separate entity or as a distinct economic activity" (2009a, p.1).
- iii. Thirdly, and of utmost concern, the Reviewed Literature reveals the widely-shared scepticism amongst *'Tourism'* academics and scholars as to any real value-added aspects of *ex-ante* theories and predictions. Or, for that matter, their ability to deliver credible and reliable results when applying any of the available theoretical economic and financial models cited in Section 2.10, p.79 herein.

2.11.2 – ASSESSMENT OF A SALES OR EXCISE TAX MODEL

At this juncture in the research process, it became evident that the only way forward with the intended research would be to evaluate and assess the potential possibility of using *'Sales Taxes'*, *'Excise Taxes'* or *Value-Added Tax ('VAT')* data to assess the financial or economic impact of an Olympics on Metro-Vancouver and Resort Town Whistler.

Further review of the literature identified that the use of *'Sales/Excise Tax'* data had been used sparingly to assess the impact of some Mega-sports events in the USA by a few USA academics (Baade and Matheson 2001; Baade, Baumann et al. 2006; Baade and Matheson 2006; Coates 2006; Coates and Depken 2006; Baade, Baumann et al. 2008a; Baade, Baumann et al. 2008b).

The conceptual framework to use sales/excise tax receipts to assess the economic impact of Mega-sports events in the USA was informative. However, the methodology and models used by these academics could not be applied in the Province of British Columbia, Canada to assess the impact of the *2010 Vancouver XXI Winter Olympics* on its footprint metro-Vancouver or Whistler. The data used in the referenced USA-based event studies is simply not available in British Columbia at the municipal level.

More importantly, a *'Sales/Excise/VAT'* tax is typically payable by everyone making a purchase including locals and non-tourists. Given that this research project specifically focuses on the impact of an Olympics on *'Tourism'*, it eliminates the use of these type of broadly aggregated *'Sales Tax'* data from further consideration.

However, by some fortuitous coincidence, while personally staying at the Fairmont Chateau Whistler Hotel during the 2010 Vancouver XXI Winter Olympics, I noticed a peculiar entry on my hotel bill: a *'2% - Additional Hotel Room Tax'*. I pursued this with the hotel staff and, subsequently, with a senior staffer at British Columbia's Statistics Directorate (*'BC Stats'*).

The senior staffer at BC Stats proved most helpful, and our ensuing discussions were very informative. It became obvious that the availability of this unique *'Additional Hotel Room Tax'* (*'AHRT'*) model and direct public access to this database at a micro municipal level, provided a one-off opportunity to test the direct impact of the *2010 Vancouver XXI Winter Olympics* on *'Tourism'*. Up to this point, such assessment using available models was shown to be impracticable using the theoretical models evaluated for this purpose hereinbefore. However, this still left one critical issue that would need empirical confirmation, i.e. whether the *'Hotel Industry'* could be empirically shown to be an acceptable *'Proxy Indicator'* for *'Tourism'* activity.

2.11.3 – BC's UNIQUE 'HOTEL ROOM TAX' ('HRT') FEATURES

The Government of the Province of British Columbia (BC) in Canada – which has a very extensive *'Tourism'* Directorate Research Branch - had deemed it necessary to modify its approach to measuring *'Tourism'* activities in their Province to ensure accuracy and timeliness not available by any other means. Its *'Tourism'* statistics have been developed based on supply-side indicators that are adjusted to exclude non-tourism-related activities. This approach nevertheless relies on standard statistical data issued by Statistics Canada. The advantage of BCs approach is self-evident: timeliness, as pointed out hereinbefore Tourism Satellite Accounts have a five-year lag. Such TSA data may well be useful when considering long-term government infrastructure projects – such as airport or highway upgrades – but is not very useful data in everyday decision-making for the *'Tourism'* and *'Hotel Industry'*.

British Columbia's *'Room Revenue'* estimates produced by BC Stats rely on *'Hotel Room Tax'* (*'HRT'*) data submitted by *'Accommodation'* establishments (Gründlingh 2010b). Thus, one way to triangulate the pre- and post-Olympics activity flowing from the *'2010 Vancouver XXI Winter Olympics'* is to use British Columbia's database to assess its intake of a very

specifically focused tax on *'Accommodation Properties'* including, inter alia, hotels. This so-called *'Hotel Room Tax'*, under British Columbia's *'Hotel Room Tax Act'*, applies to establishments that charge a minimum room charge of \$30 per night (Gründlingh 2008; BC-Government 2011). This room tax charge equals 8% on accommodation sold within British Columbia at eligible establishments²³. There is no way to circumvent this tax, other than fraudulently. Once an establishment is registered as eligible, it must charge this province-wide tax. Moreover, since the tax is specifically charged on *'Accommodation Properties'* – i.e. principally hotels – there is nothing else included in this data and it should, therefore, be a *"very good and accurate measure"* of the activity in the local *'Hotel Industry'* (Gründlingh 2010b, p.6). The BC Stats methodology – providing a broad overview of how it proceeds from the tax to revenue projections – is presented in its *'Tourism Sector Monitor'* (BCStats 2010b). According to Gründlingh (2011a), this methodology has been in place for several years and has proven successful since it has consistently relied on the same source and data quality.

For a review of what the actual *'Room Revenue'* data looks like over a specified period of investigation, one can view any of the CSV/Excel spreadsheets available on BC Stats publicly accessible website (BCStats 2010b; Stroomer 2011; BCStats 2012). It breaks the *'Provincial Room Revenue'* into a hierarchy from the provincial level, down to the regional level, down to the regional district level, down to the municipal center level (BCStats 2009).

It is worthwhile to re-state that, so far, described hereinabove is strictly *'British Columbia's '8% - Hotel Room Tax'*. For purposes of this research project, any potential inadequacy of the raw data is overcome by the actual availability of the so-called *'2% - Additional Hotel Room Tax'* (*'AHRT'*). The latter is the subject of the next section.

2.11.4 – BCs '2% - ADDITIONAL HOTEL ROOM TAX' ('AHRT')

BCs *'2% - Additional Hotel Room Tax'* (*'AHRT'*) is a supplemental hotel-room tax that some municipalities are, by law, able to charge on top of the above-referenced broad-based *'8% - Hotel Room Tax'*.

Both the *'HRT'* as well as the *'AHRT'* are collected by *'Accommodation Establishments'* on behalf of the BC provincial government's tax authorities. Subsequently, the government remits the 2% *'AHRT'* portion back to the specific community (municipality, region, resort) in which they were collected. These funds must then be specifically spent on tourism-related projects

²³ Those establishments with less than 4 rooms – mainly Bed & Breakfast establishments – are exempt

within the municipality. It may not be used for any other purpose. BC Stats currently reports on 30 different urban centres including on the specific clusters the subject of this research, i.e. Vancouver (comprising the City of Vancouver, the City of Burnaby, and the City of Richmond) and the Resort Municipality of Whistler (Gründlingh 2009).

It is particularly noteworthy that 'AHRT' is not a 'Sales/Excise Tax'. The latter tax is payable by everyone including locals and non-tourists. 'AHRT' is charged specifically only on hotel rooms; during a major event such as an Olympics, it is axiomatic that local hotel rooms in its venues' footprint would likely largely be occupied by tourists.

The Resort Municipality of Whistler has been collecting the 'AHRT' since 1988 while metro-Vancouver municipalities have done so since 1998 (Gründlingh 2010b, p.5 Note 1). According to Gründlingh, "*The use of AHRT data has quite explicitly focussed the origin of accommodation sales at the municipal level [the lowest reporting structure in the 'Tourism Sector Monitor' and] consequently, room revenue estimates for communities, such as Vancouver and Whistler, are considered to be very accurate*" (2010b, p.6).

In 2007, Metro-Vancouver had 156 reporting 'HRT' properties, while Whistler had 63 (Gründlingh 2009); respectively over 70%, 112 and 49, are hotels.

Based on this comprehensive review of the literature related to Hallmark/Mega-events, Olympics and Tourism, research which makes use of the 'AHRT' model and its databases has not been done before. It enabled the direct testing of the impact of an Olympics in two different venue clusters metro-Vancouver and alpine Whistler by using British Columbia's uniquely circumscribed consumption tax; the latter with its unique laser-focus on 'Hotel Room Revenue'. In conclusion, this research track – the use of the 'AHRT' model and BC Stat's publicly available databases – appeared to be ideally suited to pursue the research project as originally intended.

2.12 – CAVEAT: 'HOTEL INDUSTRY = TOURISM 'PROXY INDICATOR'

Based on this Literature Review, the use of 'Hotel Activity' – or '% Occupancy' in industry parlance – as a 'Proxy Indicator'²⁴ for 'Tourism' appears to have been assumed as 'axiomatic' by several academics but without evident empirical validation.

²⁴ A 'key definition' defined in the Glossary of the World Resources Institute World Resources Institute. (2014). "Glossary - Key Definitions - Proxy Indicator." Retrieved 10 May 2014, from <http://www.esindicators.org/glossary>; <http://www.esindicators.org/>.

For example, without referencing his source material, Talwar (2006) reports:

At the local level, there is no standard mechanism available for the collection of data that can inform decision making – hotel occupancy figures are sometimes used as a ‘Proxy Indicator’ but are commercially sensitive, time-consuming to collect (p.4).

Similarly, Hampton reports “Another proxy indicator for tourism – hotel occupancy – remained at a relatively low level” (2013, p. 82); and, Schmidt-Thomé and Greiving report “... data available for the number of beds in hotels and similar accommodations. This indicator can be used as a proxy indicator for estimating the significance of the tourism sector in a regional economy” (2013, Section 6.3.2 Indicator Methodology).

2.13 – QUALITATIVE MODELS/MODELLING

2.13.1 - INTRODUCTION

Up until this point in the Reviewed Literature, the focus of the intended research had been on a purely quantitative methodology. However, it became increasingly evident to this researcher, that the type of research inherent in assessing and evaluating the impact of an Olympics on ‘Tourism’ – with, as it evolved, the compelled use of ‘Hotel Industry’ activity as Tourism’s ‘Proxy Indicator’ – might benefit from an expanded mixed-method research approach.

JK Galbraith’s sentiments, as paraphrased by Poston, succinctly summarise what this researcher learned in this research project up to this point, i.e. that: “... *the economic system is a complex interaction of people and organisations whose actions cannot simply be understood only through highly rational and mathematical models of the economy*” (2006).

Instructed by the review of the literature findings thus far, led to an expanded Review of the Literature, one that would include a comprehensive review of qualitative research aspects pertinent to this research project; one which would eventually lead to a comprehensive Mixed-Methods research methodology approach to address this thesis’ hypotheses and research questions.

A major advantage of applying a Mixed-Methods research approach is that it overcomes, or at a minimum mitigates, the principal four negative aspects of a pure quantitative economics research highlighted by Stilwell, i.e. ‘*tunnel vision*’, ‘*dubious relevance*’, ‘*suspension of belief*’, and ‘*pseudo-science*’ (2005, p. 110). The qualitative aspects of the Humanities do matter.

They are critical to helping us make sense of the past, present and future; triumph and defeat; beauty and sacrifice; pain and suffering; love and lust. They reveal the intricacies of religious beliefs and the motivation for wars. Without the humanities, there can be no full understanding of what it means to be human (paraphrased from Lewis 2015).

Moreover, as Cameron and Miller point out (2010, pp. 6-10), DBA studies have not typically taken opportunistic advantage of being able to utilise a much more comprehensive and meaningful *'between-methods triangulation'* to validate both quantitative and qualitative complementary mutually supporting findings flowing from a research project of this nature. A good example is the potential to conduct between-methods validation of using *'Hotel Activity'* as a *'Proxy Indicator'* for *'Tourism'*.

2.13.2 – THE 'QUALITATIVE' OF MIXED-METHODS PARADIGM

The qualitative methodology adopted in this study is based on a thematic analysis as described by Braun & Clarke (2006) in the development of their methodological framework which originates from a constructionist paradigm (Burr 1995). They argued that – while some of the coding processes deployed mirrored parts of 'grounded theory' (Corbin and Strauss 1990) and that these processes were, as well, based on the subsequent research of Boyatzis (1998), Hayes (2000) and Roulston (2001) – thematic analysis should be considered a distinct method in its own right (Braun and Clarke 2006, p.4). It is distinct insofar as Corbin and Strauss (1990) describe the objective of 'thematic analysis' not being explicitly to *'ground theory in reality'* (p.420) or to *'develop theory'*. Thus, one of the benefits of thematic analysis is its flexibility, particularly in cases where theory development from the 'ground up' is not its objective. Clearly though, both methodologies, grounded theory and thematic analysis, derive their theoretical underpinnings from pragmatism. The analytical process is similar in that the 'thematic analysis' methodology is likewise one of the discovery of perceived 'realities' and crystallises *"a set of concepts grounded in the data"* (p.425). Thematic analysis is a methodology that is essentially independent of theory and epistemology and can be applied across a range of theoretical and epistemological approaches. It is compatible with both essentialist and constructionist paradigms within psychology (Tang 2014).

Ryan and Bernard (2000, pp.769-802) also locate thematic coding as a process performed within 'major' analytic traditions such as 'grounded theory'. Maykut and Morehouse point out that:

Using the subjects' words better reflects the postulates of the qualitative paradigm ... the task of the qualitative researcher is to find patterns within those words (and actions) (1994, p.18).

While a qualitative phenomenological approach (Bazeley 2013, pp.193-194) has its focus on the understanding of the meaning that Mega-events have on the people under study – for example, the impact of an Olympics – such approach is evidently not conducive to quantitative mathematical abstractions. That is not to say that it is not, nonetheless, very systematic and rigorous in its approach to both data collection and analysis. Framing the focus of inquiry on gaining an understanding of the impact of the specified Olympics, based on the textual information and data collected during face-to-face, open-ended interviews aided by an interview guide (Kvale and Svend 2009, pp. 130, 233-234; Creswell and Plano Clark 2011a, pp. 176-177), from a well-informed, erudite and articulate group of interviewees, can become quite informative and illuminating, the latter succinctly highlighted by Owens & Meehan paraphrasing Stemler (2001):

In analysing data generated in this format, responses are not grouped according to pre-defined categories, rather salient categories of meaning and relationships between categories are derived from the data itself through a process of inductive reasoning (2014, p.3).

2.14 – OTHER PHENOMENOLOGICAL ISSUES AND OBSERVATIONS

2.14.1 – ILLUSORY CORRELATION

Several studies identified the potential for making incorrect or coincidental causal inferences (Lassiter, Geers et al. 2002 - Illusory Causation; Leboeuf and Norton 2012, pp.138-139 - Consequence-Cause matching). Spears et al. (1985a, p.863), referencing Chapman (1967, p. 151), “refer to ‘the report by observers of a correlation between two classes of events which on reality are not correlated’...” While Hamilton & Gilford wrote “*Illusory correlation refers to an erroneous inference a person makes about the relationship between two categories of events ...*” and “*... usually referred to as illusory correlations ...*” can emanate from personal interviews (1976, p. 405). And, although the phenomena of expectancy-based illusory correlations are typically discussed in a social psychology context (Fiedler 2000; McCarthy and McGraw 2011) there is no reason to expect that it would not equally occur in the context of soliciting personal perceptions of the impact of an Olympics where interviewees might erroneously report “ ... [the perception of] *a pattern of evidence that would tend to substantiate their expectations ...*” (Hamilton and Rose 1980, p.842).

Similarly, Jackson reported “... *people often subjectively overestimate how often two distinctive events occur together ... it involves perceiving a relation that does not exist or is weaker in reality than perceived ...*” (2000, p.274) paraphrasing Garcia-Marquez and Hamilton (1996). Moreover, in a ‘quest for accuracy’, Swann Jr. (1984) points out that “... *people [e.g. the interviewer in this case] enhance the accuracy of their beliefs through various overt behaviours, such as selective interaction and the display of identity cues ...*” (Swann Jr. 1984, p.473) and thus potentially bias the outcomes.

2.14.2 – DATA SATURATION

There are several issues that affect the number of interviewees that need to be selected in qualitative research. The guiding principle as articulated by several researchers is the concept of saturation, albeit exactly what that means reportedly seems to be rather subjective (Morse 2000; Guest, Bunce et al. 2006; Anderson 2010, p.4; Francis, Johnston et al. 2010; Mason 2010; Baker and Edwards 2012).

Given the fact that there is no agreed method with respect to the iterative process of confirming ‘*data saturation*’ (Glaser and Strauss 1967, p.62), i.e. the point at which no new information emerges, an interesting complement of the decision to separate the interviewees in two distinct groupings was the ability to test prevalent theories with respect to ‘*theoretical saturation*’. Shah and Corley described this process as follows: “*Data analysis continues until ‘theoretical saturation’ is reached, or when no new information indicating that categories or the relationships between them should be refined is uncovered through the analysis or collection of additional data*” (2006, p.1828).

2.15 – IMPLICATIONS

This Reviewed Literature accentuates additional issues requiring attention, to wit:

- i. Overwhelming evidence regarding the inadequacy of available economic models to assess the financial/economic impact at a sub-national level adequately; and, thus, also their ‘*not being fit for purpose*’ to measure and quantify the ‘*impact of an Olympics*’ adequately; at a municipal level, other than in a contrived manner. This dictates the need for finding and applying the alternative non-typical quantitative ‘*AHRT*’ model – one unique to BC – to assess the Olympics’ impact on its geographical footprint;

- ii. The '*Reviewed Literature*' identified the need to find an appropriate '*Proxy Indicator*' for '*Tourism*' given the latter is not measurable directly. Moreover, the use of '*Hotel Industry*' as its proxy needs to empirically established;
- iii. Attempts to develop a '*Survey Questionnaire*' resulted in a cul-de-sac, and
- iv. The '*Reviewed Literature*' identified concerns about issues related to '*Illusory Correlations*' and '*Data Saturation*'.

Consequently, this thesis' methodological approach evolved from Stage 1 – pure positivist quantitative economics – econometrics modelling; Stage 2 – a sequential mixed methods QUAN→qual model; and ultimately, to Stage 3 – an innovative, comprehensive '*Mixed Methods Phenomenological Research (MMPR)*' research strategy.

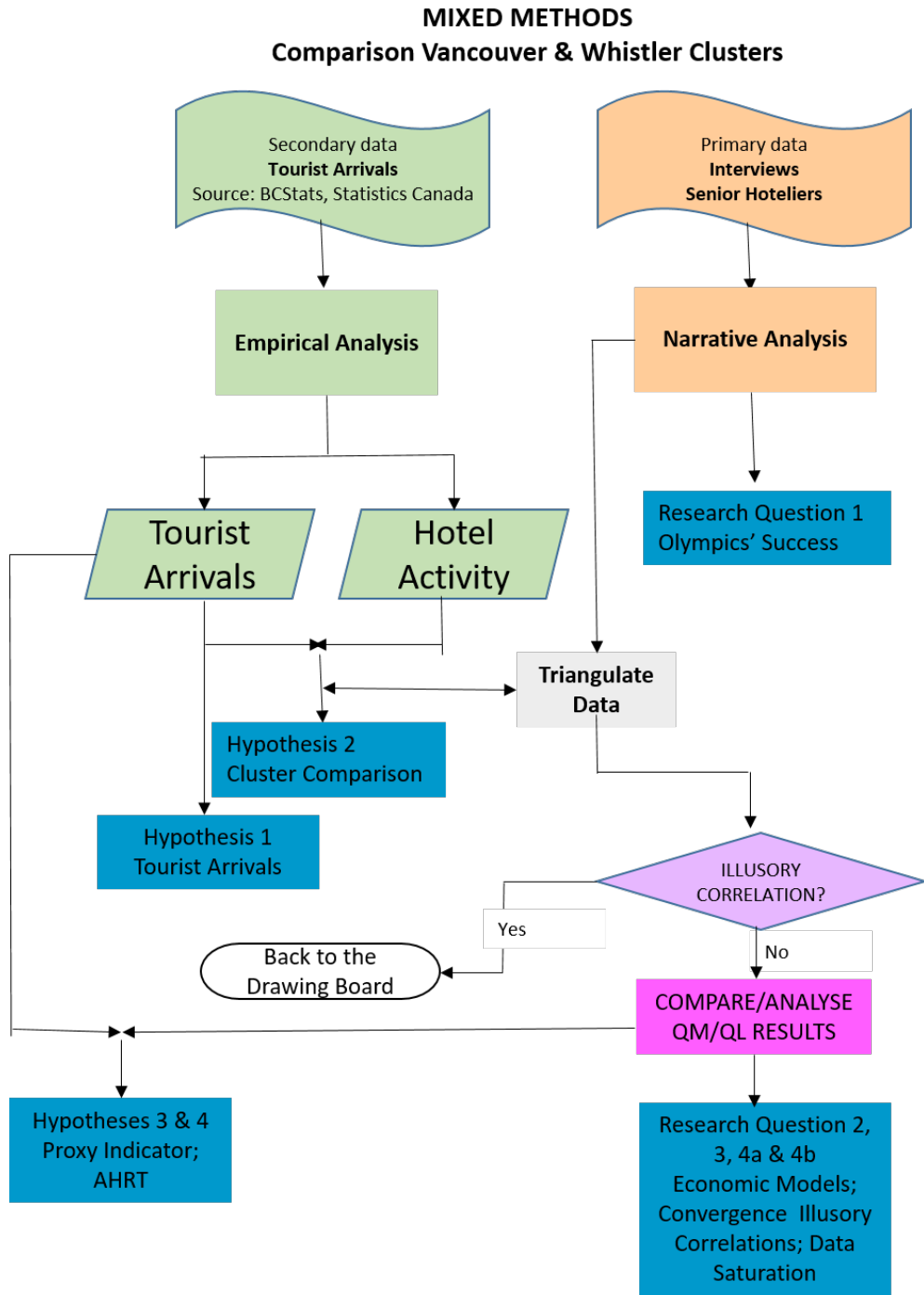


FIGURE 3 – CONCEPTUAL FRAMEWORK

CHAPTER 3 – RESEARCH METHODOLOGY

3.1 – INTRODUCTION

The preceding '*CHAPTER 1 – INTRODUCTION*' has provided the introduction, background, and the methods-choice evolution of this thesis through its three stages. Concurrently, the chapter leads to a clear statement of research aims and objectives. This statement is then followed by the hypotheses and research questions that are being addressed in this thesis.

Subsequently, '*CHAPTER 2 – REVIEWED LITERATURE*' presents and justifies the literature reviewed to inform this research and it outlines corollary phenomenological issues and observations.

This *CHAPTER 3* proceeds to discuss the methodological stance taken to best address these hypotheses and research questions. The rationale and supporting arguments for studying the impact of an Olympics, within its specific socio-demographic footprint, though the use of a phenomenological mixed-methods research approach to doing so, informed by eclectic pragmatism, is presented. Concurrently, it presents a synthesis of the debates around methodological eclecticism, incommensurability, and corollary issues. It evaluates the use of between-methods triangulation as the strategy used in this thesis.

CHAPTER SECTION 3–A provides a '*Methodological Overview*'.

CHAPTER SECTION 3–B gives an outline of the '*Location and Research Context*'; including its socio-demographic setting, the socio-demographics of the interviewees, and the secondary data sources used for both the quantitative and qualitative methods work.

CHAPTER SECTION 3–C elaborates on the details the '*Quantitative Methods*' aspects.

CHAPTER SECTION 3–D elaborates on the details the '*Qualitative Methods*' aspects.

Following is *CHAPTER SECTION 3–E* which outlines the QM/QL '*Integration*' issues of this Mixed Methods Phenomenological Research ('MMPR') undertaking.

SECTION 3–A – METHODOLOGICAL OVERVIEW

3.2 – INTRODUCTION

To avoid unnecessary and potentially confusing repetition, Chapter 1 – Introduction outlined and addressed the evolution of research methodology selection through its three stages as well as the initial rationale for considering each one. This research can effectively be described as one of an emergent/transformational design. In Stage 1, it started off as a purely Quantitative Methods study. It evolved to Stage 2, a Mixed Methods Explanatory sequential QM→ql design to confirm and deepen earlier findings. Following unsatisfactory Pilot Study attempts, new perspectives and insights gained whilst updating the Review of the Literature, other research limitations as described, and the benefit of new insights following the appointment of a new thesis supervisor, Stage 3 evolved into the application of an innovative Mixed Methods Phenomenological Research ('MMPR') equal weight/sequential QUAN→PHEN design approach.

Chapter 1 also outlines the aims and objectives of this thesis and enunciated the hypotheses and research questions to be addressed.

This chapter will, in turn, explore how these aims and objectives can best be delivered, the hypotheses tested and, the research questions answered through the chosen MMPR methodological approach. The ever-present issues around methodological pragmatism and the potential for paradigm incommensurability will be explored and the case laid out for an eclectic pragmatic approach. The study site and population aspects for both QM and QL components of this thesis are discussed concurrently in this chapter to avoid unnecessary and potentially confusing repetition.

3.3 – THE CHOICE OF RESEARCH METHODOLOGY

Mixed-Methods Research methodology is concurrently concerned with the data collection methods and the paradigms applied to data collection, and data analysis.

The methodological debate has been, and continues to be, inevitably ubiquitous in many disciplines and fields of inquiry involving applied research (Maxwell 2015; Baran and Jones 2016). A few typical examples include, inter alia, *Economics* (Downward and Mearman 2005), *Business* (Cameron and Molina-Azorín 2011; Harrison III 2013; Bryman and Bell 2015, pp. 625-660), *Management* (Edmondson and McManus 2007; Jehn and Jonsen 2010), *Accounting* (Kakkuri-Knuuttila, Lukka et al. 2008; Modell 2010; Vaivio and Sirén 2010) and

other areas of social sciences, such as *Health Sciences* (Jomeen 2006; McEvoy and Richards 2006), *Psychology* (Hanson, Creswell et al. 2005), *Education* (Anderson and Shattuck 2012; Ponce and Pagán-Maldonado 2015), *Tourism* (Heimtun and Morgan 2012) and *Doctoral Dissertations* (Al-Hamdan and Anthony 2010; Jogulu and Pansiri 2011; Miller and Cameron 2011).

Mixed-Methods research requires careful consideration of the appropriateness and construct- validity (internal/external) of the selected method (Modell 2009, p. 210; Abeza, O'Reilly et al. 2015, *passim*). Research methodology is also subject to practicability including time and resources' limitations, the type of data elicited and their intended use, and the researcher's skill set (Perone and Tucker 2003, Executive Summary). These concerns will inevitably create trade-offs between feasibility and desirability (Edmondson and McManus 2007, p. 1176). Careful planning, reflexive thought, and a well-understood prospective research strategy help clarify research design and provide a grounded evidence-based research design which is both based on acceptable circumscribed epistemological and ontological concepts and is expected to make its unique contributing to knowledge (Proctor 1998, Abstract).

The issue of personal epistemological and ontological paradigm as conceptual frameworks has been addressed hereinbefore in '*CHAPTER 1 – SECTION 1.15*'.

3.4– THE QUANTITATIVE–QUALITATIVE DEBATES & DISPUTES

It is not intended in this study to venture too deeply into the ongoing debate between protagonists of either a *qualitative*, *quantitative*, or *mixed methods* paradigm. This section does not try to lay out the many different views in the vast and polyphonic literature on this paradigmatic debate. Accordingly, the scope here is selective and, to some extent, idiosyncratic while trying to present as cogently as possible an overview of the key points of the debate.

Quantitative, positivist research aims to ascertain one truth based on robust measurement and deduction. This position stems from a belief "*that there is a stable reality out there separate from our human understanding*", in which phenomenon such as, the economic impact of an Olympics, exist whether we study and understand them or not (Green and Thorogood 2014, p. 13). The emphasis is on studying observable phenomena within the natural world and is grounded in experimental approaches which in turn can establish cause and effect mechanisms. "*Science in this frame is held to be separate from society as being objective, rational, neutral and 'true' for all times and places*" (Green and Thorogood 2014, p.13).

Critics of qualitative research often perceive it as unscientific (inductive), soft scholarship, exploratory, overly subjective and biased (Denzin and Lincoln 2011), neither can it be generalized to larger populations. Those criticised, i.e. interpretivist researchers, do not accept that investigation of the social world is possible using a positivist approach, i.e. that identifying statistical relationship cannot add the patterns and themes to reflect the holistic features of phenomena. As Porter argues “... *the [subjective] interpretations, values, and interests of the researcher are central to the research process...*” (1993, p. 137).

Positivists justify their approach by positing that:

Human subjectivity cannot be empirically observed in a direct, objective, manner. Therefore, theory based upon such attempts is inadmissible as genuinely scientific explanations ... any genuine social science [including Economics] should limit itself to what they see as directly observable stimulus-response (or cause and effect) relationships preferably, and usually, using quantitative measures of such phenomena which are taken to be more objective and enable rigorous testing of hypotheses (Gill, Johnson et al. 2010, p. 63).

The result of this concern to emulate the natural sciences, from the perspective of some interpretive researchers is the denial of value of human subjectivity, they argue that “*it is indeed possible to objectively access human subjective processes provided that the correct methodological steps are undertaken*” (Gill, Johnson et al. 2010, p.63). Qualitative, interpretivist research aims to explore, understand and interpret individuals own explanations of their world. The positivist view is considered as “... *unachievable and inappropriate in its research into human behaviour ...Human beings make sense of their place in the world, have views on those who are researching them and behave in ways that are not determined in law-like ways*” (Green & Thorogood 2014, p.13).

Qualitative researchers believe that research “*should aim not to explain, but rather to understand people*”, hence their emphasis is not on “*the ‘reality’ of the world [i.e. ontological] but about people’s interpretations of it*” (Green and Thorogood 2014, p. 18). The meaning, perceptions, and interpretation that human being attach to surrounding events and phenomena enable them to select courses of meaningful action (Gill, Johnson et al. 2010, p. 149). It is, qualitative researchers argue, “*these subjective processes that provide the sources of explanation of human action and therefore constitute the rightful focus for social science research*”. In short, interpretivist approaches reject what they see “*as the Positivist’s over-deterministic orientation towards an understanding of human action and behaviour*” (Gill, Johnson et al. 2010, p.190).

In summary, the approach to research, outlined so far, may be broadly defined dichotomically as positivist/functionalist and interpretivist/constructivist, this so because they lie at “*the heart of the quantitative-qualitative divide in management research*” as described by Shah & Corley:

The essential difference between functionalism and interpretivism is the ultimate goal of the analysis (Burrell and Morgan 1979). In the functionalist paradigm, the goal is replication in the service of theory testing and refinement: data should be collected and analysed in such a way that another researcher collecting and analysing similar data under similar conditions will find similar results, thus helping the veracity of the theory. In the interpretive paradigm, the goal is neither replication nor theory testing. What is important is that results are representative of the interpretations of those experiencing the phenomenon under study and that they embody rigorous interpretation of the phenomenon such that plausible theory development is possible. Interpretive research is based on the belief that a deeper understanding of a phenomenon is only possible through understanding the interpretations of that phenomenon from those experiencing it. This results in different people [potentially] reaching different conclusions about the causality of the phenomenon [i.e. potentially an ‘illusory’ correlation] (Shah and Corley 2006, p. 1823).

Methodologists continue to struggle to transcend opposing paradigmatic traditions and substantive differences that “... are not merely semantic ... and no consensus is likely to emerge in the near future ...” (Small 2011, p.59).

3.4.1 – INCOMMENSURABILITY, IRRECONCILABILITY, AND INCOMPATIBILITY

Much of the pertinent reviewed literature depicts the paradigms, discussed above, as “*mutually exclusive opposites, each encompassing a different view of reality or truth*” (Mayoh, Bond & Todres). The typical philosophical terminology used to distinguish between these dualistic two-polar opposites will include, at one end: positivism/objectivism/functionalism versus at the opposite end: constructivism/subjectivism/ interpretivism Succinctly, these same authors posit that:

Throughout the development and popularization of mixed methods research, both qualitative and quantitative purists have explicitly advocated their adopted paradigm as superior for conducting research and rejected the possibility that different approaches could coexist within a single research project. This argument is the underlying concept behind the incompatibility thesis which suggests that qualitative and quantitative methods are incommensurate and therefore should not be combined within a single study (2012, p. 23). [underlined for emphasis]

This binary choice lexicon '*incommensurability*' (Burrell and Morgan 1979; Morgan 2007, pp. 58,61-62,65,67; Kakkuri-Knuuttila, Lukka et al. 2008, p. 274; Modell 2010, p. 126; Vaivio and Sirén 2010, p. 131; Kuhn 2012, pp. 200-201), '*incompatibility*' (Fielding and Schreier 2001; Vaivio and Sirén 2010, p. 130; Denzin 2012, pp. 81-82; Mayoh and Onwuegbuzie 2015, p. 93), and '*irreconcilability*' (Lincoln and Guba 2000, p. 164, 169; Cupchik 2001, p. 1), is ubiquitously used by different researchers. It conveys the position that these two paradigmatic views of quantitative versus qualitative are, and should remain, '*poles apart – incapable of existing together*'.

However, Vaivio and Siren, Accounting/Economics academics, argue for '*Détente*' between the narrative/inductive and empirical/deductive research methods in general and the mobilization of between-method triangulation to open the way forward to pursuing loftier aspirations (2010, pp. 130-131, pp. 139-140)

Also, Cupchik eloquently argues why it need not be so "*The interplay between descriptive richness and experimental precision can bring accounts of social phenomena to progressively greater levels of clarity. Together, qualitative and quantitative methods provide complementary views of phenomena and efforts at achieving their reconciliation can elucidate processes underlying them*' (2001, p.11).

3.5 – THE CASE FOR METHODOLOGICAL PLURALISM

However, there is simply no unanimity amongst many methodologists and academics that these distinctions factually exist, or that they indeed must be drawn. Shaw writes "*Whatever is the most appropriate method for answering the [research] question is what should guide us ... there is no philosophical basis for shoehorning methods into paradigms*" (2013, pp.2-3).

Creswell (2014, pp. 39-40) suggested that "*a view of methodology, purely in terms of a dichotomy, is fundamentally flawed*" because it ignores the possibility of methodological pluralism (Gill, Johnson et al. 2010). A key observation in the debate, when methods are aligned to paradigms, is that the use of both methods would imply a switch between paradigms. However, Roberts (2002, pp. 6-9) argues that "*method and epistemological assumptions are not logically linked and that the distinction is arbitrary*", creating a case for principled complementarity and for the employment of both methods within an interpretivist framework. Other researchers agree that paradigms, methodological approaches, and linked methods are complementary (Cluett and Bluff 2006). Further, Gill, Johnson et al. (2010)

essentially make a case for an approach within the wider argument for methodological pluralism. This approach focuses on the problem(s) under investigation and the use of the most appropriate methods to address those problems.

The difficulty remains that while “*a researcher may perceive areas in which a useful contribution may be made by both quantitative and qualitative methods, the epistemological issues are not ipso facto [automatically] reconciled*” (Roberts 2002, p.7).

Weber argues that “*if the link between epistemology and method is not self-evident but rhetorical*”, the rhetoric alone does not seem “*sufficient to constrain against the use of both methods within the same epistemological paradigm*” (2004, passim). Roberts further suggests that those who are firmly entrenched in their self-identified paradigms – that they are unable to accept any possible critique of how their utilisation of certain methods can produce anything other than compelling results – are not best placed to “*objectively evaluate from within that paradigm the use of methods associated with another*” (2002, p. 8). Often those who claim causality between epistemological position and methodology are not arguing against the use of mixed methods within the same research design but the use of the alternative paradigm and its associated methods per se. Therefore, the argument is not one against ‘*complementarity*’ but rather the dogmatic privileging of one paradigm and one type of knowledge over the other. However, as King, Keohane & Verba state “*We seek not dogma, but disciplined thought*” (1994, pp. 7, 22).

Popper strenuously argued against such dogmatism:

Every potential source of knowledge is welcome, be it experience, intellect, tradition or hunches, it is admissible, but none has authority, as all can lead to error ... any knowledge generating activity – can best be understood in terms of problem solving ... knowledge can grow... just because we can learn from mistakes (Parton and Bailey 2008, p. 286 quoting Popper 1972, p.134).

Hammersley (2013, 2008) discussed some of the traditional distinctions in the paradigm debate. Within each paradigmatic approach, there is a range of positions, not just two diametrically opposed ones. Systematic observation can involve quantification, and direct interviewing can be employed under the remit of qualitative design. Quantitative data are ultimately accounted for in words involving some description and interpretation, so the traditional numbers and words dichotomy often used to explain the qualitative and quantitative divide, is less axiomatic than some authors would suggest. Both quantitative and qualitative researchers use terms such as ‘*many*’, ‘*often*’, ‘*several*’ and ‘*generally*’, which adds an

element of quantification which qualitative researchers would claim not to utilise in their work. The use of these terms also undermines the levels of precision that quantitative researchers would claim validates their research. Thus, presentation and explanation of study findings often compromise researchers' own "*ideological commitments to one methodological paradigm or another ... it seems to me, that all research involves both deduction and induction ... [in all research] ... we move from ideas to data as well as from data to ideas*" (Hammersley 1992, p. 168).

Although we can distinguish between theory generation and hypothesis testing, the paradigm view of the relationship suggests two inherently coherent standardised traditions. In fact, there is a considerable range of data collection techniques and analytical methods that are not so clearly wedded to one or more specific paradigmatic views. Essentially, epistemological issues and arguments must be acknowledged by any researcher embarking on mixed methods research. However, the argument that one cannot alternate between paradigms would seem misleading, because the above arguments suggest that method is not fundamentally linked to epistemology in a way that would imply a paradigmatic shift or that it prevents a mixed methods approach.

The apparent clear definitions that exist between paradigms at the philosophical level become less well defined at the social and technical level of research practice (Proctor 1998). Dootson (1995) suggested that disciplines such as, for example, medicine and economics can be considered both an 'art' and a 'science'. "*A study may have one goal or aim, but this can be divided into individual objectives that incorporate and necessitate both explanation and understanding*" (Donovan 2006, pp.20-22). These authors would appear to advocate that disciplines such as economics and conditions/experiences such as '*the impact of an Olympics*' exist on more than on one level, are more than a single reality and hence require more than one way of being understood. Such "*thinking has led to the blending of qualitative and quantitative methods [and data] ...*" within a study and has become an escalating trend "*particularly within social science and health research*" (Perone and Tucker 2003, pp.1-9).

Moreover, while, business, management, and, for that matter, professional Doctor of Business Administration candidates acknowledge the benefits of conducting mixed-methods research, Harrison III suggests that they have been largely missing-in-action with respect to undertaking mixed-methods research. He wrote:

Business scholars recognize the benefit of mixing qualitative and quantitative research ... as a discipline we are not demonstrating knowledge of the mixed

method literature or procedures; none of the articles [of the reviewed 2072 articles in the Journal of Business Research] recognized or mentioned knowledge of mixed methods procedures or cited mixed method research (Harrison III 2013).

Other researchers share this view (Remenyi 2002, p. 38). Cameron & Molina-Azorín report:

In the case of Business and Management, our fields of inquiry have not embraced this methodological approach as enthusiastically as the fields described [Education, Sociology, Psychology and Health Sciences]. Although there are calls for using mixed methods research in Business and Management fields, the acceptance and attention devoted to mixed methods research is very low in relation to other fields (2011, p. 286).

Added to the above quoted 'fields described' might be the field of Accounting. This suggestion is based on the many articles written by confrères and consœurs in the Accounting profession published in the journals 'Management Accounting Research' (Kakkuri-Knuuttila, Lukka et al. 2008; Modell 2010; Vaivio and Sirén 2010; Grafton, Lillis et al. 2011). As Dharamsi and Scott put it quite aptly: "Whether researchers use qualitative or quantitative methods, they are building knowledge, which, in the end, is applied to our understanding of the world, allowing us" as professionals to make better evidence-based decisions (2009, p. 844).

Kakkuri-Knuuttila, Lukka & Kuorikoski assert that:

"Interpretive research is based on the belief that a more in-depth understanding of a phenomenon is only possible through understanding the interpretations of that phenomenon from those experiencing it (2008, p.276-277).

In fact, Symonds & Gorard (2008) and Hanson (2008), respectively, present eloquent and compelling arguments that certain 'forced' distinctions are counterproductive and that

There is no evidence for direct, normative links between methods, methodologies, and paradigms. Subjectivity and objectivity are not separate conditions of the qualitative and quantitative research paradigms, nor are data collection tools as any data produced can be used numerically or in a narrative analysis and are always subjective in form. Close-ended measures are not more restrictive than open-ended measures when the number of options exceeds the potential answers given by participants. Most closed-ended data [e.g. Likert Scale data] is not objective but rather a subjective measure of a subjective phenomenon (Symonds and Gorard 2008, p.9); and

Upon theoretical examination of the basis of separations, the commonly used criteria of subjectivity versus objectivity, systemization, quantification, and generalization, do not separate ... the impetus for the qualitative/quantitative issue is more political than intellectual (Hanson 2008, p.97).

3.6 – TRANSITION MONISTIC–DICHOTOMY TO MIXED–METHODS

Leech and Onwuegbuzie report that “*over the last 15 years, a myriad of mixed methods research designs has been conceptualized*” (2009, p.272). Although all such designs are no doubt well-informed, the results are often less than informative. They are more likely leading to more ‘yawns’ than insights, and abandoned attempts, by ‘*less than fully accomplished*’ practitioners in the field as they try and get their minds around this confusing multitude of competing ‘definitions’ and a “*plethora of research designs*” (Leech and Onwuegbuzie 2009, p.265).

Thus, one can only conclude that there is little convergence on an agreed typology of mixed methods design and procedural rules. Ambiguity prevails. For example, Johnson, Onwuegbuzie et al., who after listing not less than 19 definitions, advanced by ‘*leaders in the field*’ (2007, Table 1, pp.119-121), then proceed to overlay their own ‘*new*’ definition (2007, p. 129); which then, in turn, is subsequently supplemented by that of Creswell & Plano Clark (2011a, p.5). The result is that we now have at least 21 definitions of ‘*mixed-methods*’.

Other respected academics make a compelling argument for a unique descriptor to describe an integrated mixed-methods approach and obtain consensus on a common descriptor for this mixed-methods research strategy; seemingly ‘winning’ out, at least so far, is the terminology ‘*the third research paradigm*’ (Teddlie and Tashakkori 2006; Johnson, Onwuegbuzie et al. 2007; Tashakkori and Creswell 2007a; 2007b; Greene 2008; Castro, Kellison et al. 2010; Tashakkori and Teddlie 2010; Harrison and Reilly 2011). Other descriptors included: “*the third path*’ (Gorard and Taylor 2004); and, ‘*the third methodological movement*’ (Gorard and Taylor 2004, Chapter 1, pp. 1-12; the terminology ‘*the third path*’ has also been ascribed to these authors: Tashakkori and Teddlie 2010, pp. ix, 221).

The preference and acceptance of an integrated mixed-methods approach is increasingly promulgated and gaining and gaining attention in new journals, such as the ‘*Journal of Mixed Methods Research*’ (Sage Journals 2016); in handbooks, such as, for example, the ‘*Handbook of Mixed Methods in Social and Behavioural Research*’ (Tashakkori and Teddlie 2010), and academic textbooks, exemplified by Creswell’s ‘*A Concise Introduction to Mixed Methods*

Research' (2015), Baran & Jones' *'Mixed Methods Research for Improved Scientific Study'* (2016); and Morgan's *'Integrating Qualitative & Quantitative Methods'* (2014).

Overall, the position of these protagonists is eloquently summarized, inter alia, as follows:

Mixed methods, in which quantitative and qualitative methods are combined, are increasingly recognized as valuable because they can capitalize on the respective strengths of each approach. Pairing quantitative and qualitative components of a larger study can achieve various aims, including corroborating findings, generating more comprehensive data, and using results from 1 method to enhance insights attained with the complementary method (Curry, Nembhard et al. 2009, p.1442 - paraphrasing Jick (1979), Creswell & Plano Clark (2007), and Morgan (2007)).

Mixed methods being the third research paradigm, is known to be a profoundly comprehensive technique for research in social sciences through the integration of thematic and statistical data (Tashakkori and Teddlie 2010).

Divergent findings created through differing data collection and analysis techniques appear to lead to greater depth and breadth in overall results, from which researchers can make more accurate inferences with increased credibility (Jogulu and Pansiri 2011, p.688).

3.7 – A PRAGMATIC²⁵ APPROACH

The penchant for habitual eclectic thinking evident throughout a long corporate professional career has led this researcher, while engaging in doctoral research work, to becoming a true convert and advocate of *'pragmatism as a research paradigm'*. This research approach is advocated and defended by several other prominent researchers (Pansiri 2006; Morgan 2007; Denscombe 2008; Greene 2008; Scott and Briggs 2009; Teddlie and Tashakkori 2009; Feilzer 2010; Mertens 2010). Their tenet being: *"Pragmatism, which prioritizes the act of discovery over the justifications for knowledge, may provide the appropriate theoretical scaffolding"* (Small 2011, p.62). Particularly, the work of Johnson and Onwuegbuzie, who recommend the philosophy of pragmatism and contingency theory for the determination of a research approach, is instructive when they wrote:

²⁵ In everyday use, 'pragmatic' means dealing with things sensibly and realistically in a way that is based on practical rather than theoretical considerations. This philosophy is inherently related to action – or behaviour, to wit: *When I gave the doctrine of pragmatism the name it bears ... and a doctrine of vital significance it is ... I derived the name by which I christened it from pragma ... behaviour ... in order that it should be understood that the doctrine is that the only real significance of a general term lies in the general behaviour which it implies.* Charles S. Peirce, May 1912 cited by Kilpinen, E. (2008). *Pragmatism as a Philosophy of Action. First Nordic Pragmatism Conference, Helsinki, Finland June 2008.*

A key feature of mixed-methods research is its methodological eclecticism which frequently results in superior research ... philosophically, mixed research makes use of the pragmatic method ... its logic of inquiry includes the use of induction [or discovery of patterns], deduction [testing of theories and hypotheses], and abduction [uncovering and relying on the best set of explanations for understanding one's results] ... It is an expansive and creative form of research ... inclusive, pluralistic, and complementary, and it suggests that researchers take an eclectic approach to method selection and thinking about and conduct research ... What is most fundamental is the research question – research methods should follow research questions in a way that offers the best chance to obtain useful answers ... the goal of mixing is not [only] to search for corroboration but rather [as well] to expand one's understanding (2004, p.14, 17-19).

We recommend contingency theory for research approach selection, which accepts that quantitative, qualitative, and mixed research are all superior under different circumstances, and it is the researchers' task to examine specific contingencies and make decisions about which research approach, or combination of approaches, should be used in a specific study (2004, p.22).

A natural pragmatic inclination typically results in following where iterative evidence-based experiences might lead. However, this is not to suggest that it, therefore, follows what is implied in Lewis Carroll's 'Alice in Wonderland' (extract paraphrased): 'If you don't know where you're going any road 'll take you there'. Instead, it rather characterizes an approach of having an intuitive sense of where one wants to end up and a personal preference for what methods (and their mix) to use, without knowing the precise framework/roadmap one will follow - or is 'forced' to follow - by evolving circumstances.

To use an analogy, the use TomTom's GSM software to map a journey from London, the UK to Marbella, Spain would be an excellent starting point. However, inevitably, unforeseen events will lead to necessary or desirable course corrections and deviations to avoid potential gridlock. Such unforeseen events can be exemplified by new road works, traffic accidents, and 'Oh, I'd like to stop to see that'. The methodologies employed might remain the same, i.e. a combination of automobile driving and ferry rides. However, personal preference, as to the ratio of their final mix, will change the choice of whether to take the ferry from Dover, UK to Calais, France or from Portsmouth, the UK to Bilbao, Spain. This choice is inevitably further affected by unpredictable seasonal fluctuations, the weather, the cost of gasoline, toll road charges, ferry fees and the number of co-travellers. In short, 'pragmatism' becomes the order of the day.

Apart from a natural inclination towards the pragmatist research paradigm, the work of Jogulu and Pansiri is compelling when they write:

Furthermore, it is crucial, if not essential, that doctoral students experience both quantitative and qualitative approaches in order to develop their knowledge base in management research. After all, mixed methods will help doctoral students to learn and master the art of multiple ways of collecting, analysing and interpreting data that are more holistic in order to understand research problems ... It is obvious that research using mixed methods can be employed to study an array of topics in the management discipline [as in health care and education] ... Mixed methods allow and foster creativity amongst researchers in their research design, data gathering, and data analysis (2011, p.698).

In summary, when a study's purpose is seeking to confirm or falsify certain research questions using secondary quantitative data and quantitative statistical techniques then a quantitative paradigm is in order. Conversely, when the purpose is to investigate subjective human experiences a qualitative mode is considered most suitable (Borbasi and Jackson 2012). In this study, both QM and QL paradigms are used to inform one another. Thus, a mixed-methods approach ensured that congruence exists between the purpose of the study and the selection of the mixed-methods paradigm to frame this study going forward. Essentially, as Pope and Mays accentuated, the concluding challenge "... is how to integrate the qualitative and quantitative methods and results to provide an account that is dialectical – that uses the different insights of various methods to tell us something new" (2009, p. 739).

Gil, Johnson and Clark write "*Knowledge, as such, is evaluated in terms of how successfully it may guide action towards the realisation of particular objectives, which are expressions of particular interests or needs*"; what this requires is a reflection upon the nature of the research "*with regard to its human consequences*" (2010, p. 206). Oakley (2005, p. 249) suggested that it is unfashionable in an era of multiple meanings to claim "*that the aim of research methods is to provide some sort of approximation to what is really going on*". Yet, she argues this aim reflects "*what should drive social scientists ... just as we live our lives as a reality that exists*", and can only thus be understood. The key criterion for any research should be trustworthiness, the absence of bias, and the possibility that we might end up with ill-considered answers to the questions we ask. Research methods should fit the 'Research Questions' posed; and the methods should be open, ethical and consistently applied. Morgan argued that "*the pursuit of knowledge is a form of human action that is essentially social in nature*" [and as such must be understood as being not merely epistemological but] "*ideological, ethical, moral, and political*" (1983, p. 16).

Therefore, decisions on methodological approaches need to work within, and accept the current ways in which, society is evolving.

One criterion for evaluating knowledge should be based on “*the consequences of knowledge, in the sense of what knowledge does to and for humans*” (Gill, Johnson et al. 2010, p. 206 quoting Morgan (1983, p. 393)). Methods are inherently not innately anything, and ‘*do not appear to have gender*’ (Cluett and Bluff 2006, p. 171). To eliminate potential powerful tools – such as positivist methods within a research design that can be used to attain valuable information – on the basis that it is not traditional within a certain paradigm is not beneficial to the researcher, the subject matter researched, or the audience. “*According to the ‘pragmatist’ position, the ‘truthfulness’ of any corroborated methodological explanation would be ultimately available, or testable, through practice*” (Gill, Johnson et al. 2010, p. 206).

The research described in this thesis emerges from an interpretivist standpoint and hence does not agree with the claim that professional business and management practitioners should ascribe to single method research situated within a chosen paradigm (Saunders, Lewis et al. 2012). It does, however, acknowledge the dominance of the positivist paradigm within the economics discipline. The consequence of this is the practical need to produce results within accepted frames of knowing and understanding; and, moreover, it suggests that quantitative results and qualitative results should receive equal consideration. The suggestion is that the quantitative results provide a gateway to the qualitative aspects of the study. It is not just the aim here to provide a multidimensional view of a phenomenon but also to speak to a diverse audience. By utilising both approaches, a doorway is opened to and via the other paradigms. Both ‘*numbers*’ and ‘*words*’ and the combination of these can be critical in discovering knowledge in any paradigm.

The suggestion that a quantitative researcher is totally removed from affecting their research findings in any way is considered unacceptable by Roberts:

The more positivistic version whereby the researcher is value-free and removed from affecting the research in any way; that the researcher may ‘stand back’ from the object under investigation thus enabling impartial and unaffected results. I cannot accept the validity of such conception (2002, p. 13).

It is also worth noting that this claim of objectivity is made by some interpretivist management researchers, who believe that the “*observer can stand back and neutrally capture ... what*

other knowers know” and consequently describe their attributes (Gill, Johnson et al. 2010, p. 195). This belief ignores the researchers’ proactive and creative influence over that which they apprehend. Also, it ignores the variability in how stimuli are perceived and experienced by individuals, who “*choose what [they] sense by giving attention to particular stimuli whilst de-emphasising, filtering out and ignoring others*” (Gill, Johnson et al. 2010, p. 198).

Patton succinctly observes that the formulation of ‘questionnaires’ is evidently quite subjective:

Quantitative methods are no more synonymous with objectivity that qualitative methods are synonymous with subjectivity. The ways in which tests and questionnaires are constructed are no less open to the intrusion of evaluator’s biases than the making of observations in the field or the asking of questions in interviews. Numbers do not protect against bias; they sometimes merely disguise it. All statistical data are based on someone’s definition of what to measure and how to measure it (1987, p. 166; 2003).

Indeed, the final account of most quantitative data in words involve some interpretation based on the researchers’ prior knowledge and experience and so claims of detachment and total objectivity are rather disingenuous. “*The degree of subjectivity and bias lies in the researcher and the approach taken, not in the methodological strategy adopted*” (Roberts 2002, p. 13).

Exploration of the quantitative data within an interpretivist framework acknowledges and accepts the reservation that any empirical observation can be theory neutral. Interpretations are unable to “*escape background preconceptions embedded in the language and lives of their authors*” and, more than that; no interpretation can escape the bounds of constructed concepts. Walsham’s research is quite informative in these regards. He accentuates that in the interpretive tradition, researchers’ individual proclivity or predisposition dominate when making theory choices and, he further argues, that there are no ‘correct’ or ‘incorrect’ theories. He writes:

A crucial point for me is that the choice of theory is essentially subjective ... So ‘why’ did Orlikowski choose theory from the innovation literature. Walsham and Sahay (Walsham 2006) choose actor-network theory, Schulze choose a confessional account, and Rolland and Monteiro use both literatures and standardization and localization? The answer lies in the researcher’s own experiences, background and interests. They choose a particular theory because it ‘spoke’ to them ... they choose theories which ‘they’ feel is insightful to ‘them’ (2006, p. 324-325).

Measurement data is unable to represent an authenticity that exists beyond the defined concept being considered and so can only be knowable and be valid within that frame. In essence, it has created a reality which attempts to be independent of human activity (Thanem 2011, p. 30). The implications of this suggest a need to develop epistemologies capable of overcoming the evident critique. What the integration of qualitative data allows within this research is a representation of people engaging with those constructed concepts to make sense of their reality (Creswell 2014). As Bowker (2001, p. 4) outlines, further justification for the use of mixed methods within an interpretivist paradigm can be found within:

A philosophical and intellectual movement [of post-modernism] and its claims that there can be no ultimate epistemology upon which to base our search for knowledge (referencing (Lyon 1994)) ...The notion that one can work towards one absolute representation of reality is challenged (referencing (Stainton-Rogers, Stenner, Gleeson & Stainton-Rogers 1995)) since all forms of knowing are socially, historically and culturally mediated (referencing (Charmaz 1995) and (Kvale 1996)). As a reaction to modernism, postmodernism has integrated some of the values of modernist ideology (referencing (Shields 1992) and (Graham 1992)).

Graham (1992, pp. 201-204) suggested that positivism is an evolutionary intellectual product of the modern era and thus we cannot exclude positivist research methods from postmodern research agenda because of the “*integral connection with the intellectual practices of the past, from which it evolved; this leaves room for both greater theoretical and methodological cooperation*” (Bowker 2001, p. 4). The postmodern enterprise “*argues for a wider pool of epistemological processes*” upon which to conceptualize and interpret the social world (Charmaz 2014, pp. 7-9).

3.7.1 – APPLIED RESEARCH – IMPORTANT TO ASSESS A PRAGMATIC APPROACH

Within economics, the starting point for this study, “*the quantitative paradigm has been afforded a dominant position within the hierarchy of approaches*” to the production of knowledge founded on its neoclassical positivism (Gibbons, Limoges et al. 1994; Bowker 2001, p. 2). Within this paradigm, the economic impact is assessed and understood through measures/questionnaires which, it is claimed, provide independent numerical scores representing what is seen to be an objective reflection of material reality. This paradigm leads to a ‘Cause/Effect’ model(s) of understanding human behaviour. For economics, the accurate ex-ante quantifying the phenomena it studies has been a perennial problem, particularly on a microeconomic sub-national level as has been comprehensively identified during the review of the literature. Measuring phenomena such the impact(s) of an Olympics firstly requires the

identification of measurable indices of such impact(s) and “... *what is of concern is the status of the things they purport to measure ...*” (Richards 2010, p. 283). Within economics, this is a pertinent issue, as many models that claim to be valid have proven dysfunctional as has been widely reported based on the review of the literature hereinbefore.

The qualitative paradigm presents an alternative means of assessing knowledge. Constructionists, like Bowker, argue that: “*Reality is socially constructed ... in different physical locations in time, under varying political systems and within diverse social and cultural practices*” (2001, p. 3). In a similar vein, Cluett and Bluff posit: “*Essentially, qualitative research, undertaken within the constructionist ontology, is primarily concerned with explaining, interpreting and understanding how people see their world. Each person’s view of the world is different, and therefore there are multiple realities*” (2006, pp. 13-29), although those realities will be informed by those external influences and discourses suggested above.

The combination of methodologies will allow exploration of these claims in a way that a single methodological approach would not allow. As Hammersley (2013, pp.18-20) posits: “*One of the weaknesses of the paradigm view is that it seems to imply a form of linear rationality whereby researchers first decide on their philosophical commitments and base their selection of research topics ...*” and study designs on those commitments, whereas decisions are often influenced by many other factors. While the critique of methodological pluralism is clearly acknowledged, this research is adopting an essentially pragmatic approach which evolves out of a second body of authors (Gill, Johnson et al. 2010; Hollway and Jefferson 2013). As such the careful and purposeful combining of methods will facilitate reconstruction and critique of theory, methodology, and professional practice.

3.8 – TRIANGULATION

“*Triangulation implies combining more than one set of insights in an investigation*” (Decrop 1999; Williamson 2005; Denzin 2011a). Halcomb and Andrew posit: “*The complex nature of phenomena demands the use of a multifaceted approach to develop knowledge. Triangulation offers a rigorous methodological framework by which to achieve this aim*” (2005, p. 71). The goal of this analysis straddles the functionalist and interpretive paradigms and follows the credo “*if different philosophical and research traditions will help to answer a research question more completely then researchers should use triangulation*” (Streubert and Carpenter 2011). Quantitative data is collected and analysed to enable potential replication of the outcome’s veracity.

