

University of Alberta

Heritage Sport Tourism Strategies and Motivations:
The Case of the Bird's Nest Olympic Stadium

by

Qinyan Feng

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Abstract

Scholars and sport tourism managers have exhibited a growing interest in heritage sport tourism. This is particularly true in the context of Olympic venues, which traditionally face operational challenges once the Games are finished. The purpose of this study is to examine the motivations of visitors to sport heritage sites, as a way of helping facility managers to optimize relevant strategies and capitalize on these opportunities. To achieve this goal, a study of heritage sport tourism was conducted at the Bird's Nest stadium following the 2008 Beijing Olympics.

A qualitative approach was used featuring semi-structured interviews and document analysis. The findings suggested that participants had various motivations but most of them were related to Olympic memories. Management's tourism marketing efforts corresponded to the motivations identified by the visitors who participated in the study. However, there appear to be differences in motivations among market segments. Therefore, it is recommended that the managers of sport heritage sites should recognize that a range of market segments exist with unique motivations that require targeted marketing strategies.

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Chapter 1 Introduction

Heritage sport tourism has received increasing attention from scholars and sport tourism managers in recent years. Within the sport tourism literature, there has been a growing realization that the heritage aspects of sport can generate and attract tourists (Fairley & Gammon, 2005; Gibson, 1998a; Hinch & Higham, 2004). Heritage has generated substantial income for the tourism industry as many tourists are attracted to heritage sites (Ramshaw & Gammon, 2005). Heritage attractions such as sport halls of fame, museums, special sporting sites and themed programs have proven to be popular with sport fans (Delpy, 1998). Basically, visiting sport heritage sites is a way to travel to sporting pasts (Ramshaw & Gammon, 2005). While visiting these attractions, tourists have access to heritage and can figuratively be transported to earlier sporting times. As an emerging product of the tourism market, heritage sport tourism has generated new revenue streams for the tourism industry (Gammon & Ramshaw, 2007). Because of its significant economic impact, heritage sport tourism is increasingly an important consideration in the management plans for major sport event legacies, especially in relation to the Olympics.

Given their large scale and high operating cost, Olympic stadiums commonly face the challenge of sustainable operation in the post-Olympic period. For instance, Lapidos (2008) reported that Athens struggled with the operation of its stadiums after the 2004 Olympic Games. At the time of his study, the two main arenas at the Faliro Bay Complex were vacant, there were

squatters' camps in the adjoining fields, and the open-air swimming pool was not in use. Similarly, the Olympic Park used for the 2000 Olympic Games in Sydney has also been underutilized and struggling as a sporting venue since the Games (Lapidos, 2008). Given the challenge of maintaining Olympic facilities through event hosting, a range of other strategies to generate revenue and contribute to sustainability of these facilities have been tried, such as: 1) leasing for professional sport; 2) programming for local recreation use; 3) selling the naming rights; 4) hosting non sporting events such as concerts; and 5) opening the sites to tourists.

Among these strategies, opening these stadiums for general tourism is an increasingly popular approach. For example, Tian (2009) reported that the income from tourism is currently the major source of revenue for 2008 Beijing Olympic Games' stadium (popularly known as the Bird's Nest). The Bird's Nest has been open to the public since the conclusion of the Olympic Games and has attracted tourists from all over the world. However, sustaining this level of visitation in the long term will be a challenge. Thus it is important for the managers to understand tourists' motivations in order to develop a successful tourism marketing plan.

Since travel motivation is a critical factor and a driving force behind tourist behavior (Crompton, 1979), a clear understanding of tourists' motivations is important for marketers to help them to segment the existing market and to develop successful strategic plans to tap into and expand these

markets. The existing theoretical frameworks of travel motivation studies are drawn primarily from sociology and social psychology (Huang & Hsu, 2009). Foundational tourism works by Dann (1977) and Crompton (1979) identified pull and push motivation among the tourists, illustrating that tourists are pushed by internal need to seek an optimal level of arousal. Tourists are also pulled by the offerings found in a destination. Iso-Ahola (1982) also provided thoughts on the internal and external elements of tourists' motivations. He proposed a theory of leisure motivation composed of both seeking (intrinsic rewards) and escaping (routine environments) elements, which is also applicable to the tourism context. Pearce and his colleagues (Lee & Pearce, 2002, 2003; Pearce, 2005; Pearce & Lee, 2005) operationalized the travel career patterns (TCP), which focuses on tourists motivations. Under this theory, they identified 14 motivational factors, the top five of which were novelty, escape/relax, self-actualization, nature and kinship.

Travel motivation research is evolving along with the general tourism studies (Huang & Hsu, 2009). However, examinations of particular tourist motivations in the context of sport heritage tourism are rare. While some scholars suggested that people go to sport heritage sites for nostalgic reasons (Gibson, 1998a; Hinch & Higham, 2001; Redmond, 1973), other researchers argued that nostalgia is but one of several related dimensions of heritage sport tourism (Ramshaw & Gammon, 2005). Despite extensive research on the domain of leisure motivation, few studies had specifically considered

motivation in terms of the more specialized realm of heritage sport tourism.

This research focuses on a particular Olympic-related sport heritage setting, the Bird's Nest, which is the national stadium in China built for the 2008 Beijing Olympic Games. The reason for choosing the Birds' Nest as the research setting is: 1) its high profile as an Olympic Stadium; 2) the operating challenges that it has faced in its post-Olympic life; and 3) the fact that the Birds' Nest has been explicitly promoted as a tourism attraction since the Olympic Games.

The general research question for this study is "Do heritage sport tourism strategies used by the Bird's Nest management team reflect the motivations of tourists currently visiting the site?" This question has been divided into two main parts. Firstly, the study examines whether the current management and marketing approaches used at the Bird's Nest are intended to promote heritage sport tourism to attract tourists. Secondly, this study aims to better understand tourists' motivation for visiting the Bird's Nest and whether these motivations are consistent with operating and marketing practices of management. To address these purposes, three sub-questions were asked: 1) what operational strategies have been used at the Bird's Nest?; 2) what are the marketing approaches (including internal promotional practices and external promotional practices) used to promote heritage sport tourism at the Bird's Nest?; and 3) what are the tourist motivations for visiting Bird's Nest?. Figure 1.1 shows the relationship among these questions.

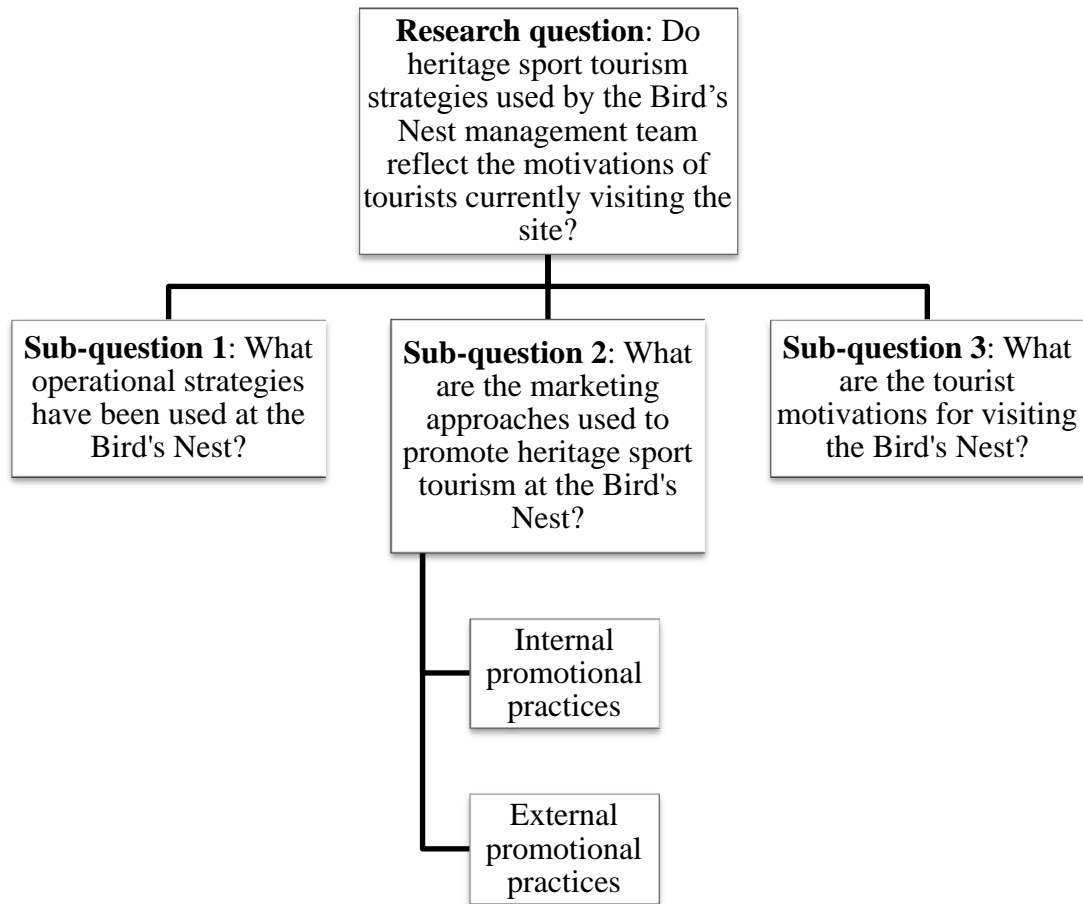


Figure 1.1 The relationships among sub-questions

To address the sub-question 1, the management plan and the subsequent operational strategies used at the Bird's Nest are examined. Moreover, the role that heritage sport tourism plays in these post-Olympic strategies is explored. Sub-question 2 requires an examination of the Bird's Nest's promotional strategies and affiliated tour operators' promotional practices for heritage sport tourism. This examination provides insight into these practices and into the consistency between the approaches of each group. This comparison along with an examination of the broader marketing plan of the Bird's Nest is used

to identify the assumptions that are being made about tourist motivations for visiting the sport heritage sites. Finally, the actual tourists' motivations for visiting the Bird's Nest are explored by addressing sub-question 3. By combining the results of the three sub-questions, the overall question of whether the heritage sport tourism strategy used by the Bird's Nest management is consistent with the tourist motivations is addressed.