“Triangulation” is the term often invoked to explain the integration of QM and QL findings in mixed-methods research and as such cannot be ignored. Morgan writes *“The essential rationale of triangulation is that the use of several different methods or sources of information to tackle a question means the resultant answer is more likely to be accurate, valid and reliable”* (2014, pp. 28-31). Methods complement and mitigate each other’s weaknesses to produce more convincing findings (Thurmond 2001, p. 257; Gill, Johnson et al. 2010).

Foster (1997, p. 2) described triangulation as denoting *“the combination of research strategies to achieve a multidimensional view of the phenomenon of interest”*. Different types of triangulation have been described, and it is often critiqued because triangulation is not without its problems despite its seemingly natural appeal. Apart from the paradigmatic arguments, it can be very complex, time-consuming, and resource-draining; each method must be fully investigated and understood (Johnstone 2007). Quantitative and qualitative undoubtedly have contrasting strengths and weaknesses, but their differing emphases may suggest that *“the resulting data may not be as comparable as some advocates of triangulation suggest”* (Roberts 2002, p.5).

Researchers have described the use of simultaneous (one method is supplemented by the other) or sequential data collection (one method leads to the other). This can be problematic in that one method dominates (QUANTITATIVE+qualitative or QUALITATIVE+quantitative)²⁶. As importantly, if the quantitative disagrees with the qualitative, which is to be believed? Researchers have described the difficulty to decide whether the results have converged (Gill, Johnson et al. 2010). However, both convergent and discrepant findings may be equally valuable and enrich conclusions that assist in clarification and explanation of social action and meaning (Thurmond 2001; Roberts 2002). Triangulation has also been conceptualised under other headings including *‘facilitation’* and *‘complementarity’* which advocate similar approaches. Early on, Sandelowski (1995) took issue with the three-sided, two-dimensional image of a triangle. He termed the use of triangulation in this context a misappropriated and misapplied concept – within postmodern assumptions of multiple realities – and, thus, created an interesting and pertinent semantic debate. However, in the absence of a more suitable term, while acknowledging its limitations, the term triangulation is used here for its recognisability, in representing a research design that brings to bear multiple points of view.

To summarize and supplement the above on *‘triangulation’*, the next section will chronologise its evolution from Version 1.0 to Version 3.0

²⁶ See Creswell for a comprehensive elaboration

3.8.1 – TRIANGULATION REVISITED – ‘VERSION’ 1.0²⁷ TO 2.0²⁸ TO 3.0²⁹

3.8.1.1 – VERSION 1.0 – METHODOLOGICAL CONCEPT

Triangulation – or, ‘*convergent methodology*’, or ‘*convergent validation*’ – as reportedly first described by Jick (1979, p. 602), is not offered as a panacea for the combination of methods but assumes that the researcher “*Values qualitative and quantitative methods equally for their ability to explain human nature, and has drawn no ‘a priori’ conclusions about each method’s relative contribution to the study*” (Foster 1997, p. 3).

On the same subject, Downward and Mearman (2005, p. 2) wrote:

Denzin (1970) offers a taxonomy of triangulation: Data – the combination of different data types; Investigator – the combination of insights from different investigators; Theoretical – the combination of different theoretical perspectives; and, Methodological – the combination of different methods.

Denzin draws a further distinction between ‘*within-method triangulation*’, i.e. comparing different case studies using different paradigms; and, ‘*between-method triangulation*’, i.e. combining studies using different paradigms. This research combines both the quantitative results from the secondary ‘*2% - Additional Hotel Room Tax*’, and ‘*Tourist Arrivals*’ data with the qualitative narrative results flowing from the interviews with 62 senior Hoteliers.

Denzin writes (1989; 2011a, passim):

Triangulation is the application and combination of several research methodologies in the study of the same phenomenon. The diverse methods and measures which are combined should relate in some specified way to the theoretical constructs under examination. The use of multiple methods in an investigation is to overcome the weaknesses or biases of a single method taken by itself. There are some basic problems to be confronted in such research. These are: (a) locating a common subject of analysis to which multiple methods, observers, and theories can be applied; (b) reconciling discrepant findings and interpretations; (c) novelty, or the location of a problem that has not been investigated before; (d) restrictions of time and money.
[underlining for emphasis]

²⁷ Denzin, N. K. (2011a) "What is TRIANGULATION?" <http://jthomasniu.org/class/Handouts/triang-denzin>. Denzin, N. K. (1989). *The research act*, Prentice Hall.

²⁸ Denzin, N. K. (2012). "Triangulation 2.0." *Journal of Mixed Methods Research* 6(2): 80-88.

²⁹ Flick, U. (2016). "Mantras and Myths: The Disenchantment of Mixed-Methods Research and Revisiting Triangulation as a Perspective." *Qualitative Inquiry*.

In this research, all the above stated *‘problems’*, accentuated by Denzin, have been directly and comprehensively *‘confronted’*.

The *‘Common subject of analysis’* in this thesis comprises the phenomenon of the *‘impact of the 2010 Vancouver Winter Olympics on its distinct 2-cluster footprint: Metro-Vancouver and Alpine-Whistler’*. *‘Multiple methods’* in this study entails its *‘Mixed Methods Phenomenological Research’ (‘MMPR’)* research strategy. *‘Observers’* are comprised of this researcher, members of the research at BC Stats, and the 62 senior Hoteliers in Vancouver and Whistler.

‘Theories’ involve, inter alia, *‘Keynesian-Neoclassical Economic Theory’*; *‘Inferential Data Analyses’*; *‘Analysis of Variances–ANOVA’*; *‘Correlation and Regression Theory’*; *‘Interpretivism’*; *‘Illusory Correlations’*; and *‘Data Saturation’*. Discrepant findings have been investigated and addressed; particularly so, in the areas of *‘economic modelling’* and the with the examination of prevalence of *‘Theory Confounding Factors’*.

Novelty consists of several aspects of this research that have not been investigated before, to wit: a cluster analysis of the impact of a Winter Olympics using a *Mixed-Methods Phenomenological Research (‘MMPR’)* approach, the use of BCs unique *‘2% - Additional Hotel Room Tax’* to model the economic impact of these Olympics, empirically confirming the appropriate use of the *‘AHRT’* as a *‘Proxy Indicator’* for *‘Hotel Industry’* activity, and, as well, establishing *‘Hotel Industry’* activity as a *‘Proxy Indicator’* for *‘Tourism’*.

Restriction of time was indeed extremely challenging, but this challenge has evidently been met. Money remains a perennial problem for 99% of my confrères and consœurs.

3.8.1.2 – VERSION 2.0 – THE BRICOLEURS³⁰

Denzin asserts that the *‘bricoleur’* is in *“the business of changing the world for social justice purposes”* whether that be gender equality, equitable treatment for the LGBT and indigenous communities or, indeed, proper corporate governance emanating from the nations’ boardrooms. Denzin proposes a new way of conceptualising research, one that is based on critical interpretive methodologies. His characterisations of the *‘bricoleurs’* many and diverse roles are as follows (2012, p. 85):

³⁰ Kincheloe, J. L. (2001). "Describing the bricolage: Conceptualizing a new rigor in qualitative research." *Qualitative Inquiry* 7: 679-692.

The ‘methodological bricoleur’ is adept at performing a large number of diverse tasks, ranging from interviewing to intensive self-reflection and introspection.

The ‘theoretical bricoleur’ reads widely and is knowledgeable of the many interpretive paradigms (feminism, Marxism, cultural studies, constructivism, queer theory) that can be brought to any particular problem. They [these paradigms] represent belief systems that attach the user to a particular worldview. The ‘researcher-as-bricoleur-theorist’ works between and within competing and overlapping perspectives and paradigms (Denzin and Lincoln 2005, p.187).

The ‘critical bricoleurs’ stress the dialectical and hermeneutic nature of interdisciplinary inquiry, knowing that the boundaries between traditional disciplines no longer hold (Kincheloe 2001, p. 680)

The ‘political bricoleur’ knows that science is power, for all research findings have political implications. There is no value-free science. A civil social science based on a politics of hope is sought ... the moral aim of prophetic pragmatism, pragmatism’s new third way, is always political (West 1995, pp. 314-326).

The ‘gendered, narrative bricoleur’ also knows that researchers all tell stories about the worlds they have studied. Thus, the narratives or stories scientists tell are accounts couched and framed within scientific storytelling traditions [i.e. their worldviews], often defined as paradigms [e.g. positivism, postpositivism, constructivism].

The ‘interpretive bricoleur’ understands that research is an interactive process shaped by the personal history, biography, gender, social class, race, and ethnicity of the people in the setting [i.e. this researcher, the BC Stats research staff interviewed, and the 62 Hoteliers]. The product of the interpretive bricoleur’s labour is a complex, quilt-like bricolage, a reflexive collage or montage, a set of fluid, interconnected images and representations. This interpretive structure is like a quilt, a performance text, a sequence of representations connecting the parts to the whole.

This researcher is also attracted to the label ‘bricoleur’, one who “is adept at performing a large-number of diverse tasks, ranging from interviewing to self-reflection and introspection” (Townsend 2004; Denzin 2012). ‘Bricoleurs’ “seek intimate familiarity with their textual materials, grounded theory, and multiple methods may be explored” (Denzin 2012. p.85) for eventual use. Research methodology does not have to be a binary QM versus QL choice. Mixed Methods and evidence-based inquiry meet one another somewhere on a continuum nearer to the center. Denzin (2012) writes that nearer to the center is research “that offers description, exposition, analysis, insight, and theory, blending art and science and often transcending these categories” (p. 83). This centre is the “space for abstracted empiricism.

Inquiry is cut off from politics. Biography and history recede into the background. Technological rationality prevails" (p.85). All to say, that the middle ground between the two binary options requires hard work and some difficult '*engineering*' by the researcher that is inherent in mixed-methods research.

3.8.1.3 – VERSION 3.0 – THE UNIVERSALIST, INVESTIGATOR TRIANGULATION & COLLABORATIVE APPROACH

Flick advocates what he calls '*Triangulation 3.0: Strong Program of Triangulation*' (Flick 2016, p. 8) to build on the work of Denzin (2012) and takes up the idea mentioned by Charmaz (2016) "*that a major task of critical inquiry is to interrogate taken-for-granted methodological concepts*" (Flick 2016a, p.4).

As a businessman and scholarly professional, this researcher has become a pragmatic '*universalist*' (Bryman 2007, p. 8), one who is now sold on the advantages of a mixed-methods research approach for most business and management applications. '*Universalistic discourse*' suggests that mixed methods research has a universal suitability, i.e. Mixed-Methods research will, on the balance of probabilities, "*tend to provide better outcomes regardless of the aims of the research*" (Bryman 2007; Flick 2016). Whether it is called '*Mixed-Methods research*', or '*triangulation*', or '*MMPR*' – in philosophical fundamentalist or purist terminology – is of little practical interest to a practitioner in business or management; it is the result of the research outcome that will be judged on its merits. Moreover, as Flick posits so pithily "*epistemological purity doesn't get research done*" (2015).

The conduct of each study that is constrained within its 'true' paradigmatic assumptions precludes a common set of criteria for examining rigour. Thus, results are examined separately, using criteria appropriate to each paradigm and judgements must be in concert with philosophic, theoretic and methodological underpinnings of the research. Triangulation highlights the strengths of both methods, rather than the compensatory approach posited by those who suggest that the strengths of one blunt the limitations of the other.

Results should be considered in a broad sense, and relevant results should be illuminated by the literature, providing empirical and theoretical support to place results in the context of current knowledge. Convergence of results can add strength to claims made, and results that are unique to one method or the study may demonstrate the value of multi-method research. In the process of identifying pertinent findings and assessing their credibility, researchers obtain a focused perspective on study findings.

'*Between-method*' triangulation of results is expected to strengthen the validity of inferences Vaivio & Sirén (2010, p. 130), Denzin (2012, p. 82), Shah & Corley (2006, p. 1822), and Mengshoel (2012, p. 373); with Flick positing "*Triangulation is not a tool or a strategy of validation but an alternative to validation*" (2016, pp. 8-10: Triangulation 3.0).

Vaivio & Sirén (2010, p.119) posit that, by not overly problematizing paradigms' philosophical and methodological foundations, a scholarly professional (e.g. a DBA candidate) "*is ready for scientific and scholarly advancement, through certain rites of passage*". To foster "*pragmatic, generative, and synergistic research*" (Archibald, 2016, pp. 245-246), collegial collaboration of several researchers with differing paradigmatic inclinations – "*theoretical, epistemological, and methodological*" – can play a vital role in '*MMPR*' in two respects: "*either as a source of conflict [between and about these paradigmatic foundation backgrounds] or, as a source for a productive division of labor*" (Flick, 2016, p. 9).

3.9 – FROM ANTI-PARADIGMATISM TO METHODS-CONTINUUM

The application of the principle of informed creativity (eclecticism) prescribes finding and establishing equity between knowledge, experience, resources, and creativity while focussing in on the methodological design selected to carry out the intended phenomenological mixed-methods research while avoiding creating a '*messy, mixed-up incongruent*' research design.

When attempting to draw on both perspectives in a mixed-methods approach, it is important to acknowledge that mixed-methods approaches to research remain subject to complex epistemological issues and "*antagonism between proponents*" (Roberts 2002, p. 3 - paraphrasing Bavelas (1995) and Sell, Smith and Sprenkle (1995)). Moreover, the choices of methods made "*do not necessarily entail a simple paradigmatic decision between the alternatives*"; rightly or wrongly, claimed as '*incommensurable*', '*irreconcilable*', or '*incompatible*' by other researchers as described hereinbefore. Other researchers argue just as strenuously, for a move from "*philosophy-based paradigms towards the idea of continuum*", i.e. that '*positivism and postpositivism*' are clearly '*commensurable*' (Niglas 2014, Slide 9 - paraphrasing Guba and Lincoln (2005, p. 201)).

As Guba and Lincoln posit:

Positivism and postpositivism are clearly commensurable. In the same vein, elements of interpretivist/postmodern critical theory, constructivist, and participative inquiry, fit comfortably together. Commensurability is an issue only when researchers want 'to pick and choose' among the axioms of

positivist and interpretivist models because the axioms are contradictory and mutually exclusive” (2005, pp. 116-117).

3.10 – SUMMARY

This preceding discussion has outlined the methodological approach to this study. It presents the case for a mixed methodological approach to address the aims and objectives of the study, to test the hypotheses, and investigate the research questions posed. All results will be addressed in CHAPTER 4 of this thesis following hereinafter.

The choice of research methodology and the rationale for a mixed methods approach has been discussed in detail. The ontological/epistemological and practical debated on paradigm incommensurability and methodological eclecticism has been acknowledged, discussed, critiqued and countered; resulting in the suggestion that the dogmatic approached to methodology and method have in fact hindered the profile and progress of business and management issues.

One response to the incommensurability question has been provided by presenting a strong case for a pragmatic approach. A further rejoinder is the use of the conceptual triangulation model, which allows each aspect of the study to be conducted true to its paradigmatic roots, addressing the integration of the findings at the analytical stage of the research. This approach permits the quantitative aspect of the study to follow a traditional structured and robust approach that provides comfort and confidence in the subsequent findings. In contract, it will allow that qualitative approach to be emergent and reflexive.

The following section of this chapter has therefore been limited to presenting only those aspects pertinent to both the QM and QL phases of the study, such as study site, study design, and ethical considerations. The methodology approaches for the quantitative, and the qualitative will be presented in sub-CHAPTERS 3-B to 3-E respectively as immediate precursors to the ‘*FINDINGS AND DISCUSSION*’ in CHAPTER 4.

SECTION 3–B – LOCATION AND RESEARCH CONTEXT

3.11 - LOCATION

The research was conducted in the lower mainland of the Province of British Columbia, Canada (see MAP 4 following); within the venue settings of the *XXI 2010 Vancouver Olympics*. These Olympics took place in two distinct socio-economic, demographic and topographical clusters – the first, in urban, pacific-coastal, metropolitan Vancouver and the second, 125 km inland up in the Fitzsimmons Range of the Coast Mountains, the alpine Resort Town of Whistler.

3.12 – RESEARCH CONTEXT

This geographic setting was ideal for this thesis project. Both clusters contained a large concentration of midrange and high-end hotels, with hotel-size concentrated in the 50 to 300 rooms range. These hotels encompass the three most prevalent hotel ownership models: major brands (such as the Fairmont, the Four Seasons, the Westin and the Holiday Inn), strata hotels (such as the Delta Hotel), as well as private single-ownership hotels (such as The Rosellen Suites at Stanley Park). Both locations were already well-known tourist destinations supported by sophisticated tourism and hospitality professionals.

3.13 – ACCESS TO QUANTITATIVE SECONDARY DATA

The Province of British Columbia and the Government of Canada collect a broad range of economic GDP and socio-demographic data to conduct sophisticated high-level statistical analyses of the primary drivers of economic activity respectively in the Province and Canada. Both highly respected agencies, BCStats and Statistics Canada, publish and promulgate well-informed periodic reports penned by evidently very competent groups of professionals. Such reports accurately inform on issues pertinent to this study. Examples include such reports that are directly related to '*International Tourist Arrivals*', the '*Tourism Sector*' and the '*2% - Additional Hotel Room Tax*' data (Gründlingh 2008; 2009; Hallin 2009a; 2009b; Gründlingh 2010a; 2010b; Stroomer 2011; Gründlingh 2011a; Hallin 2011a; 2011b; Stroomer 2012).

Their data compilations are made available to third parties on-line and proved an excellent source of secondary data for this study. In fact, a senior staffer at BC Stats agreed to meet with this researcher at his HQ in Victoria, BC to explain and clarify some of the intricacies of their data aggregation processes. Subsequently, several email communications were exchanged between November 2011 and June 2012 (Gründlingh 2011-12).



MAP 4 – THE METRO-VANCOUVER & WHISTLER TOPOGRAPHY

3.14 – ACCESS TO QUALITATIVE PRIMARY DATA

The problematic issue of *'poor response rate'* to mailed survey questionnaires, well-articulated in the *'REVIEWED LITERATURE'* (Paxson 1995; Keegan and Lucas 2005), and addressed in more detail in *'Section 3.17.1 – PILOT STUDY'* following, became self-evident. These findings validated this researcher's prior dismal personal experience while conducting an earlier purely quantitative Thesis project which ended in a cul-de-sac as described in *'CHAPTER 1 – INTRODUCTION'* herein.

Thus informed, a decision was made to personally carry out face-to-face interviews of all the mid- and high-end hotel General Managers in Vancouver and Whistler to improve the overall quantitative and qualitative data obtained; with the expected side benefit of this potentially identifying other unexplored research opportunities during the mixed-methods research process (Boyatzis 1998; Guest, G., K.M. MacQueen et al. 2012). This approach was made practicable by the clustered concentration of hotels in the two venues Vancouver and Whistler.

3.15 – ETHICS ISSUES AND REVIEW

In research, where the practical aspects of the *"how and when to meet people for interviews, which data to sample, how to deal with someone changing their mind about being*

part of a study, coming across information” with was not meant to be disclosed (Greener 2008, p.40) and the isolation resulting from following one’s own research with personal subjective objectives and contacts did all contribute at times to some feelings of uncertainty were only overcome by following a personal moral compass on how to proceed in ambiguous situations.

Typically, for business research of this nature in the *‘Hotel Industry’*, the *‘stakeholders’* are, inter alia, (i) research participants, (ii) their principals (hotel owners), and (iii) hotel company shareholders who may be impacted if promulgated research findings depress share price.

Issues of *‘informed consent’* were addressed in the *‘Survey Participation Invitation’* letter – APPENDIX 4, pp. 289-290 hereof. It outlined for prospective participants, inter alia, (i) the purpose of the research undertaken and why; (ii) the nature and role of their participation in the research; (iii) how the data might be used; (iv) what would happen to the data collected from them; (v) what they agreed to do; (vi) whether the acquired data would be kept or disposed of; and, (vii) how the promised confidentiality would be ensured (Kuula 2010). Also, “set out was how the participant could withdraw their consent at any time” – see APPENDIX 2, pp.277-287, and that their data/interview input would only be used to agglomerate results. Participants received no remuneration for their participation but were verbally offered a synopsis of the research results, upon completion of the research thesis.

To address potential ethical issues, a comprehensive process was voluntarily followed to ensure compliance with the requirements outlined in “*The Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans*” (Canadian Institute of Health Research, Natural Sciences and Engineering Research Council of Canada et al. 2010; Panel on Research Ethics 2010) - APPENDIX 9, p. 315 hereof.

SECTION 3–C – QUANTITATIVE METHODS

3.16 – RESEARCH APPROACH

As outlined in '*CHAPTER 1 – INTRODUCTION – Section 1.16*', pp. 17-23, the study research approach and rationale for the selected design plan structure evolved through several distinct paradigmatic and different methodological approaches.

At the outset, guided by the penultimate 'Principal Supervisor' of this thesis whose field was Economics and Econometrics, a classic quantitative economic modelling study was initiated. The research set off following the tenets and traditional framework of tourism scholarship based on logical positivism and statistical investigation, and to comply with the empirical verifiability and observability standards described by Davies (2003, pp. 98-99) quoting Walle (1997, p.525).

Quantitative analysis typically uses 'Inferential Data Analyses: Anovas, Correlation or Regression' to determine whether certain perceived key dependent variable(s), such as, inter alia: impact on the tourism or the hotel industry, per-capita income, employment levels, and GDP (collectively, the '*effects*') empirically display a statistically significant change because of an Olympics (the '*cause*'). As revealed in '*CHAPTER 2 – REVIEWED LITERATURE*', a researcher's challenge – when trying to gauge such '*cause/effect*' relationships becomes very much one of how to isolate the effect of the Olympics per se on the chosen dependent variables in the presence of potentially a whole myriad of other 'confounding' and '*causal*' influences (independent variables) that a researcher may have overlooked or, just as likely, chosen to ignore because of inherent complexities. Kulas and Field respectively reported that, when running Anovas, one can run assumption checks, follow-up contrasts, descriptive statistics, and different alphas (Field 2005, pp. 309-362 '*Comparing Several Means: ANOVA*'; Kulas 2009, pp.125-170: '*Inferential Data Analysis (Anovas, Correlation or Regression)*').

Other scholars had employed such methodology in earlier academic Mega-event/Hallmark and Tourism studies, inter alia: (Dwyer, Forsyth et al. 2004; Blake 2005; Dwyer, Forsyth et al. 2006; Bohlmann and van Heerden 2008; Baggio, Klobas et al. 2011; Dwyer, Gill et al. 2012; de Nooij 2014).

3.16.1 – DESIGN STAGE 1 – A PURE ECONOMIC NEOCLASSICAL SYNTHESIS

The 'a priori' assumption – that the topic under investigation could be based on the presumably robust financial economics' conceptual models and their empirical foundations to

facilitate an in-depth and logical assessment of the phenomenon of the impact of an Olympics Mega-event – has been shown hereinbefore as naïve and proven to be erroneous.

A descriptive (correlational) design was initially selected to frame the way forward with this thesis. The research's intent was to demonstrate the association between 'Tourism', the 'Hotel Industry' and the '2010 Vancouver Olympics'.

A descriptive study design was considered the most appropriate means to uncover the breadth and extent of the impact of the Vancouver Winter Olympics in the above mentioned two geographic clusters regarding the 'what is', 'what was', or 'how much' questions (Bickman and Rog 2009, p.16). Moreover, descriptive studies can inform decisions on whether, and how, to proceed with subsequent analytical and experimental studies; they can help generate hypotheses, as opposed to their testing. Moreover, while descriptive studies are at times used to "*inappropriately make causal inferences*" (Bickman and Rog 2009, p.16), they can be effectively used to measure associations using the Pearson product-moment correlation coefficient. The latter defined by Cohen as follows: "*Pearson's r is a measure of the strength and direction of the linear relationship between two variables that is defined as the covariance of the variables divided by the product of their standard deviations*" (Cohen 1988, p.75). Thus, '*Pearson's r* ' helps identify which variables should be examined in more detail.

3.16.1.1 – TESTING HYPOTHESES 1 AND 2

Specifically, the testing of '*Hypothesis 1 – H_0 There is no increase in the number of tourist arrivals in 2010 in Metro-Vancouver and Whistler compared to prior years*' – was a straightforward process of referencing the data bases from BC Stats (2011b; 2014) and Statistics Canada (2011; 2012) which, respectively, detail the '*Monthly Tourist Arrivals*' to the Province of British Columbia and Canada between January 2000 and September 2011. This data is then charted using the plotting features of XLSTAT (Addinsoft 2012) to display the overall '*Tourist Arrivals*' trend for Canada between 2000 And 2011. This analysis was supplemented by a standard '*Min-Max Normalization*' transformation technique and re-charted with XLSTAT to accentuate the inherent trends (Patro and Sahu 2015, p. 1-4).

Similarly, the testing of '*Hypothesis 2 – H_0 The 2010 Vancouver Winter Olympics' impact in Metro-Vancouver (Cluster 1) is different compared to the impact in Alpine-Resort Whistler (Cluster 2)*' – was a straightforward process referencing the data base from BC Stats (2012) detailing the '*Quarterly*' and '*Monthly Room Revenue*' data for Metro-Vancouver and Whistler

between January 2000 and September 2010³¹. This data is then charted using the plotting features of 'XLSTAT' (Addinsoft 2012).

3.16.1.2 – TESTING HYPOTHESES 3 AND 4

As outlined in 'CHAPTER 1 – INTRODUCTION – Section 1.16' and, as shown, in 'CHAPTER 2 – REVIEWED LITERATURE', 'Tourism' data per se is not available below the 'national' or 'provincial' level (Ennew 2003, p. 9; Wilton 2004, p. 5; Talwar 2006, p. 4; Hallin 2009b, p. 1 'The BC Stats Methodology; Eurostat 2014, p.6).

Exemplifying this point, Talwar reports the following observations which included key pieces of information of specific pertinence to this study:

National data have limited utility in assessing the importance of tourism in different localities within a country. [1] At the local level there is no standard mechanism available for the collection of data that can inform decision making – [2] hotel occupancy figures are sometimes used as a proxy indicator but are commercially sensitive [and] time consuming to collect ... (2006, p. 4).

Faced with these facts that 'Tourism' is not measurable at a 'sub-national level' and that the footprint of the Vancouver Winter Olympics – i.e. the two municipal clusters metro-Vancouver and the Resort Town of Whistler – comprises such a 'sub-national level' – this research could not proceed as planned without first identifying an acceptable and measurable proxy variable for 'Tourism'. Thus, Talwar's quote above proved quite informative and pointed to a possible way to circumvent the dilemma of not being able to measure 'Tourism' at the local level that needed to be more fully examined and explored.

The above parts 'Issue [1]' and 'Issue [2]' (designated as such for purposes of this study) of Talwar's quote are explicitly underlined to emphasize the key observations he makes, both are critical to being able to carry this research project forward or not; and, if affirmative, in what manner, i.e. Issue [1] *There being no standard mechanism available for the collection of data*

³¹ BCStats. (2012, April 30, 2012). "Tourism Room Revenue." from Monthly data: <http://www.bcstats.gov.bc.ca/Files/78786658-4534-426b-8d30-3c2889e8c0ad/TourismRoomRevenueMonthly.csv>; Quarterly data: <http://www.bcstats.gov.bc.ca/Files/99228d07-3638-4b3a-952d-9dc581a4be24/TourismRoomRevenueQuarterly.csv>; Annual data: <http://www.bcstats.gov.bc.ca/Files/ae96d79a-daf3-4faa-baaa-1609114630ab/TourismRoomRevenueAnnual.csv>; Combined data: <http://www.bcstats.gov.bc.ca/Files/751685d5-427f-4853-8e04-2c893833d488/TourismRoomRevenue.csv>; Access to data: <http://www.bcstats.gov.bc.ca/StatisticsBySubject/BusinessIndustry/Tourism.aspx>.

to inform decision making, and 'Issue [2]' that '*Hotel Activity*' is sometimes used as a '*Proxy Indicator*' for '*Tourism*'. Both issues are addressed below.

With respect to '*Issue [1]*' – the '*availability of standard mechanism at the local level*', all the available '*standard*' economic models or modelling techniques identified during the Review of the Literature were shown to be not '*fit-for-purpose*' to empirically assess the impact of the Vancouver Olympics at the micro-level within its footprint. This issue will be addressed further later in this chapter.

'*Issue [2]*' relates directly to the question of whether the '*Hotel Industry*' is an acceptable '*Predictor Indicator*' for the '*Tourism*'. This appears to have been axiomatically assumed to be the case by several academics other than Talwar, including Hampton who writes "*Another proxy indicator for tourism is hotel occupancy*" (2013, p. 82) and Schmidt-Thome & Greiving who write "*However, data are available for number of beds in hotels [i.e. '% Occupancy'] and similar accommodations. This indicator can be used as a proxy indicator for estimating the significance of the tourism sector in a regional economy*" (2013, Section 6.3.2 '*Indicator Methodology*').

Accordingly, to overcome this potentially second fatal cul-de-sac in this study, an essential consideration when moving forward with this descriptive study design was being able to confirm (not assume) that '*Hotel Activity*' can indeed be used as an acceptable '*Proxy Indicator*'³² for '*Tourism*', using BC Stats and Statistics Canada quantitative secondary data. Thus, this consideration dictated seeking credence, by validating this assumption by several academics, that '*Hotel-Industry*' activity could indeed be empirically shown to be highly correlated with '*Tourism Activity*' and thus accepted as the latter's '*Proxy Indicator*'. If such high correlation were to be confirmed, then '*Tourism*' could be set aside from further direct consideration because the two variables could rationally be deemed to be an acceptable '*Proxy Indicator*' for one another.

3.16.1.2.1 – Hypothesis 3

Testing *Hypothesis 3 – H₀* The '*Hotel Industry*' activity is a '*Proxy Indicator*' for '*Tourism*', i.e. to address Issue [2] of Talwar's quote above, '*Tourism GDP*' data as well as its sub-component '*Accommodation GDP*' (reflecting '*Hotel Industry*' activity) was sourced from

³² *Proxy Indicator*' is a 'key definition' defined in the Glossary of the World Resources Institute World Resources Institute. (2014). "Glossary - Key Definitions - Proxy Indicator." Retrieved 10 May 2014, from <http://www.esindicators.org/glossary>; <http://www.esindicators.org/>.

Statistics Canada's CANSIM (Canadian socioeconomic database)³³ which provides quarterly data from 1986 until the most-recent available first-quarter 2012, i.e. for a total of 104 data points; and thus, at a multiple of 30, reasonably considered a sufficiently large series for analysis. Data selection comprised the available 'Seasonally adjusted at quarterly rates – 2002 constant prices' data³⁴ - raw data is reflected in APPENDIX 6 (p.292 hereof).

In these regards, it seemed reasonable to assume that the performance of a sub-component of Canada's 'Tourism Gross Domestic Product', i.e. 'Total Tourism Industries – Accommodation GDP', reflects the performance of Canada's overall 'Tourism GDP'. Particularly so, because tourists using hotel accommodations will also co-generate income in other major 'Tourism GDP' components, such as for 'Transportation' to get to their accommodation destination; and, likewise, for the consumption of 'Food and Beverage Services' at their destination.

3.16.1.2.1.1 – Statistical Analysis Plan

Correlation analysis is used as an investigative tool in behavioural quantitative studies. By far the most frequent used "statistical method of expression of the relationship between two variables is the Pearson product-moment correlation coefficient r ". "Pearson's correlation coefficient is a statistical measure of the strength of a linear relationship between paired data and is by design constrained as follows: $-1 \leq r \leq +1$ " (Cohen 1988, pp.75-78). It conveys the linear relationship, or lack thereof, between the two variables under investigation, i.e. in this study: Tourism GDP and Accommodation–Hotel Industry GDP. The +1 value denotes an extremely high positive linear relationship with both variables ascending with similar B (slope) coefficients, whereas -1 denotes an extreme negative linear correlation – both characterize 'perfect' correlation. And, horror of horrors (at least in this study), the 0 value indicates there is no linear relationship or correlation between the two variables – and, effectively arriving at a research study cul-de-sac which would force a complete re-think as to research approach.

The research question under investigation could be confined to establishing whether there is any linear relationship translating into the null hypothesis $H_0: r = 0$ and thus, a significant r led to the rejection of the null hypothesis. When used as a purely descriptive measure of the degree of linear relationship between two variables, no further assumptions need to be made

³³ Statistics Canada. (2012). "Travel and Tourism." from <http://www5.statcan.gc.ca/cansim/a33;jsessionid=524A1A0F36311276F183982210F90F5D?lang=eng&spMode=master&themeID=4007&RT=TABLE>

³⁴ Data Source: Statistics Canada – CANSIM – Table 387-0010 (<http://www5.statcan.gc.ca/cansim/pick-choisir?lang=eng&p2=33&id=3870010>)

because they are automatically provided from the test of the Pearson Correlation Coefficient r (Cohen 1988, p. 75). Plotting the secondary data obtained from Statistics Canada visually confirmed a linear positive relationship between the two variables under investigation and thus, in this study, only a positive correlation is deemed relevant for rejecting the null hypothesis, i.e. the test is one-tailed.

The statistical model employed was an '*Analysis of Variance*' (ANOVA) (Cohen 1988, pp. 470-521; Gujarati and Porter 2009, pp. 124-126; 238-246; Shokri, Moosavi et al. 2013, passim) model to analyze the group means and variation among and between the explanatory, independent variable '*Hotel/Accommodation GDP*' (sourced from Statistics Canada) and the response, dependent variable '*Tourism GDP*' (sourced from Statistics Canada).

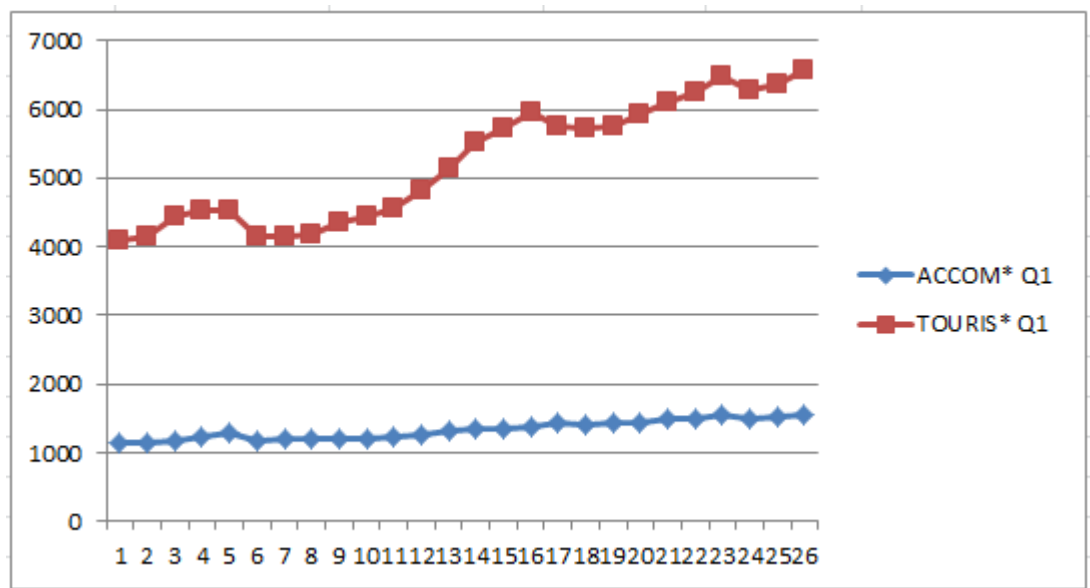


CHART 3 – PLOT OF 'TOURISM' AND 'HOTEL-ACCOMMODATION' GDP

The mathematical, statistical analysis support is outlined in [APPENDIX 7](#) – ANOVA OF TOURISM GDP VS HOTEL ACCOMMODATION (detailed on pp. 293-295 hereof).

Because the approach to this doctoral thesis initially started off on a purely quantitative economics/econometrics research methodology basis, a more intense statistical analysis approach has been carried out using the '*Classical Normal Linear Regression Model*' ('CNLRM') to carry out various statistical tests using the statistical software of '*Eviews 7*' (Startz 2009, passim; Quantitative Micro Software 2010) with input from the Databases from both Statistics Canada and BC Stats (Statistical Branch of the British Columbia provincial

government). The details are provided in full in APPENDIX 8 – EIEWS DETAILED STATISTICAL ANALYSES RESULTS (pp. 296-314 hereof).

3.16.1.2.2 – Hypothesis 4

Testing *Hypothesis 4 – H₀ British Columbia’s unique ‘Additional Hotel Room Tax’ is highly correlated with ‘Hotel Industry’ activity within its Vancouver Winter Olympics footprint comprising Metro-Vancouver and Whistler; it can be used as a predictive model for ‘Tourism’, i.e. the next stage of the statistical analysis involves addressing Talwar’s ‘Issue 1’ – the ‘availability of standard mechanism at the local level’, given that, has been shown earlier herein, the available ‘standard’ economic models or modelling techniques identified in ‘CHAPTER 2 – REVIEWED LITERATURE’ were shown to be not ‘fit-for-purpose’ to empirically assess the impact of the Vancouver Olympics at the micro-level within its footprint.*

Fortuitously, as described in ‘CHAPTER 1 – INTRODUCTION, while staying at a hotel in Victoria, BC, Canada, this researcher noticed a supplemental ‘Hotel Room Tax’ (‘HRT’) charge on the hotel’s invoice. BC’s Government collects this distinct form of tax by requiring “*establishments to levy an 8% HRT*” on the government’s behalf (Gründlingh 2008, p.4). More importantly, with regards to this research project, BC’s provincial legislation explicitly provides for municipal and regional entities within the province to request that, on their behalf, a ‘2% surcharge’ be levied on hotel room charges in addition to the provincial ‘8% HRT’ – this ‘2% surcharge’ has simply coined ‘Additional Hotel Room Tax’ (‘AHRT’) (Tourism Squamish 2007, p.3; Gründlingh 2008, p.4).

Access to this data, made available by BC Stats’ government research associate following a further direct personal approach (van der Heyden 2011), subsequently proved crucial to meeting this study’s research objectives. In fact, this data became critical to being able to directly address this study’s *Hypothesis 4* described above and, as well, corollary *Research Question 2 – Economic or econometric models identified in the Reviewed Literature – and typically applied – are not ‘fit-for-purpose’ to study the impact of mega events such as an Olympics; are alternatives available to do so?*

British Columbia tourism data can be accessed on the Government of British Columbia’s BCStats website (BCStats 1996-2011)³⁵. Tourism data for the clusters: metro-Vancouver and the Resort Town of Whistler can be extrapolated by accessing the data on ‘Room Revenues’

³⁵ <http://www.bcstats.gov.bc.ca/Publications/PeriodicalsReleases.aspx>

and/or so-called '*Additional Hotel Room Tax*' intake for these municipalities on the BC Stats website (BCStats 2009)

For British Columbia data, 'raw' monthly, quarterly, and annual Room Revenue can be accessed on BC Stats website (BCStats 2012); that is, the amounts paid by users/renters of the accommodation. The amounts paid back to the municipality would be 2% of that, i.e. the amount which consists explicitly of the so-called '*Additional Hotel Room Tax*' ('*AHRT*').

To exemplify what the database provides in terms of '*Tourism*' information, in January 2010, the Urban Centre of Victoria collected room revenue totalling an estimated \$4,704,000³⁶. Since the "*Victoria Urban Centre*" comprises the '*City of Victoria*'. The City of Victoria – an '*AHRT*' collecting community (BCStats 2008, pp.4-5), should have received around \$95,000 (i.e. \$4,704,000 x 2% ~ \$94,080) from the provincial government. The fact that the data is not disclosed on a '*property-by-property*' or '*hotelier-by-hotelier*' disaggregated basis – because the government's agencies are bound by confidentiality agreements – does not detract from its usefulness in this research project. The results are simply aggregated and reflected on a '*10-property minimum*' in terms of making information available, and then only at that aggregate level, as is evident from the online files (Hallin 2011a).

The working proposition was that the dis-aggregated provincial-wide '*AHRT*' data reported by BC Stats by municipal entity – which directly reflects '*Hotel Activity*', i.e. ('*% Occupancy*' or '*Heads-in-Beds*' in industry parlance) and which is, in-and-of-itself, an axiomatic indicator of broad activity in the '*Hospitality Industry*' can be shown to be highly correlated with '*International Tourist Arrivals*' to the Province of British Columbia reported by Statistics Canada – as determined in Sections 3.5.1 and 3.5.2 above – then it follows logically that '*Hotel Activity*' as measured and reflected by the Province of British Columbia's '*AHRT*' collections/distributions – can in turn be accepted as a '*Proxy Predictor*' for '*Tourism*' activity as they would inherently be highly correlated.

The model can be simplistically narrated as follows: fewer '*Tourism Arrivals*' result in less '*Hotel-Activity*' – as reflected in the '*% Occupancy*' key indicator statistics. This in turn generates a directly proportionate reduced level of the '*2% - Additional Hotel Room Tax*'. It is self-evident that this in turn is directly indicative of lower overall '*Hotel Room Tax*' collections by the Hotel establishments, which in turn can only mean overall '*Tourism*' activity must be down.

³⁶<http://www.bcstats.gov.bc.ca/StatisticsBySubject/BusinessIndustry/Tourism.aspx>

The research question under investigation could be confined to establishing whether, based on British Columbia data, there is any linear relationship between '*International Tourist Arrivals*' (already used in Section 3.5.2) and '*Hotel Room Revenues*', or its '*Proxy Indicator*': '*Additional Hotel Room Tax – AHRT*'. The behaviour of British Columbia's '*Hotel-Accommodation*' Industry will be tested – as measured by BC Stats, i.e. its reported '*Tourism Room Revenue*' ('*BC-TRR*') – relative to British Columbia's '*Non-Resident Tourist Arrivals*' ('*BC-NRTA*')³⁷ as reported by Statistics Canada. An *a priori* assumption, as stated earlier herein, is that one would expect '*BC-NRTA*' to be a reasonable predictor of '*BC-TRR*'. However, since '*BC-TRR*' is affected by other factors such as business and in-country travellers, such other factors are confounding – they should ideally be included in a multi-variate regression model for analysis. Unfortunately, such detailed data is not available. Moreover, micro monthly data for '*BC-TRR*' is only available from January 2000 onward; and, as of the date hereof, only until December 2010 inclusive, i.e. 132 data points. However, under the circumstances, as pointed out by '*Effect Size*' offers no difficulty here, the correlation coefficient r serves this purpose

What was left to deal with was the null hypothesis $H_0: r = 0$, i.e. of there being no linear relationship between these two variables '*Tourism Room Revenue*' and the '*Proxy Indicator*'- '*Additional Hotel Room Tax*' for the '*Hotel-Accommodation Industry*' and thus, whether a significant r would lead to the rejection of the null hypothesis. As a purely descriptive linear relationship measure between two variables, no further assumptions need to be made when automatically provided from the test of the '*Pearson Correlation Coefficient r* '.

3.16.1.2.2.1 – Statistical Software Used

This stage of research involved using the '*Classical Normal Linear Regression Model (CNLRM)*' features of '*Eviews 7*' (Startz 2009; Quantitative Micro Software 2010) and '*XLSTAT2012*' (Moffat 2010; Addinsoft 2012) to carry out a variety of statistical analysis procedures and tests were used to compare the secondary data extracts from the public databases of both Statistics Canada and BC Stats (Statistical Branch of the British Columbia provincial government).

³⁷ Source: Data for British Columbia's Tourism Room Revenues are from BCStats: Tourism Data – Room Revenue Statistics www.bcstats.gov.bc.ca/StatisticsBySubject/BusinessIndustry/Tourism.aspx; data for British Columbia's International Tourist Arrivals is from Statistics Canada: Table 427-0004 – Number of international tourists entering or returning to Canada, by province of entry
<http://www5.statcan.gc.ca/cansim/a26?lang=eng&id=4270004&p2=17> ;
<http://www5.statcan.gc.ca/cansim/a26?lang=eng&id=4270004&p2=17#customizeTab> ;
<http://www5.statcan.gc.ca/cansim/a26>

Accordingly, to measure the dependency, including correlation – i.e. *Pearson Correlation Coefficient r* – and to assess measures of skewness and kurtosis between these two variables ‘*AHRT*’ and ‘*International Tourist Arrivals*’, a bivariate measure of dependency was carried out, using the ‘*Eviews 7 Statistical Package*’ (Startz 2009).

3.16.2 – CHAPTER 3–C – QUANTITATIVE METHODS CONCLUSION

The developments as described hereinabove in ‘*CHAPTER 1 – INTRODUCTION*’ inevitably forced a pragmatic reconsideration of the ‘*research-approach-rationale*’ and ‘*design-plan-structure*’ for this study. These developments provided the post hoc justification for deciding to pursue the more comprehensive *Mixed-Methods Phenomenological Research* (‘*MMPR*’) approach to proceed to complete the rest of this research project.

SECTION 3–D – QUALITATIVE METHODS

3.17 – DESIGN STAGE 2 – A MIXED METHODS APPROACH

The developments described earlier herein (CHAPTER 1 – INTRODUCTION – SECTION 1.16 – RESEARCH APPROACH RATIONALE & DESIGN STRUCTURE, pp.17-23) self-evidently and inevitably forced a pragmatic reconsideration of the research approach rationale and design plan structure. These developments included the lack of data at a sub-national level and, as importantly, the lack of an appropriate and available micro-level model to pursue a pure positivist macro-economic Keynesian-neoclassical synthesis QM research approach. They collectively provided the post hoc justification for deciding to pursue a more comprehensive mixed methods approach.

The rationale to move forward with a mixed methods design is centered on the premise that the *“mixed use of quantitative and qualitative paradigms can provide for a better understanding of research problems and complex phenomena than either approach alone”*; this position has been adopted and elaborated on by many prominent academic researchers (Hanson, Creswell et al. 2005; Molina-Azorín 2009; Onwuegbuzie, Johnson et al. 2009; Salehi and Golafshani 2010; Krivokapic-Skoko and O'Neill 2011; Miller and Cameron 2011; Bazeley and Kemp 2012; Denzin 2012; Harrison III 2013; Brüggemann and Sprenger 2014; Mayoh and Onwuegbuzie 2014; Sandelowski 2014; Hunter and Brewer 2015; Maxwell 2015; Pelto 2015; Baran and Jones 2016; Flick 2016; Shannon-Baker 2016, pp. 321-330: Conceptual Frameworks).

And, particularly so, by the most prominent and prolific mixed-methods advocate Creswell who elaborates as follows:

A core assumption of this approach is that when an investigator combines statistical trends (quantitative data) with stories and personal experiences (qualitative data) using specific scientific techniques, this collective strength provides a better understanding of the research problem than either form of the data alone (2015, pp. 2-3).

Archibald sums up the above point succinctly as follows:

There is little doubt that mixed method research (MMR) has profound capacity to contribute understandings about complexity and to ‘facilitate coming at things differently’ (Hesse-Biber and Johnson 2013, p. 103). As a boundary spanning practice, MMR can challenge paradigmatic and methodological

distinctions, offer alternative approaches to understanding phenomenon, and foster diversity between multiple ways of knowing, traditions, and investigators. Yet investigators conducting MMR are confronted with developing the requisite expertise in qualitative, quantitative and MMR traditions and grappling with emerging technical or methodological tensions. Given these challenges and potentials, collaboration is increasingly regarded as a desirable approach to MMR, mitigating exclusive reliance on the lone-investigator (2015, p. 1- Referencing Creswell & Plano Clark, 2011; Hemmins, Becket, Kennerly & Yap, 2013' O'Cathain, Murphy, & Nicholl, 2008, Onwuegbuzie, 2012).

In terms of *'Business Studies'* specifically, Molina-Azorín carried out a methodological review of mixed-methods research usage by examining studies conducted by Morgan (1998), Hammersley (2008), Greene, Caracelli & Graham (1989); and Bryman and Bell (2015). Based on these studies, four main purposes sum up the use of mixed methods:

(i) triangulation; (ii) facilitation or development; (iii) analysis of different facets of a phenomenon, yielding an enriched, elaborated understanding of that phenomenon; and (iv) clarification, enhancement or illustration of the results from one method with results from the other method (2009, pp. 49-50).

"There are two main factors to help researchers determine the type of mixed methods design that is best suited to their study" (Molina-Azorín 2009, p. 50; Creswell 2014, pp. 279, 282): 'Priority' and 'Data collection sequence'.

With respect to *'Priority'*, at this stage of the research, this study retained its dominant quantitative priority but recognized that – to fully understand the phenomenon under study, i.e. the impact of the 2010 Vancouver Winter Olympics – the inclusion of qualitative data became imperative given the circumstances described in Phase 1 above. Regarding *'Data Collection'*, a sequential – two-phase design is used. The quantitative data was collected first. In summary, a dominant/sequential design QUAN→qual is used; defined by Johnson, Onwuegbuzie et al. as follows:

Quantitative dominant mixed methods research is the type of mixed research in which one relies on a quantitative, postpositivist view of the Research process, while concurrently recognizing that the addition of qualitative data and approaches are likely to benefit most research projects (2007, p. 124).

Typically characterized as research of an *'Exploratory'* nature, its objective would include the one to first develop an instrument design model. Subsequently, Pilot survey qualitative findings *"were to be used to develop scale items for a quantitative survey instrument"*.

'*Exploratory*' designs, referencing Harrison III (quoting Creswell & Plano Clark (2011a)) (2013, p. 2157) and paraphrasing Creswell (2013; 2015), should be considered when:

Exploratory designs are useful for exploring relationships when study variables are unknown; developing new instruments, based on initial qualitative analysis ... (2013, p. 2157).

3.17.1 – PILOT STUDY

A suitable survey instrument for replication in the context of this study's subject matter was not found. Accordingly, the next step in this mixed-methods approach involved the process of designing a draft Pilot Survey Questionnaire (APPENDIX 1, pp.274-276 and selecting prospective Pilot Survey invitees (APPENDIX 3, p.288 and APPENDIX 5, p.291) from a complete listing of all the senior executive hoteliers in the Metro-Vancouver and Whistler areas (APPENDIX 2, pp.277-287) with the aim of validating the questionnaire with their input (Dillman 1978; 1991, p. 226; Robson 2002, p.185; Noël and Prizeman 2005; Dillman, Smyth et al. 2009; Veal 2011, pp.313-314; Metcalfe 2012). The decision was taken that Pilot Survey invitees' commitment to participate would be positively enhanced by the degree to which this researcher perceived their demonstrated '*social and industry commitment*' to the Tourism Industry writ large; as evidenced by invitees' commitment to serve on various Tourism Industry 'governing' bodies; and/or, the extent to which invitees' extracurricular activities indicated a predilection for the Hospitality Industry. In all, 23 were identified using the above-listed attributes 12 and 11 were selected respectively in metro-Vancouver and Whistler.

In the Hospitality Industry, low survey response rates have shown themselves to be rather inevitable and are often considered and accepted as the '*norm*'. Keegan and Lucas reported that "*researching in the hospitality industry is said to be more difficult and challenging than in many other industries ... due to the inherent structural characteristics of the industry*" (2005, pp.157-158).

Paxson observed: "*Estimates put response rates in the hospitality industry at 10 to 20 percent, and some measure 1 to 10 percent ... If researchers personalize their cover letters, use questionnaires that are easy to complete and make follow-up contacts, they will achieve higher response rates and reduce the bias from low response rates*" (1995, pp. 67, 73).

Accordingly, several initiatives to mitigate this near inevitability of, and by the literature predicted, '*low-response-rate*' were taken to address this reported potential of such typically

very low response rates (Paxson 1995, *passim*). Despite this extra effort, followed by many direct follow-ups, the survey response obtained between November 15th, 2010 and the end of March 2011 was dismal. Only five (22%) of the Pilot Survey invitees responded, albeit one did so in an extraordinarily comprehensive fashion. The latter and a second respondent invited the researcher to initiate follow-up telephone discussions.

Consequently, at this point, any further study work that would have normally ensued to address aspects of Questionnaire development and testing had to be abandoned. Thus, this researcher's plans to conduct empirical quantitative analysis using 'SPSS' statistical models were thwarted because no collaboration was forthcoming from an audience otherwise occupied.

While unfortunate, Lynn et al. (2003, p. 84) aptly point out: "*practical considerations often require compromises in research design*"; even an imperfect experiment, or an effort gone 'off the rails', can provide critical insight as to the way forward and emergent opportunities for additional research exploration. Taking stock of the limited results obtained from the Pilot Study helped provide a clearer focus on the way forward; as the adage goes 'Every cloud has a silver lining'.

Nevertheless, the fact that the pilot survey process to develop an appropriate questionnaire instrument fell totally short of its intended objective left little choice but to modify the study design once again to that of an 'Explanatory' nature. 'Explanatory' designs, referencing Harrison III (quoting Creswell & Plano Clark (2011a)) (2013, pp. 2157-2159) and paraphrasing Creswell (2013; 2015), should be considered when:

In Explanatory designs, researchers first collect and analyze quantitative data, then build on those findings in a qualitative follow-up, which seeks to provide a better understanding of the quantitative results. Building can involve either using quantitative data to select cases or to identify questions that need further explorations in the qualitative phase ... Explanatory designs are most often conducted when qualitative data are needed to help explain or build on initial quantitative data.

The lack of a helpful, comprehensive response to the Pilot Survey Questionnaire as outlined above, thus led to the decision to modify the dominant/sequential QUAN→qual research approach with an alternative and more comprehensive and innovative equal-weight/sequential QUAN-PHEN Mixed Methods Research ('MMPR') approach advocated by such academics as Mayoh & Onwuegbuzie (2014; 2015); as more fully described in the section below.

3.17.2 – DESIGN STAGE 3 – MIXED METHODS PHENOMENOLOGICAL RESEARCH

So far, this researcher ended up faced with several the same issues and ‘opportunities’ as described by Edmondson and McManus who point out:

Effective research projects require iterative learning cycles, but the timing of theoretical development varies ... In the messy reality of field research, data collection opportunities may emerge before the researcher has a clear idea about how the data will be used. At other times, original research designs may be disrupted by environmental changes beyond the investigator’s control ... (2007, passim).

These experiences seemed akin to going through a series of beta modes testing methods and strategic paths even while pursuing them. Approaches attempted up to this point were found ineffective and unsatisfactory through personal experience and – for reasons outlined hereinbefore – were set aside.

Instead, at this point in the research, a decision was made to pursue an all-in Mixed-Methods Phenomenological Research (‘MMPR’) strategy informed by the research of Garza, Mayoh & Onwuegbuzie, and Harrison III as outlined below.

Garza (2007, p. 338) wrote: “*The flexibility of phenomenological research and the adaptability of its methods [including mixed methods research] to ever widening arcs of inquiry is one of its greatest strengths*”.

Mayoh & Onwuegbuzie (paraphrasing Giorgio (2009)) provide the following philosophical justification for ‘MMPR’:

The fundamental aim of phenomenological philosophy is to develop a greater understanding of individuals’ experiences through the consciousness of the experiencer. By adopting this approach, the theory is that it will allow human beings to be understood from inside their subjective experiences in a way that can be used as a source of qualitative evidence (2015, p. 92)

While Harrison III (quoting Creswell & Plano (2011a)) and paraphrasing Creswell (2013; 2015) advocated the use of ‘convergent designs’:

Convergent designs are conducted to bring together the strengths of both data strands to compare results or to validate, confirm, or corroborate quantitative results with qualitative findings. In convergent design models, qualitative and quantitative data are analysed separately and the different results are

integrated during the interpretations ... to what extent do the qualitative results confirm the quantitative results? The nature of convergent design, with its equal weighting, lends itself to rigorous collection and analysis in both data strands (2013, pp. 2158-2159).

Following completion of the Quantitative Methods part of this study, as more fully and comprehensively described in 'CHAPTER 3-C – RESEARCH METHODOLOGY – QUANTITATIVE METHODS', an ambitious process of personal face-to-face open-ended interviews with all 'Hotel Industry' General Managers in metro-Vancouver and Whistler is embarked upon to address the phenomenological qualitative aspects of this research project. As O'Connor put it colloquially – but aptly – "When pure data will not crack it ... use 'ground truth' ... the best economist is one with dirty shoes" (O'Connor 2016, p. 1).

The second core of the research involved the quest for primary data from the senior Executive Hoteliers most directly impacted by the 'Tourism' impact of an Olympics and addresses the right-hand part of FIGURE 3 – CONCEPTUAL FRAMEWORK, p. 84 hereof.

3.17.3 – USING QUALITATIVE THEMATIC ANALYSIS

The qualitative methodologic framework applied in this study is based on thematic analysis as described by Braun & Clarke (2006) which originates from a 'constructionist paradigm' (Burr 1995). Guest, McQueen et al. write:

Applied Thematic Analysis comprises a bit of everything – grounded theory, positivism, interpretivism, and phenomenology – synthesized into one methodological framework ... it is a rigorous, yet inductive, set of procedures designed to identify and examine themes from textual data in a way that is transparent and credible (2012, p.15).

This methodological approach offers a way investigate narratives so that these can be incorporated into a model which explicates multivariable dynamics of the impact of an Olympics within its socio-economic and demographic setting. As Lincoln and Guba stressed the overarching goal of the process is to:

Stimulate thought leading to both descriptive and explanatory themes but as importantly to establish the trustworthiness of a research study ... Trustworthiness is a matter of confidence. Thus, the four criteria that must be met are to generate that are credibility [through triangulation], transferability [through thick description], dependability [via an inquiry audit] and

confirmability [through techniques of a confirmability audit, providing an audit trail, triangulation, and reflexivity] (1985, pp. 43, 189, 247 & 328).

3.17.3.1 – USING THEMATIC ANALYSIS SOFTWARE ‘NVIVO’

The sophisticated data-management software tool ‘NVivo’³⁸ which was conceptualized and developed by Australian academics (1999; 2009) and which has since been broadly adopted within academia “*virtually every field in which unstructured data are present*” (Denzin and Lincoln 2011, p.635), especially in the areas of social and behavioural, and health sciences – including in psychology and health services’ qualitative and mixed-methods research – ‘NVivo’ is being used to organise data effectively and efficiently and thus allow the researcher to analyze and interpret the data in a much more comprehensive way than might be possible using manual methods which are very time-consuming and prone to inadvertent compilation errors. It must be stressed that – whether using quantitative or qualitative statistical, compilation, and analysis software of this nature, the researcher does not outsource the hermeneutic tasks³⁹ to a built-in software logic of a PC; it is instead a tool for efficiency and in-and-of-itself incapable of conducting the requisite analyses, do abstractions and/or and draw conclusions (Denzin and Lincoln 2011, p.637; Onwuegbuzie, Leech et al. 2012, pp.17-18).ad hoc.

As Fielding and Lee explain, quoting Cordingley (1991), qualitative researchers “*want tools which support analysis, but leave the analyst firmly in charge ... importantly, such software also serves as a tool for transparency* (1998, p.167). Owens states: “*Arguably, the production of an audit trail is the key most important criteria on which the trustworthiness and plausibility of a study can be established*” (2012, p.2) paraphrasing Lincoln and Guba (1985, pp.319-320) who cite Halpern (1983).

The ‘NVivo’ QL software’s logging features of data movements and coding patterns as well as the “*mapping of conceptual categories and thought progression*” [were used to] “*render all stages of the analytical process traceable and transparent, and allowed the researcher to produce a more detailed and comprehensive audit trail*” than could otherwise be envisaged using a manual mapping of this complicated process (paraphrasing Corbin and Strauss (1990, p.423).

³⁸ www.qsrinternational.com

³⁹ ‘Hermeneutics’ is the ‘Theory of Interpretation of Text’; described in Bazeley, P. (2013). Qualitative Data Analysis Practical Strategies, SAGE.p. 203.

In this regard, Stemler writes:

In analysing data generated in this format, responses were not grouped according to pre-defined categories, rather salient categories of meaning and relationships between categories were derived from the data itself through a process of inductive reasoning known as coding units (2001).

This process involved “*breaking down the data into discrete ‘incidents’*” (Glaser and Strauss 2009, p.1) or ‘*units*’ (Lincoln and Guba 1985) and coding them to categories.

Braun & Clarke (2006) argue that while some of the coding processes deployed were informed by ‘*grounded theory*’ (Corbin & Strauss 1990) and, as well, by the subsequent research by Boyatzis (1998), Hayes (2000) and Roulston (2001), they also claim that “*thematic analysis should be considered a method ‘in its own right’*” (Braun and Clarke 2006, p.4).

It is distinct insofar as Corbin and Strauss (1990) describe that ‘*the objective of thematic analysis*’ is not to explicitly ‘*ground theory in reality*’ (p.420), or to develop ‘*theory*’. Thus, without this constraint, “*one of the benefits of ‘thematic analysis’ is its flexibility*”. Particularly so, in cases where ‘*theory development from the ground up*’ is not its objective. Albeit both methodologies, ‘*grounded theory*’ and ‘*thematic analysis*’, derive their theoretical underpinnings from ‘*pragmatism*’. The analytical process is similar in that the ‘*thematic analysis*’ methodology is likewise one of the discovery of perceived ‘*realities*’ and crystallise “*a set of concepts grounded in the data*” (p.425). “*Thematic analysis is a methodology that is essentially independent of theory and epistemology and can be applied across a range of theoretical and epistemological approaches. It is compatible with both ‘essentialist’ and ‘constructionist’ paradigms within psychology* (Tang 2014. pp. 194-195).

Ryan and Bernard (2000, pp.769-802) “*also locate ‘thematic coding’ as a process performed within ‘major’ analytic traditions such as ‘grounded theory’* “. Maykut and Morehouse (1994, p.18) point out that “*Using the subjects’ words better reflects the postulates of the qualitative paradigm ... the task of the qualitative researcher is to find patterns within those words*”.

This researcher subscribes to ontological relativism (Guba and Lincoln 1994) and claims that “*things are different from various points of view and the idea that different viewpoints are equally valid. Moreover, contrary viewpoints may well be equally valid across ‘particular and peculiar’ societal setting*” (van der Heyden 2004. P.10). As Castel (2002, p.29) puts it: “*Ontology is the way we carve up reality in order to understand and process it*”.

For example, *'Tourism'* and *'Hospitality'* – continuously evolving concepts – are but a few examples of such carving. They are used to model certain aspects of our complex world. Their structures are created to make sense of the world and communicate amongst ourselves. *'Tourism'*, *'Accommodation'*, and *'Hospitality'* information is not only “*functional* [it has a purpose], *artificial* [man-made], and *designed* [created through specific choices]; *it is malleable. Ontologies are man-made frameworks*” (van der Heyden 2002, pp. 29-30) paraphrasing Castel (2002, p.29). For example, a marketing or computer software program, triggering a sale of surplus available hotel rooms, aircraft capacity, or Groupon coupons through social network sites upon certain conditions, “*is triggered by an actual human command but also operates within a somewhat unpredictable and random set of circumstances that extend beyond the parameters of human foresight*”. (Castel 2002, p.30).

As Holsapple and Joshi (2002, p.42) stated:

A typical reason for constructing ontology is to give a common language for sharing and reusing knowledge about issues. Among those who adopt the ontology, its terms are used in asking and answering questions, making assertions, offering insights, describing practices, and discussing investigations regarding such issues.

TABLE 7, next page, juxtapositions Braun and Clarke's (2006) sequentially ordered *'Analytical Process'* against the practical application of these analytical processes as successively ordered from Phases 1 to 7 within the *'NVivo'* software application, the latter as formulated by Bazeley and Jackson (2013) and Bazeley (2009; 2013). A phenomenological qualitative approach (Bazeley 2013, pp.193-194) – with its focus on understanding the meaning events have for people being studied, for example, the *'impact of a Winter Olympics'* – is not conducive to quantitative mathematical abstractions. Nonetheless, it is very systematic and rigorous in its approach to data collection and analysis. In this study, its focus of inquiry is framed to gain an understanding of the impact of the Vancouver Winter Olympics grounded in the textual information obtained from a well-informed, erudite and articulate group of executive Hoteliers, at the level of General Manager and up. Data was collected during face-to-face, open-ended interviews (Kvale and Svend 2009, pp. 130, 233-234; Creswell and Plano Clark 2011a, pp. 176-177) using the initially formulated draft Survey Questionnaire as an interview guide (APPENDIX 1, pp. 274-276). As highlighted by Owens & Meehan paraphrasing Stemler (2001): “*In analysing data generated in this format, responses are not grouped according to pre-defined categories, rather salient categories of meaning and relationships between categories are derived from the data itself through a process of inductive reasoning*” (2014, p.3)

Analytical Process (Braun & Clarke, 2006).	Practical Application in NVivo (Juxtapositioned to Braun and Clarke)	Strategic Objective	Iterative process throughout analysis
1. <u>Familiarizing yourself with the data</u>	Transcribing data (if necessary), reading and re-reading the data, noting down initial ideas. Import data into the NVivo data management tool	Explanatory Accounts <i>(Extrapolating deeper meaning, drafting summary statements and analytical memos through NVIVO)</i>	Assigning data to refined concepts to portray meaning
2. <u>Generating initial codes:</u>	Phase 1 – Open Coding- Coding interesting features of the data in a systematic fashion across the entire data set, collecting data relevant to each code		↕
3. <u>Searching for themes:</u>	Phase 2 - Categorisation of Codes – Collating codes into potential themes, gathering all data relevant to each potential theme		↕
4. <u>Reviewing themes:</u>	Phase 3 – Coding on - Checking if the themes work in relation to the coded extracts (level 1) and the entire data set (level 2), generating a thematic 'map' of the analysis	Descriptive Accounts <i>(Reordering, 'coding on' and annotating through NVIVO)</i>	Refining and distilling more abstract concepts
5. <u>Defining and naming themes:</u>	Phase 4 - Data Reduction - On-going analysis to refine the specifics of each theme, and the overall story [storylines] the analysis tells, generating clear definitions and names for each theme		↕
6. <u>Producing the report</u>	Phase 5 –Generating Analytical Memos - Phase 6 – Testing and - Validating and Phase 7 Synthesising Analytical Memos. The final opportunity for analysis. Selection of vivid, compelling extract examples, final analysis of selected extracts, relating back of the analysis to the research question and literature, producing a scholarly report of the analysis		↕
		Data Management <i>(Open and hierarchal coding through NVIVO)</i>	Assigning data to themes/concepts to portray meaning
			Assigning meaning
			Generating themes and concepts

TABLE 7– JUXTAPOSITION BRAUN AND CLARKE VERSUS ‘NVIVO’ APPLICATION

Regarding 'Applied Thematic Analysis', Guest, McQueen et al. characterized it as a heterogeneous paradigmatic mixture, which this researcher took as a not subtle warning to quickly set out to acquire the skills' set of a multi-functional, multi-methods researcher with a fully-equipped supporting methodological 'tool kit':

'Applied Thematic Analysis' comprises a bit of everything – grounded theory, positivism, interpretivism, and phenomenology – synthesized into one methodological framework ... it is a rigorous, yet inductive, set of procedures designed to identify and examine themes from textual data in a way that is transparent and credible (2012, p.15).

This methodological approach offers a way to examine narrated accounts so that they could be incorporated into a model which sought to explain multivariable dynamics of the impact of an Olympics within its socio-economic and demographic setting. As Lincoln and Guba stressed (1985, pp.43, 189, 247 & 328), the overarching goal of the process is to:

Stimulate thought leading to both descriptive and explanatory themes but as importantly to establish the trustworthiness of a research study ... Trustworthiness is a matter of confidence. Thus, the four criteria that must be met are to generate that are 'credibility' – through triangulation, 'transferability' – through thick description, 'dependability' via an inquiry audit, and 'confirmability' – through techniques of a confirmability audit, providing an audit trail, triangulation, and reflexivity.

3.17.3.2 – DATA SOURCES – RESEARCH POPULATION – PARTICIPANT SELECTION

The most appropriate approach was deemed to be to first obtain data from surveying the 'Hotel Industry'. The decision was taken that, instead of 'sampling', the complete universe of senior hotelier GMs of all mid- and high-end hotels would be approached for face-to-face interviews. The use of 'tourism/hospitality' internet sites, such as www.travelocity.ca, enabled the tabulation of essentially the entire hotelier 'population' in these two neighbouring geographical areas. The name and coordinates of each hotel's General Manager were obtained and recorded by scrolling through publicly promulgated information thus avoiding any concerns about unwarranted invasion of privacy.

Nearly the entire population of senior executive Hoteliers totalling 62 General Managers – representing all 'mid high-end listed' hotels, respectively with 32 General Managers in Metro – Vancouver (Cluster 1) and 30 General Managers in Whistler (Cluster 2) – were interviewed over a 6-months' period between November 2012 and April 2013. This 'purposeful' selection

of the General Managers' hierarchical level was to ensure access to a broad-based, privileged, well-informed group of senior Hoteliers. Of the 62 GMs, 30 agreed to have their interviews digitally recorded, while the remaining 32 instead expressed a preference for notes being taken. Those who agreed to have their interviews digitally recorded were categorized as 'Group 1'; the remaining 32 whose interviews were stenographically recorded by this researcher were categorized as 'Group 2'.

Interviewing the *'total population'* of 62 General Managers was considered 'manageable', albeit this quantity well exceeded the number of 12 determined as sufficient to reach saturation by Guest, Bunce et al. (2006, p. 74); whereas Baker and Edwards reported a range with a mean of 30 but quoted the academic Ragin (2008) as suggesting "*that a 'glib' answer is '20 for an M.A. thesis and 50 for a Ph.D. Dissertation'*" (2012, pp. 5, 34). For the purposes of this study, it is assumed the Ragin's *'glib answer'* conveys a generically acceptable upper-end *'rule of thumb'* of 50 interviews. This level is exceeded in this study. The process followed essentially became one akin to *'purposeful'* sampling, except that issues normally associated with sampling i.e. that of randomly selecting a representative sample became unnecessary (Aghili 2011; Creswell and Plano Clark 2011a, pp. 173-174; Bazeley 2013, p. 49). Corbin and Strauss point out that in qualitative studies issues of *"generalizability to the broader population is not its aim per se ... and reproducibility is limited to verifiability"* (1990, p. 424); and that:

When a project is begun, the research brings to it some idea of the phenomenon he or she wants to study, then based on this knowledge selects groups of individuals, an organization, or community most representative of that phenomenon" (p.420).

Moreover, as suggested by Bryman and Bell (2015, p.51) if the sample frame is 30 or less, it would typically be wise to include the whole frame rather than sampling. In total, 39 GMs were interviewed in metro-Vancouver and 23 in Whistler.

Identified prospective research participants were contacted in-person directly by telephone and/or by asking to see the GM directly in-person at their establishment to request their participation. Every one of the GMs approached in person agreed to participate; albeit, in some cases, some judicious repetitive cajoling to get to see them in the first place, is acknowledged. Once participation was agreed, follow-up documentation was forwarded via e-mail following the same processes outlined in the *'Pilot Study'* discussions herein. The University of Bradford's student email address was used to e-mail the documents as a means of giving more weight to and reinforcing academic credence to the research effort.

Attachments to the email included a covering letter and the survey instrument itself (samples are appended hereto as APPENDIX 4 (pp.289-290 hereof) & APPENDIX 1 (pp.274-276 hereof).

It is argued that the overall comparative results would be expected to be reflective of the impact of the Winter Olympics on the Hospitality/Tourism Industry in the Province of British Columbia's Lower Mainland, comprising metro-Vancouver and Whistler.

3.17.3.3 – RESEARCH QUESTIONS (FOCUS OF ENQUIRY)

The nature of the questioning was flexible, but the '*interview guide*' essentially consisted of the draft survey semi-structured survey questionnaire '*piloted*' for the purposes of this quantitative study, as outlined in Section 3.17.1, pp.124-125 herein (see APPENDIX 1 (pp.274-276 hereof)). The types of questions were open-ended while concurrently directed at obtaining information on feelings, beliefs, and attitude with regards the Olympics experience. To obtain the attribute details of each interviewee, instead, closed-ended questions were used to determine, inter alia, gender, experience, age, education. A judicious level of probing was used to have interviewees expand upon their narrative, give more details and more fully articulate on aspects of interest when considered opportune. This allowed the interviewees to express themselves unhindered, freely, and spontaneously.

Overall, the '*interview guide*' was simply used to keep the dialogue within broad boundaries focussed on gauging the 'success', however defined or perceived by the interviewee, of the *2010 Vancouver Winter Olympics* – whether through delivering increased tourist visits and increased revenues and profitability to the '*Hotel*' or '*Tourism Industry*' in metro-Vancouver or Whistler. Information on specific historical results and the projected outlook for three (3) industry-wide accepted key performance dimensions in the hospitality industry; namely, '*Occupancy Rate (%)*', '*ADR-ARR*' ('*Average Daily Hotel Rate*'), and, '*RevPAR*' ('*Revenue per Available Room*') was also solicited, however, as often as not, not forthcoming. They were asked broad questions to try and flush out any confounding exogenous influences not necessarily specifically related to, or brought about, by this Olympics

3.17.3.4 – EFFICIENCY AND TRANSPARENCY

NVivo offers efficiency because it allows the researcher "*to explore avenues of enquiry which would not be possible, given time constraints, to conduct in a manual system*". Such efficiency allows [the researcher to] "*rule out, or rule in, research questions or emerging*

hypotheses throughout the analytical process. 'NVivo' allows for the automation of many administrative tasks associated with qualitative data analysis which frees the researcher's time to reflect on the interpretive aspects of the data" (Bazeley and Jackson 2013, pp.2-10).

Qualitative researchers are sometimes accused of being ad-hoc, subjective and undisciplined in their approach to analysing data. NVivo allows for maintaining a clear audit trail to dispel such concerns. All process and stages of coding are tracked in such a way as to facilitate the researcher to clearly demonstrate rigour (Bazeley and Jackson, 2013, p.2-10).

3.17.3.5 – DATABASE COMPILATION AND RESEARCH DESIGN

The software architecture is structured to optimize the dovetailing between its database and the research design. Its built-in robustness facilitates rigorous interrogation and easily handles the myriad of unforeseen queries that might arise throughout the analytical and abstraction processes. Inter alia, as will be discussed later herein, when determining whether '*saturation*' had been reached through the analysis of Group 2 interviewees transcripts supplemented by an '*NVivo*' and '*Endnote*' '*keyword*' search in their respective databases.

3.17.3.6 – DATA IMPORTATION

All transcribed digitized audio interviews and transcriptions of stenographic hand-recorded interviews were imported into '*NVivo*' following prescribed procedures (Welsh 2002; Cisneros Puebla and Davidson 2012; QSR International 2012; Bazeley and Jackson 2013; Edlund and McDougall 2013; NVivo 2013). Data was organised under '*Group1*' folder. '*Group1*' (digitally recorded) and '*Group2*' (steno-graphically recorded) '*Cases*' to identify the '*Source*'- see [FIGURE 4](#), p.136. *NVivo* stores and integrates each participant's audio and stenographic transcript, his socio- and demographic attributes and any other references or contributions to flesh out a specific '*Case*' from all sources deemed pertinent to a '*Case*' and, more specifically, the research study – see [FIGURE 4](#), next page. Similarly, demographic details and interviewees' personal attributes were also imported – see [APPENDIX 10](#), p. 316 hereof.

[GM1](#) is an example. Her transcript is coded a total of 635 times at 307 Nodes – see [FIGURE 4](#), next page. Some specific detail of her narrative required being coded at more than one '*Node*'. For example, when she described the paradigm shift from the '*physical word-of-mouth*' to the '*virtual e-word-of-mouth*' enabled by '*social media*' developments, such as Facebook, her comment was coded against three nodes: '*e-WOM*', '*Social Media*', and at the '*Node Facebook*' as is exemplified in the [FIGURE 6](#), p.138 hereof.

Also, it should be noted that as displayed in [FIGURE 4](#), next page, specific sections of [GM1's](#) coded narrative have, in total, 635 'References' associated with them for easy and immediate access. For example, where she talks about 'social media' becoming the new 'word-of-mouth', Litvin, Goldsmith et al.'s (2008) journal article "*Electronic word-of-mouth in hospitality and tourism management*" was coded against the 'e-WOM' Node – see [FIGURE 6](#), p.138. This coding allows the research to clearly identify how extensive this new paradigm shift is – from 'old-world' word-of-mouth to the evolving new 'e-word-of-mouth' modalities of recommending a destination or hotel to friends, family, and colleagues via social media ('Facebook', 'LinkedIn', 'YouTube').

The screenshot displays a software interface with a 'Sources' pane on the left and a 'Transcripts - Group 1' table on the right. The 'Sources' pane shows a hierarchical folder structure under 'Internals', including 'CVs', 'DBA -Thesis', 'Interviews', 'Audios', 'Field Notes', 'Transcripts - Group 1', 'Transcripts - Group 2', 'Journals', 'Literature', 'Newspapers', 'Secondary Data', 'Externals', 'Memos', and 'Framework Matrices'. The 'Transcripts - Group 1' table lists transcripts from GM1 to GM31, with columns for 'Name', 'Nodes', and 'References'. A blue callout box with arrows pointing to the 'Transcripts - Group 1' and 'Transcripts - Group 2' folders contains the text: 'Sources were organised into structured folder systems to facilitate comparison and data querying'.

Name	Nodes	References
GM1	307	635
GM10	186	334
GM11	194	389
GM12	235	441
GM13	348	833
GM14	358	768
GM15	158	322
GM16	145	250
GM17	237	497
GM18	178	611
GM19		
GM2		
GM20		
GM21		
GM22		
GM23		
GM24		
GM25		
GM26		
GM27	202	381
GM28	194	380
GM29	143	297
GM3	143	309
GM30	300	637
GM4	89	224
GM5	157	366
GM6	188	394
GM7	204	446
GM8	194	431
GM9	146	268

FIGURE 4– SOURCE ORGANISATIONAL STRUCTURE

The 'Case Nodes', once populated, were physically linked to the transcribed interviews (their QM and QL data) and the interviewees' attributes, which enabled integration of the QL and QM aspects of the entire 'NVivo' database. Intangibles such as attitudes and beliefs were intersected with tangibles and attributes such, inter alia, gender, demographics, age, and hotel room-size; all to enable detailed analyses in the thematic analysis process and phenomena understanding. FIGURES 4 above, FIGURE 5, below, FIGURE 6, following on p.138, and APPENDIX 11, p.317 tie together the database and the 'Case Node' (what participants said), the demographic tables (who they are), and – imported from 'Endnote' – the academic or anecdotal views of others (articles and accounts in, inter alia, academic journals, Industry publications (e.g. InnFocus⁴⁰), world-class magazines (e.g. The Economist⁴¹) newspapers (e.g. The Financial Times, Visual Media (e.g. BBC), Industry Websites (e.g. Tourism Vancouver and Tourism Whistler, and Social Media (e.g. LinkedIn and YouTube).

The specific 'Case' of GM3 is exemplified in FIGURE 5 below.

Name	Sources	Referen
Barnes,	6	13
Barreirr	2	2
Beatty,	2	2
Blasak,	3	3
Cary-B	2	3
Cima, R	1	1
Collinge	1	1
Day, Be	2	2
Demers	2	3
Dias, Jo	1	1
Dougl	3	7
Dyck, R	1	1
Gandee	1	1

Name	In Folder	Referenc	Coverag
Barnes, Phil	Internals	2	100.00
Barnes, Philip -	Internals\Intervi	1	100.00
Barnes, Philip	Internals\Intervi	1	100.00
Phil Barnes - V	Internals	2	50.00%
Philip Barnes	Internals	3	100.00
Tourism Vanco	Internals	4	100.00

FIGURE 5 – 'CASE NODE' EXAMPLE: GM3, REGIONAL VICE-PRESIDENT NORTHWEST & GM, FAIRMONT PACIFIC RIM HOTEL

⁴⁰ InnFocus Magazine is a quarterly publication from the BC Hotel Association <http://www.bchotelassociation.com/news-events/innfocus-magazine.aspx>.

⁴¹ The Economist offers authoritative insight and opinion on international news, politics, business, finance, science, technology and the connections between them www.economist.com.

On the extreme right-hand strip, it indicates his 'Case Node' is linked to his 'digital audio' recording, its transcribed transcript thereof, and four other pertinent literature PDF documents imported from 'Endnote', all linked to his specific 'Node' and contained within the 'Cases' Folder.

3.17.3.7 – FIELD NOTES

Observations from the field, for example, those digitally recorded by the researcher when interviewees made suggestions as to which other prospective interviewees might be better informed about certain issues related to the 'impact of the Olympics' on 'Tourism' and the 'Hotel Industry' and/or the local community. APPENDIX 11, p.317.

Phase 5 - Defining and naming Themes

- Theme-1 - Proxy Indicator
- Theme-2 - 2010 - Immediate Impact
- Theme-3 - Cluster Comparison - Vancouver vs Whistler
- Theme-4 - Post-Olympic Legacy Impacts
- Theme-5 - Economic Measurement - 2% AHRT
- Theme-6 - Theory-Confounding Factors
- Theme-7 - EmergentTechnology
- eWOM - e-Word-of-Mouth
- Google
- Groupon
- Internet
- OTAs - Online Travel Agencies
- Room Rates Parity
- Social Media
- Travel Agencies
- TripAdvisor

eWOM - e-Word-of-Mouth

GM1 (1) GM10 (1) GM11 (1) GM12 (1) GM13 (2) GM14 (1)

Internals\Interviews\Transcripts - Group 1\GM10 - \$ 1 reference coded [2.26% Coverage]

Reference 1 2.26% Coverage

looking on social media sites to see what is being said about our properties ... good guest service has always been important in this business ... nothing was more important than positive **word-of-mouth** and loyal repeat guests ... however **now word-of-mouth is the internet, Facebook, TripAdvisor, the OTAs** ... more than 40% of travellers read **travel blogs, tweet** about hotel stays and **read** what friends and family have to say about the

Coding primary data and literature to the same theme allows for easy comparison between real world Hoteliers and extant literature

Electronic word-of-mouth in hospitality and tourism management

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Abstract

Interpersonal influence and word-of-mouth (WOM) are ranked the most important information source when a consumer is making a purchase decision. These influences are especially important in the hospitality and tourism industry, whose intangible products are difficult to evaluate prior to their consumption. When WOM becomes digital, the large-scale, anonymous, ephemeral nature of the Internet induces new ways of capturing, analyzing, interpreting, and managing the influence that one consumer may have on another. This paper describes online interpersonal influence, or eWOM, as a potentially cost-effective means for marketing hospitality and tourism, and discusses some of the nascent technological and ethical issues facing marketers as they seek to harness emerging eWOM

FIGURE 6 – EXEMPLIFIED 'CROSS-CODING' LITERATURE WITH PRIMARY NARRATIVE FOR EASY COMPARISON OF WHERE INTERVIEWEES' CONTRIBUTIONS WERE CONGRUENT OR AT ODDS WITH EXTANT LITERATURE

3.17.3.8 – MEMOS

'*Memos*' were used to (i) Give Context to Sources; (ii) Generate Proposition Statements; and (iii) Define Nodes – see [APPENDIX 12](#), p. 318 hereof.

3.17.3.9 – GIVING CONTEXT TO SOURCES

'*Memos*' enabled the researcher to provide a broader context to the entire source. For example, GMs in the Hotel Industry seem to move quite frequently back and forth between Vancouver and Whistler between hotel properties and brands. Several have transferred within brands to several international locations as exemplified by GM3, in [FIGURE 5](#), p.137, who worked in both Whistler and Vancouver, as well as in Dubai, Singapore, and San Francisco. Several have worked within brand between the USA and Canada. Others have worked within brands internationally, with broad experience in Monaco, London, New York and Hong Kong or Paris, France. Exemplified below is the '*Case*' of GM 25 who had been GM at the Fairmont Chateau Whistler Hotel before taking up the GM position at Nita Lake Lodge. As can be seen from [FIGURE 7](#) following on the next page, these hotels belong to different brands (the global Fairmont brand versus the locally based Nita Lake Lodge), have a different corporate and ownership structure (broad-based public ownership versus a strata ownership structure). A '*memo*', setting out these details and virtually attached to the document served to remind the researcher of this broader context throughout the data analysis process.

3.17.3.10 – GENERATING PROPOSITION STATEMENTS

This process is described under '*Coding Framework*'; Phase 5 and Phase 6 of the coding process.

3.17.3.11 – DEFINING NODES

Tracking thinking processes – '*Memos*' were used to record personal thoughts during the entire process of disaggregating the data into '*units of meaning*' (Maykut and Morehouse 1994, pp.126-149). For example, one prevalent re-occurring theme, when interviewing Whistler GMs, and indeed several of the Vancouver GMs who had been in Whistler during the Olympics, was the theme of "*Had it not been for the Olympics*" which then clearly warranted a more in-depth investigation by this researcher of its meaning and implications on '*Tourism*' and the '*Hotel Industry*', particularly in Whistler.

3.17.3.12 – DIGITAL DATA

Audio recordings were imported into 'NVivo's' database and, when and where appropriate, linked at relevant points to the transcripts. In this way, polyvocal issues across ethnic divides inherent in the narratives were identified and captured when reviewing the GMs transcripts involving Canadians versus Americans versus a British person versus a Frenchman, a Greek or an Italian – all had different ways of conveying the same or similar perspectives on the impact of the Olympics.

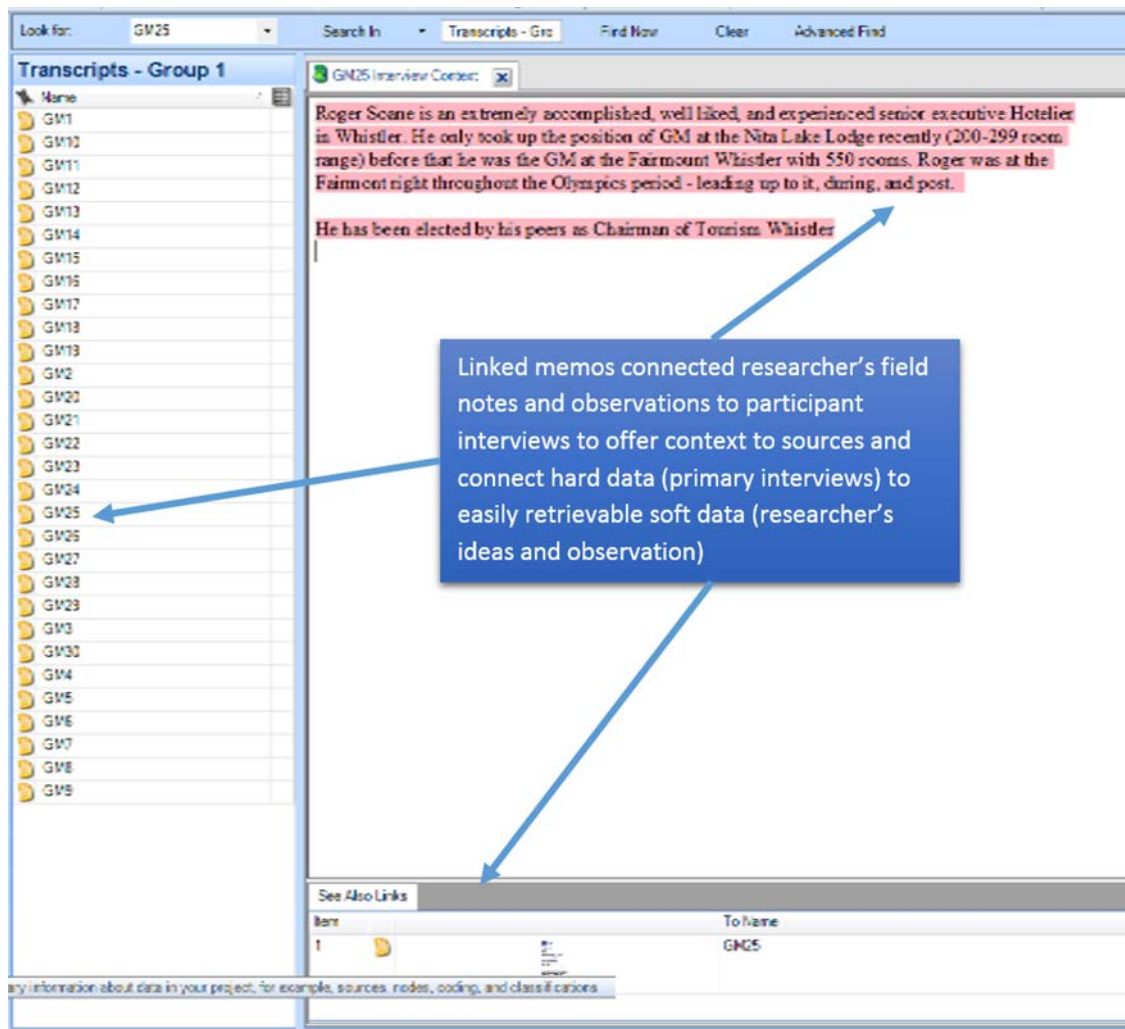


FIGURE 7 – GM25s LINKED MEMO CONTEXTUALISING 'CAREER BACKGROUND'

3.17.3.13 – REVIEWED LITERATURE

The entire Literature Review 'ENDNOTE' database with a bibliography of more than 2,100 items (including, inter alia, Textbooks, Edited Books, extracts of pertinent contributions from

Books, Journal Articles, Tourism and Hotel Industry Conference Papers, pertinent PowerPoint presentations, Government Publications, Magazine and Newspaper anecdotal accounts, industry web pages and Blogs) *was imported and linked to the transcripts* where appropriate to enable the researcher to conceptually convey a ‘*virtual*’ dialogue with the referenced bibliography. Published Articles and books from key theorists e.g. on ‘*Grounded Theory*’ (inter alia, Juliet Corbin, and Anselm Strauss) – see FIGURE 8 following; ‘*Mixed Methods*’ (inter alia John Creswell and Vicki Plano Clark), ‘*Pragmatism*’ (inter alia, Martina Feilzer), ‘*Paradigm*’ (inter alia, Frédéric Darbellay), and ‘*Winter Olympics*’ (inter alia, Brent Ritchie) were imported into the NVivo database. Extracts (Secker 2013; Secker and Coonan 2014) were coded and then aggregated under the seven major themes of the study see APPENDIX 16, p.329.

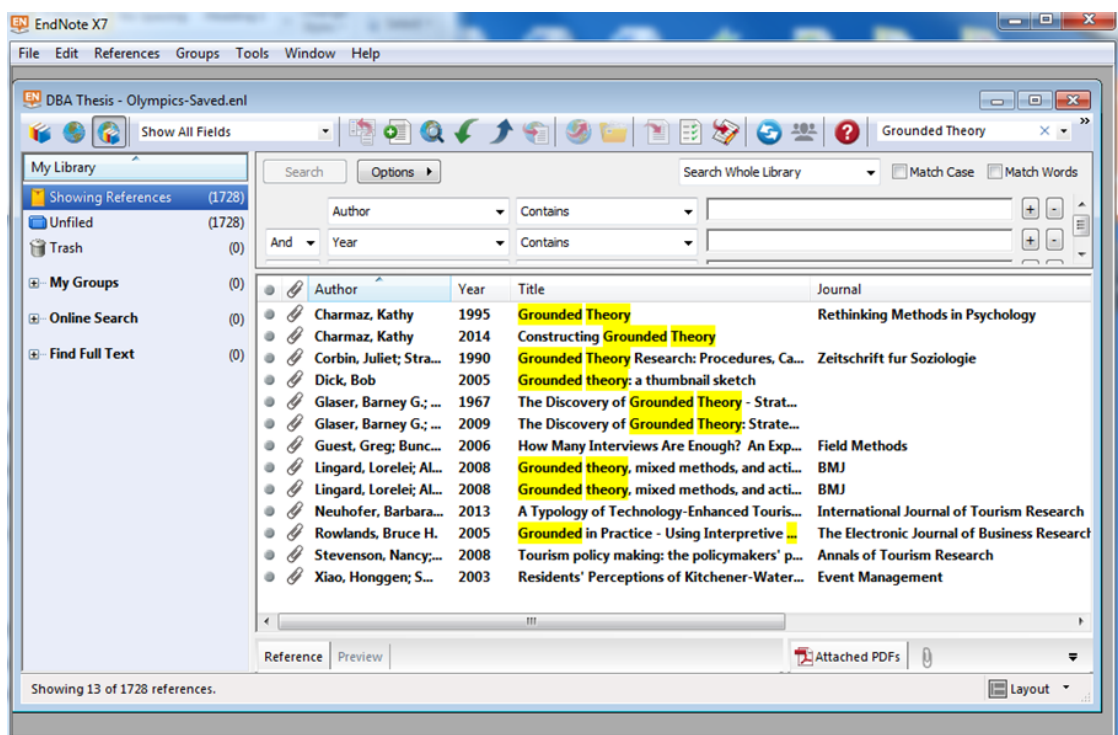


FIGURE 8 – ‘ENDNOTE’ ‘GROUNDED THEORY’ REFERENCES

3.17.3.14 – LIBRARY AND JOURNAL ARTICLES

Highly rated Peer-Reviewed Journal Articles with between 3 and 4* Quality Ratings (Harvey, Kelly et al. 2010) and other Electronic Resources *were imported and linked to the transcripts* again to enable the researcher to conceptually convey a ‘*virtual*’ dialogue with the policy arena and wider discussions around the focus of this Olympics study project. FIGURE 9, p.143 following exemplifies but of one example of those articles published in the ‘*Annals of Tourism Research*’ – with its ‘4* Quality Rating’ – related to ‘*Tourism*’ and the ‘*Hotel Industry*’,

the QL, QM and Mixed-Method methodologies applied, and the theories and paradigms considered in this research. The ability to seamlessly integrate thematic and literature coding facilitated sophisticated comparative analysis between real world Hoteliers and theoretical insights.

3.17.3.15 – DATA ANALYSIS NODES USED TO REVIEW DATA MATRIX NODES

Matrix nodes were used to intersect disparate nodes with cases, demographics and analyze a qualitative coding, e.g. how often a specific issue was brought up without prompting (number of coding references) or how ‘vocal’ a GM became regarding a specific issue of concern, or observation about his business, or ‘Tourism’, or ‘Whistler’, or the ‘Olympics’ generically (number of words coded). The matrix facilitated the in-case and cross-case analysis between the two research sites – TABLE 8 below.

Theme 7 - Emergent Technologies by Research Site	metro-Vancouver	Whistler
eWOM - e-Word-of-Mouth	7	4
Google	4	6
Groupon	3	2
Internet	26	28
Twitter	2	5
booking.com	6	3
Expedia	10	11
Priceline	1	3
Travelocity	4	5
Facebook	8	9
YouTube	4	4
TripAdvisor	22	17

TABLE 8 – EXAMPLE OF ‘MATRIX’ COMPARING FREQUENCY OF ‘ISSUES’ RAISED IN CLUSTER METRO-VANCOUVER VERSUS CLUSTER WHISTLER

Author	Quality Rating	Reference Type	Secondary Title	Title	Year
Lindberg, Kreg;Johnson, Rebecca L.;	4 Star	Journal Article	Annals of Tourism Research	The Economic Values of Tourism's Social Impacts	1997
Edwards, Deborah;Griffin, Tony;Hayllar, Bruce;	4* Star	Journal Article	Annals of Tourism Research	Urban Tourism Research- Developing an Agenda	2008
Fayos-Solá, Eduardo;	4* Star	Journal Article	Annals of Tourism Research	The impact of mega events	1998
Gounopoulos, Dimitros;Patmezas,				Forecasting Tourist Arrivals in Greece and the Impact of	
Dimitris;Santamaria, Daniel;	4* Star	Journal Article	Annals of Tourism Research	Macroeconomic Shock from the Countries of Tourists' Origin	2011
Gretzel, Ulrike;	4* Star	Journal Article	Annals of Tourism Research	Intelligent Systems in Tourism - A Social Science Perspective	2011
Gursoy, Dogan;Kendall, K. W.;	4* Star	Journal Article	Annals of Tourism Research	Hosting Mega Events - Modelling Locals' Support	2006
Kask, Susan;Kline, Carol;Lamoureux, Kristin;	4* Star	Journal Article	Annals of Tourism Research	Modeling Tourist and Community Decision Making - The SAVE	2011
Law, Rob;	4* Star	Journal Article	Annals of Tourism Research	The Usefulness of Impact Factors to Tourism Journals	2012
Milne, S. S.;	4* Star	Journal Article	Annals of Tourism Research	Differential Multipliers	1987
Murphy, Jamie;Law, Rob;	4* Star	Journal Article	Annals of Tourism Research	Google Scholar Visibility and Tourism Journals	2008
Nunkoo, Robin;Gursoy, Dogan;	4* Star	Journal Article	Annals of Tourism Research	RESIDENTS' SUPPORT FOR TOURISM - An Identity	2012
Pearce, Douglas;	4* Star	Journal Article	Annals of Tourism Research	An Integrative Framework for Urban Tourism Research	2001
Perez, Eugent;Aguilo;Nadal, Jaume Rossello;	4* Star	Journal Article	Annals of Tourism Research	Host Community Perceptions - A Cluster Analysis	2004
Riley, Roger W.;Love, Lisa L.;	4* Star	Journal Article	Annals of Tourism Research	The State of Qualitative Tourism Research	2000
Smeral, Egon;	4* Star	Journal Article	Annals of Tourism Research	International Tourism Demand and the Business Cycle	2011
Stevenson, Nancy;Airey, David;Miller, Graham;	4* Star	Journal Article	Annals of Tourism Research	Tourism policy making: the policymakers' perspectives	2008
Wilson, David;	4* Star	Journal Article	Annals of Tourism Research	Unique by a thousand miles - Seychelles tourism revisited	1994
Araña, Jorge E.;León, Carmelo J.;	4* Star	Journal Article	Annals of Tourism Research	The Impact of Terrorism on Tourism Demand	2008
Ballantyne, Roy;Packer, Jan;Axelsen, Megan;	4* Star	Journal Article	Annals of Tourism Research	Trends in Tourism Research	2009
Bigné, J. Enrique;Andreu, Luisa;	4* Star	Journal Article	Annals of Tourism Research	Emotions in Segmentation - An Empirical Study	2004
Boffa, Federico;Succuro, Marianna;	4* Star	Journal Article	Annals of Tourism Research	The Impact of Search Cost Reduction on Seasonality	2012
Bramwell, Bill;Meyer, Dorothea;	4* Star	Journal Article	Annals of Tourism Research	Power and Tourism Policy Relations in Transition	2007
Bronner, Fred de Hoog, Robert;	4* Star	Journal Article	Annals of Tourism Research	Economizing Strategies during an Economic Crisis	2011
Brown, Barry;	4* Star	Journal Article	Annals of Tourism Research	Working the Problems of Tourism	2007
Burgan, Barry;Mules, Trevor;	4* Star	Journal Article	Annals of Tourism Research	Economic Impacts of Sporting Events	1992
Daniels, Margaret J.;	4* Star	Journal Article	Annals of Tourism Research	Central Place Theory and Sports Tourism Impact	2006
Daniels, Margaret J.;Norman, William C.;Henry,	4* Star	Journal Article	Annals of Tourism Research	Estimating income effects of a sport tourism event	2004
Darbellay, Frédéric;Stock, Mathis;	4* Star	Journal Article	Annals of Tourism Research	Penser le touristique : nouveau paradigme ou interdisciplinarité ?	2011
Eichhorn, Victoria;Miller, Graham;Mithopoulou,					
Eleni;Buhalis, Dimitrios;	4* Star	Journal Article	Annals of Tourism Research	Enabling access to Tourism through Information Schemes?	2008
Fredline, Elizabeth;Faulkner, Bill;	4* Star	Journal Article	Annals of Tourism Research	Host Community Reactions - A Cluster Analysis	2000
Govers, Robert;Go, Frank M.;Kumar, Kuldeep;	4* Star	Journal Article	Annals of Tourism Research	Virtual Destination Image	2007
Hawkins, Donald E.;Mann, Shaun;	4* Star	Journal Article	Annals of Tourism Research	The World Bank's Role in Tourism Development	2006
Law, Rob;	4* Star	Journal Article	Annals of Tourism Research	The Usefulness of Impact Factors to Tourism Journals	2012
Liburd, Janne J.;	4* Star	Journal Article	Annals of Tourism Research	Tourism Research 2.0	2012
Milne, Simon S.;	4* Star	Journal Article	Annals of Tourism Research	Differential Multipliers	1987
O'Brien, Danny;	4* Star	Journal Article	Annals of Tourism Research	EVENT BUSINESS LEVERAGING The Sydney 2000 Olympic	2006
Platenkamp, Vincent;	4* Star	Journal Article	Annals of Tourism Research	Critical realism, rationality and tourism knowledge	2013
Poirier, Robert A.;	4* Star	Journal Article	Annals of Tourism Research	Political Risk Analysis and Tourism	1997
Rachera, Pradeep;Hu, Clark;	4* Star	Journal Article	Annals of Tourism Research	A Social Network Perspective of Tourism Research	2010
Ren, Carina;Pritchard, Annette;Morgan, Nigel;	4* Star	Journal Article	Annals of Tourism Research	Construction Tourism Research - A Critical Inquiry	2010

FIGURE 9⁴² – 4* QUALITY RATED JOURNAL – ‘ANNALS OF TOURISM RESEARCH’

⁴² ABS Academic Journal Guide 2015: Rating Meaning of Quality Rating 4*= Journals of Distinction

3.17.4 – THE CODING FRAMEWORK

As displayed in 'TABLE 7– Juxtaposition Braun and Clarke versus 'NVivo software application' – p.131 hereof, Braun & Clarke's '*Analytical Process*' (2006) prescribes six distinct 'Process Stages' whereas the '*Practical Application*' in '*NVivo*' prescribes 7 PHASES.

To summarize, the juxtaposition is as follows:

Process 1. '*Familiarising yourself with the data*' = Preliminary Phase of preparatory Work involving Transcribing data, reading and re-reading the data, Recording initial ideas, and importing data into the Nvivo database

Process 2. '*Generating Initial Codes*' = Phase 1 '*Open Coding*'

Process 3. '*Searching for Themes*' = Phase 2 '*Categorisation of Codes*'

Process 4. '*Reviewing Themes*' = Phase 3 '*Coding On*'

Process 5. '*Defining and Naming Themes*' = Phase 4 '*Data Reduction*'

Process 6. '*Producing the Report*' = Phase 5 '*Generating Analytical Memos*' + Phase 6 '*Testing and Validating*' + Phase 7 '*Synthesising Analytical Memos*' + '*Producing a Scholarly Report*'

.....3.17.4.1 – PROCESS 1: 'DATA FAMILIARISATION' – PRELIMINARY PHASE: 'TRANSCRIBING & READING DATA'

Individual interviews once transcribed were read and listened to several times so the researcher could immerse himself and become very familiar with the data. They were then imported into '*NVivo*'.

3.17.4.2 – PROCESS 2: 'GENERATING INITIAL CODES' – PHASE 1: 'OPEN CODING'

Examining the qualitative data chronologically and generating broad interviewee driven categories ('*Free Nodes*') from the data up – with no references to the Research Questions. In total 202 '*Open Codes*' were generated. The complete listing attached as APPENDIX 13, pp.319-322.

Name	Sources	Referenc
2008 - USA Recession - Sub-Prime Mortgages - Lehman Bros Collapse	10	16
2009 - Dubai Sovereign Debt Crisis	0	0
2010 - Year of Olympics	23	53
2010-2012 Eurozone Sovereign Debt Crisis	5	6
9 - 11	10	16
AA - Alcoholics Anonymous	2	3
ADS - Approved Destination Status Agreement	10	11
AHRT - 2% Additional Hotel RoomTax	6	7
Air Canada	10	10
Airport Rent Charges	3	5
Australia	13	19
Aversion - Crowding-out Effect	8	12
Aviation Costs	9	13

FIGURE 10 – ‘INITIAL CODING/OPEN CODING’ GENERATED 202 ‘OPEN CODES’

.....3.17.4.3 – PROCESS 3: ‘SEARCHING FOR THEMES’ – PHASE 2: ‘CATEGORISATION OF CODES’

In this phase, Research Questions were re-visited. ‘Codes’ were collated into ‘potential’ themes. Categories generated in ‘Process 1/ Phase 1’ were logically grouped under broad themes – FIGURE 10 above, and tied directly to the research propositions. When broad themes emerged not directly related to the research propositions, they were instead collated for further consideration as warranted. Charmaz, a ‘Grounded Theory’ theorist (2014, p.139) instead characterizes this process as ‘focused coding’. An example of ‘introducing the Research Questions’ is: Interviewees directly articulating that their ‘Hotel Industry’ is a ‘Proxy Indicator’ for ‘Tourism’ – see FIGURE 11 below.

Name	Sources	References
Real Estate Valuations	4	5
Race-to-the-Bottom	3	3
Proxy Indicator - Hotels vs Tourism + Proxy-Correlation Question	62	85
Profit Margin Erosion	1	1
Pre-Olympics	28	75
Pre-booking mitigating recession at high -end hotels	5	5
Post-Olympic Impacts	29	99

FIGURE 11 THEME IDENTIFICATION FOR RESEARCH QUESTION 3 & HYPOTHESIS 3 RELATED TO ‘HOTEL ACTIVITY’ BEING A ‘PROXY INDICATOR’ FOR ‘TOURISM’

An example of a theme emerging which was not related to an *a priori* pre-stated Research Question was: interviewees frequently articulated the prevalence of a broad range of impediments to the 'Tourism' and 'Hotel Activity'; including factors that would be most difficult to 'model' comprehensively in a pure quantitative economic Olympics impact analysis. Such perceived 'impediments' were collated, when identified throughout the process, under the theme 'Theory-Confounding Factors' – [FIGURE 12](#) on the page following.

Some categories addressed more than one Research Question and were indicative of one or more themes, while some were considered redundant and clearly outside the scope of the study. These were then attached a 'Node' designated 'Z1 – Redundant Codes' – see [APPENDIX 14](#), p.323. This process was to ensure that, in the eventuality of 'redundant' becoming 'useful' again, the data still being accessible if needed.

3.17.4.4 – PROCESS 4: 'REVIEWING THEMES' – PHASE 3: 'CODING ON' (DRILLING DOWN)

Each of the Research Questions was 'cross coded' to test their content against one another. For example, interviewee comments coded to 'Proxy Indicator' – when responding to a question related to a specific 'HYPOTHESIS' or 'RESEARCH QUESTION' would frequently articulate how and why they thought the correlation between the Hotel Industry and the Tourism Industry existed. Thus, the choices available for the Attribute Value 'Proxy' were: (i) *Agree*; (ii) *Agree – Annotated*; and, (iii) *Disagree*. Any elaborations beyond the simple 'Agree' (given all agreed) were then also coded to other 'Nodes', when appropriate. In the example following, the 'Proxy Indicator' response: 'Agree – Annotated', when checked, was not only coded to the theme 'Proxy Indicator' but, as well, to the 'Node': 'USA', because of the following narrative exchange: Question: "...is your business a fair proxy for tourism and vice versa? Answer: "Totally agree ... certainly, our post-Olympic experience confirms that ... tourism is down ... particularly cross-border traffic from the US...and our business is down...".

Each response was thus semantically checked and, if relevant, cross coded to other thematic codes - see [FIGURE 13](#) on the page following.

Phase 3 - Searching for Themes

Name	Sources	Referen
Impediments and Challenges - Confronting Hos	30	260
Buy America Policies	10	11
Canadian Cross Border Shopping	6	6
Commoditization of Room-Nights	7	7
Consistent Funding	10	16
Cost difference - Airline tickets	8	13
Critical Tourism Partner	1	1
Cross-border competition	2	2
Cruiseship Business	8	13
Flux in governments' involvement in tourism i	1	1
Forced Market Segment positioning	1	1
Foreign Exchange Volatility Risk	24	62
Funding Issues - Tourism Organizations	7	8
GM migration to competitors	1	1
Liquor Regulations	4	4
NAFTA - North American Free Trade Agree	2	3
Open Skies Agreements	9	13
Passport Issues	5	11
Profit Margin Erosion	1	1
Real Estate Valuations	1	1
Security	10	21
Security Tax	2	2
Thickening of the Border	6	7
Visa Bureaucracy	7	15
YVR - Vancouver Airport	15	31
Airport Rent Charges	3	5
Aviation Costs	9	13

FIGURE 12 – EMERGING THEMES NOT DIRECTLY RELATED TO THE *A PRIORI* HYPOTHESES OR RESEARCH QUESTIONS

Phase 2 - Generating Initial Codes

Name	Sources	Referen
Tourism	0	0
Travel	2	3
Travelle	0	0
USA	25	54
Value P	8	9
Vancou	0	0
Vancou	15	31
Vancou	7	13

generic text search - Results | Cary-Barnard, Tony June2014

Vancouver to have my assertion substantiation ... what would you think based on your experience ... is your business a fair proxy for tourism and vice versa?

C: Totally agree ... certainly our post-Olympic experience here confirms that ... tourism is down ... particularly cross-border traffic from the US ... and our business is suffering ... when our occupancy is high it is typically because of foreign traveller influx

FIGURE 13 – EXAMPLE OF THE NEED TO ‘CROSS CODE’ THE COMMENT: ‘... PARTICULARLY CROSS-BORDER TRAFFIC FROM THE US ...’, EMBEDDED IN THE DISCUSSION ON THE ‘PROXY INDICATOR’ ONTO THE ‘NODE’ ‘USA’

3.17.4.5 – PROCESS 5: ‘DEFINING AND NAMING THEMES’ – PHASE 4: ‘DATA REDUCTION’

The major themes developed and populated in Phases 1 – 2 were ‘coded on’ into their ‘constituent parts’ (Richards 1999, p.122), e.g. the Theme, ‘Cluster Comparison – Vancouver vs Whistler’ had two main ‘Child Nodes’: ‘Vancouver Cluster Impact’ and ‘Whistler Cluster Impact’. In turn, each had their own several ‘Child Nodes’. For example, the ‘Vancouver Cluster Impact’ ‘Child Node’ contains a ‘Child Node’: ‘Emerging Gateway City’ – see APPENDIX 15, pp.324-328 while the ‘Whistler Cluster Impact’ ‘Child Node’ contains a ‘Child Node’: ‘Had It Not Been for The Olympics’ – see FIGURE 14 following. All these were then used to test RESEARCH QUESTION 4 Cluster Effects – What is the quantifiable and/or qualitative difference in the ex-post or ex-ante Olympic Games’ impact on cosmopolitan Metro-Vancouver (Cluster 1) versus alpine Resort Town of Whistler (Cluster 2)? This process resulted in a ‘hierarchical coding tree’ which catalogued the emergent issues being investigated – see FIGURE 14 below.

Phase 5 - Defining and naming Themes			
Name	Sources	References	
Theme-1 - Proxy Indicator	63	86	
Theme-2 - Cluster Comparison - Vancouver vs Whistler	30	315	
Vancouver Cluster Impact	23	144	
Boutique City	6	8	1
Emerging Gateway City	2	3	1
Recession Proof	2	3	1
Seasonal Peak Periods	15	26	1
Tourism Richmond	0	0	1
Tourism Vancouver	0	0	1
Vancouver demographics	7	13	1
Vancouver Municipal government	3	10	1
Vancouver's Attractions	2	2	1
World Class City	4	7	1
Whistler Cluster Impact	30	171	
Great Outdoors & fantastic skiing facilities	6	8	1
Had It Not Been For The Olympics	23	50	1
Bucket List	14	18	1
Recession Proof	2	3	1
Seasonal Peak Periods	15	26	1
Whistler Demographics	12	27	1
Theme-3 - Theory-Confounding Factors	32	698	

FIGURE 14 – ‘CODING ON’ TO ‘DEFINING AND NAMING THEMES’ EXEMPLIFIED

3.17.4.6 – PROCESS 6: ‘PRODUCING A REPORT’ – PHASES 5 TO 7

3.17.4.6.1 – PHASE 5: ‘GENERATING ANALYTICAL MEMOS’

This phase of analysis involves the “*generating of memos which were designed to summarise what the researcher believed, at that point of the analytical process, were a true representation of the combined attitudes and beliefs*” of the GMs under each of the 7 major ‘Themes’ coded – see FIGURE 15, p.152 and APPENDIX 16, p.329 hereof. To aid this process and consistent with Glaser and Strauss’ (1967; 2009) ‘grounded theory’ approach, reinforced the Charmaz’ subsequent research (1995; 2014), “*‘memos’ were written at a lower level within the coding tree against important nodes and then synthesised into ‘master’ memos*” – the provisional foundations and scaffolding of the developing draft thesis – “*at the top of the tree or at theme level. “This ‘bottom up’ approach ensured a systematic and graduated building of understandings was maintained throughout Phase 5. Bazeley states that “Different theoretical approaches for understanding the social work [such as grounded theory] lead to different questions being asked, and different concerns in coding”* (2013, p.147-150).

3.17.4.6.2 – PHASE 6: ‘TESTING AND VALIDATING’

“Phase 6 involved testing “*the proposition statements against the data for supporting ‘evidence’ which backs up the empirical findings recorded in the memos. Some of the supporting data lay in existing nodes, some however, involved further interrogation of the data as complexities of some findings required raising questions by means of database queries (cross-tabular) where the supporting evidence lay across and between themes in the coding tree*” (Bazeley 2013, Chapter 6 - ‘Naming, Organising, and Refining Codes’, pp.157-187).

Often, such queries result in “*generating new nodes as data was gathered from disparate existing nodes*” to support a stated belief in each proposition statement. Only after key preliminary findings were tested was each part of the proposition statement then progressed to the final phase of analysis, Phase 7. “*This process was developed to serve as a ‘rule for inclusion ... to distil data down to the core relevant supporting nodes and to validate every finding as being ‘grounded’ in the data*” (Bazeley 2013, pp.157-187).

3.17.4.6.3 – **PHASE 7: SYNTHESISING ANALYTICAL MEMOS AND ‘PRODUCING A SCHOLARLY REPORT’ (THESIS CHAPTERS)**

Phase 7 involved synthesizing “*the data into a coherent, well-supported outcome statement. As some findings transcend or intersect with other major emergent themes, a synthesizing process rather than a simple merging of the proposition statements generated in Phase 6 was used to cohere meanings embedded in the data into an outcome statement*” (Bazeley 2013, Chapter 12 pp. 371-400, 'Developing Coherent Understanding').

3.17.5 – **TEXT SEARCHES AND VALIDATION**

“*A text search finds a ‘character string’ (for example, the pattern of letters that make up a word) and codes the finds to a node or, alternatively, makes a set of the finds (for example, a set of people who have used [a colloquial phrase or expression]) This tool “allows the researcher to explore the context in which people used a keyword. All text searches were validated. Validation involves going through the text references found by a query and un-coding incorrect context”*. In addition, prior to validation, the transcripts were re-read with due care to uncover instances where people colloquially talked about a certain issue or aspect but had not use any of the words used in the original text search (paraphrased from (Bazeley and Jackson 2013, Chapter 5, pp. 112-117 - 'Coding with Text Search Queries').

The English language is very contextual. Thus, this process becomes ‘mission critical’ because of ever-increasing intra- and inter-polyvocal and ethnic divides of research practitioners and interviewees. “*It is diverse because of the multiple national and cultural origins of participants and researchers. It is multi-faceted because of different conceptual and methodological legacies* (Carter 2004, passim). An example would be when four English speakers describe the storage space in the back of the car – a British and an Australian person would say ‘the boot’, whereas a Canadian and an American would be talking about ‘the trunk’, and my spouse’s cohorts of English-second-language French Canadians would say ‘the coffre’. Only when these issues were addressed in person by the researcher was the node ‘validated’ and placed in the ‘coding tree’.

As pointed out by Barry and Elmes (1997, p.444):

In a monologic work, only the author ... the semantic authority’, retains the power to express a truth directly. The truth of the work is his or her truth ... all other truths are merely ‘represented’ like ‘words of the second type’ ... By contrast, in a polyphonic work, the form-shaping ideology itself demands that

*the author ceases to exercise monologic control ... Polyphony demands a work in which several consciousnesses meet as equals and engage in a dialogue that is in principle unfinalizable*⁴³.

3.17.6 – BOOLEAN QUERIES

A 'Boolean Query' is a multi-criteria search using an 'operator' (for example: 'AND', 'GREATER THAN', or 'OR') to gather or distil data from the digital and transcribed sources. For example, text coded to '*Impediments and Challenges – Confronting Hospitality & Tourism Industry*' 'AND' where the attribute value of the study participant was equal to '*Cluster*' yielded a result which demonstrated that the '*Cost Difference – Airline tickets*' was of far greater concern in Metro-Vancouver (mentioned by 5 GMs) versus Whistler (not mentioned at all); conversely, '*Foreign Exchange Volatility Risk*' was of far greater concern in Whistler (mentioned by 7 GMs) versus Metro-Vancouver (mentioned only 3 times) – see FIGURE 15, p.152 following. Such queries were used during phase seven of the coding framework '*Testing Proposition Statements & Distilling Data*'.