In order to answer these questions, two qualitative research methods were adopted: semi-structured in-depth interviews and document analysis. Firstly, the deputy manager of the Bird's Nest was interviewed in conjunction with an analysis of planning documents and promotional materials, in order to gain insight into sub-question 1 and 2. Then, seventeen on-site in-depth interviews were conducted with tourists visiting the Bird's Nest to explore their motivations. The findings address a gap in literature on tourist motivations for visiting sport heritage and serve as a basis for the development of recommendations to better meet the needs of this type of visitors.

The balance of this thesis is organized into six additional chapters. Chapter 2 (Literature Review), highlights important concepts and theories related to heritage sport tourism, travel motivations and the issue of stadium operations in post-Olympic period. Chapter 3 (Methods) introduces the research design and the specific research methods used in the study. Chapter 4 (Management Plan and Operational Strategies) presents the findings related to the adjustment of the Bird's Nest's management plan after the Olympics and

the operational strategies used to support this plan. It also includes a discussion of a significant change in the stadium's management model since the Olympics. Chapter 5 (Marketing Strategies) examines the management team's marketing focus. It reviews the management and tour operators' efforts to promote and market the facility as well as their apparent assumptions about tourists' motivations. Chapter 6 (Tourist Motivation) explores tourists' motivations for visiting the Bird's Nest and compares the different motivations presented by different types of tourists. It then discusses the similarities and differences between management's strategies in terms of marketing and programming in contrast to actual tourist motivations. Chapter 7 (Conclusion) summarizes the study, reflects on the research process utilized in this thesis, highlights this study's contribution to related tourism literature, and provides recommendations for the stadium's further development as well as suggestions for future research.

Chapter 2 Literature Review

2.1 Introduction

This chapter provides an overview of the current state of knowledge and research related to area of heritage sport tourism markets for Olympic stadium sites. First, the concept of sport tourism is introduced. Next, a comparison of the terms “nostalgia sport tourism” and “heritage sport tourism” is provided, in order to demonstrate that the latter is the more appropriate term for “travelling to the destinations related to the sporting past”. The debates around these two terms also suggest that there is a need to learn more about the motivation of this type of tourists. This discussion is followed by an overview of tourist need and motivation with a focus on the theoretical framework of this study - travel motivation theory, Travel Career Ladder (TCL) and Travel Career Pattern (TCP). A discussion of the operational issues faced by sport stadiums in the post-Olympic period follows. To conclude the chapter, the current condition of the Bird’s Nest as a heritage sport tourism attraction is discussed. This chapter is intended to help the reader to understand the foundation from which the research objectives were articulated. Figure 2.1 illustrates the key concepts and relationships presented in the literature review.

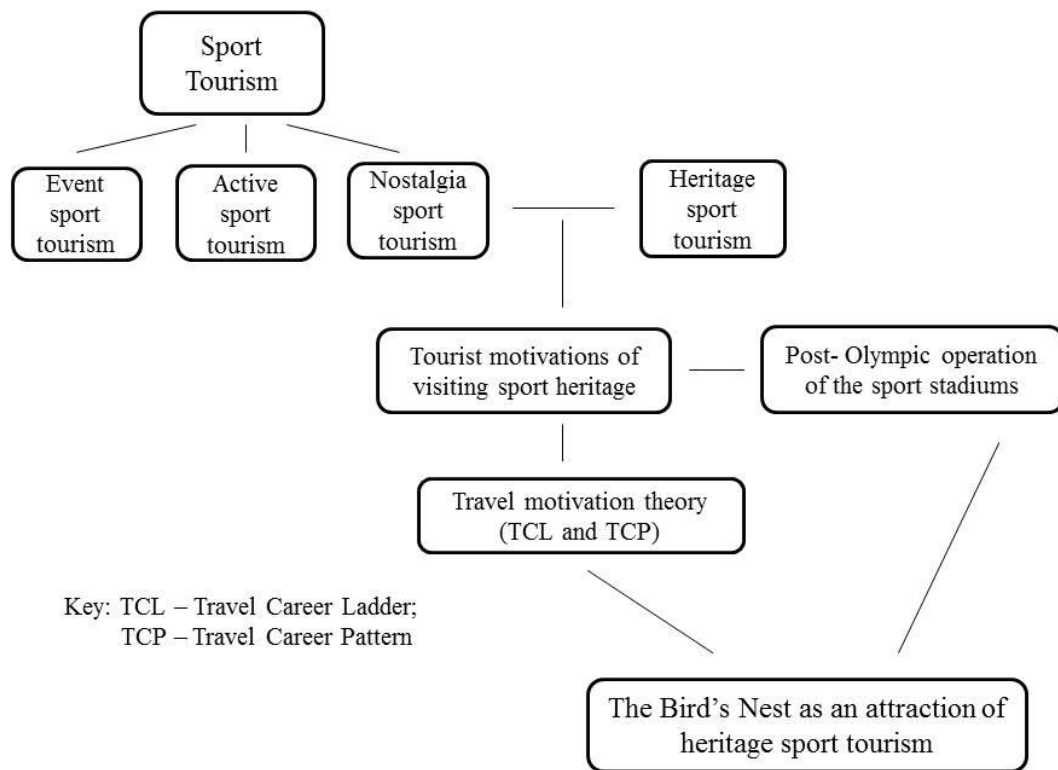


Figure 2.1 Key concepts in the literature review

2.2 Sport Tourism

Sport tourism is an increasingly recognized sector in the tourism industry (Delpy, 1998). Hinch and Higham (2004) defined sport tourism as “sport-based travel away from the home environment for a limited time, where sport is characterized by unique rule sets, competition related to physical prowess and play” (p.20). This definition, encompasses spectators, athletes, recreational participants and elite competitors as sport tourists (Hall, 1992; Standeven & De Knop, 1999; Weed, 1999). Gibson’s classification of sport tourism activities further illustrates the diversity of the sport tourism market.

She suggested that there are three major components of sport tourism: event, active and nostalgia sport tourism (Gibson, 1998a, 1998b). The definitions of event and active sport tourism are generally consistent across the literature and easy to understand. Event sport tourism refers to travel motivated by the desire to experience sporting events especially as spectators or competitors (Getz, 1998). The sporting event is the attraction in this case. Hinch and Higham (2004) indicated that the active sport tourism market is constituted by tourists pursuing physical involvement in competitive or non-competitive sport activities while travelling. For instance, a trip made for golfing or skiing, even if there is no specific “event” associated with the trip. The third category, labeled nostalgia sport tourism in Gibson’s (1998a) typology, is the least researched and understood. Generally speaking, this type of sport tourism is defined as visiting or experiencing the sporting past, exemplified by visits to sport museums, halls of fame, and themed programs. Some scholars have suggested that using the term “heritage sport tourism” is more appropriate than the term “nostalgia” (Ramshaw & Gammon, 2005; Weed & Bull, 2004), since people who go to visit attractions such as sport halls of fame and museums are not all motivated just by “nostalgia”.

2.3 Heritage Sport Tourism and Nostalgia Sport Tourism

Recent publications have featured debates about the terms “nostalgia sport tourism” and “heritage sport tourism” that focus on which is the most

appropriate term for this sport tourism type. A key dimension of this debate is the view that although many tourists who travel to sport-related heritage destinations are driven by nostalgic personal memories or experiences, a larger number of sport tourists are driven by a broader range of heritage related motivations.

One of earliest references to nostalgia sport tourism was by Redmond (1973) who identified sport halls of fame and museums as a type of tourist attraction. Gibson (1998a) picked up on this line of thought by arguing that visiting these attractions is primarily about experiencing the sporting past as a type of nostalgia. Hinch and Higham (2001) also noted that nostalgia sport tourism is a special form of sport tourism that recognizes sporting heritage as a tourist attraction. However, the extent to which the term nostalgia is appropriate to all cases related to the sporting past has been questioned by Ramshaw and Gammon (2005). Weed and Bull (2004) also argued that nostalgia is but one of the variety of motivations for the tourist who travel for sporting pasts. "Heritage" is increasingly seen as a more encompassing term for attractions related to the sporting past. It is indicated by Garrod and Fyall's (2001) that the destinations which tourists choose to visit for sporting pasts would have some elements of sport heritage in common. In other words, there must be a destination that possesses 'heritage characteristics and attributes' related to sport (Ramshaw & Gammon, 2005). Labeling this particular type of sport tourism as 'heritage' rather than 'nostalgia' places the focus on the

heritage characteristics of the attraction rather than on one particular motivation of the tourist. Ramshaw and Gammon (2005) indicated that “heritage is a broader, more inclusive term that arguably represents this focus of sport tourism more accurately” (p.238). Thus, it is more reasonable to position this type of sport tourism as ‘heritage’ rather than ‘nostalgia’ (Ramshaw & Gammon, 2005) because nostalgia cannot by itself encompass the many sites and experiences related to the sporting past. In contrast, heritage applies to a much broader range of cases related to this type of sport tourism.