3.17.7 – CODING FREQUENCY QUERIES

Coding comparison queries allow for the interrogation of the data for coding consistency. A comparative analysis of two nodes to test for voice representation ensures that a major theme (a group of nodes) is not populated by a small minority of cases leading to a false assumption as to the topics overall importance to the entire group of participant companies. For example, FIGURE 16, on the page following, demonstrates major '*Theme 7 – Emergent Technologies*' has 9 '*child nodes*' – the dominant ones being, in rank order, '*TripAdvisor*', '*OTAs*', '*Social Media*', '*eWOM – e-Word-of-Mouth*', and '*The Internet*'.

3.17.8 – SUMMARY

There are 7 main themes which emerged from the 62 Hoteliers' narrative perspectives on the impact of the *XXI Vancouver 2010 Winter Olympics*. FIGURE 18 following tabulates these main themes along with their individual number of sources and the number of references associated with each one. Evidently, '*Theme 4 – Post-Olympic Legacy Impacts*' has the most '*Sources*' totalling 74 and, with 1,582, a multiple of the '*References*' of the other themes.

⁴³ Unfinalizable' is defined by Bakhtin, M. M. (1993). *Toward a Philosophy of the Act*, Austin: University of Texas Press Slavic Series, No. 10.

	A : Cases:Cluster = metro-Vancouver	B : Cases:Cluster = Whistler
1 : Impediments and Challenges - Confronting Hospitality & Tourism Industry	3	0
2 : Air Canada	2	3
3 : Buy America Policies	2	3
4 : Canadian Cross Border Shopping	2	1
5 : Commoditization of Room-Nights	1	3
6 : Consistent Funding	3	1
7 : Consistent Funding (2)	3	1
8 : Cost difference - Airline tickets	5	0
9 : Critical Tourism Partner	1	0
10 : Cross-border competition	2	0
11 : Cruiseship Business	0	1
12 : Flux in governments' involvement in tourism issues	1	0
13 : Forced Market Segment positioning	0	0
14 : Foreign Exchange Volatility Risk	3	7
15 : Funding Issues - Tourism Organizations	2	1
16 : GM migration to competitors	0	0
17 : Liquor Regulations	1	0
18 : NAFTA - North American Free Trade Agreement	1	0
19 : Open Skies Agreements	3	1
20 : Passport Issues	0	2
21 : Profit Margin Erosion	1	0
22 : Real Estate Valuations	0	0
23 : Security	1	3
24 : Security Tax	0	0
25 : Thickening of the Border	1	2
26 : Visa Bureaucracy	1	1
27 : YVR - Vancouver Airport	5	2
28 : Airport Rent Charges	2	0
29 : Aviation Costs	4	0

FIGURE 15 – BOOLEAN QUERY EXEMPLIFIED – IMPEDIMENTS BY CLUSTER

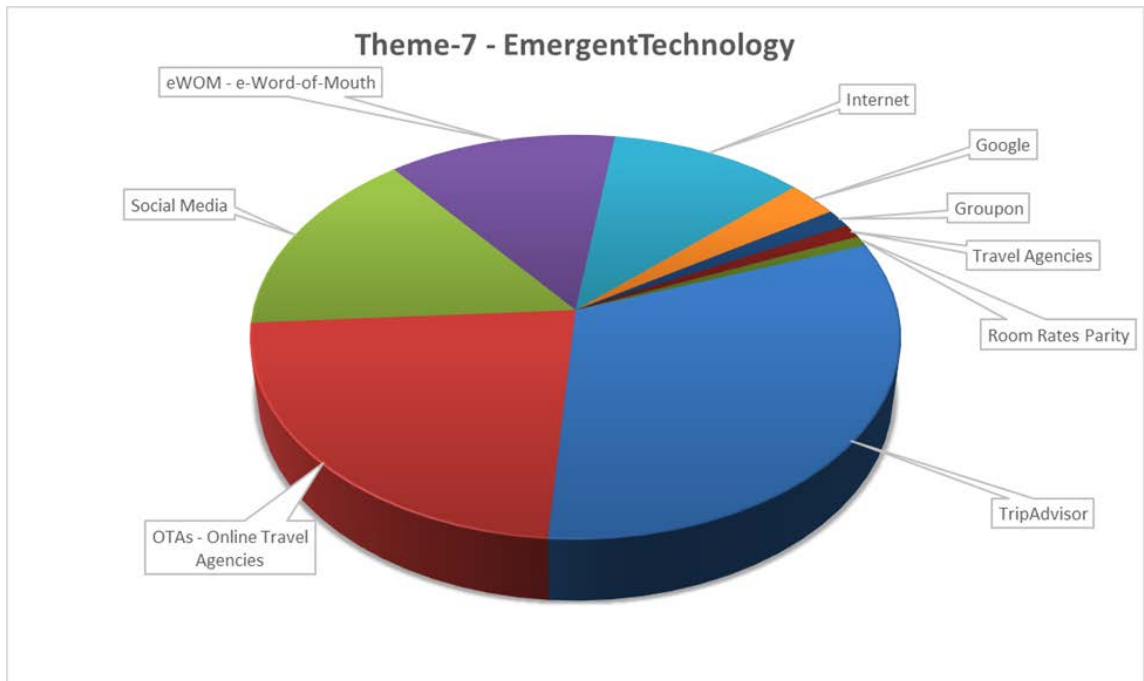


FIGURE 16 – EXAMPLE OF CODING FREQUENCY QUERIES

Study Demographics	Cluster = Metro- Vancouver	Cases: Cluster = Whistler	TOTAL
Gender = Male	31	16	47
Gender = Female	8	7	15
Hospitality Experience Range (yrs) = < 10	1	0	1
Hospitality Experience Range (yrs) = 11-15	1	4	5
Hospitality Experience Range (yrs) = 16-20	2	3	5
Hospitality Experience Range (yrs) = 21-25	10	7	17
Hospitality Experience Range (yrs) = 26-30	12	2	14
Hospitality Experience Range (yrs) = 31-35	9	4	13
Hospitality Experience Range (yrs) = 36-40	4	3	7
Hospitality Experience Range (yrs) = > 40	2	0	2
Proxy = Agree	21	11	32
Proxy = Agree - Annotated	18	12	30
Proxy = Disagree	0	0	0
Age Group = < 31	0	0	0
Age Group = 31-35	1	0	1
Age Group = 36-40	1	5	6
Age Group = 41-45	2	7	9
Age Group = 46-50	17	3	20
Age Group = 51-55	12	4	16
Age Group = 56-60	3	4	7
Age Group = 61-65	3	0	3
Age Group = > 65	1	0	1
Number of Rooms = < 50	2	2	4
Number of Rooms = 50-99	10	9	19
Number of Rooms = 100-199	10	5	15
Number of Rooms = 200-299	7	4	11
Number of Rooms = 300-399	5	0	5
Number of Rooms = 400-499	3	1	4
Number of Rooms = 500-599	3	1	4
Number of Rooms = 600-749	1	0	1
Number of Rooms = > 750	0	1	1

FIGURE 17 – SOCIO-DEMOGRAPHIC DETAILS OF HOTELIERS – SUMMARIZED

Such a result is not surprising because ‘*Olympic Legacy Effects*’ have been the subject of a great deal of academic examination as evidenced by several textbooks and the numerous academic articles specifically investigating ‘*Legacy*’ issues. At the other end of the spectrum, the ‘*Theme 5 – Economic Measurement – 2% AHRT*’ is confined to 11 sources and 58 references. Again, this is not surprising because the AHRT ‘phenomena’ is very specific to the Province of British Columbia and has not received any academic attention. The references are mostly specific to BCStats publications and the discussions with its staff.

Because of the nature of the open-ended questionnaire guide, Themes 1 to 5 was fully expected to emerge. Surprising was the amount of narrative that emergent around ‘*Theme 6 – Theory-Confounding Factors*’ and ‘*Theme 7 – Emergent Technology*’.

Phase 5 - Defining and naming Themes				
	Name		Sources	References
	Theme-1 - Proxy Indicator		63	86
+	Theme-2 - 2010 - Immediate Impact		30	148
+	Theme-3 - Cluster Comparison - Vancouver vs Whistler		29	305
+	Theme-4 - Post-Olympic Legacy Impacts		74	1582
	Theme-5 - Economic Measurement - 2% AHRT		11	58
+	Theme-6 - Theory-Confounding Factors		32	419
+	Theme-7 - EmergentTechnology		51	682

FIGURE 18 – ‘7 THEMES’ RESULTING FROM THE ‘NARRATIVE THEMATIC ANALYSIS’

SECTION 3–E – INTEGRATION

3.18 – INTRODUCTION

However, while the “... *Integration of qualitative and quantitative data and results to yield multi-dimensional, synergistic understandings of the phenomenon of interest ...*” is a core characteristic of mixed methods (O’Cathain, Murphy et al. 2007, p.147; 2008; 2010; Creswell, Klassen et al. 2011, p.18) such potential has to-date been difficult to pursue inasmuch as its exact methodology remains in flux. Not much has changed from when, over a decade ago, Li et al. (2000, p.116) wrote:

Mixed–method designs increasingly are being used to investigate multi-faceted educational phenomena, but many conceptual and practical challenges remain in combining qualitative and quantitative methods. The challenge involves selecting data of one method type that will mesh with the data selected from the other method type in ways that are appropriate to the research question and the overall purpose of mixed methods design

As of the writing hereof, these challenges persist due to amongst other things: “*a gap in formal education in mixed methods and the lack of comprehensive and agreed techniques of how to integrate data and findings ...*” (Moran-Ellis, Alexander et al. 2006; Tashakkori and Creswell 2007b; O’Cathain, Murphy et al. 2010); a “*significant deficiency in our understanding of mixed methods practice*” (Bryman 2006; Bryman 2007, p.20; Bryman 2008); or, “*the lack of the technical skills of knowing how to integrate numeric information with text or image information*”, i.e. how to effectively integrate QM data with QL ‘*thematized meanings*’ (Guest, G., K.M.MacQueen et al. 2012). Some of these challenges are exemplified in the citations following:

Numerous scholars have reiterated the fact that research questions are shaped by the purpose of the study and, in turn, form the methods and the design of the investigation ... such mixed methods research questions and objectives clearly demand the use and integration of both qualitative and quantitative approaches or methods ... the attributes of strong mixed methods research questions have remained relatively unexplored by mixed methodologists (Tashakkori and Creswell 2007b, p.207).

We have presented three techniques for integration in mixed methods research in the hope that they will inspire researchers to explore what can be learned from bringing together data from the qualitative and quantitative components of their studies. Using these techniques may give the process of integration credibility rather than leaving researchers to feel that they have ‘made things up’ (O’Cathain, Murphy et al. 2010, p.1149).

"An absence of clear and concise guidelines around thematic analysis means that the 'anything goes' critique of qualitative research may well apply in some instances" (Braun and Clarke 2006, p.5). Maxwell, Chmiel and Rogers (2015, p. 237) summed up the above challenges as follows: "We believe that it is still true, as Hans Zeisel (1933/1971) wrote 80 years ago, in his Afterword in Marienthal, that 'the task of integration lies still ahead'" (p.125).

3.19 – QM/QL INTEGRATION MODEL

This research follows Creswell's suggested model, with the following 'methodology' perspective of 'Integration' across the multiple phases of the research process⁴⁴.

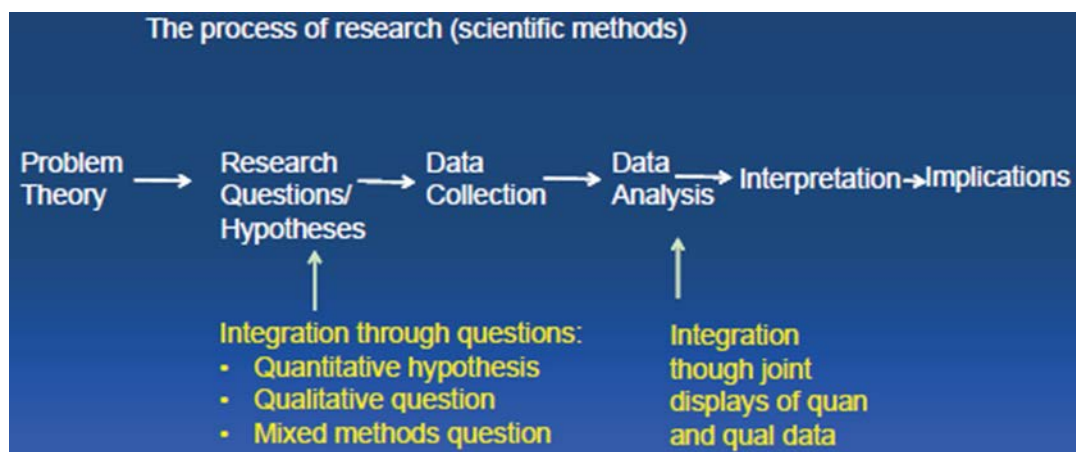


FIGURE 19 – MIXED METHODS INTEGRATION

3.20 – OPPORTUNITIES TO ADD KNOWLEDGE

Conducting quantitative and qualitative research concurrently in tandem multiplies the potential and likelihood of unanticipated outcomes (Bryman 2006, p. 111). The mixed-method approach also enabled the triangulation of this study's quantitative results with those of its qualitative thematic analysis outcome and test the paradigms (underlying assumptions) of 'illusory correlations' and 'data saturation' confined to within the context of this particular study. The desire to triangulate the resulting quantitative findings led to the qualitative process of engaging with all most senior executive Hoteliers in the Metro-Vancouver and Whistler areas to seek out, via open-ended face-to-face interviews, their collective subjective views on the

⁴⁴ Creswell, J. W. (2012). Achieving Integration in Mixed Methods Designs: An Overview. NIH-OBSSR Workshop "Using Mixed Methods to Optimize Dissemination and Implementation of Health Interventions", Natcher Conference Center, NIH Campus, Bethesda, MD.

impact of the Vancouver Olympics on *'Tourism'* in their respective locations. Moreover, it concurrently allowed for an assessment of the *'expectancy-based illusory correlations'* paradigm which was comprehensively addressed by Fiedler (2000, pp. 26-27), i.e. where potentially, in this study, a correlation between *'Hotel Occupancy'* and *'Tourism'* is reported as thought to exist but then turns out to be either overestimated or non-existent when between-methods triangulated with available quantitative data.

3.21 – TESTING FOR DATA SATURATION

An interesting complement of this decision is the ability to test prevalent theories on *'data saturation'* using data reduction techniques (Guest, Bunce et al. 2006; Francis, Johnston et al. 2010).

There being no agreed method with respect to the iterative process of confirming *'data saturation'* (Glaser and Strauss 1967, p. 62), i.e. the point at which no new information emerges, an interesting complement of this decision was the ability to test prevalent theories regarding the *'data saturation'* phenomenon. This process involved the comparison of the themes emerging from the thematic analysis of an initial grouping, comprising the coding of transcriptions of recorded interviews, with those of a second grouping, composed of the coding of transcriptions where the interviews were recorded in a stenographic fashion, to determine whether any new emergent themes became evident.

Data was collected from both Groups. *'Group 1'* narratives were coded through all cycles of coding consistent with Thematic Analysis (Clarke and Braun 2013) as set out hereinbefore.

Subsequently, *'Group 2's'* narratives were coded against the developed *'Themes'* to test the veracity of *'Group 1's'* coding and to allow for new emergent *'Themes'* not found or identified in *'Group 1'*.

CHAPTER 4 - FINDINGS AND DISCUSSION

4.1 – CURTAILED PILOT SURVEY RESULTS

4.1.1 – QUANTITATIVE DATA RESPONSES

The quantitative survey results, albeit limited, provided ample critical '*food for thought*'. The participants' responses can be summarized as follows:

- All respondents consider the 2010 Olympics to have been a success for their organizations;
- The financial impact of the Games ranges from 0% to +30%, averaging +20%;
- '*% Occupancy*' for all three respondents increased by 10%;
- '*Average Room Rate*' ('*ARR*' or '*ADR*') for all had improved by more than 10%; averaging +13%;
- Increase in '*RevPAR*' ranges from 0% to +10%, averaging +8%;
- All three respondents stated that no significant changes had been made to 'Critical Success Factors' that might have impacted on their hotel's '*Key Performance Indicators*'⁴⁵: '*% Occupancy*', '*Average Room Rate*', or '*RevPAR*' after the Olympics;
- All three respondents stated that no reductions had been made to ongoing marketing/advertising expenditures following the Olympics.
- The following factors were listed as having had an impact on their post-Olympic results: economic crisis; the opening of the Vancouver Convention Centre; and, currency fluctuations Can\$ vs. US \$, Euro and Sterling (all twice mentioned).

⁴⁵ Enz, C. A., L. Canina, et al. (2001). "Hotel Industry Averages: An Inaccurate Tool for Measuring Performance." Cornell Hotel and Restaurant Administration Quarterly(December 2001): 22-32.

4.1.2 – INTERPRETATION AND IMPLICATIONS

This feedback provided a preliminary assessment of:

- i. The growth in overall ‘*Tourism*’, reflected by the marked increases reported above in ‘*% Occupancy*’ (also known as ‘*Hotel Activity*’ or ‘*Heads-in-Beds*’), ‘*Average Room Rate*’; and ‘*RevPAR*’.
- ii. The resulting positive financial contribution following an Olympic Winter Games.

These results contradict the preponderance of findings of negative results following a Winter Olympics as reported by previous researchers throughout the Reviewed Literature (Ritchie and Smith 1991; Mules 1998; Deccio and Baloglu 2002; Baade and Matheson 2003; Kasimati 2003; Pateman 2005; Maennig and Porsche 2008; Rose and Spiegel 2009; Gladish and Gable 2010). The Vancouver/Whistler experience is also quite different from what occurred following the Lillehammer Olympics in 1994, “40% of full-service hotels went bankrupt” (Teigland 1999, p. 305). Evidently, such effects have not been experienced in Vancouver or Whistler; or, they were very successfully mitigated.

It is important to note that, this marked positive financial Olympics’ impact was reported as experienced in Vancouver and Whistler during and following the 2010 Winter Olympic Games; as is discussed more fully in Section 4.3.1 following. Thus, this marked increase in ‘*Tourist Arrivals*’ – clearly visible on CHART 6 (following on p.171) – occurs during Whistler’s standard ‘*prime–peak*’ tourist season which normally runs from early December up until the end of the following April. This confirms that both Vancouver and Whistler’s experience is markedly different from what one would normally expect based on the Reviewed Literature. These increases occurred despite the typically predicted so-called ‘*substitution effect*’ (Baade and Matheson 2011, p.10), the ‘*displacement effect*’ and the ‘*crowding out effect*’ (Teigland 1999, p.305) which historically has had a negative effect on ‘*Tourism Activity*’.

Furthermore, the fact that these very positive results are being experienced while there was a worldwide recession raging – with its severe adverse currency fluctuations – only serve to support the observations in the preceding paragraph. All three of the Hospitality Industry Key Indicators: ‘*RevPAR*’, ‘*% Occupancy*’, and ‘*Average Room Revenue*’ showed significant increases from 8 to 13 per cent which, combined, affected the overall ‘*bottom line*’ financial results by an average +20 per cent.

4.1.3 – MOST-VALUABLE SAMPLE OBSERVATIONS

Following is a summarized and paraphrased analysis of salient ‘Pilot Survey’ feedback:

The importance of the need to distinguish between Vancouver and Whistler because of very different business cycles. Whistler would normally expect to experience a busy Winter Season – the compression and scale of the event resulted in higher ‘Average Room Rate’ but not higher ‘Occupancy %’. Vancouver would normally be off-season, thus, the result there would be both higher ‘Occupancy %’ as well as higher ‘Average Room Rate’. Moreover, Vancouver typically has a lot of meetings/convention business, and the opening of the Vancouver Convention Center just before the Games resulted in many successful Vancouver events. This may be a confounding effect on sorting out the ‘true’ Olympics impact.

The current overall global economic gloom may have a confounding impact on the post-Games tourism activity. Nor, will the strengthening of the Canadian dollar against the US \$, Sterling and the Euro be helpful. The UK market has been a traditionally very strong one for BC, the severe downturn in their economy and the strengthening of the Canadian dollar will have an adverse impact on Canadian tourism. Similarly, the economic downturn coupled with high unemployment and the weakening US \$ will have an adverse impact on USA inward tourism.

The need to pay attention to the difference between visitor/tourist demographics. Vancouver is a composite of corporate and meetings/convention business, a resort destination and spring-off point for the Alaska cruises. Corporate business seems to have recovered quickly from the recession and spending has picked up. Whistler is an almost pure leisure destination which depends on visitors/tourists spending from their own after-tax income. Personal spending on leisure definitely lags that of corporate spending on business meetings and conventions.

Empirical data would indicate that the Winter Olympics typically miss a full season before any bump is experienced as a spinoff. For Whistler, this would mean little positive benefit from the Games until the winter 2011/2012, another full year away. This was seen to be the case both in Torino and Salt Lake City Winter Games.

We had great results and can sense the Olympic afterglow, but perhaps focusing on the Vancouver/Whistler Brand Awareness through marketing surveys and comparing them to previous years might give a better sense.

Survey participants highlighted the need to distinguish between the distinct market differences Vancouver versus Whistler. For example, ‘business type clientele’ that attended meetings and conferences ‘on expense accounts’ in Vancouver were much more prevalent than in Whistler.

In Whistler, a much *'purer leisure crowd'* must rely instead on their own after-tax personal income. Also, there is a distinct difference in *'business cycle'* with Vancouver's summer peak season while Whistler is essentially a *'Winter Wonderland'* playground. Moreover, Vancouver is a springboard for onward *'Tourism'* to either Vancouver Island (Victoria-Bouchard Gardens, Tofino, etc.) or onwards on cruises to Alaska. These *a priori* socio-demographic differences between Vancouver versus Whistler were expected. Accordingly, this researcher chose to base the research on the two distinct clusters of metro-Vancouver (Cluster 1) and alpine-Whistler (Cluster 2).

The *'Pilot Study'* did identify several other corollary issues that warrant further investigation or a change in *modus operandi*.

Firstly, the literature makes references to occurrences of so-called *"illusory correlations"*. This raises the question of whether this phenomenon is applicable in the context of this research and, if so, how?

Secondly, the *'Pilot Study'* experience confirmed the *'Reviewed Literature'* findings that – specifically pertaining to the *'Hotel Industry'* – mailing or emailing a survey instrument to obtain meaningful data is highly unlikely to result in a reasonable response rate and result in insufficient data. For this reason, the decision was made to engage instead in the process of aggressively seeking face-to-face interviews with senior Hoteliers, i.e. the General Managers of all the main hotels in Vancouver and Whistler.

Thirdly, the issue of *'lag'* as to when to *'hunt for the post-2010 bounce'*, which was raised by one interlocutor, has been raised as well by other researchers. For example, by Baade, Baumann et al. (2008b) who researched the Salt Lake City 2002 Olympic Winter Games and by Bondonio et al. (2006) examining the 2006 Torino Winter Olympic Games. However, timing constraint to complete this thesis made a longitudinal research examination of any *'lag'* implications impracticable.

The fourth specific issue emanating from the *'Pilot Study'* was the difference in the impact of the Olympics between Metro-Vancouver and Whistler. This aspect had not been adequately tested and required more in-depth analysis both from a quantitative and qualitative perspective of whether there was and remains a difference between the impact of the 2010 Vancouver Olympics on urban metro-Vancouver versus Whistler

Fifthly, the suggestion to 'focus' instead on the Vancouver/Whistler 'Brand Awareness' data through hotel marketing surveys – while critical to success in the 'Hospitality Industry' as likewise raised by other researchers (Ritchie 2000; Buncle and Keup 2011; Morgan and Pritchard 2014; Morgan, Pritchard et al. 2014) – was considered beyond the scope of this research. Such 'brand awareness' research merits a doctoral thesis project in its own right.

Lastly, the review of the literature, as it evolved, left no doubt that 'Tourism' is not just an 'economics' issue. It has a broader and vital social and political importance far beyond economics' issues.

Thus, the issues raised above, complemented by and informed by the 'Reviewed Literature' pointed to the benefits of a more in-depth quantitative and qualitative mixed-methods assessment geared to produce an overall more comprehensive and holistic, contextual outcome.

4.2 – HYPOTHESIS 1: 2010 WINTER OLYMPICS' IMPACT

H₀ There was no increase in the number of tourist arrivals in 2010 to Metro-Vancouver and Whistler compared to prior years

4.2.1 – QUANTITATIVE ASSESSMENT

Using the data base from BCStats and the plotting features of XLSTAT (Addinsoft 2012), it was determined that the overall 'Tourist Arrivals' trend for Canada between 2000 and 2011 shows a marked decline – see CHART 4 following. In summer 2001, a sharp decline caused by '9/11'⁴⁶ is evident from BC Stats' data (2001; 2003a; 2004). Similarly, in the summer of 2003, a sharp decline is evident and is caused by 'Severe Acute Respiratory Syndrome'⁴⁷ (BCStats 2003b). And, in September 2009, the effect of the '2008 World Financial Crisis'⁴⁸ is noticeable (BCStats 2010c). However overall, particularly noteworthy is that – at this stage of the analysis – based on this quarterly data, the impact of the 2010 Winter Olympics was neither evident for Canada nor the Province of British Columbia.

⁴⁶ Araña, J. E. and C. J. León (2008). "The Impact of Terrorism on Tourism Demand." Annals of Tourism Research 35(2): 299-315.

⁴⁷ Wilder-Smith, A. (2005). "SARS: impact on travel and tourism." Travel Medicine & Infectious Disease 4: 53.

⁴⁸ Meng, X., M. Siriwardana, et al. (2010). "The Impact of the 2008 World Financial Crisis on Tourism." International Journal of Trade, Economics and Finance 1(1): 46-53.

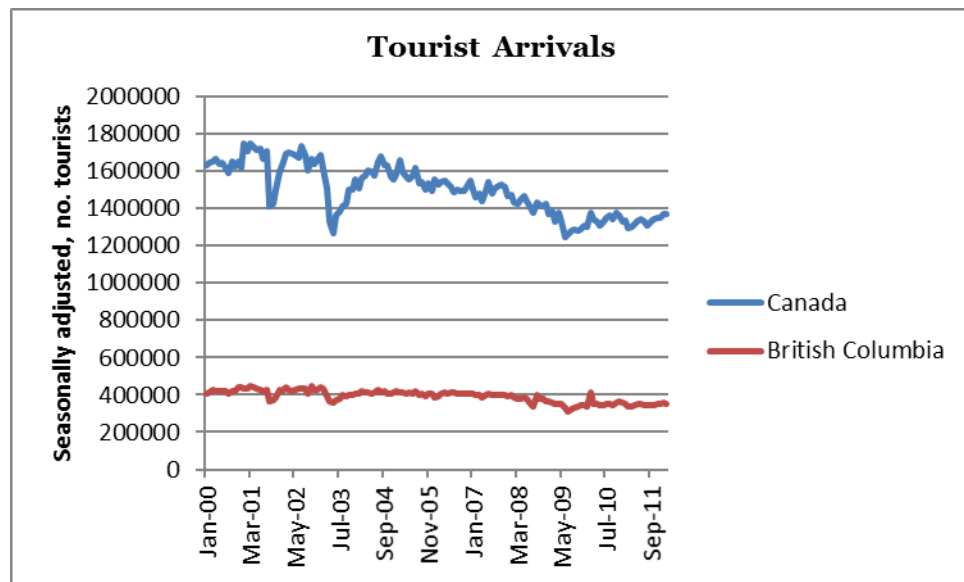


CHART 4 – TOURIST ARRIVALS – JANUARY 2000 TO SEPTEMBER 2011

However, when applying ‘*min-max normalizing*’⁴⁹ to the trend lines – the results of which are shown in CHART 5 following – the events mentioned above become even more apparent. The acute impacts on ‘*Tourism*’ due to (i) ‘9/11’ in 2001 (Blake and Sinclair 2003); (ii) the SARS epidemic fears in 2003; and (iii) the 2009 financial market meltdown are unquestionably evident. Most importantly, with respect to this research – now, as well, – so is the acute positive effect of 2010 Winter Olympics on tourism in the Province of British Columbia. The highly positive impact of the 2010 Vancouver Winter Olympics on ‘*Tourism Arrivals*’ in British Columbia did thus become quite clearly accentuated.

Also, the positive up-trending in ‘*Tourism*’ in the Province of British Columbia in the Autumn of 2009 is quite prominent; it was evidently triggered by the upcoming Vancouver Olympics. The downward trend in Tourism in British Columbia is evidently less acute than for the whole of Canada. Consistent with the Literature, this is likely the effect of the awarding the 2010 Vancouver Winter Olympics being announced in 2006.

⁴⁹ Min-Max Normalization is a linear transformation technique which, while keeping the relative relationship of the original data, transforms the data to fit within a pre-defined smaller common range from 0 to 1 Patro, S. G. K. and K. K. Sahu (2015) "Normalization." <https://arxiv.org/ftp/arxiv/papers/1503/1503.06462.pdf>, 1-4.

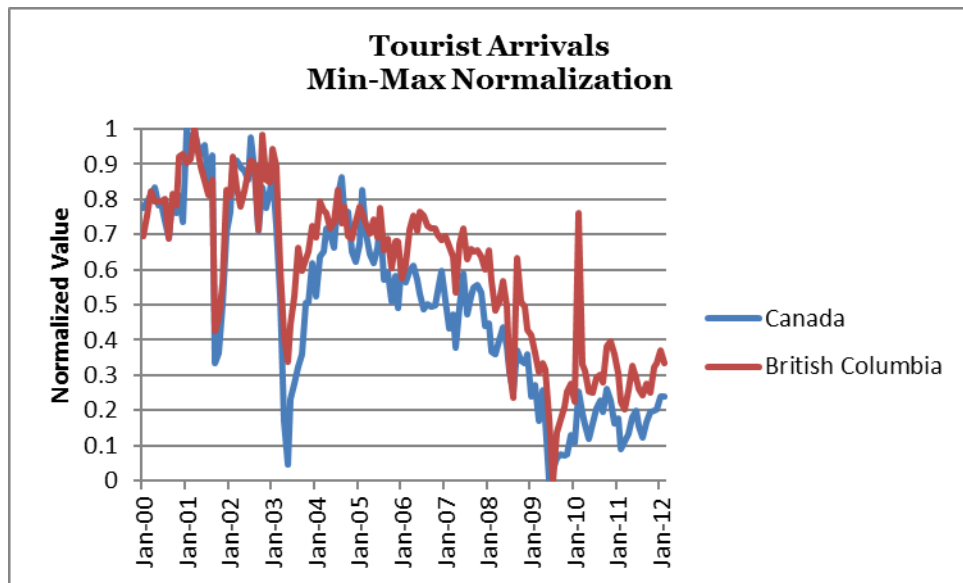


CHART 5 – TOURIST ARRIVALS MIN-MAX NORMALIZATION

4.2.2 – SECTION FINDINGS AND DISCUSSION CONCLUSION

The descriptive statistics thus validate the positive impact of the 2010 Winter Olympics on ‘Tourism’ in Canada and, particularly so, in the Province of British Columbia. Given the magnitude of the ‘data spikes’ during the Olympics period – February 2010 – the impact of these Winter Olympics within its geographic footprint in British Columbia is not spurious but rather quite significant.

This research provides further validation that “*Olympics can produce some clear winner in the hospitality industry*” as posited by Baade, Bauman et al (2008b, p.13). However, the findings in this research, with respect to ‘Tourism’ activity generated by the Vancouver 2010 XXI Winter Olympics, are contrary to those of several researchers who claim that “*Winter Olympics [Nagano, Lillehammer, and Salt Lake City] have significant negative impact on Tourism*” (Deccio and Baloglu 2002; Fourie and Santana-Gallego 2010a, p. 6 paraphrasing Teigland (1999)). The latter’s sentiment best summarized by Fourie et al. who wrote “*Winter Olympics show a decline a decline in tourism numbers across all years*” (2011, p. 1369).

4.3 – RESEARCH QUESTION 1: HOW SUCCESSFUL WERE THE VANCOUVER OLYMPIC GAMES?

RESEARCH QUESTION 1 *How successful were the Vancouver Olympics Games?*

'Phase 5 – Defining and naming Themes' of the applied 'NVivo' thematic analysis process – see [FIGURE 20](#) following – included the themes: 'Theme 2 – 2010 – Immediate Impact' and 'Theme 4 – Post-Olympic Legacy Impacts'. These two themes – which emerged from the interviews with the 62 senior executive Hoteliers during the 'NVivo' interpretive analyses of their recorded and transcribed interviews – succinctly and directly reflect how local industry experts in Metro-Vancouver and Whistler, i.e. senior Hoteliers, personally and directly perceived the immediate and continuing longitudinal impact of the 2010 Vancouver Olympics.

Phase 5 - Defining and naming Themes			
Name	Sources	References	
Theme-1 - Proxy Indicator	63	86	
Theme-2 - 2010 - Immediate Impact	30	148	
Theme-3 - Cluster Comparison - Vancouver vs Whistler	29	305	
Theme-4 - Post-Olympic Legacy Impacts	74	1582	
Theme-5 - Economic Measurement - 2% AHRT	11	58	
Theme-6 - Theory-Confounding Factors	32	419	
Theme-7 - EmergentTechnology	51	682	

FIGURE 20 – THEMATIC ANALYSIS THEMES

4.3.1 – QUALITATIVE ANALYSIS

4.3.1.1 – Theme 2 – 2010 – Immediate Impact

There is the broadest of consensus – amongst the GMs in Vancouver and Whistler – that the number of tourist arrivals leading up to the 2010 Olympics and up until about the end of March 2010 exceeded all previous years except 2002 – the latter was almost unanimously considered Vancouver and Whistler's 'best year ever'. Their comments are entirely consistent with the data reflected above in [CHART 5](#) – Tourist Arrivals Min-Max Normalization, as exemplified by the following extracts:

GM1: Oh ... without any doubt 2002 was our best year ever in terms of % Occupancy, ADR, and RevPAR ... a critical part of the equation is that supply

and demand were then in balance ... people had lots of money and Vancouver following Expo 86 had gotten a certain cachet ... Whistler was that excluded alpine resort up in the mountains and in addition to the Americans coming up in droves ... attracted a lot of Japanese, Brits, German and Australians ... and then they would make a longer-term final destination staying for 10 days or more ... even 2010 with the Olympics did not match it ...

GM10: Best year ever here was back in 2002 ... the Canadian dollar cost the Americans 62 cents US ... the British Pound was at \$2.20 Canadian and the economy had been booming ... this resort was fully booked on a pre-paid basis and it felt no impact immediately after 9/11 over the 2001/2002 winter season ... there was little competition up here ... essentially the Delta at mid-level and the Fairmont at luxury-level had the market cornered to themselves ... there were excess demand and shortage of supply ... Whistler was still benefitting from Expo 86s afterglow ... it had become the place to go skiing in North America ... the Sea to Sky highway had not yet been upgraded ... travel to and from Whistler was still pretty treacherous and subject to the vagaries of the winter weather ... during peak snow season the highway was often closed or subject to travel with chains on your tires ... skiers simply would not venture traveling back and forth during the same day as they would now ... then, we had a 5-night minimum stay requirement ... all of this kept %occupancy very high and rates comparative to international rates charged at other internationally desirable ski resorts ...

GM12: Getting back to your question of what was our best year here in Vancouver ... definitely, our best year here was around 2002 ... we didn't suffer from the current oversupply ... occupancy was high and we were able to charge near competitive international rates which led to pretty attractive RevPAR

GM15: The 2010 winter Olympics were fantastic all round ... in this hotel VANOC committed to booking 250 of our 270 rooms ... it saved this hotel from what would have been an awful 2009 and 2010 ... we were fully occupied from late 2009 right to mid-March 2010 ... we had armies of bus drivers responsible for driving people up the Sea to Sky highway to Whistler stay here ... and we had a large contingent of the Armed Forces stay here who complemented the normal police forces and the RCMP and were responsible for security during the Olympics

GM17: ... following the awarding of the Olympics our customers started to book early for the winter 2009/2010 season and we were nearly fully booked from September 2009 on right through to March 2010 ... 2010 was a blip in the system ... we experienced some incremental revenue ... it was really just an ADR game ... occupancy did not change ...

4.3.1.2 – Theme 4 – Post-Olympic Long-Term Legacy⁵⁰

FIGURE 21 following, drawn from 74 Sources and 1582 References, confirmed that which became evident in ‘CHAPTER 2 – REVIEWED LITERATURE’, i.e. the Olympics Games have generated a vast body of academic literature and anecdotal accounts which specifically addresses ‘Legacy creation’ aspects (Ritchie 2000; Haxton 2005; Surborg, vanWynsberghe et al. 2008; Beck 2010; Horne 2011; Walker 2012). Bondonio et al. wrote that ‘legacies’ of the Olympic Games “is certainly a major reason prompting a prospective host city, province, and country to make a bid to bear the burden of organizing an Olympic event” (2006, p.366).

It remains axiomatic that, through major events, governments can address critical initiatives, influence core attitudes, and advance key strategic priorities (Swart and Bob 2004; Pellegrino and Hancock 2010). For a circumscribed period of time, the various tiers of governments (federal, provincial and municipal) willingly invest in so-called ‘legacy projects’, i.e. those major infrastructure projects required for the events to “truly build the destination” which expressly benefit the ‘Tourism’ sector and enhance a destination’s ability to deliver the ‘tourism-brand-promise’ to incoming tourists (Ritchie and Ritchie 1998; Blain, Levy et al. 2005; Knapp 2010; Mendiratta 2010a, pp.6-7; Buncle and Keup 2011).

Category	Sources	References
Theme-8 - Post-Olympic Legacy Impacts	74	1582
Aversion - Crowding-out Effect	8	12
Halo - Afterglow Effect	17	21
Olympic Legacies	25	123
BC Place	1	1
Broadcast Effect	9	14
Canada Line	9	14
Optimism - reasons for - Hospitality & Tourism	1	1
Perpetual Olympic Dividends	1	1
Sea-to-Sky Highway	16	33
Vancouver Conference Centre	15	34
AA - Alcoholics Anonymous	2	3
Post-Olympic Hangover Effect	5	69

FIGURE 21 – POST-OLYMPIC LEGACY IMPACTS

⁵⁰ In the context of ‘hallmark/mega-events’ there is no specific definition of ‘legacy’ available. However, Gratton & Preuss provide a broad and informative ‘Legacy Aspects’ literature overview Gratton, C. and H. Preuss (2008). "Maximizing Olympic Impacts by Building Up Legacies." *The International Journal of the History of Sport* 25(14): 1922-1938.

As the FIGURE 22 following displays, it typically takes 15 to 20 years to meaningfully gauge the 'legacy' impact(s) of an Olympics. Gratton and Preuss wrote: "It will take 15-20 years to measure the true legacy of an event such as the Olympic Games" (2008, p. 1933). Ritchie and Smith acknowledge that it has taken Calgary 20+ years to more meaningfully gauge the impact of its Winter Olympic Games (1991, p. 3).

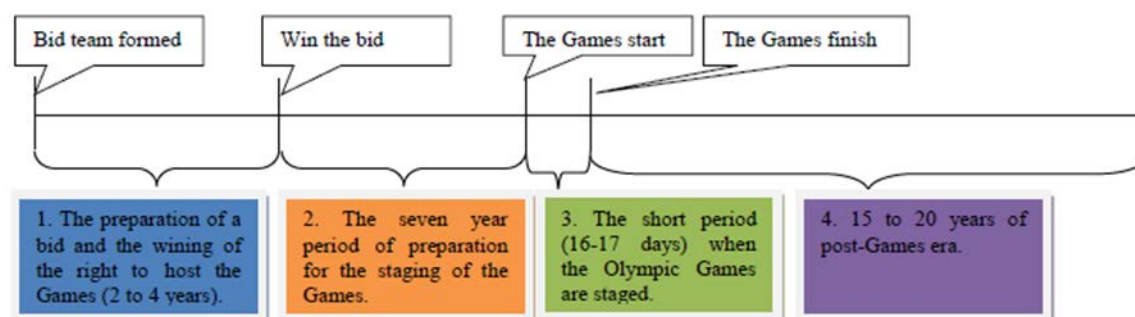


FIGURE 22 – OLYMPIC LEGACY TIME–FRAME⁵¹

The broad consensus expressed by the GMs is that the 2010 Vancouver Olympics left some extraordinary 'legacies' – benefitting both Vancouver and Whistler – albeit differently – as exemplified by the following extracts:

GM 1: ... a lot of so-called legacy infrastructure ... the Sea to Sky highway improvement ... the downtown Vancouver Conference Centre ... the Canada Line, etc. Would not have been built and the billions of dollars advertising this place globally by the international networks ... a free marketing boon for Vancouver and Whistler would have gone elsewhere, and we certainly would not have benefited from the halo effect of these games ... it was simply astonishing and breath-taking ...

GM12: ... hundreds of millions of dollars were spent marketing the Games, and billions were spent getting the global broadcasting rights from the IOC ... after Expo 86 ... this was a super extraordinary boost to Vancouver and Whistler's image as the place to visit ... we ended up in nearly every traveller's bucket list ... it was a dream come true ... I expect its halo effect to last for years ... also its legacy infrastructure ... particularly the Convention Centre will attract more and more convention business ... the Vancouver Convention Centre will be our saviour...

⁵¹ Source: Chen, S. (2012). "A systematic review of the literature (1996-2011) on the subject of Olympic legacy." Tourism Management: 1.(p.82): Chen's visualization based on Cashman, R. (2002). Impact of the Games on Olympic host cities. Victoria, AU, Centre for Olympic Studies - University of New South Wales. 4-stage legacy time-frame: (i) the bid period; (ii) the seven-year period whilst the games are organized; (iii) the Staging of the Games; and (iv) the post-Games period (pp. 9-13).

GM13: ... the legacy effect has been a bit slow to my mind ... so far I haven't seen a big impact on increasing sports activities ... but we do have the Canada Line ... the sport venue upgrades ... the Richmond Oval ... the upgraded Sea-to-Sky highway to Whistler ... and one of the best and most open and accessible locations in the world ... so the question is very much more ... what would have happened if Vancouver and Whistler would not have had the Olympics ... what would have happened to our industry ... to our international stature and Vancouver's brand awareness ... and to available rooms ... would we have gotten the legacies of the Conference centre or the Canada Line having been built? ... would that death-trap of the Sea to Sky highway up to Whistler have been modernized and brought up to standard? ... Whistler is now only an hour and a half from the Vancouver Airport by bus or by car ... all to say the impact of the Olympics here and up in Whistler has been extreme ... the benefits turned out tremendous including the many infrastructure upgrades which would not have happened without the Olympics ... it put Vancouver on the map as a world-class city ... and up in Whistler, it has driven up demand by increasing its worldwide awareness ... before a visit to Vancouver or Whistler might have been on people's list but with no sense of urgency ... now it is definitely in many international tourists' bucket list ...

GM14: ... Certainly not as much as we expected and certainly a lot less than we hoped for ... global reaction to the Games was super ... there was a tremendous amount of excitement and buzz around these Vancouver games ... people globally experienced this and our hospitality either first-hand or virtually through the NBC broadcasts ... but, as to after-effect ... I haven't really seen it yet ... then again ... we're not yet completely out of the economic crisis ... Europe remains very tenuous ... our rates still haven't returned to early 2000 levels, and there is still excess inventory in the market here in metro-Vancouver and up in Whistler ... however, the exposure this city and this region got as a result of the Games has been absolutely amazing ... including exposing global audiences to some non-traditional tourism areas ... the involvement of our indigenous First Nations people at the opening ceremony and throughout the Games ... NBC gave us billion-dollar coverage globally ... the 2010 Olympics have certainly brought us some world city features and infrastructure ... the Sea to Sky highway which used to referred to suicide alley has now ... following its intensive road improvements ... become safe and it's a pleasure to drive up that scenic route ... from YVR to Whistler is now about 90 minutes ... many Vancouverites now zip up for day trips ... something simply not contemplated before ... another Olympic legacy ... our Vancouver Convention Centre was awarded the Apex Award for World's Best Congress Centre ... we just landed the 2025 AA Convention expected to 48,000 visitors here ... YVR although expensive is still one of the most people-friendly airports in the world and with the Canada Line visitors can get to Richmond or right downtown Vancouver in less than half-an-hour ... BC Place which opened in 2011 has been described as one of the most beautiful stadiums in all of North America, and it's busy with more than 200 events per year ... Stanley Park has been ranked by Travel + Leisure

Magazine as the second-best city park in the world ... and now even Donald Trump has seen the light ... he is about to build a brand new 5-star hotel downtown Vancouver ... we are well on our way to becoming a world-class city by 2020 ... so, yes there is a lot to be optimistic about ...

GM12: ... real aggressive marketing didn't start until 2008-2009 for the Olympics ... so you cannot expect full potential payoff until the 2020s ... also the cruise ship business is starting to pick up again after the tremendous exposure we got from the Olympics ... a lot of Olympic visitors and worldwide viewers did not know these Alaska cruises were available from here ... visitors fly in and out of Vancouver and typically they stay at a local hotel either before or after their cruise ... another Olympic legacy the Canada Line makes it now possible to get from YVR right smack downtown where most of the hotels are concentrated and to the main cruise home port in 30 minutes ...

4.3.2 – SECTION FINDINGS AND DISCUSSION CONCLUSION

There was a broad consensus amongst GMs in Whistler that, “*had it not been for the Olympics*”, the impact of the ‘*Global Financial Crisis*’ would have been disastrous. Many local businesses would have gone bankrupt. With respect to the longitudinal ‘*legacy effects*’, a similar consensus emerged, they articulated that the 2010 Vancouver Winter Olympics had left some extraordinary ‘*legacy*’ benefits which are expected to successfully and positively affect (i) the local communities, (ii) ‘*Tourism*’ and (iii) the local ‘*Hotel Industry*’.

4.4 – HYPOTHESIS 2: CLUSTER COMPARISON VANCOUVER VS WHISTLER

H₀ The 2010 Vancouver Winter Olympics’ impact in Metro-Vancouver (Cluster 1) is different compared to the impact in Alpine Resort Town Whistler (Cluster 2).

4.4.1 – QUANTITATIVE ASSESSMENT

CHART 6⁵² following shows a rather flat data line between 2000 and 2012 with a slight up-tick in ‘*Tourist Arrivals*’ in British Columbia during the 2010 Vancouver Winter Olympic Games. While this Chart provides no useful information as to impact differences between Metro – Vancouver versus Whistler, it is helpful in setting the stage before proceeding to the next step in the analysis.

More specifically, when instead of using ‘*Tourist Arrivals*’ data, BC Stats’ ‘*Quarterly Room Revenue*’ data are substituted – i.e. the Hotel Industry’s in-house axiomatic proxy for ‘*Tourist*

⁵² For easy reference purposes, CHART 4, p.163, is reproduced on the page following as CHART 6.

Arrivals – the divergent seasonality between the two tourism clusters Metro-Vancouver versus Whistler is clearly accentuated on CHART 7 following. Metro-Vancouver experiences its peak ‘Room Revenue’ and related ‘Tourism’ activity during the summer months; this is as expected consistent with its urban geographic location. Instead, Whistler ‘peaks’ over the year-end holidays and during pre- and post-winter months; this is consistent with its socio- and demographic alpine resort characteristics.

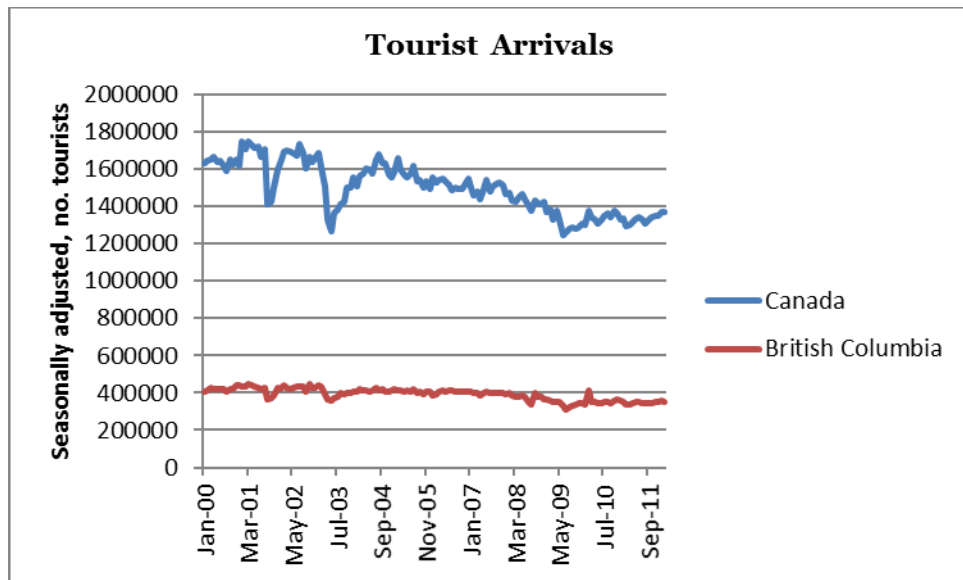


CHART 6 – TOURIST ARRIVALS – JANUARY 2000 TO SEPTEMBER 2011

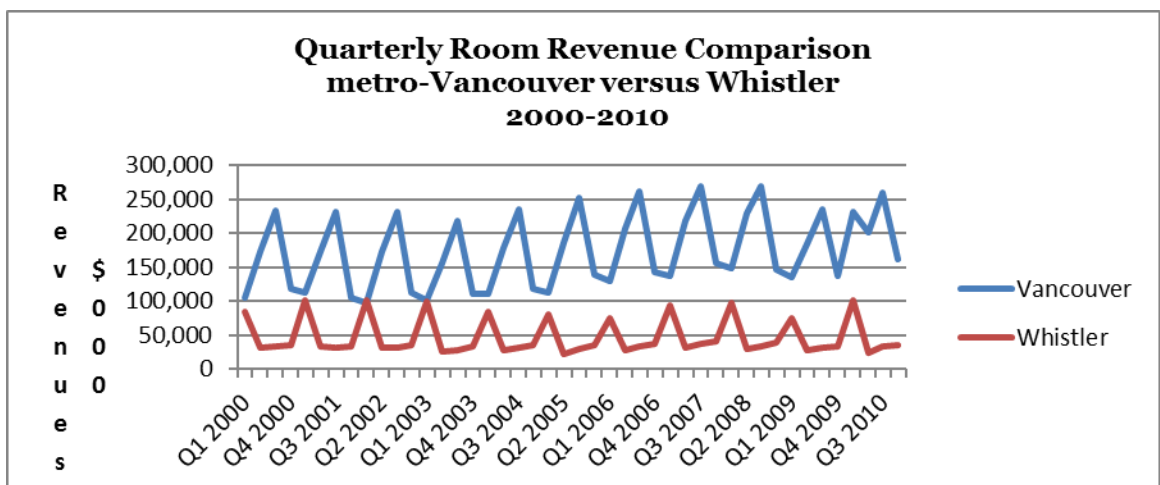


CHART 7 – ‘QUARTERLY ROOM REVENUE’ METRO-VANCOUVER VS WHISTLER

In a next step, when using BCStats' more granular monthly *'Room Revenue'* data, the impact of the 2010 Winter Olympics becomes strikingly more visibly and more markedly evident in both localities – see CHART 8 following. What explains the apparent lack of pertinent information, when inspecting CHART 6 above, becomes quite visible during the side-by-side comparisons of CHARTS 6, 7 and 8. The quarterly and monthly peaks in *'Room Revenue'* experienced in Whistler evidently dovetail near perfectly with the valleys in *'Room Revenue'* experienced in Vancouver. The net result is the almost smooth graph in the overall provincial BC *'Tourist Arrivals'* as seen on CHART 6 on the previous page. In isolation on its own, CHART 6 does not reveal much information other than perhaps informing on potential Tourism Policy implications, i.e. that, between 2000 and 2011, Canada is experiencing a concerning overall long-term downward *'Tourism'* trend. As well, *'Tourist Arrivals'* in British Columbia 'flat-lined' over the same period.

Evidently, the descriptive statistics used to generate CHARTS 7 and 8 visually confirm that the impact on Tourism from the 2010 Winter Olympics in metro-Vancouver and Whistler occurs in a strong positive direction.

However, one clear difference is that, during these Olympics, the impacts are atypically concurrent. Typically, metro-Vancouver's tourist peak occurs during the summer months whereas the Resort Town of Whistler has a very distinct winter peak. Evidently, there is this very distinct and unusual one-off commonality of *'Tourism'* peaking during these Winter Olympics in February 2010 concurrently in both locations.

4.4.2 – SEQUENTIAL QUALITATIVE ASSESSMENT

4.4.2.1 – Theme 3 – Cluster Comparison – Vancouver vs. Whistler

The results of this *'Theme 3'* reveal distinct differences between metro-Vancouver and Whistler. Qualitative narratives, as well, confirm a distinct Olympics' impact difference on Whistler one that is not mentioned by the GMs in metro-Vancouver. The theme reveals the key Theme to support drawing that conclusion: *"Had it not been for the Olympics"* – see FIGURE 23 following.

There was a broad consensus amongst the GMs in Whistler that *"had it not been for the Olympics"* many businesses in Whistler would have gone bankrupt – this Theme was Whistler-specific and did not appear for Metro-Vancouver as articulated and accentuated in the narrative extracts following the Charts below.

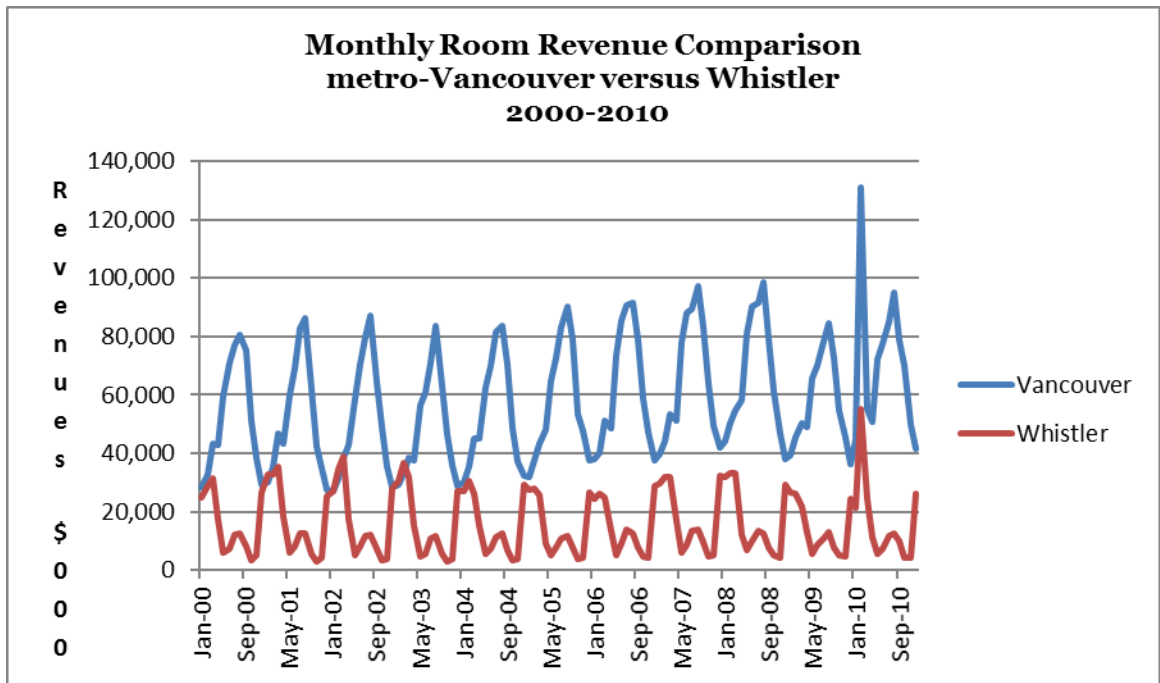


CHART 8 – MONTHLY ROOM REVENUE METRO-VANCOUVER VS WHISTLER

Phase 5 - Defining and naming Themes

Name	Sources	Referen
Theme-1 - Proxy Indicator	31	54
Theme-2 - 2010 - Immediate Impact	62	236
Theme-3 - Cluster Comparison - Vancouv	61	632
Vancouver Cluster Impact	51	222
Whistler Cluster Impact	61	410
Great Outdoors & fantastic skiing f	14	16
Had It Not Been For The Olympics	53	187
Recession Proof	2	3
Seasonal Peak Periods	36	64
Whistler Demographics	38	83

FIGURE 23 – ‘THEME 3’ COMPONENT: ‘HAD IT NOT BEEN FOR THE OLYMPICS’

GM 9: In 2008 the recession hit, but we seemed insulated at first ... 2009 started off slow but then picked up in the 4th quarter as more construction crews, media types, and security people were coming up looking at our facilities ahead of the games ... basically driven by 60 nights from VANOC and Christmas ... overall consumer or IT demand for skiing was awful in 2009 and 2010 ... early 2010 we were fully booked with the Olympics and Paralympics

... March had some pent-up demand ... April and the rest of the year ... throughout the summer and the winter seasons was dismal ... the Europeans stayed home because of the financial and economic problems which started really in 2010 ... Overall though the Olympics saved our skin for 2009 and 2010 ...

GM 7: ... an all-around perfect storm for the global tourism business ... everybody stayed home protecting their cash savings ... 2008, 2009, 2010 and 2011 would have been dismal ...the 2010 Winter Olympics saved our skin ... I expect many businesses here would have folded had it not been for the spurt of business triggered by the Olympics ... 2010 was a decent year because we were fully pre-booked leading up to and right across the Olympics ... thus full occupancy ... and we were again able to charge international level rates...

GM 2: Whistler was very fortunate because, after the economic crisis, we did have the Olympics to look forward to, and to buffer us. There was a lot of business that happened with ... like people building things, and coming up here to investigate for the Olympics ... because what happened was we had the economic crisis, the American dollar just dissipated in all the bad credit issues and all the rest of it, but we had the Olympics that kept us in the spotlight. So, if anyone was going to go anywhere, they came to Whistler. This hotel had the company that built the ski jumps, the sliding center ... At one stage, we had the army stay here while they were training and scouting the area. Like, huge contracts ... pretty much filled three-quarters of this hotel. If we didn't have that, it would be a very different story right now, for sure, in those years, yeah ...

GM 19: In the end, 2010 turned out OK because of the Olympics ... if it hadn't been for the Olympics, I expect 2010 would have been worse than 2008 ...

GM 18: The Olympics saved us ... we had an awful December leading into it, our hotels then started to get Olympic business in by January, and although our numbers weren't the greatest, we weren't suffering ... if you looked at other ski resorts, they had nothing to look forward to. We knew we had the Olympics ...

GM 10: Looking back now it would have been nightmarish around here if we would not have benefitted so much from the business generated by the Olympics ...

4.4.3 – SECTION FINDINGS AND DISCUSSION CONCLUSION

The descriptive statistics confirm that the impact on 'Tourism' following the 2010 Winter Olympics measured for Metro-Vancouver is quite similar to the impact on 'Tourism' measured for Alpine-Whistler. The essential difference is one of lag – Metro-Vancouver tourist peak occurs during the summer months whereas Whistler has a very distinct winter peak.

Evidently, there is a very distinct atypical commonality of 'Tourism' peaking during the 2010 Winter Olympics period in February 2010 concurrently in metro-Vancouver and Whistler.

The thematic analysis also accentuates a distinct difference of the Olympics' impact on Whistler not articulated for Metro-Vancouver. The key sub-Theme to support drawing the conclusion is revealed by repeated references to dire consequences of potentially many bankruptcies and extreme levels of unemployment with international tourist staying 'at home'. A typically narrative started with "*Had it not been for the Olympics ... [followed by] ... I would be out of business today ... [or] ... my company would have gone bankrupt ... [or] ... I would have had to move my family back out-East to find work.*"

4.5 – RESEARCH QUESTION 2: WHAT IMPEDES MICROECONOMIC MODELLING?

RESEARCH QUESTION 2 *Economic or econometric models identified in the Reviewed Literature – and typically applied – are not 'fit-for-purpose' to study the impact of mega-events such as an Olympics at a micro municipal sub-national level; are alternatives available to do so?*

4.5.1 – QUANTITATIVE ASSESSMENT

At this stage of the research, it is important to again draw attention to the important distinction between Macro and Microeconomics/econometrics research. The objective of this Olympics' impact study is laser-focussed on its economic effects at the micro-municipal level. Evidently, non-partisan economic/econometrics research at the macro national or provincial level, using neutral objective data sourced from CANSIM⁵³ or BCStats⁵⁴, is eminently capable and suitable to deliver excellent results as demonstrated in the detailed mathematical statistical analysis carried out at the onset of this research as summarized below and as more fully reflected in APPENDIX 8 – EIEWS – DETAILED INFERENCE CORRELATION AND REGRESSION STATISTICAL ANALYSIS RESULTS (details on pp. 296-314 hereof).

⁵³ Data Source: Statistics Canada – CANSIM – Table 387-0010 (<http://www5.statcan.gc.ca/cansim/pick-choisir?lang=eng&p2=33&id=3870010>) BCStats. (2009, 15 October 2011). "Statistics - BC." from http://www.bcstats.gov.bc.ca/data/bus_stat/busind/tourism.asp; <http://www.lib.sfu.ca/help/publication-types/statistics-bc> ; <http://www.bcstats.gov.bc.ca/>, BCStats. (2010b). "Tourism - Publications & Tourism Data." from http://www.bcstats.gov.bc.ca/data/bus_stat/busind/tourism.asp

⁵⁴ BCStats. (2009, 15 October 2011). "Statistics - BC." from http://www.bcstats.gov.bc.ca/data/bus_stat/busind/tourism.asp; <http://www.lib.sfu.ca/help/publication-types/statistics-bc>; <http://www.bcstats.gov.bc.ca/>, BCStats. (2010b). "Tourism - Publications & Tourism Data." from http://www.bcstats.gov.bc.ca/data/bus_stat/busind/tourism.asp

This comprehensive analysis, using the Eviews Statistical Package (Startz 2009), progressed through a series of hypotheses testing steps which are summarized below and which delivered predictive models applicable at the macro Canada-wide and Province BC-wide level:

Step 1 involves the testing at a Canada-wide level of:

***H1** – Based on the Canadian experience, the ‘Accommodation/Hotel Industry GDP’ performance is not a predictor of ‘Tourism GD’ overall*

The final resulting predictive model is as follows and shows that, in Canada, if ‘Accommodation GDP’ goes up by \$1 ‘Tourism GDP’ goes up by \$2.4 (detailed in APPENDIX 8, Table 6, p.301 hereof), i.e. tourists spend $1/2.4 = 42\%$ of their expenditures in Canada on ‘Hotel Activity’.

Canadian Tourism GDP = -2113483 + 2.401575 Canadian Accommodation GDP

Step 2 involves the testing at a Province BC-wide level:

***H2** – Based on British Columbia data, “International Tourist Arrivals” do not correlate with “Hotel Room Revenues”*

The final resulting predictive model is as follows and shows that, in British Columbia, for every additional Non-Resident tourist arrival Tourism Room Revenues go up by \$214 (detailed in APPENDIX 8, Table 14, p.312 hereof):

BC Tourist Room Revenue = 14552829 + 214.19 BC Non-Resident Tourist Arrivals

Step 3 involved the testing at the Province BC level of correlation between ‘Hotel Activity’ and ‘International Tourist Arrivals’:

***H3** – Based on British Columbia data, “Hotel Room Revenues” Do not correlate with “International Tourist Arrivals”*

Having established that ‘BC- Tourism Room Revenues’ is an adequate predictor of ‘BC-Non-Resident Tourist Arrivals’ and given that ‘BC-Non-Resident Tourist Arrivals’ in turn are correlated with the measured “BC -Tourism GDP” – mindful of the fact that direct

measurement is not practicable – it seems reasonable to accept that the overall performance of the British Columbia ‘Accommodation/Hotel Industry’ can be used as a proxy for British Columbia’s overall ‘Tourism Sector’ (detailed in [APPENDIX 8](#), pp.296-314 hereof). However, it is at the micro-level beyond this granularity – at the municipal level – that this methodology is no longer practicable and that is the point at which when this research ran into a potentially fatal ‘cul-de-sac.’

Talwar reports the following observations which include key pieces of other information particularly pertinent to this study:

National data have limited utility in assessing the importance of tourism in different localities within a country. At the local level, there is no standard mechanism available for the collection of data that can inform decision making ... hotel occupancy figures are sometimes used as a proxy indicator but are commercially sensitive ...time consuming to collect ... (2006, p. 4).

Talwar’s quoted observations are quite explicit, and both aspects are critical to being able to carry this research project forward or not. And, if affirmative, in what manner, i.e. how to address and overcome the issue of there being “*no standard mechanism available at the local level for the collection of data to inform decision making [and] hotel occupancy figures are sometimes used as a proxy indicator*”.

4.5.2 – SEQUENTIAL QUALITATIVE ASSESSMENT

4.5.2.1 – Academic Scholars Expert Observations

As Crompton, Lee & Shuster point out “... *a key purpose of economic impact studies is to measure the economic return to residents*”, or to put it differently, do the taxpayers receive equitable value-for-money in return for their tax dollars? (2001, p. 79)

A reasonable presumption would be that all forms of such professional economic/econometrics empirical modelling are scientific and that the results are objective and unequivocal. However, concurrently and after Crompton, Lee & Shuster’s article published in 2001, numerous scholars have identified actual or alleged shortcomings in all five of the typical modelling approaches outlined below. Furthermore, they have adjusted these models’ underlying theoretical framework approaches in a way they deemed subjectively appropriate.

As comprehensively outlined in ‘*Chapter 2 – Reviewed Literature*’, this study has accentuated a categorical, broad and uniform consensus among prominent ‘*Tourism*’ scholars that none of the available ‘*standard*’ economic models or modelling techniques are ‘*fit-for-purpose*’ to empirically assess the impact of the Vancouver Olympics at the micro-level within its metro-Vancouver and Whistler footprint.

The theoretical economic models examined hereinbefore – as reflected in TABLE 6, p.54 hereof

- Cost Benefit Analysis (Fourie and Santana-Gallego 2010a, p. 3);
- Input-Output Model (Dwyer, Forsyth et al. 2004, p. 7; Preuss 2004b, p. 236; Dwyer, Forsyth et al. 2008, pp. 5, 260);
- Keynesian Multiplier Models (Preuss 2004b, p. 237; Rosselló-Nadal, Riera-Font et al. 2007);
- Tourism Satellite Accounts (Talwar 2006, p. 4; Jones and Li 2015, p. 131);
- Computable General Equilibrium Analysis (Ennew 2003, p. 12; Dwyer, Forsyth et al. 2004, p. 11); and
- Added Value Method (Bondonio and Campaniello 2006, p. 362)

The required data to use such modelling and analyses is not available at such level of granularity. Talwar concludes: “*At the local level, there is no standard mechanism available for the collection of data that can inform decision making*” (2006, p. 4).

Moreover, as reported in ‘*Chapter 2 – Reviewed Literature*’, research by acclaimed tourism academics confirms that ex-ante positive economic impact of Mega-events are “... *rarely, if ever, realized...* [and, moreover] ... *predictions greatly overstate the true economic impact of Olympic Games ...*” when ex-ante theories and predictions are further compared to ex-post reality (Matheson 2006, pp.1, 14; Porter and Fletcher 2008, p.470; Song 2010; Mills and Rosentraub 2013, p.238).

Crompton, Lee & Shuster point out that “... *if a study were undertaken by five different experts, it is highly probable that there would be five different answers*” (2001, p. 80). Flyvbjerg, Bruzelius & Rothengatter observed that with respect to the impacts of Hallmark/Mega-events: “*Rarely is there a ‘simple-truth’ ... What is presented as reality by one set of experts is often a social construct that can be deconstructed and reconstructed by other experts*” (2003, p. 60).

Thus, despite increasingly sophisticated techniques, which economists now apply as a matter of course, the analysis of economic data remains messy. “*Driving a Mercedes down a cow-track*” is how Thomas Mayer (McCloskey 1994, p. 167), an academic economist, once described the application of fancy tools to real-world phenomena that are not easy to model, much less to measure in a credible way.

Thus, it appears that the certain economic/econometric processes – with respect to the ex-ante assessments of the impact of many Hallmark/Mega-events/Olympics – are seriously flawed and fraught with subterfuge. There is substantial pressure on ‘*promoters*’ of an ‘*Olympics*’ to emphasize or, even exaggerate, its myriad intangible benefits to the taxpayers and thus by using questionable assumptions, to be able to portray its economic benefits as positive (Crompton 2006; Jones 2009).

Several academics and scholars report that these economic studies are not all undertaken with ‘*the best of intentions*’. In fact, the willful abuses of economic impact analysis methodology, shenanigans, charlatan studies, mischief, unethical behaviour and indeed outright fraud to legitimize pre-ordained conclusions are comprehensively and succinctly outlined by several prominent academic researchers (Teigland 1999, p. 316; Crompton 2001, pp. 80-81; Baade and Matheson 2003; Kasimati 2003, p. 433; Bondonio and Campaniello 2006, p. 361; Crompton 2006, pp. 70-79; Hall 2006, p. 62; Shaw 2008; Jones 2009; Duminy and Lockett 2012, p. 2; Zimbalist 2015, pp. 37-38, *passim*)⁵⁵. Specifically, Crompton’s work is most informative in these regards.

Collectively, these scholars highlight the tools used to manipulate a study’s outcome. These include, *inter alia*:

- i. *‘footprint’ residents in alleged increased tourist arrivals;*
- ii. *Inappropriate aggregation of geographical areas;*
- iii. *The inclusion of time-switchers and casuals;*
- iv. *Abuse of multipliers;*

⁵⁵ The titles of several journal articles referenced above are, in and of themselves, quite revealing. To wit: Baade, R. A. and V. A. Matheson (2003). Bidding for the Olympics: Fool’s Gold? *Transatlantic Sports*. C. Barros, M. Ibrahim and S. Szymanski. London, Edward Elgar Publishing, Crompton, J. L. (2006). “Economic Impact Studies: Instruments for Political Shenanigans?” *Journal of Travel Research* **45**(1): 67-82, Shaw, C. A. (2008). *Five Ring Circus: Myths and Realities of the Olympic Games*. Gabriola Island, BC, New Society Publishers, Jones, J. (2009). “Follow the Money, Understand the Olympic Scam.”, Zimbalist, A. (2015). *Circus Maximus -The Economic Gamble Behind Hosting the Olympics*, Brookings Institution Press.

- v. *Ignoring costs borne by the local community;*
- vi. *Ignoring opportunity costs;*
- vii. *Ignoring displacement costs;*
- viii. *Exaggerating visitation numbers;*
- ix. *The inclusion of consumer surplus; and*
- x. *Political payoffs.*

Teigland, paraphrasing Crompton (1995), dares to call it – a rather politically incorrect but self-explanatory – ‘*expert prostitution*’:

His [Crompton’s] most serious conclusion is that errors in ex-ante impact assessment in several cases have been used deliberately to mislead decision-makers and the public, leading to expectations and investments that are too high. ‘Expert prostitution’ may be an important reason why theory and reality have been divergent (1999, p. 316).

Moreover, it appears that certain parts of the Mega-event business are prone to ‘*outright fraud*’ (Baade and Matheson 2003; Shaw 2008); its perpetrators would no doubt prefer to keep things muddy and away from public scrutiny. As Keen postulated in his publication ‘*Debunking Economics: The Naked Emperor [of the Social Sciences] Dethroned*’: “... a minority of economists have long known ... that economic theory is not only unpalatable but also plainly wrong ... much of the scientific veneer of economics as a science is bogus” (2011, pp. 15-21, passim).

These sentiments are echoed by Stilwell who points out:

The claims to a scientific’ status for the discipline [of Economics] is largely untenable ... the typical mathematical orientation of orthodox economics conveys the strong connotation of scientific precision. However, the attempt to distinguish a ‘positive’ economics from a ‘normative’ economics, eschewing value judgements, has clearly failed. Values enter at all stages in economic inquiry – into the very selection of issues to be studied, into the selection of methods of investigation and analytical tools and, of course into the processes whereby that economic knowledge is applied” (2005, p. 109).

4.5.2.2 – Expert Opinion Conclusions

In summary, the review of the literature process identified serious inadequacies in the economic models planned and examined in terms of potential practical application to address the research questions. What is evident is that it is not just the methodological rigidity of neoclassical orthodoxy that is troubling but also its self-righteous ‘*Pretence of Knowledge*’ (von Hayek 1989) that has been prevalent in economics for decades and what – as is shown

in this study – frequently involves the ‘*art of shenanigans*’ to deliver pre-ordained, self-serving outcomes. Simply put, the above mentioned *a priori* assumption regarding the existence of acceptable financial economics’ conceptual models for assessing the impact of an Olympics Mega-event was naïve and is proven misconceived.

Some scholars considered the existing models as simply inadequate or not comprehensive enough. Other scholars posited that the theoretical models were and are not evolving to keep up with a whole myriad of changing dynamics brought about by, for example, local or global political aspects or aspirations, context, sponsorships, technology advances, and broadcasting and social media implications.

Moreover, the applications of theoretical models imported from other business applications – while innovative, creative and perhaps helpful regarding encouraging academic examination and debate – have added additional layers of complexity and indeed additional fuel for disagreement as to how to measure *ex-ante* and *ex-post* Mega-event impacts. Ergo, no consensus has evolved or is likely to crystallize as the business of event management has morphed into a multi-billion global business with many stakeholders beholding to dominant different stakeholder groups.

The Review of Literature provided a compelling argument to conclude that the academic Mega-event ‘*financial and economic impact*’ empirical research, however structured, cannot be relied upon as evidence-based. In fact, many academic researchers themselves remain sceptical of (i) the methodologies applied; and (ii) the economic benefit results purportedly flowing from hosting Mega-events.

As a complementary aside, the predictive economic model (established in [APPENDIX 8, Table 9](#)– p.306 herein) is as follows:

BC Tourist Room Revenue = 62.7 MLN + 196.3 BC Non-Resident Tourist Arrivals

The modelling predicts that if BC ‘*Non-Resident Tourist Arrivals*’ increase by one ‘*Non-resident Tourist Arrival*’, BC ‘*Tourism Room Revenue*’ will increase on average by \$196. The value of $r^2 = 0.67$ means that 67% of the variation in ‘*Total Room Revenue*’ is explained by ‘*Non-Resident Tourist Arrivals*’.

4.5.2.2 – Senior Executive Hoteliers Expert Perspectives

4.5.2.2.1 – Theme 6 – Theory-Confounding Factors

The thematic analyses of narratives gathered while interviewing the 62 senior Hoteliers resulted in this emergent '*Theme 6 – Theory-Confounding Factors*'. These narratives reinforce the concerns expressed by Crompton and his colleagues as outlined in '*Section 4.6.5 – Academic Scholars Expert Conclusions*'. Many aspects of the issues articulated by these Hoteliers flesh out and further accentuate the impossible task of anticipating, predicting and modelling a further 30 tangible and intangibles that will affect the predictive reliability and quality of the quantitative multivariate model. Any selected economic/econometric modelling undertaken to illuminate an Olympics' impact and, thus, very much further put into question their being '*fit-for-purpose*.' It certainly has become evident to this researcher, that '*pure economic/econometrics studies*' investigating an Olympics impact will continue to deliver unsatisfactory results.

The extent of these narrative disclosures was not only surprising, but the extent of 'surprise' is 'overwhelming.' This compelled this researcher to aggregate the results under their own distinct theme: '*Theme 6 – Theory Confounding Factors*'.

The thematic analysis identified 30 different tangible-non-quantifiable variables and several intangibles which would impede any meaningful, rigorous, comprehensive, defensible quantitative economic/econometric investigation of their potential individual and collective impact on the Vancouver 2010 Olympics. How can an economic/econometric model be meaningfully or adequately '*tailored*' to anticipate, predict and consider, on an *ex-ante* basis, the many '*Known Unknowns*' and '*Unknown Unknowns*' (Jorion 2009, p. 926). For example, to pick but a few from a list of the 30 subcategories of '*Theme 6 – Theory Confounding Factors*' listed in [FIGURE 24](#) following, such as: '*Discounting – Race to the Bottom*'; '*Flux in Governments' financial involvement in tourism issues*' or '*YVR – Vancouver Airport Issues*', etc.

How can any researcher ever expect to be able to provide for such factors within his/her model other than via some unquantifiable '*fudge factor*'? How would a researcher's model the impact on any Olympics of a '*Global Financial Crises*' such as the comprised of the combination of the '*2008 USA Recession*' + the '*2009 Dubai Sovereign Debt Crisis*' + '*2010-2012 Eurozone Sovereign Debt Crisis*'? Alternatively, how would a researcher *ex-ante* provide in his/her model in the impact of '*fear to travel to an Olympics*' caused by concerns about

'Epidemics, Terrorism, Wars, and Political Instability'? How would one model in 'Foreign Exchange Volatility Risks', the impact of the 'Buy America Policies'; the impact of the 'Lack of Open Skies Agreements'; or the impact of 'Onerous passport and visa issues for foreign tourists'?

Nearly all the GMs referred to one or more of the various impediments aggregated under 'Theme 6 – Theory Confounding Factors' tabulated via 'NVivo' in [FIGURE 24](#) following. All impediments are exemplified by the following extracts under each of the 30 sub-headings.

4.5.2.2.1.1 – Foreign Exchange Volatility Risk

(24 GMs commented)

GM1: ... the American issues ... first off, the American dollar has depreciated by over a third while the Canadian dollar strengthened ... so a \$150 room used to cost the Americans US \$100 whereas now it costs them US \$150 ... and our room rates have remained pretty flat throughout ..."

GM10: ... the best year ever here was back in 2002 ... the Canadian dollar cost the Americans 62 cents US ... the British Pound was at \$2.20 Canadian and the economy had been booming ... this resort was fully booked on a pre-paid basis, and it felt no impact immediately after 9/11 over the 2001/2002 winter season ... there was little competition up here ... essentially the Delta at mid-level and the Fairmont at luxury-level had the market cornered to themselves ... there were excess demand and shortage of supply ... Whistler was still benefitting from Expo 86's afterglow ...

GM13: ... the global economic meltdown, the strengthening of the CAN \$ against the US \$, the pound sterling and the Euro all this played into seriously hindering growth in tourism and international travel to this destination ...

GM17: ... we have seen the percent of Americans coming up here drop by a third if not half ... moreover, of course, a good portion of this drop will also be related to the foreign exchange rates ... the Canadian dollar did strengthen against the American dollar and the pound sterling by 30 to 40% ... our room rates stayed the same ... so for an American or British tourist, we have become 30 to 40% more expensive ...

GM19: ... the strengthening of the Canadian dollar has had a serious negative impact on the Americans coming up here ... our rates are pretty static but because of the exchange rate ... it has become 30 to 40% more expensive for them ... the same is true for the Brits with the weakening of their pound ... the US and the UK are major sources of our customers ... what we do see is more Australians coming ... their dollar has strengthened against ours ...

Whistler continues to be an attractive ski destination for the Aussies ... also Australian students have been coming here for years ...

GM23: ... there has also been a significant strengthening of the Canadian dollar versus the US dollar, the pound sterling and the Euro. Particularly again in the case of the American traveller who at one time benefitted from a substantial exchange premium this has substantially reduced cross-border ...

4.5.2.2.1.2 –Discounting and Price Wars

(21 GMs commented)

GM1: ... as an industry we now have to find ways to collectively and collaboratively stop the deadly discounting that we have seen to get heads-in-beds ... the latter is probably the biggest challenge faces hotel GMs ...

GM11: ... most of our competition here in downtown Vancouver ... we are still suffering from an imbalance between supply and demand ... there has been some very aggressive discounting going on ... hoteliers are engaged in a race to the bottom ... some of my colleague GMs still seem to be holding on to the misconception that the heads-in-beds business elastic ... that when you drop the price demand for rooms goes up ... when in fact demand is pretty well fixed with slow year over year growth ... so demand is very much inelastic ... lower prices do not increase demand ... it just means that the 5-star hotels take guests from the 4-star hotels etc. it is difficult to get a consensus in this industry ... there are a lot of independents ... they will never sign-off on efforts to collaboratively work to try and increase our rates to a level more in line with Vancouver's destination status ... it is a super attractive destination ... but we haven't been able to charge internationally competitive rates since the early 2000s ...

GM10: ...and we are learning not to market distressed inventory at any cost ... discounting has to stop ... it's like an insidious cancer once it takes hold ...

GM12: ... discounting is becoming rampant ... poor pricing has a lot of dangerous consequence and the biggest of them all is a bloodbath in the market ... we are seeing more and more flash sales to dump product into the market via the likes of Groupon, Jetsetter, voyageprive, Tablet Hotels, tripalertz, ... the list goes on and on ... we find ourselves in a difficult battle for business which then leads to resorting to using room rates as a price leverage tool ...

GM13: ... aggressive and predatory pricing really stops the hoteliers here from getting betting back to decent competitive ADRS ... an oversupply of hotel rooms appears to be the largest contributor to the problem of not being able to get our rates up, in fact, the opposite is happening. It becomes a self-defeating

downward spiral if we are not very, very careful. Dealing with discounting and price wars was clearly the nemesis of GMs during the 2008-2009 downturn and continues to rear its ugly head... Vancouver and Whistler Hoteliers are kept up at night by aggressive and often predatory pricing particularly during periods of recession with low demand and when the market is oversupplied following intensive construction activity prior to the 2010 Olympics ... in a nutshell, discounting ... or the battle of price ... does not solve anything ... 5-star hotels 'steal' from 4-star hotels and so on ... discounting or price wars work on the wrong side of the supply-demand equation ... reducing price has little or no effect on demand it remains static ... academic studies have shown that it takes at least a 30% discount to influence a buy ... just do the math with the OTAs charging a commission of 20 to 25% and a further 30% discount ... the margins are gone and at times, costs are not even covered ...

GM14: ... discounting ... and the 'bully-on-the-block' behaviour of some of the independents who will do anything to put heads in bed in order to cover their fixed costs ... one 550 room hotel down the street with lots of F&B facilities has been aggressively discounting its room rates ... that pushes everyone down the food-chain to copycat to save their own skin ... as I said earlier, the OTAs have become all-powerful ... they now dictate to us ... and the Expedias, booking.com, and Travelocity demand cuts of between 25 and 30% ... a super business to be in ... little capital cost ... little fixed costs ... high flexible variable costs ... mostly low-cost short contract labour ... tremendous margins... with the OTAs and Travelocity, everything has become totally transparent instantly ... the minute I lower my rates everyone in this industry knows it instantly and they instantly react ... we all tend to use the same destructive way to do revenue management ... we all do the same thing ... everyone seems instantly ready to embark on the race to the bottom ... we're close to becoming a world-class city but with low-class rates ...

**.....4.5.2.2.1.3 – Epidemics, Terrorism, Wars, and Political Instability
(18 GMs commented)**

GM1: ... the downtrend started in 2003 following 9/11 in 2001 in the US ... the Americans have become more travel shy after 9/11 and successive perceived threats to homeland security.

GM13: SARS, H1N1, the global economic meltdown ... Carrying over from 2008 and going into 2009 visitor numbers were down.

GM14: In late 2002 we got hit by SARS and that lasted until at least July 2003 ... as a result 2003 was a very slow year in our industry ... folks simply didn't travel unless they had to ...

GM30: ... the never-ending wars in the Middle East, Syria, Yemen, and Afghanistan ... and the issues flowing from the Arab Awakening in Egypt, Libya, and Tunisia ... the political problems in Pakistan and Thailand ...

4.5.2.2.1.4 – Global Financial Crisis – USA Recession**(11 GMs commented)**

GM13: ... 2008 and 2009 were terrible recession-ridden tourist years for this industry and we have not yet recovered ... the global economic meltdown ... carrying over from 2008 and going into 2009 visitor numbers were down ...

GM10: ... in 2008 the market collapsed with the recession following the sub-prime mortgage market collapse in the USA and the ensuing sovereign bond implosion in Europe ... this lasted through to the 4th quarter in 2009 ...

GM14: ... the 2008 recession hit ... the economic crisis ... following the sub-prime mortgage manipulation and the bankruptcy of Lehman Bros ...

GM7: ... in 2008 the US subprime mortgage crisis set in which in turn triggered the European sovereign debt crisis in 2010 and an economic crash ...

4.5.2.2.1.5 – Air Canada**(10 GMs commented)**

GM3: ... I know I'm not gonna comment on politics, but the reality of the situation is I came from the UAE Emirates were an airline that wanted landing rights in Toronto, Montreal, and Vancouver ... they had three flights a week to Toronto ... they felt they could increase those flights into the three destinations with five, six times a week, and they ended up not doing so. I don't know what the political reasoning was, whether it was protection for Air Canada or other considerations. So, where do Emirates fly into now? Seattle. And they fly in seven days a week. So, that business that's coming out of the Middle East that could be coming to Vancouver is now going straight into Seattle

GM13: ... Air Canada retains a near monopoly at YVR ... not very helpful to our industry ...

GM14: ... airline access to YVR is severely constrained by the federal government which seemingly still feels it needs to protect Air Canada ...

GM19: ... there are too many restrictions on foreign competition to AC ... Air Canada has gone on record that it opposes open skies ... so I think this has been primarily to help Air Canada stay afloat by mitigating the impact of direct competition by some of the rising Gulf-based airlines who are vying to fly into YVR ... Air Canada has by far the largest operation at YVR of the 70 or so carriers serving YVR this is not good for the Canadian consumer ...

GM28: ... Canada has this backward ... it is still trying to protect Air Canada's near monopoly domestically and internationally ... there simply isn't enough competition to bring down the travel fares from here...

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**FIGURE 24– THEME 6 – ‘THEORY-CONFOUNDING FACTORS’:
30 NON-MEASURABLES AND UNQUANTIFIABLE VARIABLES**

.....4.5.2.2.1.6 – Buy America Policies**(10 GMs commented)**

GM1: ... then there is the impact of its 'Buy America' policy ... the Americans are very patriotic and want to be seen to be supporting their country ...

GM7: ... increasing protectionism south of the border with their 'Buy America' policies ... in the US, the optics of being seen to set off for a foreign resort on vacation became very negative ... kind of an all-around perfect storm for the global tourism business ...

GM12: ... this then became aggravated by increasingly more pressure tactics to keep Americans at home and keep the money they spend in-country through their imposition of 'Buy America' policies increasingly encompassing broader areas of American economic activity

GM13: ... and of course 'Buy America' policies put pressure on them to spend their money at home ... this trend in the US is resulting in strong increases in US domestic meetings especially in the association market ...30% of our international guests here used to be Americans now it is down to 8% ...

GM15: ... Metro-Vancouver will experience a 40% decline in delegate room nights ... particularly the US-sourced business has dried up following aggressive "Buy America" trends south of the border ... this 'Buy America' trend in the US has seen strong growth in the US-held domestic meetings ...

GM16: ... and Buy America initiatives across the border in Seattle and the Pacific Coast which is keeping the Americans at home ...

GM17: ... when the American governments are imposing their 'Buy America' policies south of the border they are strong-arming, coercing, playing on the patriotic heartstrings of its citizens to vacation at home ... this has been going on now for some years we have seen the percent of Americans coming up here drop by a third ...

GM21: ... US, so it is Discover US. Spending family, lot of marketing with US brand, stay in the country ...

GM27: ... my American compatriots are becoming increasingly anal at the border ... 'Buy America' policies pulled on their heartstrings, and many stayed within the continental USA to vacation...

.....4.5.2.2.1.7 – Consistent Funding**(10 GMs commented)**

GM3: ... I was talking this morning with somebody who brings a tremendous amount of business out of Australia who was bemoaning the lack of funding that the CTC now has for promoting Canada overseas. These are not new issues, these are issues that have been around for a decade, and they don't get addressed, and they continue to fester. CTC funding continues to drop ...

GM30: ... There are a number of policy areas that impact on the hotel sector including transportation infrastructure, air access, and its affordability, taxation, marketing funding by various levels of government ... and lack of funding for destination marketing initiatives ... generally, the tourism industry in Canada has been severely underfunded since the recession in 2008 ... that crippling global recession continues to impact a number of our key markets ... particularly the US and Europe ... destination marketing funding has been slashed at the federal level and ... in terms of international arrivals Canada has dropped from 7th place in this industry's peak year 2002 ... as President of our Association I know that the lack of a consistent reliable funding stream which is not tied to the revolving door politicians both the 3 levels of government – municipal, provincial and federal – is critical ...

.....4.5.2.2.1.8 – Security**(10 GMs commented)**

GM13: ...our border control, security and visa policies are substantively hindering our industry's growth ...

GM15: ... we had a large contingent of the Canadian Armed Forces stay here who complemented the normal police forces and the RCMP and were responsible for security during the Olympics ...

GM20: ... the industry did have to put up with some very strict security protocols which reduced our productivity ... we needed to over-service and our operating costs were much higher than typical ...

GM 25: ... I thought there was an overkill on security, which is easier to say in hindsight, but it did certainly stop people coming up and using the facilities ...

GM30: ... Canada is a 'fly-to' destination and our cost structure is a barrier to success ... more and more, high airport rents, fuel taxes, and security fees have dropped Canada down to nearly last position for aviation cost structure based on the World Economic Forum Travel and Tourism Competitive Report

.....4.5.2.2.1.9 – Aviation Costs**(9 GMs commented)**

GM1: ... also, a major concern is Canada's aviation cost structure ... it is one of the highest in the world according to the OECD ... Canada ranks 136th ... almost dead last out of 139 countries ... aviation and airport fees and charges make this country's aviation costs almost 30% higher than elsewhere ...

GM13: ... travelling into YVR is very expensive compared to flying into Seattle and the direct taxation by our government on YVR is making it very difficult for them to be competitive internationally ... don't forget the world competes vigorously for the tourism dollars and we are just not competitive cost-wise any longer ... the aviation charges at YVR are almost the highest in the world ... we're a G6 country but we rank 106th among competing countries for Travel & Tourism Price Competitiveness by the World Economic Forum ...

GM14 ...: YVR continues to be one of the world's most expensive airports to fly in and out of ...

GM15: ... the fact that we have a very large Chinese community here in Richmond ... China Southern Airlines now offers daily 787 flights from Guangzhou to YVR that potentially brings in 200 Chinese tourists every day ...

.....4.5.2.2.1.10 – Open Skies Agreement**(9 GMs commented)**

GM12: ... air travel into YVR is probably one of the very highest in the world ... our industry faces severe competitive disadvantages in the era of air accessibility and affordability ... opening-up international air access to Western Canada is integral to BC's tourism business ... in this agreeing Open Skies agreements with other international jurisdictions is critical ...

GM13: ... Canada continues to limit access to YVR ... we don't as of yet have any Open Skies arrangements with Middle East countries who are clamouring to gain access nor with any Asian countries all of our bilateral arrangement with Asian countries are too restrictive ...

GM14: ... airline access to YVR is severely constraints by the federal government which seemingly still feels it needs to protect Air Canada ... we have no Open Skies Agreement with any Asian or Far East country ...

GM19: ... Canada has been reluctant to engage and conclude Open Skies agreement ... there are too many restrictions on foreign competition to AC ...

.....4.5.2.2.1.11 – Cruiseship Business**(8 GMs commented)**

GM12: ... also the cruise ship business is starting to pick up again after the tremendous exposure we got from the Olympics ... a lot of Olympic visitors and worldwide viewers did not know these Alaska cruises were available from here ... visitors fly in and out of Vancouver and typically they stay at a local hotel either before or after their cruise ... for a while cruise ships were by-passing Vancouver ... sailing directly from Seattle to Alaska ... that business is now starting to come back ... it's been a very positive upward trend ... with 2013 seeing an increase of 20% over 2012 ... I read recently that means about 820,000 passengers from 236 sailing that will overnight in Vancouver ... we had our peak in 2002 with over a million passengers ...

GM13: ... the cruise-ship business did well in 2008 and 2009 but their owner is moving some ships to Seattle as home port for the Alaska cruise business ... and we need to focus ... pay more attention to ... and finds ways to capitalize more on Vancouver's unique cruise up to Alaska business ... in 2008 that business generated over 1.1 million ... since 2008 it has dropped by 30% ...

GM23: ... also the cruise ship business out of Vancouver to Alaska should pick up again starting next year and that means more heads in bed in Vancouver

GM26: ... Cruise business has gotten better over the past couple of years, there was a list of changes to cruise routes, which is a couple of years ago, with boats leaving Seattle and going up on the western side of Vancouver Island rather than coming up through the inside passage ...

.....4.5.2.2.1.12 – Cost Difference – Airline Tickets**(8 GMs commented)**

GM11: ... and there is not enough competition on the domestic flights ... a domestic flight West-East from Vancouver to Toronto costs \$600 ... in the US a similar West-East flight Seattle to Chicago costs \$200 ... an international flight from Vancouver to Hawaii costs \$700 ... a flight from Bellingham just across the border in the US to Hawaii costs \$199 ...

GM13: ... more and more tourists are by-passing YVR and fly instead into Seattle or Bellingham just south of the border where a similar route airline ticket costs 1/3 the price ... the US federal government absorbs all airport charges which makes a whale of a difference in the price of a ticket ...

GM27: ... the cost of flying to YVR is substantially higher than flying to and from Bellingham right across the border in the US ... US airports are becoming very aggressive in attracting both international travellers and Canadian travellers to choose their airport instead of YVR ... the same holds for Seattle

30 minutes further south ... a flight originating in Bellingham to Hawaii cost \$300 the same trajectory from Vancouver to Hawaii costs 3 times that at \$900 ... for the difference people are quite prepared to rent a car in Bellingham and then drive up here despite the inevitable hassle and waiting times at the border ... the same holds for Canadian international travellers who take a bus down to Bellingham or Seattle and start their trips from there ...

GM3: ... It is becoming expensive, but why is it expensive? For example, I'm quoting this morning an Australian phone operator, who tells me that for her to put a passenger on a plane in Sydney and fly them to Vancouver is two and a half thousand dollars. For two and a half thousand dollars, they can actually get to any part of Europe they so choose, and they actually can spend less ...

.....4.5.2.2.1.13 – Visa Bureaucracy

(7 GMs commented)

GM1: ... the costs in time, visa bureaucracy to cross the US incoming must be reduced ...

GM13: ... new customs legislation and visa restriction introduced is keeping South Americans away and instead more and more Canadians are now travelling to the US instead of to BC ... Canada continues to play hardball regarding visa requirements ... it seems we are very much at the mercy of US expectations regarding protecting their northern border ... so if we relax visa requirements we'll upset the Americans and Canada will become an easier target for international asylum seekers and illegal migrants ... so on balance for the country, it is a bit of a Catch-22 ... for our industry it is a strong negative when international travellers are impeded from freely travelling here ...

GM14: ... Canada has made it more difficult for international tourists to cross our borders with its haphazardly handled visa requirements for South Americans and travellers from the Far East ... including China and India ... despite intensive lobbying by our industry at various levels of government ...

GM16: ... and learned it one day in 2009, and let's say it's June 10th, 2009. As of July 17th, one week from now, all Mexicans will require a Visa. Business dropped like a ton of bricks ...

.....4.5.2.2.1.14 – Commoditization of Room-Nights

(7 GMs commented)

GM11: ... this business is becoming increasingly commoditized ... certainly at the lower end where we are all competing for the same guests ... being profitable in this business is becoming a daily challenge ...

GM17: ... currently the OTAs charge anywhere up from 20%+ of a booking ... they have a monster we created ... but once you open-up Pandora's Box, you

have no chance but to play ball and try and make it all work for you ... one can see though that the lodging industry can become commoditized ... so for the Fairmont it is critical that we keep re-empathising our value proposition to our customers ...

GM19: ... discounting through OTAs have commoditized hotel rooms ... the only way to improve profitability in such an environment is reinforcing the value proposition to the customer ...

GM21: ... Our product hospitality and especially room nights are becoming commoditized ...

GM23: ... We, of course, have to find the proper balance between rate and occupancy ... what does value mean to a business person ... we have to be very alert to try and not become commoditized ... a commodity ... yet, with the internet and worldwide instant access to rates through OTAs such as Expedia, Priceline, Orbitz, etc. And now TripAdvisor and Google dipping its toe in ... we have to up our game and pay particular attention to our loyal guests and corporations that use us as their preferred supplier ... our loyalty point program is mission critical to customer retention ...

GM30: ...but with the power of the OTAs the business of hotel rooms is becoming more and more commoditized ...

GM9: ...every consumer has access to the same and all information via the internet ... this market information is now instant that room-nights are becoming a commodity ... there has been a paradigm shift in this business ... the OTAs call the shot ... in essence, that means the customer calls the shot ...

.....4.5.2.2.1.15 – Funding Issues – Tourism Organizations

(7 GMs commented)

GM11: ... another major issue is the funding by our provincial and federal tourism and destination marketing organizations – DMOs – are spending is a pittance compared to what other competing international organization are throwing at this key economic activity ...our cries for help simply seem not to resonate in Ottawa ... there is a lack of will ... a lack of engagement ... Los Angeles alone spends \$68 million ... Canada spends \$28 million ... this despite the fact that tourism is the biggest industry in BC ...

GM13: ... our Tourism organizations are too poorly funded ... the CTC – the Canadian Tourism Commission’s funding is at the bottom of the list compared to similar commissions in other countries ...

.....4.5.2.2.1.16 – Thickening of the Border**(6 GMs commented)**

GM1: ... Americans have become more travel shy after 9/11 and successive perceived threats to homeland security ... In our industry, we call that the 'thickening of the border' ...

GM30: ... we call in our industry 'the thickening of the border' ... the results of the Americans ever-increasing paranoia and focus on homeland security ...

GM13: ... other issues that are becoming major concerns for our industry are the so-called 'thickening of the US border' ... Or the tightening of the border due to security considerations ...

GM16: ... thickening of the border and Buy America initiatives across the border in Seattle and the Pacific Coast which is keeping the Americans at home ...

GM23: ... my countrymen have embarked on what is called here a thickening of the border ... it has become more onerous to travel back and forth across the border ... also US Congress is putting more and more emphasis on 'Buy America' policies ...

GM7: ...this along with again increasing concern for homeland security during Afghanistan and Taliban threats of attacks within the US and the so-called thickening of the border effect ...

.....4.5.2.2.1.17 – YVR – Vancouver Airport**(6 GMs commented)**

GM11: ... the biggest impediment is the cost associated with air travel into YVT ... Canada is just not competitive ... the airport charges, extra fuel charges, rent charges at YVR are sky-high

GM28: ... we simply don't have enough competition to bring down the travel fares from here ... and on top of that, the federal government sees YVR as a cow to be milked ... the rents it charges the airlines at YVR are outrageously expensive ... much higher than Paris ... I read that Canada has stopped some of the Gulf area airlines from flying into Vancouver...

GM26: ... there are issues ... air access into Vancouver is expensive ... particularly when people can fly into Seattle or other American airports and the fares are much lower ... and then just hop across the border with a rental, bus or tour. It's difficult, and myself and a few other colleague GMs met recently with folks at YVR ... the Vancouver Airport folks, raising the issue were only

hotel general managers, we can't move the dial on that, all we can do is raise the noise ...

.....4.5.2.2.1.18 – Cross-Border Shopping

(6 GMs commented)

GM11: ...Canadians are more and more crossing the border to the US to take advantage of the steep price differences ... I read recently in InnFocus that 30% of Canadian tourists now travel from the USA ...

GM13: ...the difference between flying into Vancouver versus Seattle is quite substantial to the point where now 20 plus percent of Canadian travellers will cross the border to initiate their travel in the US ... you only have to connect the dots ... it likely means that international travellers are staying away from Vancouver ...

4.5.2.2.1.19 – Passport Issues

(5 GMs commented)

GM14: ... three of the cruise ship lines stopped coming mainly because of passport issues ...

GM21: ... the reason Canada slapped on that Visa restriction is they were finding that a lot of people coming up here from Mexico were staying and taking jobs illegally. So, they wanted to put a stop to it now, I believe, when the extreme end of the scale ends in, "Okay, Visas for everybody now ...

4.5.2.2.1.20 – 2010-12 Eurozone Sovereign Debt Crisis

(5 GMs commented)

GM12: ... in 2008 the economy went south because of the shenanigans that started down south ... the US sub-prime market meltdown and that then spilling inevitably over into Europe where these products have been sold resulting in the sovereign debt crisis starting in 2010 ...

GM14: ... and, then the 2008 recession hit ... the economic crisis ... following the sub-prime mortgage manipulation and the bankruptcy of Lehman Bros which by 2010 really had started to spill over to Europe and affected its sovereign debt markets and their whole banking system ... the economy was down ... drawing attendees to conventions, conferences were way down ... corporate travel was down ... sponsorships were way down...

GM15: ... with sub-prime mortgages which then spilled over to Europe where these packaged products were sold all over as top-rated debt instruments. As a result in 2010 the sovereign debt of several countries took a hit as did many

of the big banks in Europe which had to be bailed out ... In the UK, in Greece, in Portugal, Ireland, etc. ...

.....4.5.2.2.1.21 – Liquor Regulations

(4 GMs commented)

GM13: ... our liquor regulations are quite antiquated and are in need of catching up with other leading world tourism destinations ...

GM15: ... food and beverage ... intake was way up during this period as well ... city council was very accommodating as we were granted liberal extensions to our liquor license ...

GM28: "...this is not good for our image as an open welcoming country ... Vancouver liquor regulations go back to the days of the French Revolution they do not reflect a modern worldlier tourist destination ..."

.....4.5.2.2.1.22 – Cross-Border Competition

(3 GMs commented)

GM1: ... what's clear is that tourists wanting to Vancouver and Whistler are increasingly tempted to fly into Seattle spend a few days there in Washington and Oregon and only then drive a hired car up here to a few days up here ... so we are losing the front and back end of their vacation period and the money they would otherwise spend on hiring a car, entertainment, and F&B

GM11: ... I read recently in InnFocus that 30% of Canadian tourists now travel from the USA ... and of course the reverse is true as well ... international tourists are increasingly travelling to the USA first ... in this region into Bellingham or Seattle ... spend some time there ... and only then rent a car or travel by bus or train up here to Vancouver and up to Whistler ... clearly, we are losing out at the front-end and back-end in terms of room nights in Canada as well as the money spent on car rentals and F&B ...

.....4.5.2.2.1.23 – Flux in governments' Involvement in Tourism Business

(2 GM commented)

GM1: ... our BC destination marketing system has been in a state of flux if not outright inertia ... Tourism BC an autonomous independent crown corporation was collapsed and integrated into one of the provincial Minister's departments ... this resulted in uncertainty around funding and who is doing what to whom ... this led to a lack of leadership and direction on the provincial tourism file ... the BC government is a critical tourism partner ... when they are in flux ... we inevitably suffer unintended consequences ...

GM21: ...because unfortunately, the politicians sometimes they don't have a brain, and they don't know the opportunity of tourism for Vancouver. In fact, there's a big discussion right now, the importance of the hospitality industry for Vancouver, because the politics they put on the side, it has huge impact ...

.....4.5.2.2.1.24 – NAFTA – North America Free Trade Agreement

(2 GMs commented)

GM30: ... others challenges include visa restrictions for the South Americans ... including our NAFTA friends in Mexico ... and the affluent Brazilians ...

GM41: ... following 9/11 the Americans did want to fly internationally and they considered Canada very much as part of their backyard following the North American Free Trade Agreement – NAFTA ...

.....4.5.2.2.1.25 – Security Tax

(2 GMs commented)

GM13: ... Canada has the highest security tax in the world ... between 2002 and 2008 the government collected over \$2 billion in security charges from travellers ...

GM8: ... the taxes at the airport, flying in group customers makes us non-competitive to other markets in the US ...

.....4.5.2.2.1.26 – Critical Tourism Partner

(1 GM commented)

GM1: ... Tourism BC an autonomous independent crown corporation was collapsed and integrated into one of the provincial Minister's departments ... this resulted in uncertainty around funding and who is doing what to whom ... this led to a lack of leadership and direction on the provincial tourism file ... the BC government is a critical tourism partner ... when they are in flux we inevitably suffer unintended consequences ...

.....4.5.2.2.1.27 – Forced Market Segment Positioning

(1 GM commented)

GM14: ... despite intensive lobbying by our industry at various levels of government, these high costs and barriers relating to travel into YVR are unlike to change quickly ... this forces us to position ourselves in the US and internationally as a higher-end travel destination for IT leisure travellers and as a high-end conference and convention destination ... this is not particularly

where we would like to be when the individual leisure traveller and organized group travel is often quite budget conscious ...

.....4.5.2.2.1.28 – General Managers' Migration to Competitors

(1 GM commented)

GM14: ... another issue in the industry is the fact that very few managers are brand loyal ... and once they move on all their ideas migrate with them ... and often they poach former senior associates away as well ...

.....4.5.2.2.1.29 – Profit Margin Erosion

(1 GM commented)

GM11: ... being profitable in this business is becoming a daily challenge ... with the OTAs demanding their 20 to 30% commission ... labour costs running between 20 and 25% ... the costs of meeting the so-called 'Green' initiatives ... the municipality's 21% tax on a parking stall ... our ongoing capital improvement needs ... there isn't much left ... you start to make money only on the last rooms you sell ... I think the 80-20 rule is not a bad rule of thumb ... you need 80% occupancy to cover costs and the next 20% contributes to profit ...

.....4.5.2.2.1.30 – Real Estate Valuations

(1 GM commented)

GM14 ...: Vancouver is potentially facing a particularly insidious problem as the real estate values in Vancouver are skyrocketing ... the downtown hotels ... particularly the older properties ... are sitting on prime high-value real estate ... when they don't break even or lose money year after year ... the owners quickly start thinking about monetizing their asset by selling the high-priced land on which the property sits ... the building and the hotel operations are cast off ... this reduces the available of inventory and Vancouver's ability to accommodate tourists ... usually at the mid-level ... the level sought by the individual leisure traveller who is more price sensitive ... it could become a vicious circle ... the more successful Vancouver becomes a world emerging gateway city ... the higher the real estate prices ... and the more incentive for mid-level hotels that are not profitable to convert to other use

.....4.5.2.3 – Expert Hoteliers Conclusions

Following are some extracts which support positing that pure economic analyses under the described circumstances cannot be evidence-based; they are at best 'informed assumption' modelling:

GM 1: There is the impact of its 'Buy America' policy ... the Americans are very patriotic and want to be seen supporting their country ... so they stay closer to home or backyards to vacation ... the Americans have become more travel shy after 9/11 and successive perceived threats to homeland security ... In our industry we call that the 'thickening of the border' ... our BC destination marketing system has been in a state of flux if not outright inertia ... Tourism BC an autonomous, independent crown corporation was collapsed and integrated into one of the provincial Minister's departments ... this resulted in uncertainty around funding and who is doing what to whom ... this led to a lack of leadership and direction on the provincial tourism inevitably suffer unintended file ... the BC government is a critical tourism partner ... when they are in flux ... our industry suffers the consequences ...

GM 10: In 2008 the market collapsed with the recession following the sub-prime mortgage market collapse in the USA and the ensuing sovereign bond implosion in Europe ... this lasted through the 4th quarter in 2009 when the pre-Olympic business activity started to pick up ... with construction crews, media people, advance scouting parties ... and the never-ending stream of politicians, VANOC and Olympics staff ... so 2009 was saved by pre-Olympic activity ...

GM 30: ... the Canadian government has been outright obstructionist and stonewalled any lobbying initiatives from many quarters to open up the YVR market with Open Skies agreements ... Air Canada seems to have a lot of sway with politicians in Ottawa ... despite our best efforts ... we still don't have Open Skies Agreement with any Asian, Gulf States or Indian Sub-continent countries ... this is a silly head-in-the-sand approach ... without reciprocal arrangements ... not only tourists but Canadian corporate travellers and the general public are paying deer ...

.....4.5.3 – SECTION FINDINGS AND DISCUSSION CONCLUSION

This study confirms that at the macro national or provincial level, available data from CANSIM and BC Stats is eminently able to generate predictive models. For example, this research showed that if 'Accommodation GDP' increases by \$1 'Tourism GDP' increases by \$2.4, i.e. tourists spend 42% of their expenditures supporting the Hotel Industry. Moreover, that, in the Province of BC, every additional 'non-Resident Tourist Arrival' at the YVR International Airport generates \$214 of 'Hotel Industry' revenues.

The findings of the thematic analysis in this thesis, specifically 'Theme 6 – Theory-Confounding Factors', provide further support to challenge the credibility of various economic methods and models typically used to measure and/or predict the impact of an Olympics and concurrently reinforce the concerns, expressed by other researchers, that such studies lack

rigor and are unreliable. The study synthesized, with the aid of 'Endnote' and 'NVivo' software, 30 theory-confounding factors that would potentially impede 'Tourism' and 'Hospitality' theory development. This unique perspective provides additional insights into a myriad of confounding influences which render an accurate economic/econometric modelling of the impact of an Olympics, whatever modelling method used, an exercise in futility.

The bottom line must be an evidence-based answer to the question: *Is the whole modelling process an objective, systematic framework for assessing whether a mega-event is 'good or bad' from the point of view of the society on which it often is rather unilaterally imposed?* A narrow financial impact analysis simply assesses whether the event creates or destroys wealth, however the latter is defined.

Consensus and broad understanding, acceptance and an agreed the level of accuracy to which a model will operate is crucial; or, to put it differently, how good is the theoretical model as an ex-ante predictor and ex-post evaluator of the outcomes which are being examined. The acceptable bounds of accuracy will naturally depend on upon a myriad of factors. These would include (i) the quality or granularity of the available input data; (ii) the complexity of interrelations between the independent variables and the accurate and comprehensive identification of same; (iii) the extent of exogenous risk factors that cannot be reliably modelled (although available mathematical models such as, for example, Monte Carlo⁵⁶ estimators (Glasserman 2004) may attempt to mitigate the modelling difficulties and allow for their inclusion; and, (iv) the expected or required accuracy or materiality threshold parameters imposed by those financing a Mega-event.

Essentially, what we should be able to expect from any theoretical model is at least 4 basic standards: its (i) integrity, and more specifically, its (ii) completeness, (iii) robustness, and (iv) its verifiability (Hynd and Tilly 2012). The findings in 'CHAPTER 2 – REVIEWED LITERATURE – comprehensively outlining the extant literature on economic modelling of the impact of Olympic Games – are in this study complemented by the identification of the 30 "Theory Confounding Factors" as outlined hereinabove and as tabulated in FIGURE 24 – THEME 6 (p. 204). Collectively, these findings and study details demonstrate that none of these four standards have been met, or indeed could have been met, when applying the cited and typically-used Keynesian-macro-economic modelling of an Olympics.

⁵⁶ A problem-solving technique used to approximate the probability of outcomes by iteratively running multiple trial simulations using random variables

It is of interest to note that '*Tourism*' is increasingly being used, alongside cyber-warfare, as an economic warfare weapon. This fact is exemplified by a recent conflict between Turkey and Russia, and an ensuing edict '*Russians told to take holidays at home*' resulting in tremendous negative economic impact in Turkey. The financial cost to Air France-KLM, of the Paris terror attacks, is reported as well over 50 million euros (Parfitt, 2015, p. 38).

It is important to point out that, while this research set out to investigate the '*impact of the Vancouver 2010 Winter Olympics*' in Vancouver and Whistler, i.e. at a micro sub-national level, the resulting detailed descriptive and inferential correlation and regression analyses during this research has produced 2 distinct, and unique macro-level predictive models. The full statistical analysis is outlined in APPENDIX 8, pp.296-314

The first predictive model is Canada-wide. It predicts the impact on Canada-wide 'Hotel Industry' GDP caused by Canada's 'Tourism' GDP; i.e. for Canada: If '*Tourism GDP*' increases by \$1 '*Hotel Industry GDP*' goes up by \$2.40.

$$\text{Canadian Tourism GDP}^{57} = -2113483 + 2.401575 \text{ Canadian Accommodation GDP}$$

The second predictive model applies to the Province of British Columbia. It predicts that for every additional Non-Resident Tourist Arrival to British Columbia, its 'Tourism Room Revenues' (a 'Proxy Indicator' for '% Occupancy' in the 'Hotel Industry' increases by \$214.

$$\text{BC Tourist Room Revenue} = 14552829 + 214.19 \text{ BC Non-Resident Tourist Arrivals}$$

That part of this 'Research Question 2': "... are alternatives available to do so?" Will be fully addressed hereinafter in Section 4.7, p. 230 – Hypothesis 4 – *H₀ British Columbia's unique 'Additional Hotel Room Tax' is highly correlated with 'Hotel Industry' activity within its Vancouver Winter Olympics footprint comprising Metro-Vancouver and Whistler; it can be used as a 'Proxy Indicator for 'Tourism'.*

⁵⁷ The data is seasonally adjusted at quarterly rates; and, restated at 2002 constant prices (\$100K).

4.6 – HYPOTHESIS 3 – PROXY INDICATOR ⁵⁸

H₀ In British Columbia, 'Hotel Industry' activity is a 'Proxy Indicator' for 'Tourism'

4.6.1 – QUANTITATIVE ASSESSMENT

Once embarked on this study, it became evident that any attempt to measure the overall impact of an Olympics on 'Tourism' would be problematic. BCStats, the well-respected Statistics Branch of British Columbia promulgates and accentuates that "*it is not possible to measure the size of the tourism sector directly from any published data*" (Hallin 2009b, p.1). However, Talwar reported the following observations which included key pieces of other information particularly pertinent to this study:

National data have limited utility in assessing the importance of 'Tourism' in different localities within a country. At the local level, there is no standard mechanism available for the collection of data that can inform decision making ... hotel occupancy figures are sometimes used as a proxy indicator but are commercially sensitive [and] time consuming to collect (2006, p. 4).

Faced with these facts and that the footprint of the Vancouver Winter Olympics – i.e. the two municipal clusters Metro-Vancouver and the Resort Town of Whistler comprise such a 'sub-national level' – this research could not proceed as planned without first identifying an acceptable and measurable proxy variable for 'Tourism'. Fortuitously, as reported earlier herein, the accumulated Bibliography identified three instances of researchers referring to 'Hotel Occupancy' as a plausible axiomatic 'Proxy Indicator' for 'Tourism'. However, because these researchers appeared to have simply assumed so without referencing empirical evidence (Talwar 2006, p.4; Hampton 2013, p. 82; Schmidt-Thome and Greiving 2013, p.103), this research is addressing this issue.

4.6.1.1 – Statistical Analysis Results

The ANOVA test results calculated for a total of 26 quarterly (104 monthly) data points from 1986 to 2011 inclusive were considered statistically significant since they are shown as unlikely to have occurred by pure chance – see TABLE 9 following.

⁵⁸ World Resources Institute. (2014). "Glossary - Key Definitions - Proxy Indicator." Retrieved 10 May 2014, from <http://www.esindicators.org/glossary>; <http://www.esindicators.org/>.

	Q1	Q2	Q3	Q4	AVG
<i>Regression Statistics</i>					
Multiple R	0.977761	0.969400	0.971684	0.976307	0.976706
R Square	0.956016	0.939736	0.944170	0.953174	0.953955
Adjusted R Square	0.954183	0.937225	0.941843	0.951223	0.952036
Standard Error	187.499886	216.078488	209.286974	195.993238	190.784967
Observations	26	26	26	26	26

TABLE 9 – LINEAR RELATIONSHIP ANALYSIS RESULTS BETWEEN ‘HOTEL-ACCOMMODATION’ AS THE X-VARIABLE (OR ‘EXPLANATORY’) AND ‘TOURISM GDP’ AS THE Y-VARIABLE (OR ‘RESPONSE’)

As indicated by the large value of average of the Pearson Correlation Coefficient over the 26 quarters (104 months) nearly equal perfect correlation at $r = 0.977$; with the average – the proportion of variance in either of the two variables which may be predicted by, accounted for, or attributed to the variance of the other – providing the support needed to conclude that 95% of the variance in ‘*Tourism GDP*’ may be attributed to variance in ‘*Hotel-Accommodation GDP*’. Ghiselli (1964, p. 61) concluded that “*the practical upper limit of predictive effectiveness ... [is] ... a validity coefficient in the order of 0.50 ... about a high as they come*”.

Thus, based on the empirical evidence the causality link between ‘*Tourism GDP*’ and ‘*Hotel-Accommodation GDP*’ can be accepted.

The complete mathematical, statistical analysis support is outlined in [APPENDIX 7 – ANOVA OF ‘TOURISM GDP’ vs ‘HOTEL-ACCOMMODATION](#) (detailed on pp.293-295 hereof).

4.6.2 – QUALITATIVE ASSESSMENT

4.6.2.1 – Theme 1 – Proxy Indicator

This theme confirms that all 62 executive Hoteliers – across the whole socio-demographic spectrum, male and female, regardless of age or any other measured attribute – answered in the affirmative when asked whether the ‘*Hotel Industry*’ is a ‘*Proxy Predictor*’ for the ‘*Tourism Industry*’.

Their answers ranged from a simple ‘yes’ to ‘*absolutely*’ to a more elaborate narrative as exemplified in the following extracts:

GM 10: ... I most definitely agree that our hotel occupancy tracks the seasonal and yearly variations in tourism activity ...