The limitations of “nostalgia” also reflect the limits of earlier research that explored a narrow range of motivations in heritage sport tourism. For example, some elements of sport heritage that are recognized as attractions, such as architecture and education, would not typically be understood as nostalgia (Ramshaw & Gammon, 2005). A heritage perspective does not discount the significant role of nostalgia in sport travel. However, it recognizes that the majority of attractions and experiences related to the sporting past seem to be better captured under this broader range of motives (Gammon & Ramshaw, 2007).

Although researchers have identified that tourists who go to visit sport heritage sites might be driven by different needs and motivations, there is very little research that examines and explores this topic. Some researchers have realized this limitation and pointed out that the main thrust of this research

area should be changed. For example, Gibson (2004) argued that sport tourism research should not just emphasize on the debates of definition but progress to seek more explanations. Moreover, Ramshaw and Gammon (2005) noted that understanding why people choose to visit sites of sporting past might further the understanding of the ‘what’ questions. In this case, the research in this area must move past the ‘what’ and begin to ask ‘why’ (Ramshaw & Gammon, 2005). In other words, heritage sport tourism research should shift from description to explanation. Therefore, it is necessary to raise the question “why do people visit sport-related heritage sites?”. A response requires the examination of the motivations of visitors to sport heritage sites, in order to achieve a deeper understanding of heritage sport tourism. This study explores tourist motivations of visitors to the Bird’s Nest as raised by sub-question 3.

2.4 Needs and Motivation in Tourism

The theoretical frameworks of travel motivation studies are rooted primarily in sociology and social psychology (Huang & Hsu, 2009) and are also based on the studies of leisure motivation. For example, Iso-Ahola (1982) proposed that tourism motivation is part of leisure motivation. Since leisure motivations are closely linked with leisure needs, it is logical to identify tourists’ needs before categorizing their motivations (Figure 2.2). People usually go from leisure needs to leisure participation (Kleiber, Walker & Mannell, 2011). Leisure needs trigger leisure motivations, which then leads to

participation.

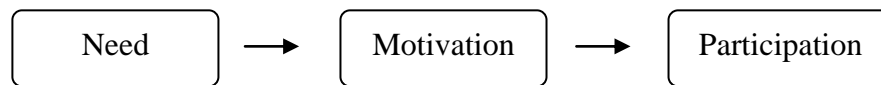


Figure 2.2 The relationship of need, motivation and participation

Iso-Ahola (1982) suggested that the reason people participate in travel activities can be simplified into two basic categories: 1) seeking (intrinsic rewards) and 2) escaping (routine environments). Furthermore, both dimensions have a personal (psychological) and interpersonal (social) component (Iso-Ahola, 1999; Ross & Iso-Ahola, 1991). Fiske's (2004) examination of five core needs (i.e., belonging, understanding, controlling, self-enhancement, and trusting others) also added the personal and interpersonal elements to this mix. Under these framework, leisure needs can generally be categorized as "intrinsic/personal" or "extrinsic/interpersonal". Moreover, it has been argued that there is hierarchy of leisure needs. Maslow (1970) suggested that all human needs can be arranged in a hierarchy of five categories: 1) physiological, 2) safety, 3) belongingness and love, 4) esteem, and 5) self-actualization. He also argued that once a lower level need has been satisfied, people try to fulfill the next higher order need. Many tourism researchers explain their motivational analyses based on this hierarchy of needs theory. The study of tourist motivation in general has been a popular

subject in the literature. For example, Goeldner and Ritchie (2003) suggested the following typology of tourist motivations: 1) physical relaxation; 2) cultural discovery, such as discovering new geographical areas; 3) social relatedness; and 4) self-esteem and self-actualization. Cohen (1974) argued that investigating reasons or motivations for travel results in a better understanding of tourism as a social and psychological phenomenon while others have argued that it offers practical managerial insights (Wight, 1996; Young, 1999).

Pearce (1982) first applied Maslow's hierarchical theory to tourist motivation and behavior. He analyzed 400 travel experiences described by 200 tourists across the world and coded the tourist data into the five categories in accordance to Maslow's hierarchy of needs theory. He then developed two conceptual frameworks of tourist motivation: 1) Travel Career Ladder (TCL) (Pearce, 1988, 1991, 1993) and 2) Travel Career Patterns (TCP) (Lee & Pearce, 2003; Pearce & Lee, 2005). These frameworks are now considered essential to understanding travel motivation (Huang & Hsu, 2009). Pearce and Lee (2005) suggested that travel motivation occurs in a pattern of multiple motives, which reflects one's travel career. In TCL and TCP, the term career has specific implications. Huang and Hsu (2009) indicated the idea of career has been recognized in the leisure research area with the concept of specialization. In other words, one's travel career, like a career at work, is influenced by the growth of age and accumulation of travel experiences (Pearce & Lee, 2005).

TCL and TCP suggested that tourists systematically move through a series of stages or have predictable travel motivational patterns (Pearce & Lee, 2005). Broadly, as Pearce and Lee (2005) indicated, “the TCL theory postulated that people progress upward through the levels of motivation when accumulating travel experiences” (p.227). Tourists seek satisfaction of different needs when they become more experienced, which is to say that previous experience, knowledge about the travel activity and the investment level in the trip are crucial in classifying people’s motivation. TCP (Lee & Pearce, 2002, 2003; Pearce, 2005; Pearce & Lee, 2005) is a modification of TCL (Pearce 1988, 1991, 1993). Using TCL theory as a foundation, Pearce and Lee (2005) proposed a travel career pattern (TCP) approach in which they deemphasized the hierarchical elements in the TCL theory but highlighted that travelers would be characterized by changing motivational patterns over their life stages and with travel experience. According to Pearce and Lee (2005), people in different life stages exhibit different motivational patterns. However these patterns also change with travel experiences indicating that tourists have distinctive motivations for different trips.

TCL and TCP are the fundamental theories in the context of tourist motivation (Huang & Hsu, 2009). Thus this study adopted TCL and TCP as theoretical frameworks to guide data collection and data analysis. Moreover, it is helpful to have well-developed motive items to assist in the description of tourists’ travel motivation patterns. In the TCP approach, Pearce and Lee

(2005) adopted 72 existing motive items from the literature in order to assist and support the analysis for tourists' motivation patterns. In their analysis, they identified 14 motivation factors, which are the underlying dimensions of the 72 motive items, and used these 14 motivation factors to describe tourist travel motivation patterns. In this study, it is helpful to adopt these developed motivation items and motivation factors for data analysis. The 14 motivation factors identified by Pearce and Lee (2005) are: novelty, escape/relax, relationship, autonomy, nature, self-development, simulation, host-site development, personal-development, relationship, self-actualize, isolation, nostalgia, and recognition. This study used the 72 motive items for reference when interpreting the data into themes. The 14 motivation factors were adopted to assist in the interpretation of tourist travel motivation of visitors to the Bird's Nest.

Before exploring the motivations of heritage sport tourism in particular, it is helpful to review the literature on sport tourists' motivations in general. Yusof and Shah (2008) recently examined the application of leisure motivation scales to sport tourism. They found that most of sport tourists are motivated by: 1) competence-mastery; 2) stimulus avoidance; 3) intellectual motive; and 4) social motives. These motivations indicate both elements of "intrinsic/personal" and "extrinsic/interpersonal", which are consistent with the findings in the domain of leisure motivations (Fiske, 2004; Iso-Ahola, 1982, 1999). Moreover, Alexandris, Kouthouris, Funk and Giovani (2009) segmented winter sport

tourists by motivations using the REP (Recreational Experience Preference) scales. Their principal component analysis of the motivation scale revealed seven dimensions: escape, social recognition, enjoying nature, excitement/risk, socialization, skill development, and achievement.

Since heritage sport tourism is a subset of sport tourism, tourist motivations of visiting sport heritage may be similar but this is an unproven assumption. Although there is little research on the tourist motivations to visit sport heritage sites, the research on sport tourists' motivation suggested that tourist motivations to visit sport heritage sites might usefully be considered in the context of two major dimensions as "intrinsic/personal" and "extrinsic/interpersonal".

2.5 Post- Olympic Operational Strategies for Olympic Stadiums

Sport legacies such as Olympic stadiums are faced with the challenge of generating long-term benefits and being economically sustainable. Roullet and Lefebvre (2010) indicated that the summer Olympic Games have become extremely expensive for hosting cities. They noted that after the Games, a very low percentage of Olympic stadiums are used on a regular basis as reflected in the stadiums built for the 1976 Montreal Olympic Games and the 2000 Sydney Olympic venues. Because Olympic stadiums are typically large in size and featured high-tech amenities, they are usually expensive to maintain and operate. As a result, they often become a financial and physical burden for host

cities. Therefore, managers of these facilities are challenged to develop sustainable management plans for the future use of those Olympic stadiums.