GM 11: ... yes ... the level of hotel occupancy and therefore our rates and our profitability are definitely correlated with the ups and downs of tourism ... whether that tourism is regional or international ...

GM 1: ... I agree with your starting assumption ... clearly, we are always directly impacted by tourism ... in BC ... tourism is approaching \$14 billion and has become the single largest primary resource industry in the province ... if my memory serves me well and I did some homework ... it generated more than \$6.5 billion to BCs provincial GDP in 2010 – ahead of forestry, mining, oil and gas extraction, and agriculture ... we employ close to 130,000 people in this industry and generate more than \$1 billion per year in direct provincial tax revenue ... the global market for tourism is growing at an astonishing rate ... worldwide international tourist arrivals grew by some 4% with over a billion people travelling internationally and revenues at the \$1 trillion level ... for 2012, early indications are that international tourist arrivals have grown another 5% with over 4 million visitors to this province ... clearly all this activity has a direct impact on the hotel industry here ... one caveat is of course that tourists are not the only source of heads in bed ... we have our corporate and IT guests from within Canada ... we have a lot of group and convention guests ... but nevertheless, your tracking analogy hotel activity versus tourism works

4.6.3 – SECTION FINDINGS AND DISCUSSION CONCLUSION

The above outlined Quantitative correlation analysis confirmed that the ‘Hotel Industry’ activity correlated very highly with ‘Tourism’. Sequentially, the Qualitative portion of this research has also demonstrated that the a priori assumption that the ‘Hotel Industry’ is an axiomatic indicator of ‘Tourism’ has been consensualized based on the thematic analysis of the narratives of 62 senior executive Hoteliers across metro-Vancouver and Alpine-Whistler. Their response was a unanimous ‘YES’. Therefore, the outcome of the applied between-methods triangulation converged and, thus, this Mixed Methods Phenomenological Research confirms the *Hypothesis and Research Question: “In British Columbia, ‘Hotel Industry’ activity is a ‘Proxy Indicator’ for ‘Tourism’”* as validated.

4.7 – CORRELATION ‘AHRT’ – ‘HOTEL INDUSTRY’?

HYPOTHESIS 4 – H_0 *British Columbia’s unique ‘Additional Hotel Room Tax’ is highly correlated with ‘Hotel Industry’ activity within its Vancouver Winter Olympics footprint comprising Metro-Vancouver and Whistler; it can be used as a predictive model for ‘Tourism’.*

4.7.1 – QUANTITATIVE ASSESSMENT

As described comprehensively hereinbefore in ‘*Chapter 2 – Reviewed Literature*’ and in ‘*Chapter 3 – Research Methodology*’, there is no means available to measure ‘*Tourism*’ directly.

It has already been established in ‘*Section 4.6 – Hypothesis 3 – Proxy Indicator*’ that, in British Columbia, ‘*Hotel Industry*’ activity is a ‘*Proxy Indicator*’ for ‘*Tourism*’.

In this research, it is posited that – if British Columbia’s unique ‘*Additional Hotel Room Tax*’ (‘*AHRT*’)⁵⁹ can be shown to be highly correlated with ‘*Hotel Industry*’ activity – then ‘*AHRT*’ can, in turn, be an acceptable predictor for, or ‘*Proxy Indicator*’ of, ‘*Hotel Industry*’ activity. Thus, in turn, ‘*AHRT*’ is an acceptable ‘*Proxy Indicator*’ for ‘*Tourism*’.

In summary, while the variable ‘*Additional Hotel Room Tax*’ (‘*AHRT*’) intuitively is axiomatically directly, highly, and positively correlated with the hotels’ industry key indicator ‘*% - Occupancy*’ (i.e. ‘*Heads-in-Beds*’ or simply ‘*Hotel Activity*’), this intuitive assertion requires to be empirically confirmed.

4.7.1.1 – Statistical Software Used

Accordingly, the testing of Hypothesis 4 involves the use of *Classical Normal Linear Regression Model* (‘*CNLRM*’) features of ‘*EViews7*’ (Startz 2009; Quantitative Micro Software 2010) and, as well, *XLSTAT2012* (Moffat 2010; Addinsoft 2012), as described in ‘*Chapter 3-C, Section 3.15.1.3 – Hypothesis 4*’, pp. 136-140 herein.

This regression returned a value of $r = 0.82$ or $r^2 = 0.67$ (APPENDIX 8, TABLE 9, p. 306 herein) – the proportion of variance in either of the two variables which may be predicted by, accounted for, or attributed to the variance of the second variable.

Ghiselli concluded that “*the practical upper limit of predictive effectiveness ... [is] ... a validity coefficient in the order of 0.50 ... about a high as they come*” (1964, p. 61).

Thus, based on the empirical evidence, the causality link between ‘*AHRT*’ and ‘*Hotel Industry*’ activity and ‘*Tourism*’ has been established.

⁵⁹ AHRT’ is fully described in Sections 2.10.3 – 2.10.4, pp. 91-93 hereof

4.7.2 – QUALITATIVE ASSESSMENT

4.7.2.1 – Theme 5 – AHRT – 2% Additional Hotel Room Tax

Only 2 GMs specifically referred to the ‘AHRT’ in their narrative and highlighted its importance to the ‘Hotel Industry’ in terms of funding Tourism Vancouver and Tourism Whistler’s marketing initiatives and funding tourism promotion by the City of Vancouver and the Town of Whistler as evident from the extracts following:

GM14: “... the funding of our various tourism association such as Tourism Vancouver and Tourism Whistler has dropped ... most of our funding is tied to the revenues generated by the 2% additional hotel room tax ... however when overall revenues drop so do the taxes and so does the funding for marketing activities ... it’s when they need the money most that funds are automatically cut back...”

GM30: “In addition we have the 2% AHRT – Additional Hotel Room Tax – which is a legislated tax collected on each room night ... the tax is collected by the provincial tax department and the pot is then distributed to various participating municipalities ... if I remember the wording correctly ... the additional tax is intended to assist municipalities and regional districts in funding tourism activities ... particularly tourism promotion, and the financing and operation of new tourism facilities ... which have the joint support of the municipalities or regional districts and tourism industry in the applicant’s geographic area ... for example, metro-Vancouver or the Resort Town of Whistler ...the tax funds are not intended to replace existing sources of funding for tourism in a community nor are they generally intended to fund existing facilities unless significant upgrading to the facilities takes place ...”

4.7.3 – SECTION FINDINGS AND DISCUSSION CONCLUSION

Thus, from these empirical and narrative analyses, the following three observations can be confirmed:

1. *Hypothesis 4: British Columbia’s unique ‘Additional Hotel Room Tax’ is highly correlated with ‘Hotel Industry’ activity within its Vancouver Winter Olympics footprint comprising Metro-Vancouver and Whistler; it can be used as a predictive model for ‘Tourism’ can be answered in the affirmative. British Columbia’s – one-off and globally-unique – ‘2% – Additional Hotel Room Tax’ (‘AHRT’) database can be used to empirically measure the impact of the 2010 Vancouver Winter Olympics on its footprint metro-Vancouver and alpine-Whistler.*

2. The causality link between '*Tourism GDP*' and '*Hotel-Accommodation GDP*' can be accepted. The statistical analyses above provided the support required to conclude that 67% of the variance in '*Tourism Room Revenue*' can be attributed to the variance in '*Non-Resident Tourist Arrivals*.'
3. The '*Additional Hotel Room Tax (AHRT)*' is shown to be an acceptable '*Proxy Predictor*' for '*Hotel Industry*' activity and '*Tourism*'.

4.8 – RESEARCH QUESTION 4a: IS THE 'PROXY INDICATOR' ASSERTION BASED ON 'ILLUSORY' CORRELATION?

Research Question 4a: How can potential issues of 'illusory correlations' be mitigated?

4.8.1 – QUALITATIVE ASSESSMENT

This research provided an excellent example of where the phenomenon of 'Illusory Correlations' may well come into play. It relates to '*Hypothesis 4*' – In British Columbia, '*Hotel Industry*' activity is a '*Proxy Indicator*' for '*Tourism*' – detailed in Section 4.6 herein.

Triangulation of the existence of the phenomenon of '*Illusory Correlations*' pivots on two essential criteria; the first criterion consists of confirming, through thematic narrative analysis, that correlation is perceived and reported. This is indeed the case. 62 Hoteliers unanimously perceived and reported their '*Hotel Industry*' to be '*most definitely*' a '*Proxy Indicator*' for the '*Tourism Industry*'. For example, when interviewed GM11 characterized her subjective perception as a 'definite correlation' between '*Hotel Activity*' and '*Tourism*', to wit:

GM 11: ... yes ... the level of hotel occupancy and therefore our rates and our profitability are definitely correlated with the ups and downs of tourism ... whether that tourism is regional or international ...

4.8.2 – QUANTITATIVE ASSESSMENT

The second criterion involves the use of, for example, empirical statistical '*ANOVA*' analysis of the variables '*Hotel Activity*' and '*Tourism*' to measure their correlation. This analysis generated a Pearson Correlation Coefficient $r = 0.977$ and confirmed a near-perfect correlation between these two variables.

4.8.3 – SECTION FINDINGS AND DISCUSSION CONCLUSION

The question of whether their individual and collective perceptions are accurate and not the result of an *'Illusory Correlation'* can be triangulated with the results of running a correlation analysis between *'International Tourist Arrivals'* and *'Hotel Activity'*. Having met both criteria establishes that the results from this sequential between-methods triangulation converge and that any concerns about *'Illusory Correlation'* with respect to the relationship between *'Hotel Activity'* and *'Tourism'* can be set aside.

4.9 – RESEARCH QUESTION 4b: WAS DATA SATURATION ESTABLISHED?

Research Question 4b: How can potential issues of 'Data Saturation' be mitigated?

4.9.1 – QUALITATIVE ASSESSMENT

There are several issues that affect the number of interviewees that need to be selected in qualitative research. The guiding principle as articulated by several researchers is the concept of *'Data Saturation.'*

Glaser and Strauss reported that there is no agreed method with respect to the iterative process of confirming *'data saturation'* (Glaser and Strauss 1967, p. 62), i.e. the point at which no new information emerges. Presently, exactly what that means remains rather subjective (Morse 2000; Guest, Bunce et al. 2006; Francis, Johnston et al. 2010; Mason 2010; Baker and Edwards 2012).

Of the 62 Hoteliers, 30 agreed to have their interviews digitally recorded, while the remaining 32 instead directed the resorting to note-taking. Those who agreed to have their interviews digitally recorded were subsequently categorized as *'Group 1'* the remaining 32 whose interviews were stenographically recorded by this researcher were classified as *'Group 2'*. Pragmatically, such grouping was deemed a fortuitous and opportunistic way to test and add insight to the issue of *'Data Saturation'* of concern in qualitative thematic analysis research

Thus, an interesting complement of the decision to separate the interviewees in two distinct groupings was the ability to test prevalent theories with respect to *'theoretical saturation'* using data reduction techniques (Guest, Bunce et al. 2006; Francis, Johnston et al. 2010) by comparing the themes emerging from the thematic analysis of an initial grouping emanating from the coding of the transcriptions of the digitally recorded interviews (*Group 1*) with those of

a second grouping emanating from the Coding of transcriptions from stenographically recorded interviews (*Group 2*) in order to determine whether any new themes emerged and, if not, that '*data saturation*' had indeed been reached. Shah and Corley described this process as follows: "*Data analysis continues until 'theoretical saturation' is reached, or when no new information indicating that categories or the relationships between them should be refined is uncovered through the analysis or collection of additional data*" (2006, p. 1828).

Interviewing the '*total population*' of 62 General Managers was considered 'manageable', albeit this quantity well exceeded the number of 12 determined as sufficient to reach saturation by Guest, Bunce et al. (2006, p. 74); whereas Baker and Edwards (2012, pp. 5, 34) reported a range with a mean of 30 but quoted the academic Ragin (2008) as suggesting "*that a 'glib' answer is '20 for an M.A. thesis and 50 for a Ph.D. Dissertation' ...*". I am assuming the Ragin's 'glib answer' conveys a generically acceptable upper-end '*rule of thumb*' of 50 interviews, which is met in this study. The process followed in this study became one akin to '*purposeful*' sampling, except that issues normally associated with sampling (Aghili 2011; Creswell and Plano Clark 2011a, pp. 173-174; Bazeley 2013, p. 49) e.g. that of picking a representative sample for the group, became unnecessary. Corbin and Strauss point out that, in qualitative studies, issues of "*generalizability to the broader population are not its aim per se ... and reproducibility is limited to verifiability*" (1990, p. 424).

4.9.2 – SECTION FINDINGS AND DISCUSSION CONCLUSION

Data was collected from both Groups. '*Group 1*' narratives were coded through all cycles of coding consistent with '*Thematic Analysis*' (Clarke and Braun 2013) as set out in '*Chapter 3 – Research Methodology*'. '*Group 2*'s' narratives were then coded against the developed '*Themes*' to test the veracity of '*Group 1*'s' coding and to allow for new emergent '*Themes*' not identified in '*Group 1*'.

No new '*Themes*' emerged which satisfied this researcher that '*Data Saturation*' had been achieved. This result is not that surprising for two reasons. Group1 was sufficiently large and diverse to provide a comprehensive and holistic narrative report of the impact of the Olympics. This researcher did not '*hear*' or write down anything '*new*' when interviewing members of Group2. Upon reflection, another possibility may well be that what was 'heard' and recorded was essentially what was expected to be heard, i.e. the researcher's predilection. A stenographer has always had a hard time competing with a dictating machine when it comes to transcribing accuracy.

4.10 – DID OTHER EMERGENT ISSUES ARISE?

4.10.1 – Theme 7 – Emergent Technology

This theme '*Emergent Technology*' was not an a priori subject initiated at the outset of this research; it is instead a corollary research by-product. Several issues identified by this study's thematic analysis were shown to be tied directly to a multitude of the multi-variables that would need to be considered when undertaking a meaningful investigation of an Olympics' impact.

In retrospect, as far back as 2000, Scott (2000, pp.190-205) presciently described five attributes of the late-modern world and their prospective impacts:

- i. *Acceleration – the increasing volume of intellectual, aesthetic and technological goods introduced in society and their apparent built-in obsolescence with ever-shorter lifespans;*
- ii. *Simultaneity – the radical compression of time-space – fuelled by the internet-enabled increased interconnectedness and globalization;*
- iii. *Increasing risk brought about by the friction between tribalism and the dissolution of collective identities and loci of custom;*
- iv. *Non-linearity, complexity and chaos – knowledge is instantly revisable online and accordingly the pace of change to our collective global knowledge base is accelerating ceaselessly; and*
- v. *Reflexivity – traditional boundaries between producers and canon-keepers of knowledge and users are evolving.*

Increasingly certain knowledge foundations are attacked and discredited when shown to be expressions of specific economic interests – the issue of '*global warming*' is an excellent example of this conflict between the interests of humanity conflicts with the vested interests of the oil industry. The then evolving concepts of the '*knowledge-based economy*', the '*learning organization*', '*globalized democratic*' possibilities and '*lifelong learning*' – such as that manifested by this professional doctoral study, are no longer contested or controversial.

'*Theme 7 – Emergent Technology Evolution*' flowing from this study's thematic analysis confirms that they have simply become the genesis for even bigger leaps in technology development and global interconnectedness. '*Social Media*' technologies, such as '*Facebook*', '*YouTube*', and '*Twitter*', have become a powerful social matrix and, particularly in the '*Hotel and Tourism Industry*' a key piece of infrastructure that links and engages the hospitality

industry with its customers like never before – starting with customer experience, product and channel management.

This integration of physical and digital experiences is becoming the new ‘*e-Word-of-Mouth*’ as so succinctly identified in the study through the thematic analysis of the narratives of 62 senior Hoteliers: *Theme 7 – Emergent Technology*. This theme also confirmed the ever more all-encompassing power of search-engine capabilities manifested by the likes of Google, and indeed quantum leaps in democratization through ‘*Social Media*’ – to wit, the so-called ‘*Arab Spring*’ and more recent events in the Ukraine and Hong Kong. Theme 7 accentuates that social media features have become integral to the ‘*Hotel Industry*’. Social media is a disruptive technology which enables new levels of commercial engagement. Users can ‘*like*’ things and are able to register their immediate ‘*wants*.’

Many of the emergent technology identified through the thematic analysis based on the narratives of many astute, well-informed industry insiders leave little doubt of the taking the place of several paradigm shifts which will impact on Tourism and the Hotel Industry for years to come⁶⁰; however, their concerns are not new (Buhalis and Law 2008; O'Connor 2010; *ibid.* 2003). As many GMs so succinctly pointed out: “*Ignore them at your peril.*”

FIGURE 25 below discloses clearly the level of pre-occupation with and attention paid to the paradigm shifts brought about by an ‘*old*’ technology that is constantly re-inventing itself and becoming ever-more intrusive in the daily lives of Hoteliers and their customers. On-line travel agencies (OTAs) have clearly risen to the top of the ‘*food chain*’ and so powerful that they are now often dictating marketing and pricing strategies in the Hotel and Tourism Industries. Social Media channels such as ‘*Facebook*’, ‘*YouTube*’, ‘*LinkedIn*’, and ‘*TripAdvisor*’ have become an all pervasive and powerful ‘*e-Word-of-Mouth*’. And, evidently, the Olympic Games themselves are directly affected by the Social Media phenomena. The revenues that Olympic broadcastings bring in are staggering and more and more of the events are available in real-time streaming and via video replays on demand over the internet.

⁶⁰ Deloitte (2013). Are Hotels Ready for the Postdigital Age. *Internal Auditor*, Stoneking Sr., R. (2016). "Data Mining in Tourism." from <https://www.linkedin.com/groups/108417/108417-6168617035094913028>.

Theme-4 - EmergentTechnology		51	682	05/09/20	Technology Evolution in Hotel Industry
eWOM - e-Word-of-Mouth	17	81	05/09/20		
Google	11	18	05/09/20		
Groupon	8	9	05/09/20		
Internet	25	69	05/09/20		
OTAs - Online Travel Agencies	27	143	05/09/20		
booking.com	13	19	05/09/20		
Expedia	20	45	05/09/20		
Priceline	5	7	05/09/20		
Travelocity	13	19	05/09/20		
Room Rates Parity	5	5	05/09/20		
Social Media	27	96	05/09/20		
Facebook	21	26	05/09/20		
Family and Friends	6	8	05/09/20		
Generations	4	4	05/09/20		
YouTube	9	9	05/09/20		
Travel Agencies	3	7	05/09/20		
TripAdvisor	40	199	05/09/20		

FIGURE 25 – THEME 4 – EMERGENT TECHNOLOGY EVOLUTION

The following extracts of the thematic analysis are informative as to the deep and profound impact the 'Emergent Technologies have on the Hotel and Tourism Industries; and the evidence of the broad avenues of research opportunities.

GM 1 : “Back in 2009, hardly anyone turned to social media to get information about hotels ... now in a little more than 3 short years now 1 in four do ... one in four travellers is looking on social media sites to see what is being said about our properties ... good guest service has always been important in this business ... nothing was more important than positive word-of-mouth and loyal repeat guests ... however now word-of-mouth is the internet, Facebook, TripAdvisor, the OTAs ... more than 40% of travellers read travel blogs, tweet about hotel stays and read what friends and family have to say about the front desk clerk or the quality of room service ... all in real time ... pictures, stories and videos about our service practice and results ... good or bad ... are virtually available on Facebook or YouTube in the blogosphere on social networks and on YouTube ... loyalty programs have become critical to travellers over the past 7 years the importance of these programs has more than doubled in the minds of our guests ... travellers are now more likely than ever to use technology to find the best room rates ... travellers are becoming increasingly adverse to paying full rate whatever that means to them ... comparison shopping using a smartphone or iPad or Blackberry and to get a recommendation from fellow travellers and bloggers about deals and great places to stay is what internet savvy travellers across all age demographics ...the Millennials, Gen Y, the baby boomers and senior now do routinely ...

matter-of-factly ...it is clear that our guests expect more, expect to pay less, expect to get the best deals and will tell everyone about their stay ... they'll use technology to decide where they want to stay and how much they are prepared to pay ... they're becoming more socially conscious and expectations for amenities and service are very high ... in short ... I deserve what I get paid to deliver all of that ... at the same time keep my shareholders happy with my RevPAR results and stay attuned and be sensitive to the needs of my associates who help me achieve those goals”.

GM12: “It seems this internet thing did creep up on all of us in this industry ... It is not that we were dozing but it all happened much faster and much more radically than anyone expected ... It changed everything ... It changed how our guests and customers interact with us, and we have had to change how we interact with our customers ... You'll see the same thing happening in the airline industry, in the publishing business with Amazon becoming the preferred online intermediary to buy books ... And, now in online groceries shopping at IGA ... social media has become the new word of mouth in this business ... I read recently that nearly 80% of both leisure and business travellers are now using the internet and social media to inform their booking decisions ... they are searching the internet for special offers, maps, amenities and guest testimonials ... like those found on TripAdvisor and some OTAs ... Facebook and Tweet as well are increasingly used to decide on where to book and why ... most travellers put a lot of stock in what their friends and family post on Facebook or Tweet about customer service, overall satisfaction, bad experiences, and would they go back or recommend a particular hotel ... before making their booking decision ... more and more business and also leisure travellers ... nearly 60% and rising ... are using mobile phones and mobile apps to link to our website, find our location, check our TripAdvisor rating, call reservations and book a room ... and this whole process becomes iterative and self-supporting ... as more and more guests post pictures to Facebook, load videos to YouTube, and Tweet comments about the hotel they have stayed out ... the more subsequent travellers will seek out this information to help them in deciding where to stay to maximize the chance that their particular needs will be met ... this is a paradigm shift and is having a profound influence on travellers' decisions and on this industry ... for our very survival we better adapt quickly to meet this challenge and get on board ... those of us who see this as a fantastic opportunity to differentiate their hotel ... their brand ... have already adapted or are realizing they better get on board pronto ... personally, I pay a lot of attention to what my guests are saying about this hotel ... we expect to get a 5-star rating on the Forbes Travel Guide Star Rating list and I am equally confident to achieve the top-ranked TripAdvisor's Travellers' Choice award in 2013 for this facility”.

GM 13 - Hoteliers find themselves in a difficult battle for business that often resorts to using discounting room rates as a primary leverage tool ... we end up chasing our own tails ... nobody wins ... we need to break even. Otherwise, we go out of business ... discounting forces our industry to cut expenses with an almost inevitable impact on service quality and a rise in customer

dissatisfaction ... that is reflected on TripAdvisor and OTAs websites which in turn affects our destination attractiveness and our brand image ... it becomes a self-defeating downward spiral if we are not very, very careful... Dealing with discounting and price wars was clearly the nemesis of GMs during the 2008-2009 downturn and continues to rear its ugly head ... Vancouver and Whistler hoteliers are kept up at night by aggressive and often predatory pricing particularly during periods of recession with low demand and when the market is oversupplied following intensive construction activity prior to the 2010 Olympics ... in a nutshell, discounting ... or the battle of price ... does not solve anything ... 5-star hotels 'steal' from 4-star hotels and so on ... discounting or price wars work on the wrong side of the supply-demand equation ... reducing price has little or no effect on demand it remains static ... academic studies have shown that it takes at least a 30% discount to influence a buy ... just do the math with the OTAs charging a commission of 20 to 25% and a further 30% discount ... the margins are gone and at times, costs are not even covered. We collectively tend to offer price points too high at certain times and too low in others ... either way, we're leaving money on the table and short-change our shareholders It seems many in this business feel we are faced with a Hobson's choice ... discount or perish...considering the hotel industry is a high fixed cost ... low variable cost business, ... every incremental dollar has a ... multiple-fold multiplier effect on profitability and every dollar lost erodes profit in the same magnified fashion ... so, playing with price is deadly ... and, we all understand that too well, yet ... we continue to do it to our detriment ...

4.10.2 – SECTION FINDINGS AND DISCUSSION CONCLUSION

Many of the emergent technology identified through the thematic analysis based on the narratives of many astute, well-informed industry insiders leave little doubt of the taking the place of several paradigm shifts which will impact on Tourism and the Hotel Industry for years to come. As one GM said so succinctly: *"Ignore them at your peril."* Some of the paradigmatic examples identified include, inter alia, TripAdvisor, Social Media, e.g. YouTube, and Google; not just because they are en vogue but because they have structure, processes that resonate across all generations – the Baby Boomers, Gen X, the millennials to Gen Z. Emergent technologies are enablers of collaboration within the 'real' or in a virtual work environment with a lack of rigid hierarchy, quick decision making, and the intelligent use of data; exemplified by the increasing use of collegial, collaborative, and cross-serving mixed-methods research across teams of health professionals. Moreover, all can and should be deployed to (or "intending to") engaging successfully with Hotel and Tourism Industry customers and Olympic spectators on a massive scale.

4.11 – CONVERGENCE

Research Question 3 - *Do the quantitative and the qualitative findings in this research or diverge?*

The best way to close this Chapter, is by directly addressing the fundamental key *raison d'être* for carrying out a Mixed Methods Phenomenological Research ('MMPR') project, i.e. the importance issue of '*converging – diverging evidence*' when investigating a multi-faceted phenomenon as complex as the impact of the 2010 Winter Olympics on its two-distinct socio-demographic clusters – Metro-Vancouver and rural Alpine-Whistler.

The issue of convergence is being addressed here from a "*usage-based perspective: usage data, empirical evidence, and introspection*" (Schönefeld 2011). Databased hypotheses are corroborated by empirical results investigating the same phenomenon but they instead use an interpretive methodology – often, as in this research, assisted by narrative analysis software such as 'NVivo'.

The analysis of usage data is prominent in descriptive research, and in this study, is complemented by the 62 Hoteliers' narratives and this researcher's introspection.

Validation is typically convergent, a confirmation by independent measurement procedures' (Campbell and Fiske 1959, p. 81). Evidence of convergent and discriminant validity are required, concurrently, to establish construct validity. However, this research is not pursuing the development of new theory. The objective of this research is to 'measure' constructs that should be related to each other are, in fact, using positivist and interpretivist paradigms demonstrated to be related. Hanson, referencing Denzin (1989) recalls the latter's 'principle of parallax' (2008, p. 99) between-methods triangulation provides the "*grounds for methodological convergence*" (2008, p. 97).

In this research project:

1. When testing *Hypothesis 1* – *There was no increase in the number of tourist arrivals in 2010 to Metro-Vancouver and Whistler compared to prior years* – the empirical results obtained in this study diverged from the extant literature outlined in '*Chapter 2 – Reviewed Literature*'. The impact of the '*2010 Vancouver XXI Winter Olympics*' was very positive leading up to the Olympics, in the year 2010, and longitudinally (described in Section 4.2 herein).

2. When testing *Hypothesis 2 – The 2010 Vancouver Winter Olympics’ impact in Metro-Vancouver (Cluster 1) is different compared to the impact in Alpine Resort Town Whistler (Cluster 2)* – the empirical and interpretivist results converged (See Section 4.2. herein).
3. When testing *Hypothesis 3 – In British Columbia, ‘Hotel Industry’ activity is a ‘Proxy Indicator’ for ‘Tourism’*, the empirical and interpretivist results converged. The 62 senior Hoteliers interviewed unanimously agreed that their industry was a ‘Proxy Indicator’ for ‘Tourism’ (See Section 4.6 hereof).
4. When testing *Hypothesis 4 – British Columbia’s unique ‘Additional Hotel Room Tax’ is highly correlated with ‘Hotel Industry’ activity within its Vancouver Winter Olympics footprint comprising Metro-Vancouver and Whistler; it can be used as a predictive model for ‘Tourism’*, the empirical and interpretivist results converged. A high level of correlation was established between ‘AHRT’, ‘Hotel Activity’, and ‘Tourism’.
5. When investigating *Research Question 1 – How successful were the Vancouver Olympics Games?* – the interpretivist findings diverged from the extant literature. By all accounts, these Olympics were very successful contrary to what has been reported for other Winter Olympic Games (described in Section 4.3 herein).
6. When investigating *Research Question 2 – Economic or econometric models identified in the Reviewed Literature – and typically applied – are not ‘fit-for-purpose’ to study the impact of mega-events such as an Olympics at a micro municipal sub-national level; are alternatives available to do so?* The results of the interpretivist narrative analysis and the extant literature for CHAPTER 2 – REVIEWED LITERATURE converged (described in Section 4.5 herein).
7. When investigation *Research Questions 4a and 4b* – respectively: *How can potential issues of ‘illusory correlations’ be mitigated [and] How can potential issues of ‘Data Saturation’ be mitigated?* – the empirical and interpretivist results converged. Regarding ‘Illusory Correlation’ the sequential between-methods triangulation converged and dispelled any concerns regarding this potential phenomenon, and ‘Data Saturation’ was established using the narrative results (described in Section 4.8 and 4.9 herein).
8. With respect to *Research Question 3 – Do the quantitative and the qualitative findings in this research or diverge?* – The answers are provided above in points 1 to 7.

CHAPTER 5 – CONCLUSIONS

5.1 – INTRODUCTION

This research had the following main and corollary objectives:

- To assess the practicability of using a sequential QUAN→PHEN Mixed Methods Phenomenological Research (“MMPR”) approach to demonstrate, particularly to scholarly professionals, its potential application in business and management research
- To explore how the different paradigms, QM, QL, and Mixed Methods, do provide contextual understanding of the phenomenon of the impact of an Olympics
- To explore and demonstrate how prevalent neoclassical economic theory and its various models are inadequate to assess the economic impact of a Winter Olympics on its footprint at a micro sub-national municipal level
- To inform Tourism and Hotel Industry practitioners through innovative mixed-methods research and evidence-based knowledge.

This research fulfills its objectives of providing a research project that exemplifies the application of Mixed Methods Phenomenological Research (‘MMPR’) to study phenomena in the field of ‘*Tourism*’, the ‘*Hotel Industry*’, Mega-events such as a ‘*Winter Olympics*’, and more generally, business and management. In this thesis, more specifically, it fulfills the objective of assessing the ‘impact of the 2010 Winter Olympics’ within its unusual socio-demo-topographic clustered footprint. This footprint comprises a unique two-cluster venue setup between urban Metro-Vancouver and rural Alpine-Whistler.

The strength of mixed-methods research in approaching complex business and management phenomena is inherent in its ability to apply between-methods triangulation which mixes paradigmatic approaches in a research project, i.e. the deductive/positivist observable with the inductive/interpretivist subjective individual meanings.

Implementing MMPR studies requires an understanding of qualitative, quantitative and mixed-methods research designs.

5.2 – LIMITATIONS AND IMPLICATIONS

This study elucidates the motivation required to conduct MMPR studies with its orientation toward phenomenological phenomena; how to explore unanticipated findings and improve

professional practice utility. Concurrently, potentially fatal research dead-ends are accentuated. Moreover, there is the need for an eclectic ability to overcome ambiguity and frustration – with the seemingly endless commitment of time and effort required – to stay focused on the end goal, i.e. the completion of the thesis within set time constraints.

The complexities of combining and integrating research designs in this thesis have confirmed that mixed-methods research is a high-end time-consuming activity.

Having been engrossed in this research project since 2010, it appears to this researcher that, on the balance of probabilities, mixed-methods research is a complex task in any discipline. One that may well overwhelm a '*lone-investigator*'¹ Equally, such complexity applies to the disciplines of business and management research, the latter disciplines most often of topical interest to scholarly professionals pursuing their DBA degree.

An investigation of the impact of an Olympics in 2 distinct socio- demographic clusters is an ideal subject for mixed-methods analysis. However, the quality of research depends on the researcher's individual skills across a very broad spectrum of empirical statistical mathematics which then should dovetail with the intensity required to conduct the in-depth qualitative work involved in, for example, thematic analysis.

Moreover, rather than mitigating the challenges or the heavy workload inherent in this type of investigation, the unavoidable need to avail oneself of critically necessary supporting software exacerbated these challenges and workload. Albeit, they are, among other things, essential to organize one's reflexive thoughts, one's progress, one's iterative analyses as one progresses through one's research. The familiarization processes, in-and-of themselves, become very time consuming and testing of the capabilities and limits of both one's physical and psychic energy. Weeks can be lost during the doctoral thesis process due to unfamiliarity with a bespoke suite of software or being unaware of its existence. Regardless of the time involved, it has become evident to this researcher that without such software support, for example, '*NVivo*', '*Eviews*', and '*SPSS*', this type of '*MMPR*' study would be impracticable.

This project has been informative regarding the critical importance of the familiarization processes – with mixed-methods research and with critical supporting software – being scheduled in the earliest stages of a '*MMPR*' thesis undertaking. Learning on the fly will lead to unnecessary loss of time and effort. More weeks can be lost to go back and insert data after the fact exemplified by initially not including '*attributes*' data when working with '*NVivo*' or not

including the applicable page numbers when referencing a quote during the ‘*Cite-While-You-Write*’ process in ‘*Endnote*’. Having to go back to re-read 25-page academic articles to try and re-discover the page number of a specific pithy quoted one-liner is self-inflicted avoidable frustration and quite time-consuming. More weeks can be lost having to reacquaint oneself with competencies turned stale, for example, familiarity with inferential, correlation, and regression statistics and macro-economic Keynesian-neoclassical economic modelling techniques. Then again, that very much reflects what lifelong learning is all about: “*Read, learn, get entangled, get engaged, get critical, but above all, enjoy*”².

Using neo-classical economic regressions to measure the impact of an Olympics at a micro sub-national municipal Vancouver/Whistler level is a hopeless task for the simple reason that “*national data have limited utility in assessing the importance of tourism ... at the local level there is no standard mechanism available for the collection of data that can inform decision making*”³. In any event, simultaneity, multi-collinearity, and degrees-of-freedom issues are significant practical problems ⁴ for anyone trying to draw inferences from whatever limited data might be available. Moreover, there are too many potentially interacting influences for economists to be able to definitively conclude that a seemingly strong relationship between variables is real. Such relationships might well disappear if some other perceived relevant ‘*titbit*’ is factored in ⁵; such as, for example, any of the 30 confounding factors identified in ‘*Theme 6 – Theory Confounding Factors*’ generated during the interpretive thematic analysis process using ‘*NVivo*’. The number of variables to be considered in the modelling process and the work involved to include any of them, in a meaningful way, would become too complex and too daunting.

Moreover, using a ‘pure’ QM positivist economic theory or paradigm – to study the ‘*impact of an Olympics*’ at the micro ‘*sub-national level*’ – will lack credibility as confirmed by other academics. This lack of credibility is so because either the methodology was insufficiently comprehensive or, to ensure political and public acquiescence because the study’s input was force-fit to produce a set of biased, goal-oriented, pre-agreed outcomes.

‘*Theme 6’s*’ narrative has shown that the ‘*Tourism*’ and ‘*Hotel Industry*’, and an Olympics, are not only vulnerable to both micro and macroeconomic trends but also to conflicts, epidemics, and other events outside anyone’s control or predictive ability. Individually and collectively, such unexpected events can, and inevitably will, continue to disrupt these industries. These confounding influences make any economic prediction a mere forecast based on guestimate assumptions. The ‘*Reviewed Literature*’, complemented by this research’s ‘*Theme 6 – Theory Confounding Factors*’ findings, ought to make it self-evident to academic scholars and

professional business people that no one can predict – or make credible prognostications about – the economic impact of an Olympics on the ‘*Tourism*’ and ‘*Hotel Industry*’. This is particularly true at a ‘*micro-sub-national*’ level when such assessments are affected by the negative impact of, for example, the outbreak of a major communicable disease like ‘SARS’. The latter had a very significant negative impact on worldwide airline travel which cascaded down and affected ‘*Tourism*’ and hotel ‘% *Occupancy*’ results; both directly affect a hotel operation’s bottom-line financial results.

In summary, this ‘*MMPR*’ study has presented various challenges. Throughout this project, there were several obstacles regarding decisions on the many aspects involved in starting, carrying out, and completing a doctoral thesis, inter alia, ‘*what actually is my paradigmatic worldview?*’ to help with arriving at a clear and consistent methodological standpoint; how can and should one move between methodologies, and why?; identifying and displaying data in a coherent way; obtaining study direction; how and who to be mentored by as a thesis supervisor; adjusting to the modus operandi of three successive different ‘*Principal Supervisors*’; thesis ‘*external*’ and ‘*internal examiners*’ selection buy-in from university administrators; overcoming objections; integrating results; and dealing with deadlines. However, despite these challenges, the ‘*MMPR*’ study process identified – and subsequently assisted the progress of the investigation of – several aspects of the phenomenon ‘*the impact of a Winter Olympics*.’ The ‘*MMPR*’ approach provided for a more holistic and informative phenomenological focus in this thesis.

One solution to deal with the complexities when embarking on ‘*MMPR*’ studies may well be that, rather than a ‘*lone-investigator*’ undertaking, instead a team of researchers engages in a collegial, collaborative, cross-serving way to conduct MMPR research⁶; with each researcher playing to, and drawing from, his/her individual strengths and capabilities. Without a doubt, this investigation would have benefitted from a more comprehensive understanding of the capabilities and the ‘*hidden-to-the-novice*’ embedded potential of the supporting software used – from the mundane to the exotic – including ‘*Microsoft Word*’, ‘*Excel*’, ‘*XLSTAT*’, ‘*SPSS*’, ‘*Eviews*’, ‘*Endnote*’, and ‘*Nvivo*’. This researcher readily acknowledges that the inherent capabilities of ‘*NVivo*’ or ‘*SPSS*’ have not been explored to their full potential.

5.3 – KEY CONTRIBUTIONS

The response to questions related to what are the study’s key ‘contributions to knowledge’ can best be met by answers to the following questions: Q1 – *Did the thesis address an interesting research problem?*; Q2 – *Is there a need for further clarity and opportunity to investigate a*

specific phenomenon?; Q3 – To what literature does the Thesis contribute?; Q4 – What is/are the key audience?; Q5 – What claim does the thesis offer as new to the audience?; and, Q6 – How might others benefit from this research? Ideally, an interesting research problem includes the potential for an empirical response and a novel insight that adds to previous understandings.⁷

5.3.1 – Q1 – DID THE THESIS ADDRESS AN INTERESTING RESEARCH PROBLEM?

The extant research literature identifies a serious research issue for further investigation. It confirms that ex-ante predictions of the positive economic impact of Hallmark/Mega-events are “... rarely, if ever, realized [and] predictions greatly overstate the true economic impact of Olympic Games [when ex-ante predictions are compared to ex-post reality] ⁸... if a study were undertaken by five different experts, it is probable that there would be five different results ⁹ ... Rarely is there a simple-truth ... What is presented as reality by one set of experts is often a social construct that can be deconstructed and reconstructed by other experts”¹⁰.

Moreover, and more broadly, the whole economic/econometric process with respect to the ex-ante assessments of the impact of many Hallmark/Mega-events/Olympics was shown to be seriously flawed and fraught with subterfuge. The wilful misuse of economic impact analysis methodology, shenanigans, charlatan studies, mischief, unethical behaviour and indeed outright fraud to legitimize pre-ordained conclusions are comprehensively and succinctly outlined by several prominent academic researchers. Amongst the many researchers who have reported on the above-cited issues, particularly, Crompton’s work stands out as most informative in these regards¹¹.

The findings of the thematic analysis in this thesis, specifically ‘*Theme 6 – Theory-Confounding Factors*’, provide further support to challenge the credibility of various economic methods and models typically used to measure and predict the impact of an Olympics at this micro sub-national level. Moreover, they concurrently reinforce the concerns, expressed by other researchers, that such studies lack rigor and are unreliable. The study synthesizes, with the aid of ‘*Endnote*’ and ‘*NVivo*’ software, 30 ‘*Theory-confounding Factors*’ that would potentially impede ‘*Tourism*’ and ‘*Hospitality*’ theory development. The mixed-method paradigm approach used seems to be the first of its kind applied to investigating the quantitative and qualitative impact of an Olympics. This unique perspective provides additional insights into a myriad of confounding influences which render an accurate economic/econometric modelling of the impact of an Olympics, whatever the modelling

method that is used, an exercise in futility. This observation is made with the greatest of respect to many researchers who have objectively and diligently tried.

Nevertheless, at the macro-level, this research has produced two distinct and unique predictive models. The first predictive model is Canada-wide. It predicts the impact on Canada-wide *'Hotel Industry GDP'* caused by Canada's *'Tourism GDP'*; i.e. for Canada: If *'Tourism GDP'* increases by \$1 *'Hotel Industry GDP'* goes up by \$2.40. The second predictive model applies to the Province of British Columbia. It predicts that for every single additional *'Non-Resident Tourist Arrival'* to British Columbia, its *'Tourism Room Revenues'* (a *'Proxy Indicator'* for *'% Occupancy'* in the *'Hotel Industry'* increases by \$214. The full statistical analysis is outlined in APPENDIX 8, pp. 296-314 hereof.

All else being equal, the 2008-2012 *'Global Financial Crisis'* would have had an adverse effect on *'Tourism'* in British Columbia where this industry is a major contributor to provincial GDP. The lasting impact in Whistler would have been *'disastrous ... had it not been for the Olympics ... many businesses would have gone bankrupt'*¹².

This research also accentuates that emergent technologies and disruptive innovations – *'Theme 7– Emergent Technology'* – are causing paradigm shifts not only in *'Tourism'* and *'Hotel Industry'* but ubiquitously.

This shift is particularly poignant from a mixed-methods paradigm perspective as all these technologies and innovations dovetail into the MMPR methodology in some fashion or another at an increasing pace. We *'Google'*, we use aspects of *'Social Media'* – including *'Facebook'* and *'YouTube'*. We use *'Travelocity'* and *'Expedia'* or *'Booking.com'*. We use *'Endnote'*, *'NVivo'* and *'XLSTAT'* and a myriad of similar evolving and emerging technologies.

Their disruptive influence is pervasive and ignoring them by *'Tourism'* and *'Hotel Industry'* principals would be at their peril. This research has shown that – in *'Tourism'*, the *'Hotel Industry'*, and Olympic Games execution – the big drivers of change are technology, globalization, demographics and the so-called *'gig-economy'*¹³.

Through *'Social Media'* – which has removed all filters to anonymous expression – we are heading into an age of *'truthiness'* that lull many of us into the ill-considered sense that all views are equally valid, the notion that something is true merely because each person individually prefers and asserts it to be so, whether they factually believe it or not¹⁴. More than a few people are so self-absorbed in *'Social Media'* that we appear to be losing the civilized art

of robust, well-informed, evidence-based debate; I expect some will share my view that we need to work on getting it back.

Subjectively, it seems important that those positioned to do so – professional scholars and scholarly professionals – stand up as unapologetic champions for, and with militant passion insist on, evidence-based ‘truth,’ not fables, fiction, and demagoguery.

5.3.2 – Q2 – IS THERE A NEED FOR FURTHER CLARITY OR OPPORTUNITY TO INVESTIGATE SPECIFIC PHENOMENA?

This research provides further validation that “*Olympics can produce some clear winners in the hospitality industry*”¹⁵. It is important to emphasize that the findings in this research, regarding the ‘*Tourism Activity*’ generated by the Winter Olympics, are contrary to those advanced by several researchers who claim that “*Winter Olympics have significant negative impact on Tourism ... [and]... Winter Olympics show a decline in tourism numbers across all years*”¹⁶.

Instead, in this thesis, when addressing ‘*Hypothesis 1 – 2010 Winter Olympics’ Impact*’, the ‘*MMPRs*’ quantitative and phenomenological thematic analysis results converged. The quantitative analysis shows very marked increases in ‘*Tourist Arrivals*’ during the Olympic Games period. The thematic analysis elucidated the significant positive effects of these Olympics within its geographic footprint. Two examples ¹⁷ are: (i) “*Had it not been for the Olympics*” and (ii) the very substantial positive long-term ‘*Legacy*’ effects.

The ‘*MMPR paradigm*’ also provides the opportunity to triangulate quantitative statistical results with qualitative thematic analysis findings and allow for the testing of the paradigms of ‘*illusory correlations*’ and ‘*data saturation*’¹⁸. Following an innovative examination and testing of both phenomena, quantitative and qualitative outcomes converged, and, thus in this thesis, allows concerns about potential ‘*illusory correlations*’ to be set aside, and similarly, the thematic analysis examination results confirmed that ‘*data saturation*’ had effectively been reached.

One key ‘*contribution to knowledge*’ is this ‘*first-out-of-the-gate*’ use of ‘*BCStats*’ databases. The use of its unique to BC ‘*2% - Additional Hotel Room Tax*’ (‘*AHRT*’) ¹⁹ – an unusual form of ‘*sales tax*’ added to the billing for hotel room use – enables the quantification of the ‘*impact of an Olympics*’ on its two-distinct socio- and demographic clusters of events’ venues, urban Metro-Vancouver, and rural Alpine-Whistler. The use of ‘*AHRT*’ in this thesis overcomes the

inadequacies of typically used economic models in that the 'AHRT' data can be utilized for explicit '*modelling*' at the micro subnational municipal level. 'AHRT' data is available at a municipal-level of granularity.

This 'AHRT' tax database, disaggregated by each town/municipality, provides a one-off serendipitous opportunity to directly assess the impact of an Olympics on the Hotel and Tourism Industry in its footprint. It is impossible to do so using any other GDP, or similar database, whether provincial or national.

5.3.3 – Q3 – TO WHAT LITERATURE DOES THE THESIS CONTRIBUTE?

This study provides a comprehensive review of overall generic Olympics literature. More specifically, it contributes to the collective understanding of the phenomenon of the impact of a Winter Olympics.

There is a paucity of available material to inform and assist scholarly professionals, such as DBA candidates – without having become first a theory acolyte – on how to embark on, and effectively and efficiently carry out, a 'MMPR' study in the fields of '*Tourism*', the '*Hotel Industry*' and the phenomenon of the '*impact of an Olympics*'. Based on the '*Reviewed Literature*', this is also more generally true in the fields of business and management; the point has been made that there are not enough mixed-methods studies in these disciplines due to lack of interest and engagement. Mixed-methods research is too time-consuming, too difficult, misunderstood, and difficult to get accepted for publication²⁰.

This research comprehensively exemplifies the tortuous efforts at times needed – as dictated by unforeseen circumstances and lack of planning – to arrive at an eventual eclectic, pragmatic, successful approach. This evolution started with a pure quantitative positivist statistical correlation study. Subsequently, a single-method qualitative interpretive thematic analysis approach was considered. And, finally, the combined, more comprehensive, mixed-methods triangulation approach was chosen. It contributes to the literature by elucidating the pitfalls and potentially fatal dead-ends when embarking on an economic assessment of an Olympics at the micro '*sub-national level*', or indeed more generally, any 'MMPR' study; and, more specifically so, in the case of a '*lone-investigator*' effort.

This study examines the implications of a distinct feature of the of the '*2010 Vancouver XXI Winter Olympics*', i.e. its dual-cluster venues set-up and contrasting socio-economic,

demographic and topographical settings between urban, cosmopolitan, Pacific-coast, Metro-Vancouver and inland, Alpine-Whistler.

This study identified marked differences in an Olympics' impact in urban Metro-Vancouver vs. Rural Alpine-Whistler which may serve as study input for Olympics which have or will be using a similar urban-rural clustered venue approach such as the past 2014 XXII Winter Olympics in Sochi – Krasnaya Polyana, Russia and, prospectively, the 2018 XXIII Winter Olympics in Pyeongchang – Daegwallyeong-myeon, South Korea and the 2022 XXIV Winter Olympics in Beijing – Yanqing – Zhangjiakou, China clusters.

This research emphasizes that what matters greatly, is the quality of individual thesis' components; including its bibliography of related literature, and effective data collection techniques – whether QM or QL – and their empirical and interpretive analysis. The '*Reviewed Literature*' and the accumulated '*Bibliography*' – with over 2,100 '*ENDNOTE*' entries (APPENDIX 17, p.330) – from which the '*References*' are drawn for consideration in this research project are exhaustive; for example, including those specifically pertaining to and referencing Hallmark/Mega events, including Olympic Games, the use and examination of available economic models, the spectrum of mixed-methods extant literature, and the range of available epistemological and ontological academic literature.

5.3.4 – Q4 – WHAT IS/ARE THE KEY AUDIENCE(S)?

The key audience for this '*MMPR*' study is made up of, inter alia, Hoteliers; Tourism Professionals; Government Tourism Directorates; Mixed-Method researchers who want to reflect on their methodological approach; and DBA candidates who may benefit from the experiences described herein.

5.3.5 – Q5 – WHAT CLAIM DOES THE THESIS OFFER AS NEW TO THE AUDIENCE?

This study gives further credence to the '*pragmatism*' paradigm and may provide comfort to any prospective researcher that – whilst protocol, paradigms, and theories are important and need to be respected and understood – "*data don't generate theory – only researchers do that*"²¹. Moreover, nothing is permanent '*cast in concrete*' and '*an eclectic approach is quite acceptable*'²²; and, has been put more directly as follows "*we seek not dogma, but disciplined thought*"²³.

Another *'key contribution to knowledge'* is the process and results flowing from the ability to access and carry out semi-structured open-ended interviewing of nearly all senior executive Hoteliers in the two above-mentioned socio-economic-demographically distinct clusters and apply interpretive thematic analysis using the Nvivo software which has not been done before. It provided a unique one-off opportunity to inform on a mosaic of issues related to the impact of the Olympics at both the macro and micro-level.

A further *'key contribution to knowledge'* is the empirical confirmation of the 'Hotel Industry' as a *'Proxy Indicator'* for *'Tourism.'* The use of a *'Proxy Indicator'* in academic and in business studies is not uncommon in situations where direct measurement, whether quantitative or qualitative, is not available. This study empirically addressed the issue of the *'Hotel Activity'* (*'% Occupancy'* or *'Heads-in-Beds'* in industry parlance) being a *'Proxy Indicator'* for *'Tourism'* and triangulated this with the qualitative narrative responses from 62 Hoteliers using thematic analysis. It appeared that, to-date, such correlation between these two variables had been assumed *'as-a-given'* in other Tourism studies. This study, in a novel way, confirms that the Hoteliers' perception of a causal relationship between the level of activity in their industry and *'Tourism'* activity is not an *'illusory correlation.'*

This study reveals that *'Tourism'* is increasingly being used, alongside cyber-warfare, as an economic warfare weapon. This fact is exemplified by a recent conflict between Turkey and Russia, and an ensuing edict *'Russians told to take holidays at home'*²⁴ resulting in tremendous negative economic impact in Turkey. The financial cost to Air France-KLM, of the Paris terror attacks, is reported as well over 50 million euros.

This research has shown an increasing impetus towards the development of *'Tourism'* as a science and *'Tourism Theory'* in many countries and regions *'Tourism'* is the largest component of GDP (inter alia, Egypt, and Tunisia). An increasing number of top universities – in developed countries such as the USA, Great Britain, Australia and Canada – are offering increasingly more focused, mature, and methodologically sophisticated tourism programs²⁵ at the undergraduate and post-graduate level and consequently *"Tourism inquiry has matured"* beyond single focus mono-method positivist research²⁶.

This research provides additional evidence of the Olympic Games increasingly moving away from its original *'Olympic Ideal'* – that highlighted and promoted ideals of *"fair play, good sportsmanship and harmonious balance of body, soul, and mind"* – are being replaced by the paradigm of *'capitalistic modernity'*²⁷. The Olympics are becoming more central to late

modern and emergent capitalistic societies. The name of the game is an intense focus on revenue generation through 'attracting eyeballs' through selling billions worth of broadcasting, sponsorship, and social media advertising. Much of this impetus appears brought on by ubiquitous social media. It can now seamlessly meet any country's desire to establish that place in the world its elite considers itself meriting; regardless of the costs involved or the disruption to its citizens' well-being.

This research provides substantive empirical evidence confirming that in the 'Hotel Industry', seeking data via mailed questionnaires turns out – often – to be an exercise in futility. However, in this project, what worked very effectively was the direct personal approach. The resulting one-on-one face-time with executives Hoteliers, who as a group and without exception, showed themselves – albeit with some judicious prodding – quite prepared to engage in extensive discussions of topics that are directly affecting their businesses.

This research pays and extensive, attention to the application of the taxonomy of available triangulation concepts, such as data triangulation, within-methods, and between-methods. Triangulation enables the juxtapositioning of its quantitative (empirical examination) and qualitative (narrative, thematic analysis) findings to strengthen the mixed methods research and validates the selection of the phenomenological mixed-methods' paradigm for similar impact research in business and management research. This research addresses the issue of 'validation' and demonstrates data 'convergence'²⁸, a confirmation through sequential independent empirical measurement and interpretivist narrative methodological procedures.

5.3.6 – Q6 – HOW MIGHT OTHERS BENEFIT FROM THIS RESEARCH?

When embarking on research of this nature, a reasonable presumption might be that all these empirical analyses are scientific and that the results are objective and unequivocal. However, concurrently and subsequently since, there are numerous scholars who have identified actual or alleged shortcomings in all models and adjusted theoretical frameworks in a way they deemed subjectively appropriate.

Some scholars consider the existing models are simply inadequate or not comprehensive enough. Other scholars posited that the theoretical models are not evolving to keep up with a whole myriad of changing dynamics brought about by, for example, local or global political aspects or aspirations, context, sponsorships, technology advances, and broadcasting and social media implications.

This study confirms that at the macro national or provincial level, available data from CANSIM and 'BCStats' is eminently able to generate predictive models. For example, this research showed that if 'Accommodation GDP' increases by \$1 'Tourism GDP' increases by \$2.4, i.e. tourists spend 42% of their expenditures supporting the 'Hotel Industry'. Moreover, that, in the Province of British Columbia, every additional 'non-Resident Tourist Arrival' into the Vancouver International Airport generates \$214 of 'Hotel Industry' revenues (APPENDIX 8, pp. 296-314).

Interpretive research is reportedly here to stay in business and management studies. This study details and clarifies how 'MMPR' can leverage both QM and QL approaches to developing new constructs that can enhance the ability to address specific research questions more holistically.

5.4 – REFLEXIVE THOUGHTS

The lack of a meaningful survey response rate – typical of the 'Hospitality Industry' – is unfortunate and frustrating. However, the pilot survey exercise nevertheless serves to drive home the necessity to heed the warnings regarding the unusually low survey response rate typical of the 'Tourism' and 'Hotel Industry' ²⁹. Prospective researchers of 'Tourism' and 'Hotel Industry' phenomena will fare better using direct personal face-to-face interviewing to gather data. This approach may not only prove to be a more productive use of a researcher's time but, informed by this study; it would likely lead to more comprehensive, and informative results as, evidently, has been the case in this research project.

As a businessman and scholarly professional, this researcher has become a pragmatic 'universalist' ³⁰, one who is now sold on the advantages of a mixed-methods research approach for most business and management applications. 'Universalistic discourse' suggests that mixed-methods research has a universal suitability, i.e. Mixed-Methods research will, on the balance of probabilities, "tend to provide better outcomes regardless of the aims of the research" ³¹.

Whether it is called mixed-methods research or triangulation or 'MMPR' – in philosophical fundamentalist or purist terminology – is of little practical interest to a practitioner in business or management; it is the result of the research outcome that will be judged on its merits "Epistemological purity doesn't get research done" ³².

This researcher enrolled in several programs of advanced research training in mixed-methods as well as in 'NVivo' thematic analysis seminars. Novice DBA researchers ('scholarly professionals') are urged to take QM, QL, and mixed-methods research training at the outset of their doctoral quest to equip themselves with the necessary skills and toolkit to analyse and model with both quantitative and narrative types of data. Such preparation will assist a researcher in transitioning toward mixed methods research in a more time-effective and informed manner. Learning mixed-methods techniques on the fly will at a minimum lead to frustration and wasting time and, in the worst case, deadlines will be missed, and the project will fail to meet expectations.

This researcher is also attracted to the label '*bricoleur*', one who "*is adept at performing a large-number of diverse tasks, ranging from interviewing to self-reflection and introspection*"³³. '*Bricoleurs*' seek "*intimate familiarity with their textual materials, grounded theory, and multiple methods*" may be explored for eventual use. Research methodology does not have to be a binary QM versus QL choice. Mixed methods and evidence-based inquiry meet one another somewhere on a continuum nearer to the center. This centre is the "*space for abstracted empiricism*"³⁴, insulated from politics and offering research opportunities – blending art and science, the abstract and the practical – ideally suited for a scholarly professional in Business and Management. This researcher must be mindful that the middle ground between the two binary options requires hard work and some difficult '*engineering*' inherent in mixed-methods research.

Rather than mitigating the challenges or the heavy workload inherent in '*MMPR*' research – the unavoidable need to avail oneself of critically necessary supporting software to, inter alia, organize one's reflexive thoughts, one's progress, one's iterative analyses as one progresses through his/her investigation – exacerbated them. The familiarization processes, in-and-of themselves, become very time-consuming and testing of the capabilities and limits of both one's physical and psychic energy.

One obvious answer may well be that such studies can benefit from a collaborative, collegial team effort; with each member playing to, and drawing from, their individual strengths and capabilities

Moreover, without a doubt, this investigation would have benefitted from a more comprehensive understanding of the capabilities and the potential integral to the supporting software used – from the mundane to the 'exotic' – including '*Microsoft Word*', '*Excel*', '*XLSTAT*', '*Eviews*', and '*Endnote*'.

5.5 – METHODOLOGICAL THOUGHTS

The goal of this analysis straddles the functionalist and interpretive paradigms and follows the credo “*if different philosophical and research traditions will help to answer a research question more completely then researchers should use triangulation*”³⁵. Quantitative data is collected and analysed in such a manner that the study’s outcome veracity can be confirmed. New theory development is not an objective of this research. The approach is deductive using correlation techniques to test hypotheses.

The face-to-face semi-structured open-ended interviews of most of the senior Hoteliers within the ‘*2010 Vancouver XXI Winter Olympics*’ footprint was selected to ensure that the results accurately reflect the phenomenon experiential interpretations from those directly having lived ‘*the impact of an Olympics*’ – and, to ensure, that these results represent an extremely thorough and careful interpretation of this phenomenon. Interpretive phenomenological data analysis using ‘*Nvivo*’ enables reasonable and plausible insight into the impact of the Winter Olympics such that a deeper understanding is gained.

*“Interpretive research is based on the belief that a more in-depth understanding of a phenomenon is only possible through understanding the interpretations of that phenomenon from those experiencing it”*³⁶, i.e. in this research, 62 senior–executive ‘*Hoteliers*’ operating within the Olympics footprint

Multiple ontologies can exist around a phenomenon because those affected interpret it differently congruent with their own perceptions and worldview. Hence, people will reach diverging conclusions about the cause of a specific phenomenon. Which naturally leads to the consideration herein whether ‘*illusory correlations*’ might be in play with respect to the ‘*Proxy Indicator*.’