There are several strategies for the operation of stadiums in post-Olympic period. First, Olympic stadiums have been used for professional sport and event programs. Stadium Australia, which was the primary stadium for the 2000 Sydney Olympic Games, has hosted several major international, interstate and club matches for rugby league, rugby union and soccer (Searle, 2002). Although Olympic stadiums were designed for hosting major sport events, the problem that Olympic stadiums face is that there are a limited number of special events that match the scale and capacity of such facilities. For example, Searle (2002) indicated that there are not enough major football matches or rock concerts that could be feasibly hosted in Sydney each year to operate the stadium profitably. Besides the limited pool of such events, there is fierce competition from other sites to host these events (Searle, 2002). This competition has come from other new or redeveloped medium-size stadiums. Compared to Olympic stadiums, the medium sized stadiums are more suitable for hosting events like soccer games, rugby matches, and concerts. Therefore, relying solely on generating revenue through rentals to professional sport or special event programs seldom meets the high expense of maintaining these monolithic Olympic facilities.

A second strategy is the redesign of Olympic facilities for local recreational use. A successful example of this strategy is Calgary's Canada

Olympic Park (COP), which was the premier sporting site of the 1988 Winter Olympic Games. According to Calgary Olympic Development Association (2007), COP opened to the public after Olympic Games with the provision of recreational programs such as snowboarding, skiing, mountain biking and sport camps. COP continues to attract thousands of local, domestic and international tourists, and has become a popular recreation destination (Ramshaw, 2010). It is believed that the major reason for COP's success might be effective marketing based on an in-depth understanding of the motivation of local residents and travelers. It seemed that the managers of the COP researched the motivation of potential visitors, and then segmented them into different groups. Based on this knowledge, the managers of the COP were able to carry out promotions that target specific groups of visitors. The COP has received positive feedback on this strategy in the form of the large number of site visits (Ramshaw, 2010). With the understanding of tourist's motivation and needs, the COP was able to redesign its facility to satisfy variety of customers, and provide different kinds of recreational programs for different groups of visitors.

Selling the naming rights is another strategy used to generate revenue. Olympic stadiums retain the glory of the Olympic events that took place there. They therefore offer a good opportunity for corporate sponsors to buy into this brand by having their name associated with the stadiums. Some Olympic stadiums such as the Stadium Australia sold the naming rights to receive

revenue. The Stadium Australia is now named as ANZ Stadium (ANZ Stadium, n.d.).

The strategy which is the focus of this study, is positioning such stadiums for tourists - especially for those who would like to travel to sporting pasts. Many Olympic sites have opened for heritage sport tourism after the games, such as the Olympic stadium in Barcelona. Barcelona is considered a 'model' for Olympic based urban regeneration (Garcia-Ramon & Albet, 2000). The whole city was revitalized after the 1992 Olympic Games as a number of facilities were built for the Olympic Games and were utilized after the Games. Those Olympic facilities contributed to a new city image of Barcelona that attracted large amounts of tourists. These visitors brought substantial revenues as well as business opportunities to the city.

The Bird's Nest was also opened to the public as a tourism attraction after the Olympics. As a high profile stadium with a dynamic design and the glory of the Olympics, management hopes to receive substantial revenue from the tourism market. Tian (2009) indicated that tourism is purported to have become its major income source in recent years. Confirmation of this claim is required along with an investigation of the motivations of visitors to this site. As it has not been long since the Beijing Olympic Games, it is important to learn if the current tourism strategies work during the post-Olympic operation so that the management team can make timely adjustments if necessary.

2.6 The Bird's Nest Stadium as a Heritage Sport Tourism Attraction

Most of Olympic stadiums have been challenged to meet operational revenue shortfalls following the Games (Searle, 2002). It is therefore important for managers to identify their stadiums' revenue generating potential and to develop appropriate strategies to achieve a positive legacy. The Bird's Nest has the potential to capitalize on a significant tourism market. This study focuses on the role of heritage sport tourism market in the post-Olympic operation of the Bird's Nest and examines whether management marketing strategies match the tourist' motivations.

Olympic stadiums, having hosted significant sport events and being the site of important moments in history, have the potential to be major heritage sport tourism attractions. People remember significant moments during the Games along with the context in which they occurred. For example, the opening ceremony of each Olympic Games often serves as an iconic image during and after the Games. Moreover, the Olympic Games are competitions among countries. Residents of participating countries are excited to see the athletes from their countries competing on the world stage. They remember when and where their heroes have enjoyed success and achieved honor for their home country. Since the Bird's Nest is a former Olympic stadium which has been promoted as a tourism attraction, it makes a valuable research setting to develop an understanding of the merit of a marketing strategy aimed at heritage sport tourists. It is also valuable to choose the Bird's Nest as research

setting because like many other Olympic stadiums, it has faced a challenging post-Olympic operation.

The operation of the Bird's Nest Stadium after the 2008 Beijing Olympics is an issue for the current managers. Finding appropriate new sport events for the 80,000-seat venue has been a challenge. Issues associated with the post-Olympic operation of Bird's Nest stadium became problematic for the management as soon as the Games were completed (Tian, 2009). Low utilization of the facility resulted in limited revenue that failed to cover the high expense of operation and maintenance. The promotion of the stadium as a heritage tourism product has been one of the strategies that could be used to generate revenue. It is reported that tourism has become the major income source of the Bird's Nest in post-Olympic period (C. L. Li, 2009; L. Li, 2009; Zhang & Jiang, 2009). However, Tian (2009) reported that although the officials are pushing various tourism packages and using a variety of strategies to attract tourists, sustaining the level of tourists' visitation is a challenge. A possible contributing factor to this situation is a lack of understanding of the motivations of visitors.

An examination of the motivations of the customers would benefit the managers of the Birds Nest and the understanding of this type of tourist in general. Understanding tourists' motivations is crucial for managers in their segmentation strategies. It is only with the appropriate segmentation that the manager of the Bird's Nest can direct the focused promotion plans towards the

right people and get the best results. Thus, there is a need to learn about tourist motivations of visiting sport heritage.

2.7 Summary

Generally, important research has been conducted in terms of needs and motivations in tourism. However, although research has drawn attention to the definition on the tourism related to sporting pasts, there is limited literature which examines the specific types of sport-related tourism. This study addresses this gap by seeking the understanding of travelers' needs and motivation related to heritage sport tourism. Moreover, the management and operation in the post-event period continues to be an issue for former Olympic stadiums. For managers and marketers in related fields, this research will help to identify potential consumers' needs and to develop appropriate market segmentation and positioning strategies. This study examines the case of the Bird's Nest. As a high profile Olympic stadium which has about four years' experience in the post-Olympic period, the Bird's Nest faces financial challenges and seeks solutions to sustain its operation. Since tourism currently is its major income source, it is important to gain insight into the motivations of visitors to the Bird's Nest in order to develop appropriate management and marketing strategies.

Chapter 3 Methods

3.1 Introduction

The last chapter articulated the research question for this study, based on a review of literature. This chapter describes how this research question is addressed. It starts by introducing the general design of the study. Then it discusses the research process in detail, including the sampling, research setting, methods of data collection, and data analysis. Rigor and ethical issues are then considered.

3.2 Design

Semi-structured in-depth interviews and document analysis were adopted as qualitative research methods for this study. To address sub-question 1 (What operational strategies have been used at the Bird's Nest?) and sub-question 2 (What are the marketing approaches used to promote heritage sport tourism at the Bird's Nest?), an interview with one of the managers at the Bird's Nest and an analysis of relevant documents were conducted. The interview with the deputy manager, who is also the public relations designate for the Bird's Nest, provided insights into the role that sport heritage tourism played within the management plan and in the promotional strategy for tourism at the Bird's Nest. In conjunction with this interview, the official website of the Bird's Nest, domestic newspapers reports, marketing materials from tour operators' websites (Table 3.1) were analyzed. Patton (2002) argued

that by “using a combination of interviewing, and document analysis, the fieldworker is able to use different data sources to validate and crosscheck findings” (p.306). Therefore, the use of semi-structured in-depth interviews and document analysis serve as a crosscheck for the response to these questions.

Document sources	Information
1. Official website of the Bird’s Nest (National Stadium): http://www.n-s.cn/en/	An overview of the company and detailed descriptions of, venue tours, events, brand, and services offered at the stadium.
2. Promotional materials from the websites of major tour agencies/operators that sponsor tours to the Bird’s Nest: <ul style="list-style-type: none"> a. Beijing Tourism (http://www.visitbeijing.com.cn/) b. China International Travel Service Limited. http://www.cits.com.cn/, (CITS, 2011); c. China Travel Depot http://www.chinatraveldepot.com; d. Tu Niu (http://www.tuniu.com/) e. Beijing Tours http://www.beijing-tours.cn/; f. Travel China Guide http://www.travelchinaguide.com/; g. Beijing Holiday http://www.beijingholiday.com/ 	<ul style="list-style-type: none"> 1. Indicators of strategies to promote the tourism market in the Bird’s Nest; 2. Indicators of management and travel agencies’ assumptions about tourist motivations.
3. Media reports: (C. L. Li, 2009; Li, Meng & Wang, 2009; Li, 2010; L. Li, 2009; Liang, Song, & Wang, 2011; Liu, Wen & Wang, 2010; Xu, Yeung, A. Chan, D. Chan, Wang & Ke, 2010; Yang, 2009; Zhang & Jiang, 2009; Zhi & Liu, 2008; Zhu, 2009)	National media comments related to the stadium’s management, operation and marketing.

Table 3.1 Documents used for analysis

In order to answer the sub-question 3 (What are the tourist motivations

for visiting the Bird's Nest?), this study followed the research process of the Travel Career Pattern (TCP) model. The TCP literature suggested that qualitative research approaches should be adopted to gain initial insights into tourist motivations. It was suggested that these approaches were often followed up with quantitative studies to refine the exploratory research (Filep & Greenacre, 2007). For example, Pearce and Lee (2005) started with semi-structured interviews to explore travel motivation. This was consistent with Kidd's (2002) suggestion that when travel motivation is considered in smaller groups and/or in the context of tourist experiences at a destination, qualitative approaches are more useful than quantitative approaches. Moreover, Michell (2004) indicated that qualitative investigation is an appropriate research method when the essence of an inquiry is to understand human behavior and lived experiences. For these reasons and given time and budget constraints, a qualitative approach was selected as an appropriate first step to gain insights into sport tourists' motivations to visit the Bird's Nest. Seventeen tourists visiting the Bird's Nest participated in the interviews. The major objective of these interviews was to explore and obtain an overview of the interviewees' travel motivations.

3.3 Sampling

Two groups of interviewee subjects were selected for this study. One was the deputy manager of the Bird's Nest; the other consisted of tourists

visiting the Bird's Nest. The interview with the deputy manager of the Bird's Nest was designed to obtain information about the management and strategic plan for the development of the stadium after the Olympics. The original intent was to interview two managers of the Bird's Nest, one each from the departments of management and marketing, to understand both perspectives. The preliminary contact letter (Appendix A) was sent to the management of the Bird's Nest as the first step to ask for permission of conducting the interviews at the site. This letter explained the objective of the study and asked management to assign two managers to participate in the study. The general administrator, Ms. Shi Lei, replied to the letter with permission to conduct the interviews at the Bird's Nest. She also referred the researcher to Mr. Xiang Jun based on his position as the deputy manager as well as the media spokesperson of the National Stadium Co., Ltd. As such, he was in a position to provide substantial information for this study. The deputy manager of the National Stadium Co., Ltd. is in charge of the general operation affairs, which includes operational plans. He reports directly to Beijing municipal government. As the spokesperson for the management company, Mr. Xiang also had an in-depth understanding of the stadium's management strategies. Ms. Shi indicated that the researcher would receive sufficient information by conducting an interview with Mr. Xiang.

The interviews with tourists were designed to examine and explore their motivations for visiting the Bird's Nest as a sport heritage site. In order to

provide the potential participants with an overview of the study, a contact letter (Appendix B) and information sheet (Appendix C) were provided to them. Tourists who agreed to participate signed consent form (Appendix D) or gave their oral consent.

A maximum variation sampling approach was adopted. Patton (2002) mentioned, “this sampling strategy aims at capturing and describing the central themes that cut across a great deal of variation” (p.235). In order to maximize variation in a small sample, one should select interviewees on the basis of key characteristics (Patton, 2002). In this study, selection criteria of tourist participants include: 1) the number of times they had previously visited sport heritage sites; and 2) whether they were domestic or international tourists. The first criterion was based on Pearce and Lee’s (2005) finding that tourists’ motivation patterns change with their previous relevant travel experiences. In other words, tourists might have distinctive motivations for different travel types. Moreover, their previous travel experience might have influence on the following trips (Figure 3.1).

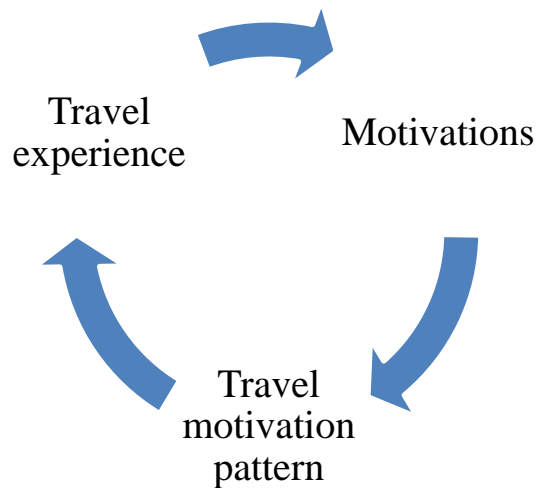


Figure 3.1 The circle of travel experience to motivation

Previous trips which left a great impression are likely to have a significant impact on future trips. Thus, it was important to consider travel experience when sampling the participants. In this study, participants were divided into two sub-groups based on these experiences: 0-1 travel experience and 2 or more travel experiences at sport heritage sites in the past 5 years.

It was anticipated that there would be three types of patrons at the Bird's Nest: locals, domestic travelers, and international travelers. Since locals are not technically regarded as 'tourists', the study focused on domestic and international visitors. These two types of travelers were included as a condition for the selection of participants (Table 3.2). Since tourists' gender and age range affect travel needs and motivation (Moslow, 1970; Lee & Pearce, 2003), these characteristics were also considered in the selection of

interviewees. The age of the selected tourists ranged from 19 to 65 years old.

In terms of sex, eight respondents were females while nine were males.

Since tour groups faced tight time constraints while visiting the tourism attraction, they were more likely than other visitors to decline an interview. Thus, the selection of interviewees was concentrated on independent travelers.

Travel experience of visiting sport heritage in the past 5 years	0-1 times		2 times or more	
	The number of participants	9		8
Feature of travelers	Domestic	International	Domestic	International
The number of participants	4	5	4	4

Table 3.2 Targeted Sample (Number of respondents in each category)

3.4 Setting

Figure 3.2 and Figure 3.3 show the site of the study where sampling was conducted. The reasons for choosing the Bird’s Nest as the research site were that: 1) it was a high-profile Olympic stadium; 2) it has attracted substantial amounts of tourists since the 2008 Beijing Olympic Games; and 3) there is an opportunity for strategic adjustment and improvement since it is at an early stage of its post-Olympic operation.

This stadium had drawn people’s attention since its original design was announced. The “Bird’s Nest” design along with the environment-friendly

features makes this facility unique. This national stadium is located in the south of the Beijing Olympic Green, which was the Olympic village for the 2008 Beijing Olympic Games (Figure 3.4). The structure and scale of the Bird's Nest is described at the official website (National Stadium, 2011a):

The Bird's Nest has a floor area of 258,000 square meters and a site area of 204,000 square meters with about 80,000 fixed seats that could accommodate 91,000 audiences. The National Stadium is constructed on a plinth. Above the plinth are seven floors altogether, including service facilities for audiences, work areas for media and VIP reception areas; under the plinth are three floors in total, including zero-floor internal loops, parking lots and many functional rooms. The bowl-shaped stand consists of upper, middle and lower levels, and between the upper and middle levels are balconies with seats (para.1-3).

The National Stadium was constructed with an advanced energy-saving design. Such environment-friendly features as natural ventilation and lighting, full recycling of rainwater, utilization of renewable geothermal energy resources and application of solar photovoltaic power generation technologies indicate that the stadium was built for long-term efficient use (National Stadium, 2011a).

The actual interviews took place in the seating area inside the Bird's Nest (Figure 3.5). After the researcher explained the research content and objectives, most of tourists were quite cooperative, with the exception of those who had serious time constraints.

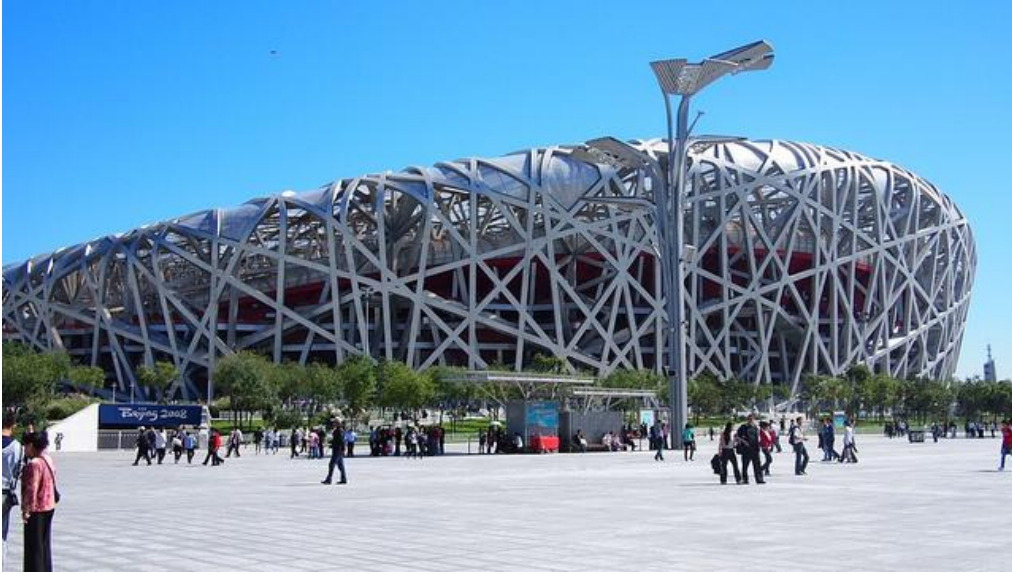


Figure 3.2 The exterior of the Bird's Nest (Borisindublin, 2010)