‘*MMPR*’ research provides for divergent forms of expression. It empowers different yet complementary styles of presentation to coexist and enables the researcher to reflect the kaleidoscopic nature of the ‘*impact of an Olympics*’ on ‘*Tourism*’, the ‘*Hospitality Industry*’, and an Olympic Games being studied. This ‘*MMPR*’ approach provides a philosophical, yet pragmatic, and sound example of mixed methods research in practice. It demonstrates an innovative research design and mixing procedure. In this way, it advocates the use of mixed-methods research in the disciplines and practice of business and management by demonstrating the “*comparative virtues of scholarly management research*”³⁷. In these latter fields, there is still a paucity of relevant available examples to consult.

The interpretation of perspectives from the between-methods data collection accentuate differences that can lead to a deeper understanding of the impact of an Olympics. Had the study relied on one paradigm – either QM or QL – the inferential, analysis and interpretation processes would have been straightforward and less time consuming, but more limited in utility. The study would likely have missed elements that triangulation would have brought forth. Its conclusions would have inherently relied on a narrower methodology for data interpretation. Moreover, this research would have had to be prematurely truncated following the QM analysis of ‘*Tourist Arrivals*’ and the cluster difference comparisons.

This study confirms that triangulation forces the investigation of the data in the widest possible manner. The struggle is well worth investing in. The analysis benefits from the critical scrutiny of two different paradigms, worldviews, or perspectives instead of relying on the findings from one methodological paradigm. The Review of the Literature has confirmed that nearly ‘all’ agree on the merits of the case for triangulation. However, there is yet no consensus or convergence on how to get ‘all’ singing from the same song sheet.

5.6 – AREAS FOR FUTURE RESEARCH

This study may potentially lead, and serve as a guide, to future research – that aims to assess the impact of an Olympics – on a more informed, robust, and meaningful, and longitudinal comparative basis. Such studies might entail comparing the inter- and intra-multi-cluster venue Winter Olympics model; for example: (i) between ,potentially, 4 different Winter Olympics: the Vancouver, Sochi, Pyeongchang, and Beijing Games; or, (ii) comparing a multi-cluster Urban/Alpine with a single venue Alpine model – for example, Vancouver Olympics’ two-cluster model with Lillehammer; or, (iii) comparing impact differences of specific Olympics on each of its distinct clusters – for instance, in South Korea, Pyeongchang with Daegwallyeong-myeon. Each of these locations has its own markedly distinct socio-demographic attributes. Such studies may serve to inform decision-makers as to the potential of future success, or risk of failure, involving similar multi-cluster venue set-ups such as the post 2014 XXII Winter Olympics in Sochi – Krasnaya Polyana, Russia, and the prospective 2018 XXIII Winter Olympics in Pyeongchang – Daegwallyeong-myeon, South Korea and 2022 XXIV Winter Olympics in Beijing – Yanqing – Zhangjiakou, China.

The findings of the thematic analysis in this thesis, specifically ‘*Theme 6 – Theory-Confounding Factors*’, provide further support to challenge the credibility of various economic methods and models typically used to measure and predict the impact of an Olympics. These findings concurrently reinforce the concerns, expressed by other researchers, that such

studies lack rigor and are unreliable. The study synthesized – with the aid of ‘*Endnote*’ and ‘*NVivo*’ software – 30 different ‘*Theory-Confounding Factors*’ that would potentially impede ‘*Tourism*’ and ‘*Hospitality*’ theory development. Researchers engaging in this type of phenomenological research can no longer look to established models/methodologies with the conviction that they offer a credible response to research questions of concern. Instead, they must ‘*up their game.*’

Each one of the 30 factors, individually, provides opportunities for investigating their impact on ‘*Tourism*’ and the ‘*Hotel Industry*’. They individually, and/or in groupings, offer ample opportunities for the use of ‘*abduction*’, i.e. connecting theory to data which has been found particularly useful the integration stage of this mixed-methods study. Pragmatism recommends a balance between interpretivism and functionalism throughout the research project ³⁸.

Informed by this research, this researcher predicts constraints and impediments to conducting an effective ‘*MMPR*’ will arise if the study effort is solely relying on a ‘*lone-investigator*’. On the balance of probabilities, given the real substantive amount of time involved to carry out ‘*MMPR*’ the accomplishments of a ‘*lone-investigator*’ would be constrained. A collaborative strategy such as ‘*Investigator Triangulation*’ ³⁹ is useful in dealing with complex multi-faceted research in business and management. Researcher collaboration has multi-level benefits, to wit: (i) expertise can be leveraged; (ii) ‘*lone-investigator*’ deficits are compensated for, and (iii) data and inference quality is likely enhanced. ‘*Investigator triangulation*’ can be used to overcome paradigmatic that influence study design, method selection, analysis, interpretation, promulgation of findings, and all-around collaboration. Construct validity issues flowing from convergent and discriminant validity of the measures of constructs are then more naturally and likely more objectively addressed.

5.7 – RECOMMENDATIONS

Future work to further develop the concept of ‘*Investigator Triangulation*’ – informed by the growing body of literature on ‘*interdisciplinary*’, ‘*collegial*’, and ‘*web-based collaboration*’ in ‘*MMPR*’ – in the field of business and management research, where this approach appears to have been largely ignored or overlooked is required ⁴⁰. So far, collaboration strategies have not received the attention and advocacy they merit within mixed-methods research, yet they are critical to producing eclectic, high-quality, pragmatic, and symbiotic inter-disciplinary research. “*Expertise may be leveraged, ‘lone-investigator’ deficits compensated for, and data and inference quality enhanced*” ⁴¹. On the balance of probabilities, informed by the evolution

of this research study, conducting MMPR studies effectively and efficiently, i.e. successfully, may well be characterized as impracticable for *'lone-investigators'*.

Method triangulation techniques should be part of any new scholarly professionals' initiation and the construction of his/her methodological proclivity and worldview early on in one's doctoral research program by exposing these typically intelligent people to an unfamiliar variety of research traditions; to them as 'new language' or a new way to communicate. Real synergies between quantitative statistical methods and qualitative interpretive analysis can likely best be realized with a cross-methods research team, i.e. ideally, a collegial, collaborative effort between researchers with different paradigmatic inclinations⁴².

This researcher concurs with his confrères and consœurs in the Accounting profession who desire to mitigate paradigmatic rigidity and who are receptive to *'détente'* between the interpretive and the positivist worldviews. They consider method triangulation as a key way forward. Colleagues claim that the management accounting phenomenon would be better understood if competing paradigms overcame their divides, and if mixed-methods research methods could be applied, and as importantly, benefit from peer acceptance. As a group of accounting professionals and academics, they wish to improve their domain.

'Détente' between the narrative/inductive and empirical/deductive research methods in general and the mobilization of between-method triangulation opens the way forward to pursuing loftier aspirations. Furthermore, such a *'détente'* has "the potential to produce a more unified body of knowledge" and overcome in the business and management *'discipline'*⁴³.

Harrison III reports *'Business'* scholars "are not demonstrating knowledge of the mixed methods research literature, procedures", cited mixed-methods literature, or its application within their own research "to best fit business research objectives". These observed 'failings' are thus, unfortunately, all indicative of little or no engagement and missed opportunities⁴⁴.

Globalisation of world markets has accelerated and a more holistic *'weltanschauung'* has become critical to corporate success⁴⁵.

5.8 – SUMMARY

This thesis did set out to investigate and disclose evidence of the impact of the *'2010 Vancouver XXI Winter Olympics'* on the *'Hotel Industry'* and *'Tourism'* in the Greater Metro-Vancouver and Whistler area. The research did not seek to prove one (negative results) or the

other (positive results), but rather aims to improve the evidence base informed by the reported results of the Vancouver 2010 Winter Olympic Games by an elite group of '*Hospitality Industry*' insiders – its General Managers.

The Reviewed Literature and the results of the quantitative and qualitative analyses contained herein provided irrefutable evidence that the Vancouver 2010 Winter Olympic Games '*Legacies*' will endure.

The pursuit of accurate *ex-ante* and *ex-post* economic impacts of Olympic Games remains relevant not only to local and national taxpayers in general but also to ensure that public expenditures are transparent and that expected outlays are forecasted as accurately as possible. This is equally important to '*Tourism*' and '*Hotel Industry*' corporates, which need these data to run their businesses. The comprehensive '*Reviewed Literature*' and '*Research Methodology*' discussion herein accentuates the impossibility of measuring all the economic and financial impacts associated with Olympic Games at the micro municipal level typical of its footprint. Nevertheless, it remains incumbent on those with the responsibility, and skills, to continue their efforts to develop accurate empirical models to do so successfully. The unique and innovative use of the '*AHRT*' model in this research thesis is one such successful effort. Others are expected to follow. Collectively, they would provide transparency as to whether Mega-events are pitched to the public based on accurate forecasts rather than hype. Subsequent *ex-post* reviews would then lend credence to the earlier forecast and ensure accountability of both politicians and project managers. In short, it all comes down to the issue of '*the public well-being*' and the taxpayer getting and paying for that agreed.

For any research design, "*a methodologically aware eclecticism may result in a principled deployment of both quantitative and qualitative methods in a complementary fashion based on an experimental determination that no more than a rhetorical link exists between method and epistemology*"⁴⁶. An informed quantitative-qualitative debate should continue to be pursued and, open, non-threatening and unfettered discussion encouraged. Selection amongst quantitative and qualitative methods requires judgment guided by situation and purpose, rather than the selection being blinkered based on a committed to a specific competing paradigmatic worldview or the nature of inquiry ⁴⁷.

The complexity of an '*MMPR*' approach to research has been explicitly elucidated in this research. This study has shown that is not only possible but desirable to combine QL and QM methods in an '*MMPR*' without violating basic paradigmatic assumptions

This researcher has tried hard to carefully avoid getting too caught up in the paradigmatic subjective/objective interpretivism/positivism dichotomy controversies. Moreover, instead address head on both the challenges of objective/positivist statistical analysis as well as the challenges of the subjective/interpretivist fieldwork in the comprehensive and integrative manner expected of a Mixed-Methods Phenomenological Research. By not overly problematizing paradigmatic philosophical and methodological foundations, this DBA candidate, as a scholarly professional, “*is ready for scientific and scholarly advancement, through certain rites of passage*”⁴⁸.

Cupchik eloquently argues “*The interplay between descriptive richness and experimental precision can bring accounts of social phenomena to progressively greater levels of clarity. Together, qualitative and quantitative methods provide complementary views of phenomena and efforts at achieving their reconciliation can elucidate processes underlying them*”⁴⁹. “*Whether researchers use qualitative or quantitative methods, they are building knowledge, which, in the end, is applied to our understanding of the world*” and allow us as ‘*scholarly professionals*’ to make informed evidence-based decisions⁵⁰.

Methodological choices, made during scholarly professionals’ research in the areas of the ‘*Hotel Industry*’ and ‘*Tourism*’, are best anchored in the ‘*epistemological*’ and ‘*ontological*’ diversity and complexity of global business and management practices. Management is based on a diversity of knowledge and human resources, which implies the need for epistemology and ontology that will enable management and business researchers to describe and conceptualize the complexity of a diverse, dispersed workforce and management team proactively engaged in addressing complex global, national and local business and management issues.

NOTE: For ease of reading this ‘*CHAPTER 5 – CONCLUSIONS*’, ‘*In Thesis*’ page references and original ‘*Sources*’ of the quotations contained herein are tabulated below.

¹ In Thesis: pp.137-138 (Archibald 2016, pp. 245-246; Flick 2016, p. 9)

² In Thesis: p.2 (Ateljevic, Pritchard and Morgan 2007, p. 5).

³ In Thesis: pp. 20-21 (Talwar 2006, p. 4; Hallin 2009a, p. 1).

⁴ In Thesis: APPENDIX 8, p.313 (Mankiw, Phelps, & Romer 1995, pp. 303-307)

⁵ In Thesis: p.23 (The Economist 2016)

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- ⁶ In Thesis: pp.119, 241 (Archibald 2016, pp. 245-246; Flick, 2016, p. 9)
- ⁷ In Thesis: p.13 (Tracy 2010, p. 840 – Table 1)
- ⁸ In Thesis: pp.22, 81, 200 (Matheson 2006, pp. 1,14; Porter & Fletcher 2008, p. 470)
- ⁹ In Thesis: pp.22, 65, 81, 200 (Crompton, Lee & Shuster 2001, p. 80)
- ¹⁰ In Thesis: pp.22, 65, 81, 200 (Flyvbjerg, Bruzelius & Rothengatter 2003, p. 60)
- ¹¹ In Thesis: p.201 (Crompton 2001, pp. 80-81; Crompton 2006, p. 1)
- ¹² In Thesis: p.191 – Section 4.3.2
- ¹³ In Thesis: p.61 (Houlder 2016, p. 1)
- ¹⁴ In Thesis: p.144 (Merriam-Webster, 2007)
- ¹⁵ In Thesis: p.55 (Baade, Baumann & Matheson 2008b, p. 13)
- ¹⁶ In Thesis: pp.55-56 (Fourie et al. (2010a, p.6); Gladish and Gable 2010)
- ¹⁷ In Thesis: p.15 - CHAPTER 4 – FIGURE 21, p.167 – Post-Olympic Legacy Impacts
- ¹⁸ In Thesis: CHAPTER 4a – ‘*Illusory Correlations*’; CHAPTER 4b – ‘*Data Saturation*’
- ¹⁹ In Thesis: pp.87-88, 92 (Grundlingh 2010b, p. 6)
- ²⁰ In Thesis: pp.97, 104 (Cameron & Molina-Azorín 2011, p. 2860)
- ²¹ In Thesis: p.13 (Mintzberg, 1979, p. 584)
- ²² In Thesis: p.107, 119-120 (Johnson & Onwuegbuzie 2004, pp. 14, 17-19)
- ²³ In Thesis: p.102 (King, Keohane & Verba 1994, pp. 7, 22)
- ²⁴ In Thesis: p.226 (Parfitt 2015, p.38)
- ²⁵ In Thesis: p.6 (Xiao and Smith 2006; 2008; Ballantyne, Packer & Axelsen 2009)
- ²⁶ In Thesis: p.6 (Heimtun and Morgan 2012)
- ²⁷ In Thesis: p.42 (Horne and Manzenreiter 2006a, p. 1)
- ²⁸ In Thesis: p.13 (Hanson 2008, p. 97 referencing Denzin (1989))
- ²⁹ In Thesis: p.139 (Paxson 1995, pp. 67, 73; Keegan & Lucas 2005, pp. 157-158)
- ³⁰ In Thesis: p.119 (Bryman 2007, p. 8; Flick 2016, p. 3)
- ³¹ In Thesis: pp.117-118 (Bryman 2007, p. 8; Flick 2016, p. 3)
- ³² In Thesis: p.118 (Flick, 2015, p.
- ³³ In Thesis: p.117 (Kincheloe 2001, p. 680; Denzin 2012, p. 85)
- ³⁴ In Thesis: p.118 (Denzin 2012, pp. 83-85)
- ³⁵ In Thesis: pp.113-114 (Streubert and Carpenter 2011, pp. 350-359)
- ³⁶ In Thesis: p.106 (Kakkuri-Knuutila et al. 2008, pp.276-277)
- ³⁷ In Thesis: p.7 (Sutton 2004, pp. 27-36)
- ³⁸ In Thesis: p.138 (Alvesson and Kärreman 2007 ; Shannon-Baker 2016, pp. 321-330)
- ³⁹ In Thesis: p.118-119 (Archibald 2015, p 245-246)
- ⁴⁰ In Thesis: p.104 (Cameron and Molina-Azorín 2011, p. 286)
- ⁴¹ In Thesis: p.119-120 (Archibald 2015, pp. 245-246; Bröer, Moerman, et al. 2016, p. 1)
- ⁴² In Thesis: pp.118-119, 242 (Vaivio and Sirén 2010; Flick 2016, p. 9)
- ⁴³ In Thesis: p.101 (Vaivio and Sirén 2010, pp. 130-131, 139-140)
- ⁴⁴ In Thesis: p.104 (Harrison III 2013, p. 2153, p.2159)

⁴⁵ In Thesis: pp.46, 236 (Lai & Cheng, 2005, p.454)

⁴⁶ In Thesis: p.104 (Weber 2004, *passim*)

⁴⁷ In Thesis: pp.101-102 (Roberts 2002, p. 7)

⁴⁸ In Thesis: pp.106, 119 (Panozzo 1997, p. 449; Pansiri 2006; Vaivio & Sirén 2010, p. 139)

⁴⁹ In Theses: p.101 (Cupchik 2001, p.11)

⁵⁰ In Thesis: p.104 (Dharamsi & Scott 2009, p.844)

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APPENDICES

APPENDIX 1 – PILOT SURVEY QUESTIONNAIRE

The purpose of this research, using a self-administered questionnaire, is to assess the effects of the 2010 winter Olympics on the hotel industry in the Greater Vancouver and Whistler Area.

The effect of “shock” events, such as Olympics, on tourism and the hotel industry is described anecdotally and well documented in the pertinent academic literature; including, inter alia, literature relating to the post-Olympic experiences in Australia, Calgary, and Seoul.

This research is expected to contribute to this knowledge and understanding by assessing the role the 2010 Olympics had and is expected to continue to play in the success of the hotel industry in the GVA and Whistler Area; and, whether these Olympics impact differently in the GVA versus the Whistler Area.

This Questionnaire will ask hoteliers to give their perspective on whether the 2010 Olympics have been a success by delivering increased tourist visits and dollars to their business; and, ask them to include other indicators they would use to measure the ‘success’ of the 2010 Olympics.

The survey will be mailed to some 100 hoteliers in the Greater Vancouver Area; and, to some 50 hoteliers in the Whistler Area; essentially comprising the entire hotelier ‘population’ in these two contiguous geographical areas.

The Research Question that is expected to be addressed by this survey is:

Hunting for the post-2010 Olympic Bounce: Any Evidence in the Hotel Industry in the Greater Vancouver (GVA) and Whistler Area?

Question.1 - Do you consider the Hotel/Accommodation Industry to be a reasonably solid predictor of, or proxy for, what happens more broadly in the Tourism Sector of the economy?

YES NO DON'T KNOW

Question.2 - Have the 2010 Olympics been a success for your organization by delivering increased tourist visits?

YES NO DON'T KNOW

Question.3 - Please mark ‘the before’ AND ‘the after’, by selecting 2 separate points on the scale below, of how the 2010 Olympics impacted on the overall financial results of your hotel. Please indicate ‘before’ with the letter ‘B’ and ‘after’ with the letter ‘A’.

-50% -40% -30% -20% -10% 0 +10% +20% +30% +40%

Question.4 - Since its closing, what has been the impact of the 2010 Olympics on 'Occupancy' in your hotel?

-50% -40% -30% -20% -10% 0 +10% +20% +30% +40%
+50%

Question.5 - Since its closing, what has been the impact of the 2010 Olympics on 'Average Room Rate' in your hotel?

-50% -40% -30% -20% -10% 0 +10% +20% +30% +40%
+50%

Question.6 - Since its closing, what has been the impact of the 2010 Olympics on 'RevPAR' in your hotel?

-50% -40% -30% -20% -10% 0 +10% +20% +30% +40%
+50%

Question.7 - Since the closing of the 2010 Olympics, have you implemented significant changes to what you consider 'Critical Success Factors' to your hotel's modus operandi which may have impacted on your hotel's 'Occupancy'; 'Average Room Rate'; or, 'RevPAR' results.

No _____

Yes _____

If yes, in what performance dimension?

	<u>No Change</u>	<u>More Emphasis</u>	<u>Less emphasis</u>
(a) Customer Care:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Quality of Products, Service and Infrastructure:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) Number of Employees:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(d) Other (please describe):			
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question.8 - Following the closing of the 2010 Olympics, have you reduced your ongoing marketing/advertising expenditures?

	<u>No</u>	<u>Yes</u>	<u>If yes, % increase/%decrease is?</u>		
			<u><10%</u>	<u>10 to 20%</u>	<u>>20%</u>
Increased	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decreased	<input type="checkbox"/>	<input type="checkbox"/>			

Q.9 - Are there any other factors that you consider having influenced your hotel's pre- or post-Olympic results?

	<u>Pre-Olympics</u>	<u>Post-Olympics</u>
Icelandic Volcanic Ash Incident	_____	_____
Airport Strikes	_____	_____
Economic Crisis	_____	_____
OTHER (Please describe):		
_____	_____	_____
_____	_____	_____

Q.10 - For completing this questionnaire, a copy of the results will be emailed to you; and, a donation of \$10 will be made to a charity of your choice.

Your email address:

Charity of your choice:

**APPENDIX 2 - LISTING OF HOTEL GENERAL MANAGERS IN THE
METRO-VANCOUVER AREA AND THE RESORT TOWN OF WHISTLER**

VANCOUVER

- 1. The Westin Bayshore, Vancouver**
 1601 Bayshore Drive
 Vancouver, BC V6G 2V4
 Tel: 604 682 3377 Fax: 604 687 3102
Bayshore@westin.com

Jean-Luc Barone, General Manager
jeanluc.barone@westin.com
- 2. The Westin Grand, Vancouver**
 433 Robson Street
 Vancouver, BC V6B 6L9
Ass'n
 Phone: 604-647 2550 direct
 Fax : 604 647 2502.

Ms. Marion Harper Treskin, General Manager
Chair, Vancouver Hotel General Managers
mharper@westingrandvancouver.com
<http://www.westingrandvancouver.com>
- 3. Hilton Vancouver Airport**
 5911 Minoru Blvd.,
 Richmond, BC V6X 4C7
 Tel: 604-273-6336
http://www1.hilton.com/en_US/hi/hotel/YVRAHHF-Hilton-Vancouver-Airport-British-Columbia/index.do

Sachindra Sharma, General Manager
sachindra.sharma@hilton.com
 Fax: 604 273 6337
- 4. Hilton Vancouver Metrotown Hotel**
 6083 McKay Avenue
 Burnaby, BC V5H 2W7
 Tel: 604 438 1200
 Fax: 604 431 7782
http://www1.hilton.com/en_US/hi/hotel/YVRVMHF-Hilton-Vancouver-Metrotown-British-Columbia/index.do

Ed Jaskula, General Manager
Director, Tourism Burnaby
ed.jaskula@ihcco.com
- 5. The Fairmont Waterfront Hotel**
 900 Canada Place Way
 Vancouver, BC V6C 3L5
 Phone: 604-691-1991
 Fax: 604 691 1999.
<http://www.fairmont.com/waterfront>

Francis Parkinson, **Past-General Manager**
 Chair, Vancouver Hotel Association
Ian Pullan, General Manager
ian.pullan@fairmont.com
- 6. The Fairmont Vancouver Airport**
 3111 Grant McConachie Way
 direct
 Vancouver, BC V7B 0A6
 Phone: 604-207-5200
<http://www.fairmont.com/vancouverairport>

Dan McGowan, General Manager 604 248 3201
dan.mcgowanbmw806hq@fairmont.com
 Fax: 604 248 3219
- 7. The Fairmont Pacific Rim**
 1038 Canada Place
 Vancouver, BC V6C 0B9
 Tel: 604 695 5300
<http://www.fairmont.com/pacificrim>

Randy Zupanski, General Manager
randy.zupanski@fairmont.com
 Fax: 604 695 5301

8. The Fairmont Hotel Vancouver

900 West Georgia Street
 Vancouver, BC V6C 2W6
 Phone: 604-684-3131
<http://www.fairmont.com/hotelvancouver>

Rick Corcoran, Hotel Manager
Rick.Corcorankw05js6v@fairmont.com
 Fax: 604 662 1937 direct

9. Four Seasons Hotel Vancouver

791 West Georgia Street
 Vancouver, BC V6C 2T4
 Phone: 604-689-9333
<http://www.fourseasons.com/vancouver>

Simon Pettigrew, General Manager
simon.pettigrew@fourseasons.com
 Fax: 604 684 4555

10. Vancouver Airport Marriott Hotel

7571 Westminster Highway
 Richmond, BC V6X 1A3
 Phone: 604-276-2112
<http://www.vancouverairportmarriott.com>

Dan Woodburn, General Manager
dan.woodburn@vancouver-marriott.com
 Fax: 604 276 0112

11. Vancouver Marriott Pinnacle Downtown Hotel

1128 West Hastings Street
 Vancouver, BC V6E 4R5
 Phone : 604-684-1128
<http://www.marriott.com/hotels/travel/yvrdt-vancouver-marriott-pinnacle-downtown-hotel>

Richard Main, General Manager
richard.main@vancouver-marriott.com
 Fax : 604 298 1128

12. Renaissance Vancouver Hotel Harbourside

1133 West Hastings Street
 2700
 Vancouver, BC V6E 3T3
 Tel: 604 691 2776
www.renaissancevancouver.com

Smith Munro, General Manager: 604 691
smith.munro@renaissancehotels.com
 Fax: 604 691 2791

13. Delta Vancouver Airport Hotel

3500 Cessna Drive
 Vancouver, BC V7B 1C7
 Phone: 604-278-1241
 Fax: 604 276 1975

R. Gordon Johnson, GM: 604 276 1976 &
 Delta Hotels & Resorts (Regional VP)
rgjohnson@deltahotels.com
www.deltavancouverairport.com

14. Ramada Inn & Suites Vancouver

1221 Granville Street
 Vancouver, BC V6Z 1M6
 Phone : 604-685-1111
<http://www.ramadavancouver.com>

Ms Ruxandra Radulescu, General Manager
ruxandra@ramadavancouver.com
 Fax : 604 685 0707

15. Ramada Limited Vancouver Airport

7188 Westminister Highway
 Richmond, BC V6X 1A1
 Phone: 604-207-9000
<http://www.ramadaairport.ca>

Amin Virani, General Manager
ramadavancouverairport@shawbiz.ca
 Fax: 604 207 9466

16. Ramada Limited Downtown Vancouver

435 West Pender Street
 Vancouver, BC V6B 1V2
 Phone : 604-488-1088.
 Fax: 604 488 1090.

David Wetsch, General MGR. 604 488 1088
BCHA Board of Directors
Info@ramadadowntownvancouver.com
<http://www.ramadadowntownvancouver.com>

17. Sheraton Vancouver Airport

7551 Westminster Highway
 Richmond, BC V6X 1A3
 Tel: 604 273 7878
 Fax: 604 278 0188.

Steve Veinot, General Manager
Board Director: Tourism Richmond
info@sheratonvancouverairport.com
www.sheraton.com/vancouverairport

18. Sheraton Vancouver Guildford Hotel

15269 104th Avenue
 Surrey, BC V3R 1N5
 Phone: 604-582-9288 Fax 604 582 9712
<http://www.starwoodhotels.com/sheraton/property/overview/contact.html?Propertyid=609>

Mr. John Kearns, General Manager
john.kearns@sheratonquilford.com

19. Four Points by Sheraton Vancouver Airport

8368 Alexandra Road
 Richmond, BC V6X 4A6
 Phone: 604-214-0888
 Fax: 604 214 0887

Daisy Tse, Owner & General Manager
 Gary Rudin, Assistant General Manager
Board Director, Tourism Richmond

<http://www.fourpointsvancouverairport.com/2009html/html/index.html>

20. Rosedale on Robson Suite Hotel

838 Hamilton Street,
 Vancouver, BC V6B 6A2
 Tel: 604 689 8033
www.rosedaleonrobson.com

Jim Miller, General Manager
jamesmiy@rosedaleonrobson.com
 Fax: 604 689 4426

21. Executive Hotel Vintage Park

1379 Howe Street,
 Vancouver, BC V6Z 2R5
 Tel: 604 688 7678
www.executivehotels.net/downtown

Jared Sissons, General Manager
jared@executivehotels.net
 Fax: 604 688 7679.

22. Rosellen Suites at Stanley Park

2030 Barclay Street,
 Vancouver, BC V6G 1L5
 Tel: 604 689 4807
<http://www.rosellensuites.com>

Ms. Mary Lou Hawkes, General Manager
info@rosellensuites.com
 Fax: 604 684 3327

23. Pan Pacific Vancouver

Suite 300, 999 Canada Place
 Vancouver, BC V6G 3B5
 Tel: 604 662 8111
http://www.panpacific.com/en/Vancouver/Overview.html?Override_form=35

Tim Tindle, General Manager
ttindle@panpacific.com
 Fax: 604 685 8690

24. Metropolitan Hotel Vancouver

645 Howe Street
 Vancouver, BC V6C 2Y9
 Tel: 604 687 1122
<http://www.metropolitan.com/vanc>

Mrs. Pelagia Vincent, General Manager
reservations@van.metropolitan.com
 Fax: 604 602 7846.

25. Radisson President Hotel & Suites Vancouver Airport

8181 Cambie Road
 Richmond, BC V6X 3X9
 Tel: 604 276 8181
 Fax: 604 279 8381
www.radisson.com/vancouverca

**Kathryn Warren, General Manager
 Board Director Tourism Richmond**
reservations@radissonvancouver.com

26. The Sutton Place Hotel Vancouver

845 Burrard Street,
 Vancouver, BC V6Z 2K6
 Tel: 604 682 5511
 Fax: 604 682 5511
www.vancouver.suttonplace.com

**John Sander, General MGR 604 682 5511
 BCHA Board of Directors**
isandorndi3qps1q@suttonplace.com

27. Quality Hotel - Inn at False Creek

1335 Howe Street
 Vancouver, BC V6Z 1R7
 Tel: 604 682 0229
<http://www.innatfalsecreek.com>

Andrew Fitzgerald, General Manager
quality@qualityhotelvancouver.com
 Fax: 604 662 7566

28. Shangri-La Hotel Vancouver

1128 West Georgia Street
 Vancouver, BC V6E 0A8
 Tel: 604 689 1120
<http://www.shangri-la.com/en/property/vancouver/shangrila>

Mr. Ed Brae, General MGR 604 661 3320
ed.brae@Shangri-La.com
 Fax: 604 689 1195

29. Park Inn & Suites on Broadway

898 West Broadway
 Vancouver, BC V5Z 1J8
 Tel: 604 872 8661
<http://www.parkinn.com/hotel-vancouverca>

Lee McIntyre, General Manager
pd_brbc@parkinn.com
 Fax: 604 872 2270

30. The Listel Hotel Vancouver

1300 Robson Street
 Vancouver, BC V6E 1C5
 Tel: 604 684 8461
www.thelistelhotel.com

Jim Mockford, General Manager
jim@thelistelhotel.com
 Fax: 604 684 7092

31. Best Western Downtown Vancouver

781 Drake Street,
 Vancouver, BC V6Z 2W6
<http://www.bestwesterndowntown.com/General-Manager.html?Pf=3>
 Tel: 604 669 9888
<http://www.bestwesterndowntown.com>

Lisa Jackson, General Manager
<http://www.bestwesterndowntown.com/General-Manager.html?Pf=3>
 Fax: 604 669 3440.

32. Holiday Inn Express Vancouver

2889 East Hastings Street
 Vancouver, BC V5K 2A1
 Tel: 604 254 1000
<http://www.hievancouver.com>

Mark Moore, General Manager
mmoore@hivancouver.com
 Fax: 604 253 1234.

33. Holiday Inn Hotel & Suites Vancouver

1110 Howe Street,
 Vancouver, BC V6Z 1R2
 Tel: 604 684 2151
<http://www.holidayinnvancouverdowntown.com/contact.aspx>

Ms. Suzanne Allemeier, General Manager
info@hivancouverdowntown.com
 Fax: 604 684 4736

33. Georgian Court Hotel

773 Beatty Street
 Vancouver, BC V6B 2M4
<http://www.georgiancourthotelvancouver.com/General-Manager.html?Pf=2>
 Tel : 604 682 5555
www.georgiancourt.com

Gary Collinge, General Manager
[http://www.georgiancourthotelvancouver.com/General-](http://www.georgiancourthotelvancouver.com/General-Manager.html?Pf=2)

Fax : 604 682 8830

34. Hyatt Regency Vancouver

655 Burrard Street
 Vancouver, BC V6C 2R7
 Tel : 604 639 4765 direct/ Fax : 604 689 3707.
<http://vancouver.hyatt.com>

Steve McNally, General Manager
Director – Tourism Vancouver
Smcnally@hyatt.com

35. Opus Hotel Vancouver

322 Davie Street
 Vancouver, BC V6B 5Z6
 Tel : 604 694 2102 direct
<http://www.opushotel.com/vancouver.html>

Nicholas Gandossi, General Manager
ngandossi@opushotel.com
 Fax : 604 642 6780

36. L'Hermitage Hotel

788 Richards Street
 Vancouver, BC V6B 3A4
 Phone: 778 327 4100
<http://www.lhermitagevancouver.com>

Mr. Glen Eleiter, General Manager
geleiter@lhermitagevancouver.com
 Fax: 778 327 4109.

37. Wedgewood Hotel & Spa Relais & Chateau

845 Hornby Street
 Vancouver, BC V6Z 1V1
 Tel : 604 689 7777
www.wedgewoodhotel.com

Philip Meyer, General Manager
pmeyer@wedgewoodhotel.com
 Fax : 604 608 5348

38. Rosellen Suites at Stanley Park

2030 Barclay Street
 Vancouver, BC V6G 1L5
 Tel: 604 689 4807/Fax: 604 684 3327
<http://www.rosellensuites.com>

Ken Svejkovsky: 604 689 4807
BCHA Board of Directors
info@rosellensuites.com

39. Sandman Hotels, Inns & Suites

310 – 1755 West Broadway
 Vancouver, BC V6J 4S5
 Tel: 604 730 6600
 Fax: 604 730 4645.

Mr. Taj Kassam, President & COO
BCHA Board of Directors
cresh5@sandman.ca
www.sandman.ca

40. The Sylvia Hotel

1154 Gilford Street
 Vancouver, BC V6G 2P6
 Phone: 604 681 9321
 Fax : 604 682 3551
<http://www.sylviahotel.com>

Ross Dyck, General Manager
BCHA Board of Directors
rdyck@sylviahotel.com

41. Hotel Le Soleil

567 Hornby Street
 Vancouver, BC V6C 2E8
 Phone: 604 632 3000
www.lesoleilhotel.com

Ms. Valentina Tang, General Manager
info@lesoleilhotel.com
 Fax: 604 632 3001.

42. Rosewood Hotel Georgia (re-opening in 2011)

801 West Georgia Street,
 Vancouver, BC V6C 1P7
 Tel: 604 682 5566
<http://www.rosewoodhotelgeorgia.com>

Steve Halliday, Managing Director
 N/A
 Fax:
www.hotelgeorgia.bc.ca

43. Best Western Vancouver Airport Hotel & Convention Centre

7551 Westminster Highway
 Richmond, BC V6X 1A3
 Tel: 604 273 7878
www.richmond-hotel.ca

Craig McBride, General Manager
Craig.mcbridehw1@richmond-hotel.ca
 Fax: 604 278 0188

44. St. Regis Hotel

602 Dunsmuir Street,
 Vancouver, BC V6B 1Y6
 Tel : 604 681 1135
www.steregishotel.com

Jeremy Roncoroni, General Manager
gm@steregishotel.com
 Fax : 604 683 1126

45. Holiday Inn Express Vancouver Airport

9351 Bridgeport Road
 Richmond, BC V6X 1S3
 Tel: 604 273 8080
www.holidayinnexpressvancouverairport.com

Kris Szyłowski, General Manager
gmgr09pgh@hiexyvr.com
 Fax: 604 214 8488

46. The Sutton Place Hotel Vancouver

845 Burrard Street,
 Vancouver, BC V6Z 2K6
 Phone: 604 642 2961 direct
 Fax: 604 682 5513
<http://www.vancouver.suttonplace.com>

First Deputy Chair; **John Sandor**, General Manager
Chair Elect 2010 – Tourism Vancouver
jsandor@suttonplace.com

47. Pacific Palisades Hotel

1227 Robson Street
Vancouver, BC V6E 1C4

john.nicholsonbmah5@pacificpalisadeshotel.com

John Nicholson, General Manager
Past-Chair, **Vancouver Hotel GMs Ass'n**

Tel: 604 891-5160 direct

Fax: 604 688 4374 direct.

48. Coast Hotels & Resorts

Coast Coal Harbour Hotel

Coast Plaza Hotel and Suites

Coast Vancouver Airport Hotel

Vancouver, BC V6E 3V7

Tel : 604 682 7982

<http://www.coasthotels.com>

http://www.sandmanhotels.com/en/hotel/bc/vancouver_airport

Craig Norris-Jones: 604 688 7711

Vice-President, Operations

BCHA Board of Directors

Fax : 604 682 8942

WHISTLER**1. The Westin Resort & Spa, Whistler***

4090 Whistler Way
 Whistler, BC V0N 1B4
 Phone: 604-905-5000
 Fax: 604 905 5640
<http://www.westinwhistler.com>

Mr. Trevor Graham, General Manager
Director, Tourism Whistler
trevorg8@westinwhistler.com

2. Hilton Whistler Resort & Spa*

4050 Whistler Way
 Whistler, BC V0N 1B4
 Tel: 604 966 5093
 Fax: 604 966 5093.
<http://www.hiltonwhistler.com>

Stephen Webb**, General Manager
Director, Tourism Whistler
swebb@hiltonwhistler.com

**** Member Advisory Board, Faculty of Tourism & Hotel Management RRU – involved in the development of the MA in International Hotel Management**

3. Fairmont Chateau Whistler*

4599 Chateau Boulevard
 Whistler, BC V0N 1B4
 Phone: 604-938-8000
<http://www.fairmont.com/Whistler>

Roger Soane, General Manager
Chair, Tourism Whistler
Roger.Soanes9kxwwm5t@fairmont.com

4. Four Seasons Resort Whistler*

4591 Blackcomb Way
 Whistler, BC V0N 1B4
 Phone: 604-935-3400
 Fax: 604 935 3455
<http://www.fourseasons.com/whistler>

Mark Herron, General Manager
Chair, Hotel Association of Whistler*
fourseasonswhistler1g@intrawest.com

5. Pinnacle International Hotel*

4318 Main Street
 Whistler, BC V0N 1B4
 Tel: 604 938 3218
 Fax: 604 999 8986
www.whistlerpinnacle.com

Stuart Cook, General Manager
info@whistlerpinnacle.com

6. Nita Lake Lodge*

2131 Lake Placid Road
 Whistler, BC V0N 1B2
 Tel: 604 966 5700
 Fax: 604 966 5709
www.nitalakelodge.com

Bill Rheume, General Manager?
info@nitalakelodge.com

7. Delta Whistler Village Suites*

4308 Main Street
 Whistler, BC V0N 1B4
 Phone: 604 938 6512 direct
 Fax : 604 938 6335.
<http://www.deltahotels.com/en/hotels/british-columbia/delta-whistler-village-suites>

Peter Catarino, General Manager
Pcatarino@deltahotels.com

7. Tantalus Resort Lodge (Delta Hotels) *

4200 Whistler Way
 Whistler, BC V0N 1B4
 Phone: 604-932-4146
 Fax: 604 932 2405
<http://www.tantaluslodge.com>

Mike Kohari, General Manager
mkohari@deltahotels.com

8. Whistler Premier Resort and Accommodations

Horstman House: <http://www.horstmanhouse.com>

Blackcomb Lodge*: www.blackcomblodge.com

Aspen Lodge

Montebello

Stoney Creek Lodge

Symphony

4220 Gateway Drive

Whistler, BC V0N 1B4

Phone: 604 935 1177

Fax: 604 935 3468

<http://www.whistlerpremier.com>

Bruce van Mook, General Manager:
 604 935 1177

BCHA Board of Directors

info@whistlerpremier.com

9. Le Chamois Resort Hotel*

4557 Blackcomb Way
 Whistler, BC V0N 1B4
 Phone: 604-932-8700

Damian Saw, Manager
damian@whistlerplatinum.com

10. Executive – The Inn Whistler Village

4250 Village Stroll
 Whistler, BC V0N 1B4
 V0N 1B4
 Phone: 604 932 3200
 Fax: 604 932 2566
www.Executivehotels.net

Robert Hayward, General Manager
robertjgeqi@executiveinnwhistler.com

www.executiveinnwhistler.com

11. Holiday Inn Sunspree Resort

4295 Blackcomb Way
 Whistler, BC V0N 1B4
 Tel: 6004 938 0878
 Fax: 604 938 9943
www.whistlerhi.com

Anita McGee, General Manager
mail@whistlerhi.com

12. Pemberton Valley Lodge (Bellstar)

1490 Portage Road Highway 99
 Pemberton, BC V0N 2L1
 Phone: 604 894 2000
 Fax: 604 894 2002
<http://www.pembertonvalleylodge.com>

David MacKenzie, General Manager
stay@pembertonvalleylodge.com

The Listel Hotel Whistler*

4121 Village Green Whistler
 Whistler, BC V0N 1B4
 Phone: 604 932 1133
 Fax: 604 932 8383
<http://www.listelhotel.com>

Jim Mockford, General Manager
 Mark Blasak, Hotel Manager
mblasak@listelhotel.com

13. The Coast Blackcomb Suites at Whistler* (formerly Marriott)

4899 Painted Cliff Road
 Whistler, BC V0N 1B4
 Phone: 604 905 3400
 Fax: 604 905 3432
www.coastblackcombsuites.com

Ian Lowe, General Manager
ian@coastblackcombsuites.ca

14. Sundial Boutique Hotel*

4340 Sundial Crescent
 Whistler, BC V0N 1B4
 Tel: 604 932 2321
 Fax: 604 932 7152
www.sundialhotel.com

David Demers, General Manager
Director, Tourism Whistler
info@sundialhotel.com

15. Pan Pacific Whistler Village Centre*

4299 Blackcomb Way
 Whistler, BC V0N 1B4
 Phone: 604 905 2999
 Fax: 604 905 2995
www.panpacific.com/en/whistlermountainside/Overview.html

Jim Douglas, General Manager
jdouglas@panpacific.com

16. Summit Lodge and Spa

4359 Main Street
 Whistler, BC V0N 1B4
 Phone: 604 932 2778
 Fax: 604 932 2716
www.summitlodge.com

Rosemary Cook, General Manager
Rosemary.Cook@summitlodge.com

17. Whistler Village Inn and Suites*

4429 Sundial Place
 Whistler, BC V0N 1B4
 Phone: 604 932 4004
 Fax: 604 932 3487
www.whistlervillageinnandsuites.com

Camille Keep, General Manager
camillett28@wvis.ca wvitz28@direct.ca

18. Sea to Sky Hotel – Banquet and Conference Centre

40330 Tantalus Way, P.O. Box 310
 Squamish, BC V0N 1T0
 Phone: 604 898 4874.
 Fax: 604 898 3692
<http://www.seatoskyhotel.com>

Mohsen Mohajer, General Manager
Mohsen@seatoskyhotel.com
 1-800-531-1530 ext. 104

19. Aava Whistler Hotel

4005 Whistler Way
 Whistler, BC V0N 1B4
 Phone: 604 932 2522
 Fax: 1-800 663 5644

Colin Hedderson, General Manager
collin@aavawhistlerhotel.com
www.aavawhistlerhotel.com

20. Adara Hotel

4122 Village Green
 Whistler, BC V0N 1B4
 Tel: 604 905 4009
 Fax: 604 905 4665
<http://www.adarahotel.com>

David Mckenzie, General Manager
david@adarahotel.com

21. Pan Pacific Whistler Mountainside*

4320 Sundial Crescent
 Whistler, BC V0N 1B4
 Tel: 604 905 2999
 Fax: 604 905 2995
www.panpacific.com/whistermountainside/Overview.html

Jim Douglas, General Manager
jdouglas@panpacific.com

22. Greystone Lodge

4905 Spearhead Place
 Whistler, BC V0N 1B4
 Tel: 604 905 7788
 Fax: 604 905 7750
www.greystone-lodge.com

Clint Goyette, Operations Manager
clint.goyetteh0@acervacationrentals.com

23. Stoney Creek Resort Properties

4705 Glacier Drive - Box 1017,
 Whistler, BC V0N 1B0
 Tel: 604 932 7189
 Fax:

Brenda Baker, General Manager
Director, Tourism Whistler
info@whistlerstonetcreek.com
<http://www.whistlerstoneycreek.com>

24. Best Western Mountain Retreat Hotel & Suites

8033 Progress Way
 Squamish, BC V8B 0K5
 Tel: 604 815 0883
[Http://bestwesternbc.com/hotels/best-western-mountain-retreat-hotel-and-suites](http://bestwesternbc.com/hotels/best-western-mountain-retreat-hotel-and-suites)

Barbara Clendenning, Manager-Owner
 604 815 0883 retreat3@telus.net
 Fax: 604 815 0884

APPENDIX 3 – SAMPLE OF INITIAL EMAIL INVITATION

Dear Mr.

Please, I need your help.

I am inviting you and other top hoteliers in the Greater Vancouver and Whistler area to comment on a draft pilot survey questionnaire through which I will attempt to assess the impact of the 2010 Winter Olympics on our local hospitality industry. I acknowledge that there may well be several confounding aspects which I may not have addressed properly – see my attached letter to you which includes the draft survey instrument.

Kindly let me know whether I can expect feedback within the next two weeks. Or, perhaps, you can revert to me with your direct telephone number so that I can call to discuss at a time convenient to you.

Sincerely,

Leonard J. Van der Heyden

APPENDIX 4 – INVITATION LETTER TO PARTICIPATE IN STUDY

Mr. Smith
General Manager,
Hilton Whistler Resort & Spa

Dear Mr.

I would like to invite you to be part of a research project that I am conducting. This project is part of the requirement for a Doctorate Degree in Business Administration, at Bradford University. My name is Leonard J. Van der Heyden and my credentials with Bradford University can be established by calling Dr. Eva Niemann, DBA programme Director at Tel: 0049 228 2590030.

The objective of my research project is to assess the projected short-term (1 to 3 years from event closing) impact of the 2010 Olympics on the hotel industry in the Greater Vancouver (GVA) and Whistler Area. In addition to submitting my final thesis to Bradford University in partial fulfillment for a DBA, I will also be sharing my research findings with all participants such as you upon satisfactory completion of this doctoral thesis.

My Research Topic is *“Hunting for the post-Olympic Bounce – Any Evidence in the Hotel Industry in the Greater Vancouver and Whistler Area?”* This project's conclusions will be based on the results of a self-administered questionnaire and is foreseen to last until the third quarter of 2011. The Questionnaire with its nine (9) questions is included below as an integral part hereof.

As a key hotelier in the Vancouver Area, a Director of Tourism Vancouver, a founding member of the Hotel Association of Vancouver, your name was chosen as a prospective participant because of your unique and invaluable perspective on the impact of the 2010 Olympics on tourism in the Vancouver Area and your organization specifically.

However, before I fully launch into my project, the results of a Pilot Survey would help me correct deficiencies and modify the questionnaire, as appropriate, to accurately gauge whether the 2010 Vancouver Olympics have indeed been a success for our hospitality industry. Thus, I would very much appreciate your input in these regards and, in particular, whether you think the proposed questions will be adequately comprehensive.

Information will be recorded in type-written format and, where appropriate summarized, in an anonymous format, in the body of the final report. At no time, will any specific comments be attributed to any individual unless your specific agreement has been obtained beforehand. All documentation will be kept strictly confidential. Please note that all raw data will be destroyed upon successful completion of my thesis.

A copy of the final report will be published and archived in the Bradford University Library; and, make available to you by simply providing your personal email address under Question 9 below.

Please feel free to contact me at any time should you have additional questions regarding the project and its outcomes; and, please feel free to contact me should you have any questions following receipt of a copy of my proposed research.

I am not aware of any conflicts of interest with respect to this graduate research project.
























Naturally, your participation in this research project is entirely at your volition and discretion. If you do choose to participate, you are free to withdraw at any time without prejudice. Moreover, you may and can at any time, post-participation (but before publication – expected in mid-September 2011), elect to withdraw from participating in this project by contacting me via telephone or via an email request. Any data you have provided will be eliminated from the survey results and destroyed. Similarly, if you choose not to participate in this research project, this information will also be maintained in confidence.

Anticipating a positive response, I look forward to your comments, suggestions, and critique.

Sincerely,

Leonard J. van der Heyden
Email: leonard.vanderheyden@gmail.com
Fax: 1-604-608-3805
Telephone: 1-514-907-1398

APPENDIX 5 – INVITED PARTICIPANTS TO THE PILOT STUDY

Survey Participants	
Name	Date modified
 Kassam	11/02/2011 12:48 AM
 Collinge	11/02/2011 12:22 AM
 Dyck	11/02/2011 12:19 AM
 McNally	11/02/2011 12:12 AM
 Sandor	10/02/2011 12:21 PM
 Svejkovski	10/02/2011 12:21 PM
 Veinot	10/02/2011 12:20 PM
 Warren	10/02/2011 12:20 PM
 Wetsch	10/02/2011 12:20 PM
 Demers	10/02/2011 12:18 PM
 Harper-Treskin	10/02/2011 12:16 PM
 Jaluska	10/02/2011 12:16 PM
 Hasan	15/11/2010 10:32 PM
 Graham	15/11/2010 10:27 PM
 Webb	15/11/2010 10:26 PM
 Griffiths	15/11/2010 10:23 PM
 Nicholson	15/11/2010 10:21 PM
 Rudin	15/11/2010 10:09 PM
 Norris-Jones	15/11/2010 8:19 PM
 Soane	15/11/2010 8:10 PM
 Herron	15/11/2010 8:02 PM
 van Mook	15/11/2010 8:01 PM
 Baker	15/11/2010 8:00 PM

APPENDIX 6– CORRELATION: TOURISM / ACCOMMODATION GDP

TABLE 1	ACCOM *				AVG PER YEAR	TOURIS*				AVG PER YEAR
YEAR	Q1	Q2	Q3	Q4	AVG ACC	Q1	Q2	Q3	Q4	AVG TOUR
1986	1130	1111	1183	1134	1139.50	4094	4210	4309	4141	4188.50
1987	1131	1146	1145	1153	1143.75	4138	4268	4295	4305	4251.50
1988	1180	1192	1208	1199	1194.75	4453	4451	4498	4504	4476.50
1989	1232	1228	1231	1265	1239.00	4539	4484	4506	4574	4525.75
1990	1287	1281	1245	1240	1263.25	4531	4529	4349	4341	4437.50
1991	1171	1157	1168	1164	1165.00	4145	4068	4069	4099	4095.25
1992	1188	1182	1169	1175	1178.50	4156	4192	4130	4145	4155.75
1993	1200	1188	1182	1190	1190.00	4182	4230	4226	4223	4215.25
1994	1201	1221	1248	1235	1226.25	4347	4358	4459	4482	4411.50
1995	1214	1222	1261	1238	1233.75	4453	4469	4565	4547	4508.50
1996	1223	1243	1233	1252	1237.75	4560	4617	4618	4631	4606.50
1997	1266	1274	1279	1295	1278.50	4818	4977	5075	5144	5003.50
1998	1326	1303	1323	1333	1321.25	5148	5252	5318	5446	5291.00
1999	1349	1326	1317	1328	1330.00	5520	5543	5639	5708	5602.50
2000	1342	1343	1357	1362	1351.00	5734	5790	5842	5900	5816.50
2001	1368	1367	1357	1369	1365.25	5961	5897	5734	5630	5805.50
2002	1423	1432	1432	1421	1427.00	5765	5829	5846	5880	5830.00
2003	1407	1316	1351	1402	1369.00	5731	5449	5519	5651	5587.50
2004	1424	1444	1453	1446	1441.75	5747	5827	5870	5887	5832.75
2005	1446	1450	1459	1472	1456.75	5931	5967	6020	6062	5995.00
2006	1483	1489	1489	1506	1491.75	6103	6163	6174	6223	6165.75
2007	1505	1529	1548	1551	1533.25	6246	6296	6370	6426	6334.50
2008	1539	1538	1529	1508	1528.50	6489	6440	6391	6350	6417.50
2009	1495	1460	1471	1494	1480.00	6273	6166	6223	6281	6235.75
2010	1513	1525	1528	1536	1525.50	6366	6419	6474	6511	6442.50
2011	1545	1559	1564	1572	1560.00	6559	6591	6626	6692	6617.00

*Thousands

APPENDIX 7 – ANOVA OF ‘TOURISM GDP’ vs ‘HOTEL-ACCOMMODATION’

SUMMARY OUTPUT						
	Q1					
Regression Statistics						
Multiple R	0.98					
R Square	0.96					
Adjusted R Square	0.95					
Standard Error	187.50					
Observations	26.00					
ANOVA						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1.00	18339254.91	18339254.91	521.65	0.00	
Residual	24.00	843748.97	35156.21			
Total	25.00	19183003.88				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	-3123.83	367.62	-8.50	0.00	-3882.56	-2365.10
X Variable 1	6.28	0.27	22.84	0.00	5.71	6.85
$y = -3123.83 + 6.28 X$						

A	B	C	D	E	F	G
SUMMARY OUTPUT						
Q2 ACC X VS Q2 TOURIS Y						
Regression Statistics						
Multiple R	0.97					
R Square	0.94					
Adjusted R Square	0.94					
Standard Error	216.08					
Observations	26					
ANOVA						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	17473687.63	17473687.63	374.25	0.00	
Residual	24	1120557.91	46689.91			
Total	25	18594245.54				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	-2799.80	418.22	-6.69	0.00	-3662.98	-1936.63
X Variable 1	6.06	0.31	19.35	0.00	5.41	6.71

SUMMARY OUTPUT						
Q3						
<i>Regression Statistics</i>						
Multiple R	0.97168393					
R Square	0.94416966					
Adjusted R Square	0.941843396					
Standard Error	209.2869737					
Observations	26					
<i>ANOVA</i>						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	17777693.14	17777693.14	405.87	0.00	
Residual	24	1051224.90	43801.04			
Total	25	18828918.04				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	-3074.93	416.48	-7.38	0.00	-3934.50	-2215.35
X Variable 1	6.25	0.31	20.15	0.00	5.61	6.89

SUMMARY OUTPUT						
Q4						
<i>Regression Statistics</i>						
Multiple R	0.976306526					
R Square	0.953174433					
Adjusted R Square	0.951223368					
Standard Error	195.9932383					
Observations	26					
<i>ANOVA</i>						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	18766477.50	18766477.50	488.54	0.00	
Residual	24	921920.39	38413.35			
Total	25	19688397.88				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	-3064.97	380.37	-8.06	0.00	-3850.02	-2279.92
X Variable 1	6.24	0.28	22.10	0.00	5.66	6.82

SUMMARY OUTPUT						
	AVG					
Regression Statistics						
Multiple R	0.976706					
R Square	0.953955					
Adjusted R Square	0.952036					
Standard Error	190.785					
Observations	26					
ANOVA						
	df	SS	MS	F	Significance F	
Regression	1	18098411.19	18098411.19	497.22	0.00	
Residual	24	873573.69	36398.90			
Total	25	18971984.88				
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	-3061.24	375.20	-8.16	0.00	-3835.62	-2286.87
X Variable 1	6.242741	0.28	22.30	0.00	5.66	6.82

CONCLUSION

	Q1	Q2	Q3	Q4	AVG
Regression Statistics					
Multiple R	0.977761	0.969400	0.971684	0.976307	0.976706
R Square	0.956016	0.939736	0.944170	0.953174	0.953955
Adjusted R Square	0.954183	0.937225	0.941843	0.951223	0.952036
Standard Error	187.499886	216.078488	209.286974	195.993238	190.784967
Observations	26	26	26	26	26

**APPENDIX 8– *EViews*⁶¹ – DETAILED INFERENTIAL CORRELATION AND
REGRESSION STATISTICAL ANALYSIS RESULTS**

As pointed out in ‘Section 3.15.1.2 – Testing Hypotheses 3 and 4’ (pp. 132–140 hereof), any attempt to measure the overall impact of an Olympics on ‘Tourism’ per se is problematic. In fact, ‘Chapter 2 – Reviewed Literature’ provides definitive information accentuates that is not possible to measure the size of the tourism sector directly from any published data (Ennew 2003, p. 9; Wilton 2004, p. 5; Talwar 2006, p. 4; Hallin 2009b, p. 1; Eurostat 2014, p. 6). The issues of simultaneity, multi-collinearity, and degrees-of-freedom issues are significant practical problems that are herein addressed.

In this research, the issue of whether, or not, the ‘Accommodation Industry’ can be used as a reasonably viable proxy for the broader ‘Tourism Sector,’ an *a-priori* assumption of this researcher, was first quantitatively assessed using secondary data. This was then followed by primary assessment via face-to-face interviews with a broad section of industry, to wit, the General Managers of all substantive hotels in the Greater Vancouver Area and the Resort Town of Whistler. And, it was further posited that the corollary thereof, the assumption that the experience of the ‘Accommodation\Hotel Industry’ as an appropriate and adequate proxy for the ‘Tourism Industry’ is valid, in general.

The second stage of the research involved using the Classical Normal Linear Regression Model (‘CNLRM’) to carry out various statistical tests using ‘Eviews 7’ and the Data Bases from both Statistics Canada and BCStats – Statistical Branch of the British Columbia provincial government.

STEP 1

A priori, it seems reasonable to assume that the performance of a sub-component of Canada’s ‘Tourism Gross Domestic Product,’ i.e. its ‘Total Tourism Industries – Accommodation GDP,’ is a reasonable reflection of the performance of Canada’s overall ‘Tourism GDP.’ Particularly so, because tourists using hotel accommodations will also co-generate expenditures in other major ‘Tourism GDP’ components, such as for ‘Transportation’ to get to their accommodation destination; and, likewise, for the consumption of ‘Food and Beverage Services’ at their destination.

⁶¹ Startz, R. (2009). *EViews Illustrated for Version 7*. Irvine, CA, Palmer Publishing Service, Quantitative Micro Software. (2010). "EViews Illustrated For Version 7- User's Guide." from www.eviews.com.

Thus, Step 1 involves the testing of H1:

H1 – *Based on the Canadian experience, the ‘Accommodation/Hotel Industry GDP’ performance is not a predictor of ‘Tourism GDP’ overall*

The ‘*Tourism GDP*’ data was sourced from Statistics Canada’s CANSIM database which provides quarterly data from 1986 until the most-recent available first-quarter 2012, i.e. for a total of 105 data points; and thus, at a multiple of 30, reasonably considered a sufficiently large series for analysis. Selected was the available ‘*Seasonally adjusted at quarterly rates – 2002 constant prices*’ data⁶².

Using ‘*Eviews 7*’ to run a correlation analysis of the ‘*Accommodation GDP*’ sub-component against overall ‘*Tourism GDP*’ confirms that, for Canada, *Accommodation GDP*’ is very highly correlated with ‘*Tourism GDP*’ with an $R^2=0.949$; with both the t-Statistic of 43.9 and $\rho = 0.0000$ highly significant.