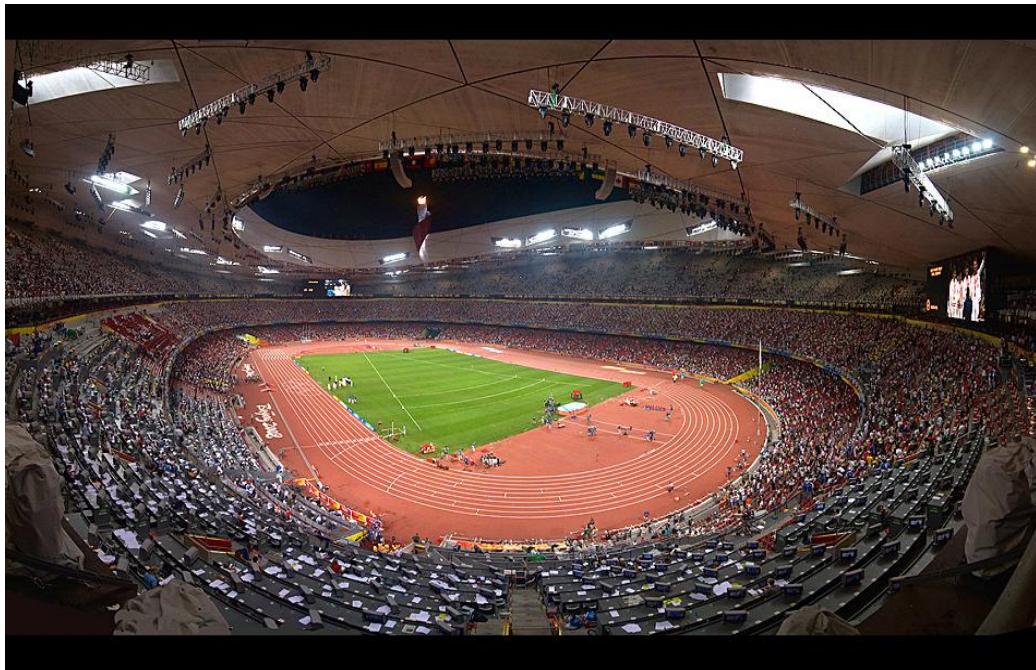


Figure 3.3 The inside of the Bird's Nest (W i D E P i X E L, 2008)



Figure 3.4 The Olympic Green (Levesque, 2007)



Figure 3.5 The seating area where the interviews were conducted

3.5 Data Collection

3.5.1 Interviews

The interviews were conducted at the Bird's Nest from July 11 to July 20, 2011. Conducting the interview with the deputy manager of the Bird's Nest was aimed to obtain information about: 1) the Bird's Nest management plan for the post-Olympic period; 2) its current operating condition; 3) the role that heritage sport tourism plays in the Bird's Nest post-Olympic operation; 4) the impact of promoting the Bird's Nest as a tourism product; and 5) the future plans for marketing heritage sport tourism in the Bird's Nest (Appendix E).

The other interviews were conducted with tourists in order to explore their motivations for visiting the Bird's Nest. The age range of the participants was from 19 to 65 years old. Among the 17 participants, eight were females and nine were males. The domestic participants were mainly from the northeast, southeast, and middle parts of mainland China while the international participants were mainly from Europe and North America.

The Travel Career Pattern (TCP) (Pearce & Lee, 2005) served as a guide for the development of the interview questions (Table 3.3). These interview questions (Table 3.3) were intended to help establish whether previous relevant traveling experiences influenced the tourists' motivation of visiting sport heritage sites (Pearce & Lee, 2005). Moreover, participants were asked their opinion about the management of the Bird's Nest, in order to see if the

strategy addressed the tourists' needs (Appendix F). A list of the questions is provided in Table 3.3.

Questions	Rational for asking question
Is the Birds' Nest your major destination on this trip? If not, what is your major stop during this trip?	To see whether the tourist chose sport heritage as a primary attraction or as a secondary one
What drives you here? What do you seek during the visit to the Bird's Nest?	To obtain an indication of the motivation of visiting the Birds' Nest
Have you ever visited sport heritage sites before? How was your experience at that time?	To gain insight into the impact of tourists' previous experience on visiting sport heritage sites
How often do you travel?	To obtain indication of tourist's travel frequency
What kinds of trips did you take before? What kind of destination did you usually go to?	To see if the tourist usually goes to a sport heritage destination and their preference of destination
Describe your feelings after visiting the Bird's Nest. Are you satisfied by this trip?	To discover the tourist's satisfaction level of the trip; to see if the tourist' travel needs were satisfied
What kind of information do you expect to obtain from the brochures? Did you get information you need from the promotion brochures of the Bird's Nest?	To see if the management's promotional ideas match the tourists' needs
What is your opinion about promoting the Bird's Nest as a tourism attraction?	To solicit the tourists' attitude and comments on promoting the Bird's Nest as a tourism attraction

Table 3.3 A list of interview questions with tourists

By asking these questions, a better understanding of the participants' motivations for visiting Birds' Nest was solicited. The questions also facilitated an exploration of the connection between respondent motivations and their level of travel experience.

3.5.2 Document Analysis

Several different sources of documents were used including: 1) the official website of the Bird's Nest; 2) promotional materials regarding the Bird's Nest tours from official websites of selected tour agencies; and 3) newspaper reports related to the topic of the Bird's Nest's post – Olympic operation (Table 3.1). Journalist Mr. Deng Yu from China Sport News agency provided an archive of news reports related to the topic of the Bird's Nest's post – Olympic operation. According to the titles and author names provided by Mr. Deng, the researcher then found the original source of those reports from database of Sina Sport News, Ifeng Sport News, and National Business Daily. Official website copies of the Birds' Nest and newspaper reports regarding the operation of the Bird's Nest in the post-Olympic time were collected in order to learn about the stadium's management plan and operation strategies. Promotional materials featuring the Bird's Nest as an attraction were collected to determine how management attempted to attract tourists. In addition, the promotion materials for the tour in the Bird's Nest were selected from websites of the tour operators to determine how travel companies promote the Birds' Nest as a tourism attraction and how they understand the needs and motivations of tourists whom they are trying to attract. The analyses of these written and graphic materials served as a cross check and helped to contextualize the interviews. They facilitated corroboration and comparison with other forms of data (Silverman, 2001). They also served as a basis for the

comparison between the supply of the tourism attraction and tourists' actual demands.

3.6 Data Analysis

As a result of the data collection, there were three groups of data. These groups included: 1) the data from the interview with the deputy manager; 2) findings from document analysis; and 3) data from the interviews with tourists. Firstly, in keeping with Creswell's (2009) recommendations, after collecting the raw data of interview transcripts and audio-recording, the data were organized into three groups according to the three sub-questions and prepared for analyses. Secondly, the data were read thoroughly and coded manually. Every sentence the interviewees said, the tempo, tones, when they spoke and even each pause they made during the conversation were noted. Thirdly, the participants' ideas were described and generalized into common themes on the basis of the motivation items obtained from the existing tourism literature (Pearce & Lee, 2005). New themes were also noted if they emerged. In order to answer the three sub-questions of this study, the data were organized to correspond to each question respectively. The interviews with the manager and the selected documents addressed the sub-questions 1 and 2. The interviews with tourists addressed sub-question 3.

In Chapter 4, sub-question 1 is addressed. The data on the planned operational strategy for the Bird's Nest during the post-Olympic period were

coded and the actual operation conditions of the Bird's Nest were highlighted based on the interview with the manager and from the selected documents. Next, the data regarding the planned marketing strategy for heritage sport tourism in the Bird's Nest and the actual condition of heritage sport tourism in the operation were highlighted to answer the sub-question 2 (Chapter 5). Then the major themes found in the data were organized and listed for the two sub-questions respectively.

The data from tourists' interviews served to answer sub-question 3 (Chapter 6). A directed approach to content analysis was adopted. Content analysis is a widely used qualitative research technique (Hsieh & Shannon, 2005) that includes three distinct approaches: conventional, directed, and summative. In conventional content analysis, coding categories are derived directly from the text data while under a directed approach, analysis starts with a theory or relevant research findings as guidance for initial codes (Hsieh & Shannon, 2005). A summative content analysis involves counting and comparisons (Hsieh & Shannon, 2005), usually of keywords or content, followed by the interpretation of the underlying context. In the case of this study, a directed approach was most appropriate since this study adopted the travel motivation theory as the framework. The motivation factors identified in the literature served as a guide for the determination of the initial codes. Using a directed approach for content analysis was helpful to ensure that the analysis followed a structured process (Hickey & Kipping, 1996). Under this approach

the data analysis of this study began with travel motivation theory as the guiding framework for the initial coding categories.

The initial 14 travel motivation factors from the travel motivation theory (Pearce & Lee, 2005) served as a framework for the identification of motivations of the tourist participants. Travel motivation was viewed as a multidimensional construct comprised of numerous motives. Pearce and Lee (2005) found the 14 motivation factors based on 72 motivation items. In their research, initial motive items were obtained from related tourism and leisure literature (Crompton, 1979; Iso-Ahola, 1982; Lee & Pearce, 2003; Mill & Morrison, 1985; Pearce, 1988, 1991, 1993). Thus, in this study, the transcripts from the interviews with tourists were analyzed based on those reference points. Tourists' motivations were initially identified based on the 72 motive items in the existing framework (Pearce & Lee, 2005). These motive items were subsequently categorized into themes according to the 14 motivation factors highlighted in the travel motivation theory (Pearce & Lee, 2005). Notwithstanding the influence of Pearce and Lee's (2005) work, this study was open to new motivation factors. Motive themes which did not fit into the existing 14 motivation factors were listed separately.

At this stage, the major patterns of tourists' motivations were explored. The analyzed data were then organized to explore the relevance between respondents' previous travel experiences and their motivation for visiting the Bird's Nest. Following this step, the difference between the motivations of

interviewees of domestic versus international groups was considered.

The data were then analyzed in terms of each of the three sub-questions to gain insights into: 1) management's operational strategies for the Bird's Nest; 2) the role of sport heritage tourism in the management plan and the promotion of the stadium; and 3) whether the management and marketing approach (a. their tourism products; b. their promotional messages to attract tourists) for sport heritage tourism in the Bird's Nest were consistent with tourists' motivation.

3.7 Rigor

Gibbs (2007) pointed out that qualitative validity indicates that researcher adopts certain procedures in order to check for the accuracy of the research findings. This research used a validity strategy recommended by Creswell (2009) to ensure the accuracy by cross checking with different data sources (i.e., data from interview and documents) to examine the evidence and therefore build a justification for the themes. Moreover, since this study involved Chinese participants, the research adopted back-translation as a means to obtain accurate interpretation of the data.

In contrast, qualitative reliability indicates whether the researcher's approach is consistent across different researchers and different research projects (Gibbs, 2007). In order to obtain consistency, this research adopted Yin's suggestion (2003) on documenting the procedures of data collection and analysis. The researcher also adopted the reliability procedures suggested by

Gibbs (2007) which included checking transcripts and codes at least three times to avoid obvious mistakes made during transcription.

3.8 Ethical Issues

This research was submitted to the Research Ethics Board in the Faculty of Physical Education and Recreation and received approval on 13th June, 2011.

There were several ethical issues during the process of the research. Since the research was taken place in the Bird's Nest, the very first step was to ask the management for permission to conduct research in the stadium. Because of certain policies and regulations in China, obtaining the permission of management of the Bird's Nest was particularly important. Since the Bird's Nest is an iconic Olympic stadium which forms part of Beijing's image, it is very important to behave appropriately when conducting the research on-site. It is also important not to unduly interrupt or disturb the Birds' Nest's daily operation or the experience of visitors.

Obtaining informed consent was a challenge. Domestic Chinese participants had little knowledge about the principle of informed consent or the concept of confidentiality. To address this issue, the researcher carefully prepared the Chinese version of the information sheet and consent form. The researcher also introduced and described the study to the participants before the interview. Extra effort was made to make sure that every participant was clear about the interview process and the objectives of the study. Nevertheless,

written informed consent was difficult to obtain from the domestic participants, as they were not immediately willing to sign a document. Many did, however, indicate willingness to participate in this study. In these cases, the researcher obtained informed oral consent instead. In total, the researcher received twelve written informed consents and six oral consents from the deputy manager and tourist participants. Each participant was given a gift (equal to five dollars) for his or her cooperation.

Bhutta (2004) noted that efforts of translating letters for informed consent are of little use in regions of various countries with low levels of literacy. Even in regions with adequate literacy like Beijing, there might be poor understanding of the nature of the research. Thus it was the responsibility of the researcher to carefully communicate with the participants to make sure they understand the content and the outputs of the research. In addition, after receiving permission from both the management of sport heritage settings and the participants, pseudonyms were used in order to maintain interviewee confidentiality.

Chapter 4 Management Plan and Operational Strategies

4.1 Introduction

This chapter addresses sub-question 1 (What operational strategies have been used at the Bird's Nest?) by presenting the findings from the interview and documents. It firstly examines the history of the stadium and the original management model under which it was operated. The current management model and operational strategies are then described. A discussion of the change of the management model and its operational implications concludes the chapter.

4.2 Background

“One cannot ignore the historic background of the Bird's Nest when talking about its current operational plan” (Xiang, personal communication, July 13, 2011). Manager Xiang emphasized the close tie between the stadium's current operational plan and its predecessor. He felt that the unique historic background of the Bird's Nest had a strong influence on the current management format used at the stadium. First of all, the Bird's Nest was designed and built for the 2008 Beijing Olympic Games. It was created for the Olympics and thereafter has been closely tied to the theme of the Olympics. The Bird's Nest has become a global icon for Beijing, China and the Beijing Olympic Games. This is, in large part, due to the dramatic opening and closing ceremonies of the Beijing Olympic Games which gave the world an impressive narrative of Chinese sport and culture. Another major factor is the

magnificent architecture of the Bird's Nest. As an iconic legacy of the Beijing Olympic Games and a reminder of this event, the stadium embodies significant meanings. This modern stadium was promoted as a symbol of China from its inception (Xiang, personal communication, July 13, 2011), forming a very important part of the country's national image. Given this national significance, establishing an appropriate management model for the stadium was seen as having national importance.

In October of 2002, invitations were sent around the world requesting statements of interest in partnership participation for Olympic projects (National Stadium, 2011b). In the first two months of the following year, several management companies were recommended to the Beijing municipal Government by legal experts (National Stadium, 2011b). In China, municipal governments are established and organized by the national government. Municipal governments therefore report to and are held accountable by the national government. Since it was the first time China had hosted an Olympic Games, the national government advocated that all levels of municipal governments should support the Beijing municipal government in order to guarantee a successful Olympic event (Xiang, personal communication, July 13, 2011). Given their central role in hosting the games, the Beijing municipal government owns the property rights of the National Stadium and is responsible for the stadium's development.

In the first two months of 2003, the Beijing municipal government

received seven recommendations from the evaluation committee for co-management of the National Stadium (National Stadium, 2011b). By April of 2003, “the application documents for the management of the National Stadium were officially released” (National Stadium, 2011b, para.3). Then, following a comprehensive evaluation of the design, construction, financing, operation and delivery schemes, two bids were recommended for consideration in the next stage of competition (National Stadium, 2011b). In the end, a consortium composed of the China International Trust and Investment Company (CITIC), the Beijing Urban Construction Group, CITIC Group affiliate Guan Elstrong from Hong Kong and the Golden State Holding Group from the United States won the bid and were awarded a 30-year management contract to develop and operate the National Stadium (National Stadium, 2011b; Xiang, personal communication, July 13, 2011). The management agreement for the National Stadium was officially signed On August 9, 2003, (National Stadium, 2011b):

The winning CITIC Group signed the ‘Joint Operation Contract’ with the Beijing State-Owned Assets Management Co., Ltd.. Then, National Stadium Co., Ltd., which was jointly sponsored and founded by Beijing State-owned Assets Management Co., Ltd. and the CITIC Group, was initiated and took responsibility for the investment, financing and construction for the Olympic venues (para.3).

This Public-Private-Partnership (PPP) was an innovation for the construction and operation of large-scale public projects in China (Xiang, personal communication, July 13, 2011). However, there were conflicts between the CITIC group and government during the construction and initial operation. According to Li (2010), the CITIC group as a private company had

commercial interests as their priority while the government had political concerns related to the promotion of the national image through the stadium. As a result, the two sides had arguments about the amount of space in the facility that should be dedicated for future commercial use.

Due at least in part to these philosophical differences, the Beijing municipal government decided to take over the management of the National Stadium on August 20, 2009. “Through friendly negotiations with the CITIC Group, both sides signed a Cooperative Agreement on Enhancing Cooperation in the Operational and Maintenance Management of National Stadium” (National Stadium, 2011b, para.4), in which they agreed to regulate the operational and maintenance management mode and transferred management right to the National Stadium Co., Ltd.. This agreement also stated that the Beijing municipal government obtained 58% shares of the national stadium while the CITIC Group retained 42% (“Agreement”, 2009; L. Li, 2009). Since then, the National Stadium Co., Ltd. has taken charge of stadium operation under the supervision of the Beijing municipal government with the support of relevant departments and local authorities (National Stadium, 2011b; Xiang, personal communication, July 13, 2011). This change resulted in a new management model featuring "government leadership, social participation and company management" (National Stadium, 2011b). Under this new arrangement, the Beijing municipal government has clear management authority of the Bird’s Nest, which it has exercised by contracting the National

Stadium Co., Ltd. to perform the actual operation work. These operations are, however, driven by a philosophy that seeks social benefits and aims to make contributions to public welfare.

4.3 The Original Management Plan

The Bird's Nest was the first Chinese sport stadium project developed under a "Public-Private-Partnership" (PPP) thereby sharing the risk as well as the benefit of operation between the government and private enterprise (Zhu, 2009). As the winner of the competition for the right to manage the Bird's Nest after the Olympics, the CITIC group had been government-approved to hold the venue's exclusive management rights for 30 years (Xiang, personal communication, July 13, 2011). According to the agreement, the CITIC group would have the responsibility both for its profits and for its losses during this period. This meant that the government would not have claim to any profit or be obligated to provide any subsidy to the management team (Yang, 2009). Also, the CITIC group promised that they would hand over the Bird's Nest to the government after 30 years, while maintaining its function and ability to host mega events (Xiang, personal communication, July 13, 2011).