TABLE 1

Dependent Variable: CDN_TOURISM_GDP
 Method: Least Squares
 Date: 09/09/12 Time: 20:19
 Sample: 1986Q1 2012Q1
 Included observations: 105

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-2992534.	189308.2	-15.80774	0.0000
DN_ACCOMM_GDP	6.190377	0.140973	43.91177	0.0000
R-squared	0.949292	Mean dependent var		5277514.
Adjusted R-squared	0.948800	S.D. dependent var		368932.5
Sum of squared resid	196617.3	Akaike info criterion		27.23477
Sum squared resid	3.98E+12	Schwarz criterion		27.28532
Log likelihood	-1427.825	Hannan-Quinn criter.		27.25525
F-statistic	1928.244	Durbin-Watson stat		1.257859
Prob(F-statistic)	0.000000			

⁶² Data Source: Statistics Canada – CANSIM – Table 387-0010 (<http://www5.statcan.gc.ca/cansim/pick-choisir?lang=eng&p2=33&id=3870010>)

However, when carrying out estimation and, in particular, hypotheses testing, the Classical Normal Linear Regression Model must respect up to 10 underlying assumptions (Gujarati and Porter 2009, p.189). It is, therefore, usual procedure to test models to ensure: (i) the absence of autocorrelation between the observations; (ii) that the variance of the residuals (error term) is constant; and, (iii) homogeneity - that the underlying distribution of the residuals is 'normal.' All, to ensure that the p-values for the t-tests will be valid and that the variance of residuals is homogeneous (homoscedasticity), i.e. *“whether the computed values of skewness and kurtosis depart from the norms of 0 and 3”* (Asteriou and Hall 2011, p.185). Gujarati and Porter (2009, p.318) write *“the normality assumption becomes critical for the purposes of hypothesis testing and prediction...this means that when we deal with finite samples, we must explicitly test for the normality assumption.”* Specifically, with regards to the regression variables, Starz asserts *“There are relatively few places in econometrics where normality of the data is important ... there is no requirement that the variables in a regression be normally distributed. I don't know where this myth comes from”* (2009, p.197). Gujarati and Porter (2009, p.504) are more constrained; they write: *“we can continue to use the usual t and F tests, provided the sample is reasonably large...in passing, it may be noted that we did not need the normality assumption to obtain OLS estimators”*.

First addressed will be the assessment of serial correlation; followed by the evaluation of the normality of the mean and variance of the residuals. To examine the extent of serial correlation, the Breusch-Godfrey Serial Correlation LM Test was applied using a lag-factor 4, given the data series consists of quarterly data. 'EViews 7' produced the results tabulated in Table 2 following:

TABLE 2

Leusch-Godfrey Serial Correlation LM Test:

statistic	78.50500	Prob. F(4,99)	0.0000
Adjusted R-squared	79.83173	Prob. Chi-Square(4)	0.0000

Least Equation:

Dependent Variable: RESID

Method: Least Squares

Date: 09/09/12 Time: 21:10

Sample: 1986Q1 2012Q1

Included observations: 105

Example missing value lagged residuals set to zero.

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	93836.47	96298.83	0.974430	0.3322
IND_ACCOMM_GDP	-0.070993	0.071746	-0.989495	0.3248
RESID(-1)	0.808718	0.100422	8.053217	0.0000
RESID(-2)	0.057686	0.129314	0.446089	0.6565
RESID(-3)	0.041046	0.129321	0.317399	0.7516
RESID(-4)	-0.024218	0.101060	-0.239637	0.8111

Adjusted R-squared	0.760302	Mean dependent var	3.68E-10
Adjusted R-squared	0.748196	S.D. dependent var	195669.7
E. of regression	98187.18	Akaike info criterion	25.88258
Sum squared resid	9.54E+11	Schwarz criterion	26.03424
Log likelihood	-1352.836	Hannan-Quinn criter.	25.94404
F-statistic	62.80400	Durbin-Watson stat	1.962344
Prob(F-statistic)	0.000000		

The F-statistic of 78.5 reported at the top tests the hypothesis that the four lagged residuals included in the model have zero values. The values of both the Lagrange Multiplier (LM) statistic of 0.76 and the F-statistic of 78.5 are quite high; thus, the null hypothesis of no serial correlation cannot be accepted. These two statistics are intimately related – the higher the R^2 , the higher the **F-statistic**. “The F-statistic which is a measure of the overall significance of the estimated regression is also a test of the significance of the R^2 ” (Gujarati and Porter 2009, p.242). Furthermore, it is also evident that this is so because the p –value is very small (Probability Chi-Square⁶³ = 0.0000). While serial correlation between observations is definitely present, the above tabulated regression results show that only the first lagged residual term is statistically significant, indicating it most probable that the serial correlation is of the first order.

⁶³ Fryer, D. (2012). The Null Hypothesis - Chi-Square Distribution. Business Research Methods. S. Greener, bookboon.com.

Given these test results emanating from the residuals tests, the next step then requires correcting for (pure) serial correlation since, without it, the OLS estimators are considered inefficient. And, when ρ (the coefficient of first-order correlation) is unknown, the most popular procedure to estimate this coefficient is the Cochrane-Orcutt iterative procedure to estimate ρ (Gujarati and Porter 2009, p.446; Asteriou and Hall 2011, pp.167-169) and subsequently, with it, modify the data series to mitigate serial correlation. Using 'EViews Version 7' (Startz 2009, Chapter 13, p.321; Quantitative Micro Software 2010, Volume II, pp.60,92) produced the following Cochrane-Orcutt statistics:

TABLE 3

Dependent Variable: RESID01
 Method: Least Squares
 Date: 09/09/12 Time: 21:33
 Sample (adjusted): 1986Q2 2012Q1
 Included observations: 104 after adjustments

Variable	Coefficient	Std. Error	t-Statistic	Prob.
RESID01(-1)	0.871284	0.048489	17.96872	0.0000
R-squared	0.758140	Mean dependent var		378.9286
Adjusted R-squared	0.758140	S.D. dependent var		196408.9
S.E. of regression	96592.44	Akaike info criterion		25.80396
Sum squared resid	9.61E+11	Schwarz criterion		25.82938
Log likelihood	-1340.806	Hannan-Quinn criter.		25.81426
Durbin-Watson stat	2.090486			

This value of $\rho = 0.871284$ was then used to generate an adjusted series '*Tourism GDP New.*' And '*Accommodation GDP New.*' Using 'Eviews 7', the thus ρ -transformed data was used to produce a revised GLS model, with serial correlation having been mitigated. The results are shown below:

TABLE 4

Dependent Variable: CDN_TOURISM_GDP_NEW
 Method: Least Squares
 Date: 09/09/12 Time: 21:53
 Sample (adjusted): 1986Q2 2012Q1
 Included observations: 104 after adjustments

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-12053.27	49522.87	-0.243388	0.8082
DN_ACCOMM_GDP_NEW	4.060679	0.277944	14.60970	0.0000
R-squared	0.676646	Mean dependent var		702932.8
Adjusted R-squared	0.673475	S.D. dependent var		135300.7
S.E. of regression	77313.96	Akaike info criterion		25.36818
Sum squared resid	6.10E+11	Schwarz criterion		25.41903
Log likelihood	-1317.145	Hannan-Quinn criter.		25.38878
F-statistic	213.4433	Durbin-Watson stat		1.348939
Prob(F-statistic)	0.000000			

The Breusch-Godfrey test again to check for serial correlation resulting in following:

TABLE 5

Breusch-Godfrey Serial Correlation LM Test:

Statistic	11.11134	Prob. F(4,98)	0.0000
Asymptotic P-R-squared	32.44976	Prob. Chi-Square(4)	0.0000

Least Equation:

Dependent Variable: RESID
 Method: Least Squares
 Date: 09/23/12 Time: 16:20
 Sample: 1986Q2 2012Q1
 Included observations: 104
 Sample missing value lagged residuals set to zero.

Variable	Coefficient	Std. Error	t-Statistic	Prob.
DN_ACCOMM_GDP_NEW				
W	-0.927842	0.277387	-3.344933	0.0012
C	164433.9	49333.43	3.333114	0.0012
RESID(-1)	0.218484	0.098878	2.209633	0.0295
RESID(-2)	0.258689	0.094595	2.734696	0.0074
RESID(-3)	0.207438	0.094691	2.190688	0.0308
RESID(-4)	0.239058	0.098060	2.437864	0.0166

R-squared	0.312017	Mean dependent var	3.67E-10
Adjusted R-squared	0.276916	S.D. dependent var	76937.73
S.E. of regression	65423.51	Akaike info criterion	25.07111
Sum squared resid	4.19E+11	Schwarz criterion	25.22367
Log likelihood	-1297.698	Hannan-Quinn criter.	25.13292
F-statistic	8.889073	Durbin-Watson stat	1.809480
Prob(F-statistic)	0.000001		

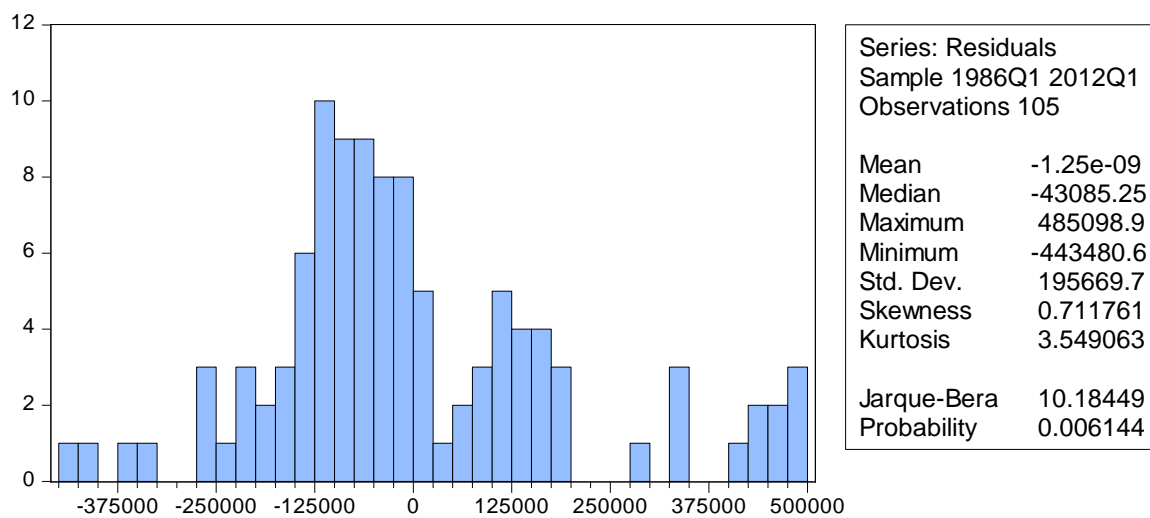
Still, the F statistic of 11.11; Obs*R-squared of 32.45 and p are all significant. This indicates that serial correlation still exists and further adjustments are required to resolve autocorrelation. However, instead of using the above procedure iteratively until the penultimate p-value differs little from the last one and then stop, 'EViews 7' can do so automatically. When p is unknown the Cochrane-Orcutt iterative procedure is used (Asteriou and Hall 2011, pp.167-168). EViews uses an iterative non-linear method for estimating generalized differencing results with AR(1) errors in the presence of serial correlation. Using 'EViews7' (Startz 2009, Chapter 13, p.321; Quantitative Micro Software 2010, Volume II, pp.60,92) produced the following Cochrane-Orcutt statistics:

TABLE 6

Dependent Variable: CDN_TOURISM_GDP
 Method: Least Squares
 Date: 09/23/12 Time: 17:11
 Sample (adjusted): 1986Q2 2012Q1
 Included observations: 104 after adjustments
 Convergence achieved after 14 iterations

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-2113483	12152965	-0.173907	0.8623
DN_ACCOMM_GDP	2.401575	0.250399	9.590976	0.0000
AR(1)	1.003467	0.010008	100.2634	0.0000
R-squared	0.995915	Mean dependent var		5288894.
Adjusted R-squared	0.995834	S.D. dependent var		365242.4
E. of regression	55849.12	Akaike info criterion		24.72712
Sum squared resid	3.15E+11	Schwarz criterion		24.80340
Log likelihood	-1282.810	Hannan-Quinn criter.		24.75802
F-statistic	12310.40	Durbin-Watson stat		1.593161
Prob(F-statistic)	0.000000			
Estimated AR Roots	1.00			
	Estimated AR process is nonstationary			

Next, the 'normality' of the residuals was assessed. Visually evident from the histogram in Figure 1 below is that the residuals are not normally distributed. The **JB** statistical value is 10.18449 with a low p-value. The skewness and kurtosis are respectively 0.71 and 3.55, and thus somewhat different from normality.

FIGURE 1

In this case, the source of the heteroskedasticity is that ‘economic’ variables, such as income and wealth, are uneven in most societies with the bulk of income and wealth being skewed to the right (Gujarati and Porter 2009, p.368). Williams (2012, p.1) succinctly provides the following pertinent overview: “*Families with low incomes will spend relatively little on vacations, and the variation in expenditures across such families will be small. But for families with large incomes, the amount of discretionary income will be higher. The mean amount spent on vacations will be higher, and there will also be greater variability among such families, resulting in heteroskedasticity. More specifically, a high household income is a necessary but not sufficient condition for large vacation expenditures. Any time a high-value for an independent variable is a necessary but not sufficient condition for an observation to have a high-value dependent variable, heteroscedasticity is likely*”. It is not much of a stretch to put ‘Hotel Room Revenues’ in this category.

On balance, it seems prudent to proceed with White’s test for heteroskedasticity, i.e. whether the variance of the residuals is homogeneous or not. Using ‘Eviews 7’ (Startz 2009, p.337), the value of chi-squared is 0.7316, which is well above the value of 0.05 and 0.10, indicating that the alternative hypothesis of heteroscedasticity cannot be accepted.

TABLE 7

Heteroskedasticity Test: White				
F-statistic	0.126986		Prob. F(1,102)	0.7223
Obs*R-squared	0.129315		Prob. Chi-Square(1)	0.7191
Scaled explained SS	0.117624		Prob. Chi-Square(1)	0.7316

Test Equation:
 Dependent Variable: RESID^2
 Method: Least Squares
 Date: 09/17/12 Time: 22:42
 Sample: 1986Q2 2012Q1
 Included observations: 104

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	6.84E+09	2.87E+09	2.384953	0.0189
CDN_ACCOMM_GDP_NEW^2	-0.030946	0.086842	-0.356351	0.7223

R-squared	0.001243	Mean dependent var	5.86E+09
Adjusted R-squared	-0.008548	S.D. dependent var	8.10E+09
S.E. of regression	8.14E+09	Akaike info criterion	48.49600
Sum squared resid	6.75E+21	Schwarz criterion	48.54685
Log likelihood	-2519.792	Hannan-Quinn criter.	48.51660
F-statistic	0.126986	Durbin-Watson stat	1.754946
Prob(F-statistic)	0.722313		

Finally, because correlation does not necessarily imply causation, some correlations are simply spurious or meaningless, the Granger causality test (Gujarati and Porter 2009, pp.653-658; Asteriou and Hall 2011, pp.322-325) assesses whether the predictor causes the dependent variable and whether part of the current value of the dependent variable can be explained by its own past values and evaluates whether any lagged values of the predictor can improve the equation; or, vice versa.

A lag of 16 has been selected because it is reasonable to assume that this is an adequate time interval over which one of the variables could help predict the other. Using EViews7 (Quantitative Micro Software 2010, Volume I, Chapter 12, pp.428-429) produced the following results:

TABLE 8

Pairwise Granger Causality Tests
 Date: 09/11/12 Time: 15:03
 Sample: 1986Q1 2012Q1
 Lags: 16

Null Hypothesis:	Obs	F-Statistic	Prob.
CDN_TOURISM_GDP_NEW does not Granger Cause CDN_ACCOMM_GDP_NEW	88	1.07580	0.3992
CDN_ACCOMM_GDP_NEW does not Granger Cause CDN_TOURISM_GDP_NEW		0.67796	0.8026

From these results, we can neither reject the hypothesis that Canadian 'Tourism GDP' (Seasonally Adjusted) does not Granger-Cause Canadian 'Tourism Accommodation' GDP (Seasonally Adjusted) nor the hypothesis that Canadian 'Tourism Accommodation' GDP (Seasonally Adjusted) does not Granger-Cause Canadian 'Tourism GDP' (Seasonally Adjusted). The results also indicate that Granger causality runs bi-directionally from 'Tourism GDP' to 'Accommodation GDP' and, as well, the other way. Ergo, the correlation between these variables is neither spurious nor meaningless.

These results confirm that the adjusted 'Accommodation GDP' is a significant GLS explanatory/predictor variable for the adjusted dependent variable 'Tourism GDP.' The final resulting predictive model is as follows and shows that, in Canada, if 'Accommodation GDP' goes up by \$1 'Tourism GDP' goes up by \$2.4:

$$\text{Canadian Tourism GDP}^{64} = -2113483 + 2.401575 \text{ Canadian Accommodation GDP}$$

STEP 2

Step 2 of the research involved the testing of H2:

H2 – Based on British Columbia data, "International Tourist Arrivals" do not correlate with "Hotel Room Revenues."

Tested will be the behavior of British Columbia's 'Accommodation' industry - as

⁶⁴ The data is seasonally adjusted at quarterly rates; and, restated at 2002 constant prices (\$100K).

Measured by BCStats, i.e. its reported 'Tourism Room Revenue' (BC-TRR) – relative to British Columbia's 'Non-Resident Tourist Arrivals' (BC-NRTA)⁶⁵ as reported by Statistics Canada. A priori, one would expect BC-NRTA to be a 'reasonable' predictor of BC-TRR. However, since BC-TRR is affected by other factors such as business and in-country travelers, such other factors would ideally be included in a multivariable regression model for analysis.

Unfortunately, such detailed data is not available. Moreover, monthly microdata for BC-TRR is only available from January 2000 onward; and, of the date hereof, only until December 2010, i.e. for 132 data points. Results from BCStats for data since December 2010 remain pending. 'Eviews 7 Statistical Package' (Startz 2009), the following regression results:

TABLE 9

$$\widehat{BC-TRR} = 62,769,062 + 196.3186 BC-NRTA$$

Se	=	(5359135)	(12.19955)
T	=	(11.71253)	(16.09228)
ρ	=	(0.0000)	(0.0000)
R²	=	0.67	df = 130
R	=	0.82	

Dependent Variable: BC_TRR
 Method: Least Squares
 Date: 09/10/12 Time: 13:59
 Sample: 1 132
 Included observations: 132

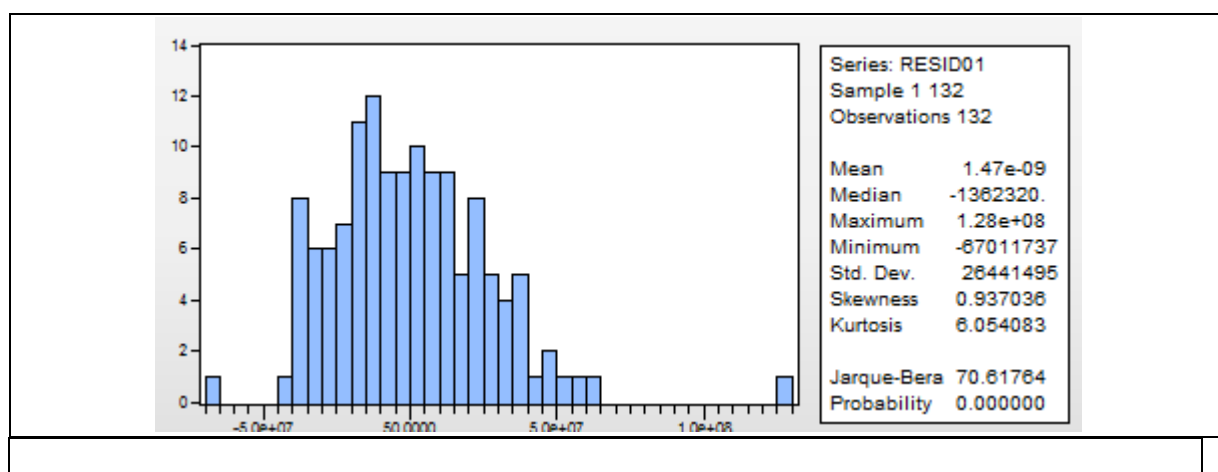
Variable	Coefficient	Std. Error	t-Statistic	Prob.
BC_NRTA	196.3186	12.19955	16.09228	0.0000
C	62769062	5359135.	11.71253	0.0000
R-squared	0.665777	Mean dependent var		1.41E+08
Adjusted R-squared	0.663206	S.D. dependent var		45737000
S.E. of regression	26542998	Akaike info criterion		37.04147
Sum squared resid	9.16E+16	Schwarz criterion		37.08514
Log likelihood	-2442.737	Hannan-Quinn criter.		37.05921
F-statistic	258.9616	Durbin-Watson stat		0.594819
Prob(F-statistic)	0.000000			

⁶⁵ Source: Data for BC's Tourism Room Revenues are from BCStats: Tourism Data – Room Revenue Statistics (<http://www.bcstats.gov.bc.ca/StatisticsBySubject/BusinessIndustry/Tourism.aspx>); data for British Columbia's International Tourist Arrivals is from Statistics Canada: Table 427-0004 – Number of international tourists entering or returning to Canada, by province of entry (<http://www5.statcan.gc.ca/cansim/pick-choisir.jsessionid=F4540E50548BE87C5067585F1AD254BB>).

As expected, there is a positive relationship between BC-TRR and BC-NRTA. The model suggests that if BC-Non-Resident Tourist Arrivals go up by one non-resident tourist arrival, on average, BC-Tourism Room Revenue increases by \$196. The value of 0.666 R^2 means that 66.6% of the variation in BC-TRR is explained by BC-NRTA. Consequently, the null hypothesis that there is no relationship between BC-TRR and BC-NRTA, i.e. that the true slope coefficient $\beta_1 = 0$, can be rejected because the probability of obtaining a value of 196.32, as the slope coefficient, is practically zero given the observed t-value of 16.0923.

Again, to test whether the assumptions of normal distribution and the absence of autocorrelation between the observations, the *Jarque-Bera Test of Normality* (JB) was used to test for lack of symmetry and tallness/flatness of the distribution. The 'Eviews 7' (Startz 2009, p.197) generated Jarque-Bera statistic indicated that the model did not follow a normal distribution – Figure 2.

FIGURE 2



The histogram indicates that the residuals are not normally distributed. The JB statistic value is 70.618 with an extremely low p value. The skewness and kurtosis are respectively 0.94 and 6; and, thus quite different from normality values of 0 and 3 respectively. In this case, the source of heteroskedasticity is that 'economic' variables, such as income and wealth, are uneven in most societies with the bulk of income and wealth being skewed to the right (Gujarati and Porter 2009, p.368). It is not much of a stretch to put 'Hotel Room Revenues' in this category.

Thus, on balance, it seems prudent to proceed with White's test for heteroskedasticity, i.e. whether the variance of the residuals is homogeneous or not. Using Eviews7 (Startz 2009, p.337), the value of chi-squared is 0.3197, which is well above the value of 0.05 and 0.10, indicating that the alternative hypothesis of heteroscedasticity cannot be accepted.

TABLE 10

Heteroskedasticity Test: White				
F-statistic	0.982594	Prob. F(1,130)		0.3234
Obs*R-squared	0.990226	Prob. Chi-Square(1)		0.3197
Scaled explained SS	2.427089	Prob. Chi-Square(1)		0.1193
Test Equation:				
Dependent Variable: RESID^2				
Method: Least Squares				
Date: 08/09/12 Time: 18:33				
Sample: 1 132				
Included observations: 132				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	5.52E+14	1.98E+14	2.790744	0.0061
BC_NRTA^2	735.9090	742.3985	0.991259	0.3234
R-squared	0.007502	Mean dependent var		6.94E+14
Adjusted R-squared	-0.000133	S.D. dependent var		1.57E+15
S.E. of regression	1.57E+15	Akaike info criterion		72.82742
Sum squared resid	3.19E+32	Schwarz criterion		72.87110
Log likelihood	-4804.610	Hannan-Quinn criter.		72.84517
F-statistic	0.982594	Durbin-Watson stat		1.836754
Prob(F-statistic)	0.323401			

Although not essential having shown above that heteroscedasticity is not a concern, for good measure, the advice of Wallace et al. (1988, p.265) was followed "*it is probably a good idea to use White's Heteroskedasticity-corrected standard errors remedial measure as a check to see whether heteroscedasticity should be considered a serious problem*" in this research's particular set of data. This is done by using 'Eviews' 7 to produce the White heteroskedasticity-consistent standard errors & covariance regression.

TABLE 11

Dependent Variable: BC_TRR

Method: Least Squares

Date: 08/11/12 Time: 14:20

Sample: 1 132

Included observations: 132

White heteroskedasticity-consistent standard errors & covariance

Variable	Coefficient	Std. Error	t-Statistic	Prob.
BC_NRTA	196.3186	13.39418	14.65702	0.0000
C	62769062	5412969.	11.59605	0.0000
R-squared	0.665777	Mean dependent var		1.41E+08
Adjusted R-squared	0.663206	S.D. dependent var		45737000
S.E. of regression	26542998	Akaike info criterion		37.04147
Sum squared resid	9.16E+16	Schwarz criterion		37.08514
Log likelihood	-2442.737	Hannan-Quinn criter.		37.05921
F-statistic	258.9616	Durbin-Watson stat		0.594819
Prob(F-statistic)	0.000000			

The key regression results are quite similar to those in Table 7. Thus, the preceding tests allow a conclusion of there being no further need to be concerned about heteroskedasticity.

Next, in order to evaluate the absence of unacceptable levels of autocorrelation between the observations and to avoid some potential pitfalls of the Durbin-Watson test (Hayashi 2000, p.45; Gujarati and Porter 2009, p.434), the general test of autocorrelation, the Breusch-Godfrey Serial LM Test was applied adding two lagged terms of the estimated residuals (Asteriou and Hall 2011 pp.159-161). It allows for non-stochastic regressors, higher-order autoregressive schemes and simple or higher-order moving averages of white noise error terms (Gujarati and Porter 2009, p.438).

Running the test for second-order serial correlation using Standard EViews7 (Startz 2009, pp.318-319) produced the following results:

TABLE 12

Breusch-Godfrey Serial Correlation LM Test:

F-statistic	65.98727	Prob. F(2,128)	0.0000
Obs*R-squared	67.00902	Prob. Chi-Square(2)	0.0000

Test Equation:

Dependent Variable: RESID

Method: Least Squares

Date: 09/10/12 Time: 14:46

Sample: 1 132

Included observations: 132

Presample missing value lagged residuals set to zero.

Variable	Coefficient	Std. Error	t-Statistic	Prob.
BC_NRTA	19.11021	8.874802	2.153311	0.0332
C	-7545223.	3877922.	-1.945687	0.0539
RESID(-1)	0.742549	0.086831	8.551704	0.0000
RESID(-2)	-0.024352	0.087565	-0.278106	0.7814
R-squared	0.507644	Mean dependent var		-5.73E-09
Adjusted R-squared	0.496105	S.D. dependent var		26441495
S.E. of regression	18769653	Akaike info criterion		36.36322
Sum squared resid	4.51E+16	Schwarz criterion		36.45057
Log likelihood	-2395.972	Hannan-Quinn criter.		36.39871
F-statistic	43.99151	Durbin-Watson stat		1.984737
Prob(F-statistic)	0.000000			

The F-statistic of 65.99, reported at the top, tests the hypothesis that the two lagged residuals included in the model have zero values. The hypothesis is rejected because the F is very significant. The values of both the Lagrange Multiplier (LM) statistic and the F-statistic are quite high; the null hypothesis of no serial correlation cannot be accepted. These two statistics are intimately related – the higher the R^2 , the higher the F-statistic. The F-statistic which is a measure of the overall significance of the estimated regression is also a test of the significance of the R^2 (Gujarati and Porter 2009). Furthermore, it is also evident that this is so because the p –value is very small (Probability Chi-Square = 0.0000). Therefore, serial correlation is definitely present. However, looking at the regression results, only the first lagged residual term is statistically significant, indicating most probable that the serial correlation is of the first order.

The next step then involves correcting for (pure) serial correlation since, without it, the OLS estimators are considered inefficient. And, when ρ (the coefficient of first-order correlation) is unknown, the most popular procedure to estimate this coefficient is the Cochrane-Orcutt iterative procedure to estimate ρ (Gujarati and Porter 2009, p.446; Asteriou and Hall 2011, pp167-169). Using 'Eviews 7' (Startz 2009, Chapter 13, p.321; Quantitative Micro Software 2010, Volume II, pp.60,92) produced the following Cochrane-Orcutt statistics:

TABLE 13

Dependent Variable: BC_TRR
Method: Least Squares
Date: 09/11/12 Time: 16:12
Sample (adjusted): 3 132
Included observations: 130 after adjustments
Convergence achieved after 14 iterations

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	56853082	7961969.	7.140580	0.0000
BC_NRTA	213.0308	14.39367	14.80031	0.0000
AR(1)	0.736992	0.094446	7.803324	0.0000
AR(2)	-0.038169	0.090281	-0.422774	0.6732
R-squared	0.830345	Mean dependent var		1.41E+08
Adjusted R-squared	0.826306	S.D. dependent var		45610206
S.E. of regression	19008787	Akaike info criterion		36.38899
Sum squared resid	4.55E+16	Schwarz criterion		36.47722
Log likelihood	-2361.284	Hannan-Quinn criter.		36.42484
F-statistic	205.5618	Durbin-Watson stat		1.992039
Prob(F-statistic)	0.000000			
Inverted AR Roots	.68	.06		

Evidently, this 'refinement' can be excluded; the results above show it not to be significant. The 'new' R^2 has increased fractionally from earlier results and now gives the explained fraction of the dependent variable, including 'credit' for the part explained by the autoregressive term AR(1).

Next, the value of $\rho = 0.742549$ (from Table 10) was used to generate an adjusted series BC-NRTA_NEW and BC_TRR_NEW. The thus ρ -transformed data was used to produce a revised GLS model using 'Eviews 7'. The results are shown in the Table following:

TABLE 14

Dependent Variable: BC_TRR_NEW
Method: Least Squares
Date: 09/11/12 Time: 17:08
Sample (adjusted): 2 132
Included observations: 131 after adjustments

Variable	Coefficient	Std. Error	t-Statistic	Prob.
BC_NRTA_NEW	214.1855	13.07076	16.38661	0.0000
C	14552829	2122282.	6.857160	0.0000
R-squared	0.675489	Mean dependent var		36539549
Adjusted R-squared	0.672973	S.D. dependent var		32910205
S.E. of regression	18820112	Akaike info criterion		36.35390
Sum squared resid	4.57E+16	Schwarz criterion		36.39780
Log likelihood	-2379.180	Hannan-Quinn criter.		36.37174
F-statistic	268.5210	Durbin-Watson stat		2.004073
Prob(F-statistic)	0.000000			

These results confirm that BC_NRTA_NEW is a significant GLS explanatory/predictor variable for the dependent variable BC_TRR_NEW, i.e. BC-Tourism Room Revenue is dependent on BC-Non-Resident Tourist Arrivals; and, 67.5% of the Δ in BC-Tourism Room Revenues can be explained by BC-Non-Resident Tourist Arrivals.

The final resulting predictive model is as follows and shows that, in British Columbia, for every additional Non-Resident tourist arrival Tourism Room Revenues go up by \$214:

$$\text{BC Tourist Room Revenue} = 14552829 + 214.19 \text{ BC Non-Resident Tourist Arrivals}$$

Given these above results, it can, therefore, be concluded that **H2** can be rejected and that BC-Non-Resident Tourist Arrivals can indeed be used as a predictor of BC-Tourism Room Revenues.

STEP 3

The next step involved the testing of H3:

H3 – *Based on British Columbia data, “Hotel Room Revenues” do not correlate with “International Tourist Arrivals.”*

That is, whether this correlation is bi-directional, whether the reverse assumption is also reasonable one, i.e. that BC-Tourism Room Revenues can be used as a predictor for BC-Non-Resident Tourist Arrivals. Using 'Eviews' 7 this time with BC-NRTA as the independent variable delivered identical R^2 and t-values. The Granger causality test (Asteriou and Hall 2011, pp.322-325) using 'Eviews 7' (Gujarati and Porter 2009, pp.653-658; Quantitative Micro Software 2010, Volume I, Chapter 12, pp.428-429) produced the following results:

TABLE 15

Pairwise Granger Causality Tests
Date: 09/11/12 Time: 17:36
Sample: 1 132
Lags: 16

Null Hypothesis:	Obs	F-Statistic	Prob.
BC_NRTA_NEW does not Granger Cause BC_TRR_NEW	115	1.20024	0.2858
BC_TRR_NEW does not Granger Cause BC_NRTA_NEW		1.22359	0.2685

From these results, we cannot either reject the hypothesis that 'BC-Non-Resident Tourist Arrivals' (BC-NRTA) do not Granger-Cause 'BC-Tourism Room Revenue' (BC-TRR) nor reject the hypothesis that 'BC-Tourism Room Revenue' does not Granger-Cause 'BC-Non-Resident Tourist Arrivals' (BC-ITA). The results also indicate that Granger causality runs bi-directionally from 'Tourism Room Revenue' to 'Non-Resident Tourist Arrivals' and, as well, the other way. Ergo, the correlation between these variables is neither spurious nor meaningless.

Having established that 'BC- Tourism Room Revenues' is an adequate predictor of 'BC-Non-Resident Tourist Arrivals' and given that 'BC-Non-Resident Tourist Arrivals' in turn are correlated with the measured "BC -Tourism GDP" and, mindful of the fact that direct measurement is not practicable, it seems reasonable to accept **H3** that the overall performance of the British Columbia Accommodation/Hotel Industry can be used as a proxy for the British Columbia Tourism Sector overall.

TABLE 16

Dependent Variable: BC_ACCOMMODAT
 Method: Least Squares
 Date: 09/11/12 Time: 23:36
 Sample: 1997 2011
 Included observations: 15

Variable	Coefficient	Std. Error	t-Statistic	Prob.
BC_NRTA	-492.0711	221.5405	-2.221134	0.0447
C	6072.896	869.6709	6.982981	0.0000
R-squared	0.275097	Mean dependent var		4145.527
Adjusted R-squared	0.219335	S.D. dependent var		253.8307
S.E. of regression	224.2727	Akaike info criterion		13.78717
Sum squared resid	653877.3	Schwarz criterion		13.88158
Log likelihood	-101.4038	Hannan-Quinn criter.		13.78616
F-statistic	4.933437	Durbin-Watson stat		0.388311
Prob(F-statistic)	0.044725			

APPENDIX 9 – CERTIFICATE OF COMPLETION – ETHICS

Certificate of Completion

This is to certify that

Leonard J. van der Heyden

*has completed the Interagency Advisory Panel on Research Ethics'
Introductory Tutorial for the
Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS)*

Issued On: **May 29, 2011**

APPENDIX 10- THE CONCEPT OF CASE NODE

The screenshot shows a software interface with a 'Cases' list on the left and a 'Node Properties' dialog box on the right. The 'Cases' list includes columns for Name and Coverage, with entries GM1 through GM9. The 'Node Properties' dialog box is titled 'Node Properties' and has tabs for 'General', 'Attribute Values', and 'Classs'. The 'General' tab is active, showing a table of attributes and their values. A blue box with white text is overlaid on the interface, containing the text: 'Cases allow for full integration / of quantitative profiling / demographic (who people are) information with qualitative data (what people said)'. Two blue arrows point from this box to the 'Node Properties' dialog box. One arrow points to the 'Attribute' column, and the other points to the 'Value' column. The 'Node Properties' dialog box also has 'Apply', 'OK', and 'Cancel' buttons.

Cases allow for full integration / of quantitative profiling / demographic (who people are) information with qualitative data (what people said)

Reference coded [100.00% Coverage]

Attribute	Value
Cluster	metro/Vancouver
Gender	Female
Education	University
Age Group	Unassigned
Nationality	Canadian
Number of Rooms	200-299
Extra-Curricular	Hotel Association of Vancouver
Hotel's Ownership Structure	Brand
Name of Hotel	Residence Inn Marriott Vancouver

Gender: Female
 Age: 44
 Education: University (BA International Relations - UBC)
 Experience: 20 yrs
 Extra-Curricular: Past-Chair, [Hotel Association of Vancouver](#)
 S: Interviewee's name much for seeing me
 A: Mr. Vanderheyden you're welcome ... thank you for the letter you emailed me ... I find your research project fascinating so I'd like to help ... where would you like to begin?
 S1: Thanks Suzanne ... this attempt at completing my doctoral thesis is really the second one ... the first one was one that drew more on my own corporate background but unfortunately my timing and likely my process was off ... when I mailed out some 4500 questionnaires to Eastern 6000 companies in the US in 2009

APPENDIX 11 – INTEGRATED FIELD NOTES AND OBSERVATIONS

Look for: Search In Find Now Clear Advanced Find

Annotations

Source Name	Number
GM1	1

Field notes, observations and researcher's thoughts and ideas were fully integrated into transcripts so coding context was maintained throughout

GM1

up here to scout ... 2010 was a decent year overall but it was very much skewed to the first quarter ... the Olympics ... I firmly believe that had it not been for the Olympics a lot of businesses in this industry would not have survived and I think that the impact up in Whistler of no Olympics would have been even more disastrous ... a lot of the infrastructure or the so-called legacy infrastructure ... the Sea to Sky highway improvement ... the downtown Vancouver Conference Centre ... the Canada Line, etc. etc. would not have been built and the billions of dollars advertising this place globally by the international networks ... a free marketing boon for BC, Vancouver and Whistler would have gone elsewhere and we certainly would not have benefited from the halo effect of these games ... it was simply astonishing ... breathtaking to part of it all ... however, the typical concern for a post-Olympic dip in tourism in fact did happen although mitigated by the fact that BC, Vancouver and Whistler had already built up a solid reputation as a summer destination ... the resort town of Whistler has long expounded its four season appeal very effectively ... the Games put the wind in our sales when most needed and encouraged venues, towns and municipalities throughout the lower mainland to spruce up facilities including very much in this industry ... unfortunately despite all these efforts in 2011 we fell off a cliff ... although in terms of convention business it is shaping up to be our best year ever ... but now fully expect to start recovering in 2013 and 2014 ... but as you will have likely heard from others ... this business depends on rates ... our rates must go up from 2008 levels ... otherwise this industry will wither ... there are really on 3 ways to ensure and improve profitability ... increase rates, increase demand and thus occupancy, or cut expenses ... we have not succeeded to the point where going further is going to start affecting customer

Annotations

Item	Content
1	Although a GM in Vancouver, this comment refers directly to Whistler

APPENDIX 12 – MEMOS EXEMPLIFIED

The screenshot displays a software interface with two main panels. On the left, a panel titled "Transcripts - Group 1" contains a list of transcripts labeled GM1 through GM30. The GM25 entry is highlighted. On the right, a window titled "GM25 Interview Context" shows the content of transcript GM25. The text in this window is highlighted in pink and includes the following information:

Roger Soane is an extremely accomplished, well liked, and experienced senior executive Hotelier in Whistler. He only took up the position of GM at the Nita Lake Lodge recently (200-299 room range) before that he was the GM at the Fairmount Whistler with 550 rooms. Roger was at the Fairmont right throughout the Olympics period - leading up to it, during, and post.

He has been elected by his peers as Chairman of Tourism Whistler

Below the text, there is a "See Also Links" section with a table:

Item	To Name
1	GM25

A blue callout box with white text is positioned at the bottom right of the screenshot. It contains the text: "Interview notes (memos) were linked to transcripts to record broad (entire interview) context for easy retrieval during the coding process". Two blue arrows originate from this box: one points to the GM25 entry in the transcript list on the left, and the other points to the "See Also Links" table on the right.

APPENDIX 13 – PHASE 2: GENERATING INITIAL CODES (OPEN CODING)

Phase 2 - Generating Initial Codes (Open Coding)	Interviews Coded	Units of Meaning Coded
Benefits of winter Olympics on tourist arrivals	30	230
Post-Olympic Impacts	29	99
Best-Year-Ever - Pre-Olympics	29	95
Europe	23	92
Proxy Indicator - Hotels vs Tourism + Proxy-Correlation Question	62	85
Pre-Olympics	28	75
Foreign Exchange Volatility Risk	24	62
USA	25	54
2010 - Year of Olympics	23	53
Room Rates	21	49
Internet of Things - Technology Evolution in Hotel Industry	29	46
Discounting	21	43
Surplus-Excess Room Inventory	21	43
China	18	37
Epidemics & Terrorism & Wars	18	36
YVR - Vancouver Airport	15	31
Vancouver Conference Centre	15	31
Whistler Demographics	12	27
Global Financial Crises	20	26
KPI - KI - Key Hotel Performance Indicators	17	26
Seasonal Peak Periods	15	26
Olympic Legacies	12	25
Supply + Demand Elasticity	13	21
Halo - Afterglow Effect	17	21
Security	10	21
Cultural Aspects	8	19
Australia	13	19
Bucket List	14	18
Heads-in-Bed	13	17
Expo 86	14	17
Federal Government	10	17
2008 - USA Recession - Sub-Prime Mortgages - Lehman Bros Collapse	10	16
Google	10	16
9 - 11	10	16
Consistent Funding	10	16
Staffing Issues	12	15
Visa Bureaucracy	7	15
Economic Factors	11	14
eWOM - e-Word-of-Mouth	12	14
Broadcast Effect	9	14
Political & Government Aspects	3	13
Hotels' Guests-Clientele Grouping	9	13
Cruiseship Business	8	13
GDP - Gross Domestic Product	10	13
Vancouver demographics	7	13

Phase 2 – Generating Initial Codes (Open Coding)	Interviews Coded	Units of Meaning Coded
Aviation Costs	9	13
Open Skies Agreements	9	13
Cost difference - Airline tickets	8	13
Aversion - Crowding-out Effect	8	12
Tourism Consortium	7	12
India	9	12
Passport Issues	5	11
StatsCanada	10	11
VANOC - Vancouver Organizing Committee	10	11
ADS - Approved Destination Status Agreement	10	11
Buy America Policies	10	11
BC Room Nights	8	10
Customer Review online sites	9	10
Film Industry	9	10
Revenue Management	8	10
Air Canada	10	10
BC Hotel Room Tax	9	10
Competition for International Tourists & Travellers	8	10
Brazil	8	10
Mexico	8	10
Vancouver Municipal government	3	10
Impediments and Challenges - Confronting Hospitality & Tourism Industry	6	9
Reputation Management	7	9
Value Proposition	8	9
Groupon	8	9
BCStats	8	9
Customer Service Surveys	5	8
Indigenous First Nations	2	8
International Tourist Arrivals	6	8
Boutique City	6	8
Great Outdoors & fantastic skiing facilities	6	8
Funding Issues - Tourism Organizations	7	8
AHRT - 2% Additional Hotel Room Tax	6	7
Commoditization of Room-Nights	7	7
SARS	6	7
CTC - Canadian Tourism Commission	6	7
Destination Marketing Initiatives	4	7
World Class City	4	7
Thickening of the Border	6	7
2010-2012 Eurozone Sovereign Debt Crisis	5	6
Russia	5	6
Canadian Cross Border Shopping	6	6
Hospitality Industry - Employment	3	5
Real Estate Valuations	4	5
Pre-booking mitigating recession at high -end hotels	5	5
BC Tourism Industry	3	5
Destination BC	4	5
Regional - BC	4	5
Airport Rent Charges	3	5

Phase 2 - Generating Initial Codes (Open Coding)	Interviews Coded	Units of Meaning Coded
Employee Retention & Turnover	3	4
Loyalty Programs	4	4
Liquor Regulations	4	4
Generations	4	4
Post-Olympic Hangover Effect	4	4
Baby Boomers	4	4
Millennials - Gen Y	4	4
Savvy Travellers - Tourists	4	4
Tourism generated Tax Revenues	3	4
Rest of Canada	4	4
BC provincial government	4	4
Brand Loyalty Programs	3	3
Race-to-the-Bottom	3	3
Monetizing	3	3
Repeat Customers	3	3
Employee Surveys	3	3
NAFTA - North American Free Trade Agreement	2	3
GST - Federal General Sales Tax	2	3
Tourism Budget Comparisons	2	3
DMO - Destination Marketing Organization	3	3
Global Tourism Market	2	3
Travel & Tourism Price Competitiveness	2	3
Emerging Gateway City	2	3
Recession Proof	2	3
AA - Alcoholics Anonymous	2	3
Temporary Foreign Workers Program	2	2
Blackberry Playbook + Apple iPad	2	2
International Cuisine	2	2
BC Provincial Sales Tax	1	2
Cathedral Thinking	1	2
Seniors	2	2
Nightlife	2	2
Tourism Industry Revenues	2	2
Britain - UK	2	2
Vancouver's Attractions	2	2
Security Tax	2	2
Cross-border competition	2	2
Guests' Power	1	1
Hotel Corporate Structures	1	1
Staycation	1	1
Vancouver Destination Marketing Fund	1	1
GM migration to competitors	1	1
Profit Margin Erosion	1	1
Critical Tourism Partner	1	1
Flux in governments' involvement in tourism issues	1	1
Forced Market Segment positioning	1	1
SAP	1	1
Optimism - reasons for - Hospitality & Tourism Industry	1	1
Perpetual Olympic Dividends	1	1

Phase 2 - Generating Initial Codes (Open Coding)	Interviews Coded	Units of Meaning Coded
Mission critical involvement of Governments	1	1
Foreign Direct Investment	1	1
H1N1	1	1
July 2003 - Olympics Award Date	1	1
BC Provincial Tax Revenue	1	1
Federal Tax Revenues	1	1
HST - Federal Harmonized Sales Tax	1	1
Employment in Tourism	1	1
International Tourism Stats	1	1

APPENDIX 14 – PHASE 3: SEARCHING FOR THEMES (DEVELOPING CATEGORIES)

Phase 3 - Searching for Themes (Developing Categories)	Interviews Coded	Units of Meaning Coded
Hotel Industry	30	313
Impediments and Challenges - Confronting Hospitality & Tourism Industry	30	270
Internet of Things - Technology Evolution in Hotel Industry	31	249
Post-Olympic Impacts	29	150
Vancouver Cluster	23	144
Redundant Codes	29	134
Z1 - Redundant Codes	29	134
Tourism	28	122
Whistler Cluster	22	121
Olympic Legacies	25	120
Group 2 - Data Saturation Previously Unidentified Codes	23	107
Best-Year-Ever - Pre-Olympics	29	95
Proxy Indicator - Hotels vs Tourism + Proxy-Correlation Question	62	85
Political & Government Aspects	22	66
2010 - Year of Olympics	23	53
Global Financial Crises	24	48
Epidemics & Terrorism & Wars	18	36
Economic Factors	11	27
Cultural Aspects	8	19
Generations	4	14
AHRT - 2% Additional Hotel Room Tax	6	7

APPENDIX 15 – PHASE 4: REVIEWING THEMES (DRILLING DOWN)

Phase 4 - Reviewing Themes (Drilling Down)	Interviews Coded	Units of Meaning Coded
Hotel Industry	30	313
Room Rates	21	49
Surplus-Excess Room Inventory	21	43
Discounting	21	43
Race-to-the-Bottom	3	3
KPI - KI - Key Hotel Performance Indicators	17	26
% Occupancy	29	104
RevPAR - Revenue per Available Room	20	38
ADR - Average Daily Rate	15	37
Supply + Demand Elasticity	13	21
Heads-in-Bed	13	17
Staffing Issues	12	15
Employee Retention & Turnover	3	4
Employee Surveys	3	3
Temporary Foreign Workers Program	2	2
Teamwork	0	0
Hotels' Guests-Clientele Grouping	9	13
Corporate	9	18
Tour Groups	6	12
IT - Individual Leisure Traveller	7	9
Repeat Guests	9	9
Loyalty Programs	4	4
Revenue Management	8	10
Film Industry	9	10
Customer Review online sites	9	10
BC Room Nights	8	10
Value Proposition	8	9
Reputation Management	7	9
Customer Service Surveys	5	8
Hospitality Industry - Employment	3	5
Real Estate Valuations	4	5
Monetizing	3	3
Repeat Customers	3	3
Brand Loyalty Programs	3	3
Hotel Corporate Structures	1	1
Brands	20	67
Pension Funds	5	15
Strata	12	25
Independents	3	3
Guests' Power	1	1
Vancouver Destination Marketing Fund	1	1
Staycation	1	1
Impediments and Challenges - Confronting Hospitality & Tourism Industry	30	270
Foreign Exchange Volatility Risk	24	62
YVR - Vancouver Airport	15	31
Aviation Costs	9	13


Phase 4 - Reviewing Themes (Drilling Down)	Interviews Coded	Units of Meaning Coded
Airport Rent Charges	3	5
Security	10	21
Consistent Funding	10	16
Visa Bureaucracy	7	15
Open Skies Agreements	9	13
Cost difference - Airline tickets	8	13
Cruiseship Business	8	13
Buy America Policies	10	11
Passport Issues	5	11
Air Canada	10	10
Funding Issues - Tourism Organizations	7	8
Thickening of the Border	6	7
Commoditization of Room-Nights	7	7
Canadian Cross Border Shopping	6	6
Liquor Regulations	4	4
NAFTA - North American Free Trade Agreement	2	3
Security Tax	2	2
Cross-border competition	2	2
GM migration to competitors	1	1
Forced Market Segment positioning	1	1
Real Estate Valuations	1	1
Flux in governments' involvement in tourism issues	1	1
Profit Margin Erosion	1	1
Critical Tourism Partner	1	1
Internet of Things - Technology Evolution in Hotel Industry	31	249
OTAs - Online Travel Agencies	22	53
Expedia	20	45
booking.com	13	19
Travelocity	13	19
Priceline	5	7
TripAdvisor	26	52
Social Media	23	49
Facebook	21	26
YouTube	9	9
Family and Friends	6	8
eWOM - e-Word-of-Mouth	13	21
Groupon	8	9
Internet	6	7
Website	22	46
Twitter	9	9
Smartphones	4	4
Blackberry Playbook + Apple iPad	2	2
SAP	1	1
Travel Agencies	3	7
Room Rates Parity	5	5
Post-Olympic Impacts	29	150
Halo - Afterglow Effect	17	21
Broadcast Effect	9	14
Aversion - Crowding-out Effect	8	12

Phase 4 - Reviewing Themes (Drilling Down)	Interviews Coded	Units of Meaning Coded
Post-Olympic Hangover Effect	4	4
Vancouver Cluster	23	144
Seasonal Peak Periods	15	26
Vancouver demographics	7	13
Vancouver Municipal government	3	10
Boutique City	6	8
World Class City	4	7
Emerging Gateway City	2	3
Recession Proof	2	3
Vancouver's Attractions	2	2
Redundant Codes	29	134
Pre-Olympics	28	75
Expo 86	14	17
9 - 11	10	16
Indigenous First Nations	2	8
SARS	6	7
Pre-booking mitigating recession at high -end hotels	5	5
International Cuisine	2	2
Taxes	1	1
BC Hotel Room Tax	9	10
AHRT - 2% Additional Hotel Room Tax	6	7
GST - Federal General Sales Tax	2	3
BC Provincial Sales Tax	1	2
HST - Federal Harmonized Sales Tax	1	1
Federal Tax Revenues	1	1
BC Provincial Tax Revenue	1	1
July 2003 - Olympics Award Date	1	1
Foreign Direct Investment	1	1
H1N1	1	1
Z1 - Redundant Codes	29	134
Pre-Olympics	28	75
Expo 86	14	17
9 - 11	10	16
Indigenous First Nations	2	8
SARS	6	7
Pre-booking mitigating recession at high -end hotels	5	5
International Cuisine	2	2
Taxes	1	1
BC Hotel Room Tax	9	10
AHRT - 2% Additional Hotel Room Tax	6	7
GST - Federal General Sales Tax	2	3
BC Provincial Sales Tax	1	2
HST - Federal Harmonized Sales Tax	1	1
Federal Tax Revenues	1	1
BC Provincial Tax Revenue	1	1
July 2003 - Olympics Award Date	1	1
Foreign Direct Investment	1	1
H1N1	1	1
Tourism	28	122

Phase 4 - Reviewing Themes (Drilling Down)	Interviews Coded	Units of Meaning Coded
Travellers originating country or region	12	21
Europe	23	92
USA	25	54
China	18	37
ADS - Approved Destination Status Agreement	10	11
Australia	13	19
India	9	12
Mexico	8	10
Brazil	8	10
Russia	5	6
Regional - BC	4	5
Rest of Canada	4	4
Britain - UK	2	2
Bucket List	14	18
Tourism Consortium	7	12
Competition for International Tourists & Travellers	8	10
International Tourist Arrivals	6	8
Destination Marketing Initiatives	4	7
CTC - Canadian Tourism Commission	6	7
Destination BC	4	5
BC Tourism Industry	3	5
Tourism generated Tax Revenues	3	4
Savvy Travellers - Tourists	4	4
Tourism Budget Comparisons	2	3
Travel & Tourism Price Competitiveness	2	3
Global Tourism Market	2	3
DMO - Destination Marketing Organization	3	3
Tourism Industry Revenues	2	2
Nightlife	2	2
Cathedral Thinking	1	2
Employment in Tourism	1	1
International Tourism Stats	1	1
Critical Tourism Partner	1	1
Whistler Cluster	22	121
Whistler Demographics	12	27
Seasonal Peak Periods	15	26
Great Outdoors & fantastic skiing facilities	6	8
Recession Proof	2	3
Tourism Whistler	0	0
Tourism Squamish	0	0
Olympic Legacies	25	120
Sea-to-Sky Highway	16	33
Vancouver Conference Centre	15	31
AA - Alcoholics Anonymous	2	3
Canada Line	9	14
Broadcast Effect	9	14
Perpetual Olympic Dividends	1	1
Optimism - reasons for - Hospitality & Tourism Industry	1	1
BC Place	1	1

Phase 4 - Reviewing Themes (Drilling Down)	Interviews Coded	Units of Meaning Coded
Group 2 - Data Saturation Previously Unidentified Codes	23	107
Google	23	107
Best-Year-Ever - Pre-Olympics	29	95
Proxy Indicator - Hotels vs Tourism + Proxy-Correlation Question	62	85
Political & Government Aspects	22	66
Federal Government	10	17
StatsCanada	10	11
VANOC - Vancouver Organizing Committee	10	11
BCStats	8	9
BC provincial government	4	4
Mission critical involvement of Governments	1	1
2010 - Year of Olympics	23	53
Global Financial Crises	24	48
2008 - USA Recession - Sub-Prime Mortgages - Lehman Bros Collapse	10	16
2010-2012 Eurozone Sovereign Debt Crisis	5	6
Epidemics & Terrorism & Wars	18	36
Economic Factors	11	27
GDP - Gross Domestic Product	10	13
Cultural Aspects	8	19
Generations	4	14
Baby Boomers	4	4
Millennials - Gen Y	4	4
Seniors	2	2
AHRT - 2% Additional Hotel Room Tax	6	7

APPENDIX 16 – PHASE 5: DEFINING AND NAMING THEMES (DATA REDUCTION)

Phase 5 - Defining and naming Themes (Data Reduction)	Interviews Coded	Units of Meaning Coded	Analytical Memos
Theme-1 - Proxy Indicator	63	86	
Theme-2 - 2010 - Immediate Impact	30	148	
Theme-3 - Cluster Comparison - Vancouver vs Whistler	29	305	
Theme-4 - Post-Olympic Legacy Impacts	74	1582	
Theme-5 - Economic Measurement - 2% AHRT	11	58	
Theme-6 - Theory-Confounding Factors	30	140	
Theme-7 - Emergent Technology	51	682	

APPENDIX 17 – EXTRACT ‘ENDNOTE’ BIBLIOGRAPHY

EN DBA Thesis - Olympics-Saved Copy - 16Feb15.enl

Author-Date

Search Whole Library M...

Search Options

Any Field Contains Olympics

And Any Field Contains tourism

And Any Field Contains economic

Author	Year	Title
Thompson, Christopher	2013	Data cast doubt on Olympic tourism legacy
Mills, Brian M.; Rosentraub, Mark S.	2013	Hosting mega-events: A guide to evaluation of development eff
Li, ShiNa; Blake, Adam; Thomas, R...	2013	Modelling the economic impact of sports events: The case of the I
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Billings, Stephen B.; Holladay, Jam...	2012	Should Cities go for the Gold? The Long-term Impacts of Hosting
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Giesecke, James A.; Madden, Joh...	2011	Modelling the Economic Impacts of the Sydney Olympics in Retr
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Baade, Robert A.; Baumann, Robe...	2008b	Slippery Slope? Assessing the Economic Impact of the 2002 Wint
Staff	2008	What is the impact of Beijing Olympics?
Psarros, Manolis	2008	The Impact of the Olympics on Tourism - The Case of Athens
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Leeds, Michael A.	2008	Do Good Olympics Make Good Neighbours?
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PHOTOGRAPHS



PHOTOGRAPH 1- PACIFIC COSMOPOLITAN METRO-VANCOUVER



PHOTOGRAPH 2 – ALPINE RESORT TOWN OF WHISTLER



PHOTOGRAPH 3– MONTREAL’S ‘WHITE ELEPHANT’ OLYMPIC STADIUM⁶⁶

⁶⁶ Source: Kaminsky, K. (2011). Amazing Architecture and White Elephant, Montreal's Olympic Stadium. Ken Kaminsky Travel.



PHOTOGRAPH 4 - RICHMOND'S OLYMPIC SPEED SKATING OVAL⁶⁷



PHOTOGRAPH 5 - AFFORDABLE HOUSING DEMONSTRATION IN VANCOUVER'S DOWNTOWN EASTSIDE⁶⁸

⁶⁷ Source: Squire, J. (2014) "Grab bag of legacies at Vancouver Olympic venues." *Metro*.

⁶⁸ Cole, Y. (2011). "Photos: Affordable housing demonstration in Vancouver's Downtown Eastside." Retrieved 27 January 2014.



PHOTOGRAPH 6 - AN OLYMPIC 'LEGACY' – THE CANADA LINE RICHMOND-BRIGHOUSE STATION⁶⁹

⁶⁹ Palecloud Tafryn & Seamora. (2014). "Canada Line Photography." Retrieved 27 January 2014, from <http://canadalinphotos.blogspot.be/>.