Under this "PPP" model, multiple investors were introduced into the construction of the Olympic venues, which reduced the investment risk to the government. This model was not only meant to ease the government's burden, but also to decrease the risk to the private partner (Zhu, 2009), as the latter

could take the venue's future operation into consideration while designing its various functions. For instance, the CITIC group considered the design and construction of the facility for the sustainable use after the Olympics (L. Li, 2009) although this was one of the points of conflict that led to the dissolution of the partnership.

Since it was the first time China hosted an Olympic Games, they were a major government priority. The government intended to present the world with a carefully crafted Chinese national image through the Beijing Olympic Games (C. L. Li, 2009). Thus, the commercial benefit was not the priority for the Chinese government. During and in the afterglow of the Beijing Olympic Games, the argument between the CITIC group and government abated. They worked cooperatively for the same goal, the success of the Beijing Olympic Games. C. L. Li (2009) described the period of 2008 Olympic Games as the "honeymoon" for the CITIC group and the municipal government.

Although the CITIC group and the Beijing municipal government partnership worked well for the staging of the 2008 Beijing Olympic Games, the conflict reemerged shortly after the Games. The major conflict in this case was the two groups' different priority concerns (Figure 4.1).

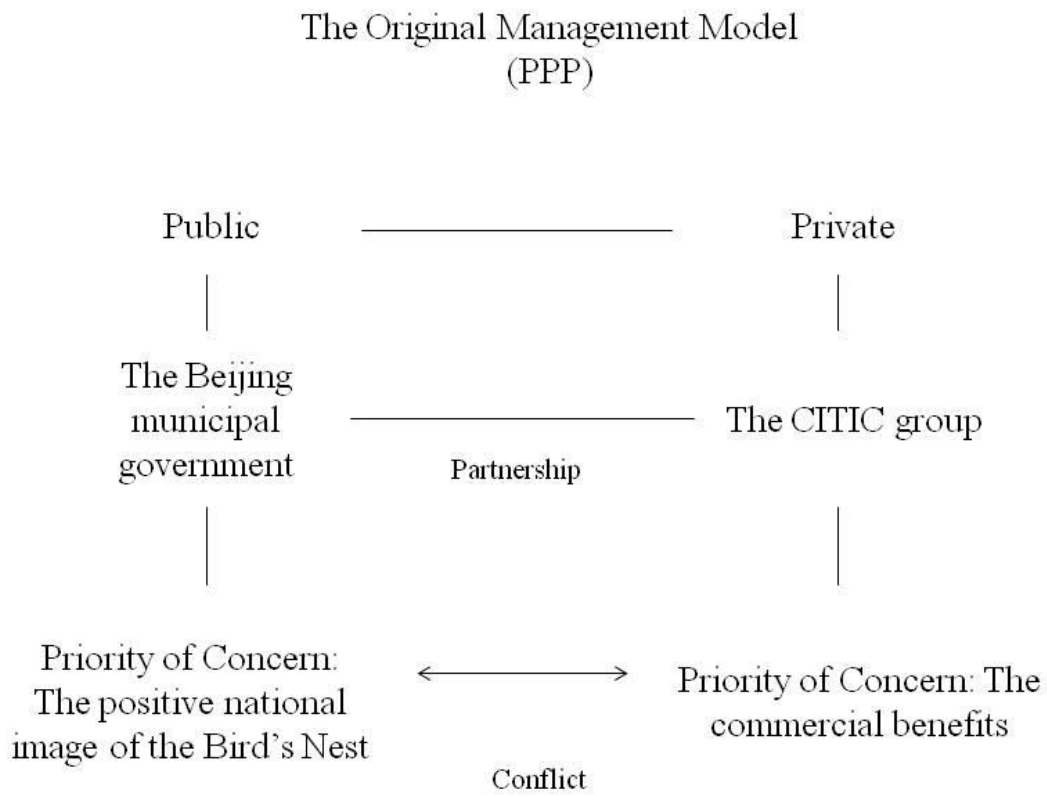


Figure 4.1 The original management model (Public-Private-Partnership)

Yang (2009) reported the Bird's Nest received RMB 260 million in revenue during the period from Oct, 2008 to May, 2009, from a combination of tour ticket sales, events, and souvenir sales. In contrast, the maintenance costs for the stadium were about RMB 60-70 million per year (Liu, Wen & Wang, 2010). However, the management team also had to pay interest on the construction loan. It was estimated that it would take 35 years of annual revenues amounting to at least RMB 195 million to recoup the original

investment of RMB 3.6 billion (Zhu, 2009). The cost of the Beijing Olympic Games had already burdened the operating company's financial position. However, the total cost for operating such a stadium of up to RMB 100 million (Yang, 2009) was going to bankrupt the company and this estimate did not even include the depreciation costs. Under normal accounting practices, the asset value of the stadium would decrease, which means the depreciation cost should be deducted from the gross revenue generated by the stadium (Yang, 2009). Depreciation therefore made it even more difficult to generate a reasonable return on investment. In order to increase revenue, the CITIC group had to commercialize the Bird's Nest. Like most private companies, the CITIC group wanted to maximize profits during the operation. However, the combination of commercial activities and an attempt to sell the naming rights of the Bird's Nest were seen to conflict with the desired contribution of the stadium to national image (Xiang, personal communication, July 13, 2011). Xiang pointed out that this untenable financial situation was the reason that the government decided to take over the management of the Bird's Nest. Hence, the initial attempt to operate the national sport stadium using "PPP" model in China was terminated on August 20, 2009 (L. Li, 2009).

4.4 Current Management Orientation and Operational Strategies

Beijing municipal government assumed primary managerial control of the Bird's Nest on August 20, 2009 and oversaw the shareholding system transformation of National Stadium Co., Ltd. (National Stadium, 2011b). A

new management plan for the stadium featuring “government leadership, social participation, company management” was developed in association with this transition. Xiang (personal communication, July 13, 2011) explained these three features during the interview. He indicated that “government leadership” means that the Beijing municipal government has decision-making authority for the stadium’s future. Since the Bird’s Nest is regarded as a national symbol, the Beijing municipal government wants it to maintain a positive image in the future. Having the stadium operated by a private company was not likely to accomplish this objective. Moreover, government management is seen as facilitating greater “social participation”. This means that the government is in a better position to promote the stadium’s national image by increasing social involvement and cooperation. “Increasing social participation is an important way to promote the positive image of the national stadium”, Xiang (personal communication, July 13, 2011) indicated that management intended to increase public involvement by developing meaningful social activities on the site of the Bird’s Nest. For example, there are some not-for-profit programs provided for the public including educational tours developed for teenagers (L. Li, 2009). These activities call for social involvement, which will enhance the stadium’s positive influence. Furthermore, people will learn more about this national stadium by being engaged in activities at the site.

In order to make the stadium more prosperous, “company management”, which is the most important part in this management framework, means that

the stadium is operated by the National Stadium Co., Ltd. It was stated that “the National Stadium was jointly sponsored and founded by Beijing State-owned Assets Management Co., Ltd. and the CITIC Group on August 9, 2003” (National Stadium, 2011b, para.3). This company, as the legal entity of the Bird’s Nest, was responsible for the investment, financing and construction for the venues till August 20, 2009 (National Stadium, 2011b). When the management rights of the Bird’s Nest were transferred from the CITIC Group to Beijing municipal government, the top management level of the National Stadium Co., Ltd. was replaced by the government officials (C. L. Li, 2009). Therefore the National Stadium Co., Ltd. became government subsidized. Effective on August 20, 2009, the National Stadium Co., Ltd has been in charge of the operation of the national stadium under the supervision of Beijing municipal government (National Stadium, 2011b).

The National Stadium Co., Ltd. was originally set up nine years ago for the construction of the Bird’s Nest and assumed responsibility for operation from the CITIC Group in 2009. Until that point, it had no experience on how to run a major national stadium. Moreover, Xiang (personal communication, July 13, 2011) stated that, as per the original agreement, the CITIC Group was awarded all the cash assets when they were removed from the management model with the exception of some funds for reconstruction. In other words, the CITIC Group did not leave any operational reserves but did leave about RMB 1.04 billion in debt (Xiang, personal communication, July 13, 2011), which

was accrued during their tenure. This debt increased the burden of the National Stadium Co., Ltd.. The company is therefore now experiencing a transition period and is exploring ways to redevelop the stadium.

The operation strategies were therefore made in the context of the management objectives (Xiang, personal communication, July 13, 2011). For example, the Beijing municipal government set up a special group to discuss issues related to the stadium. Thirty government officials were selected as the group members (Xiang, personal communication, July 13, 2011). The mayor of Beijing municipal government holds the position of officer-in-charge of this special group and the deputy mayor holds the position of the vice-chief. This group oversees the management of all the important issues related to the operation of the stadium.

The main operational focus of this group is currently on social participation. The stadium does not only call for the society's recognition, but also seeks sponsors (Xiang, personal communication, July 13, 2011). In other words, the management of the stadium intends to increase its positive social influence. Moreover, the stadium is regarded as a platform for promotion, thereby offering commercial benefits for sponsors. However, in keeping with national goals, only sponsors with a sound brand image and potential growth will be selected (National Stadium, 2011c). Under the Beijing municipal government's supervision, all the operational works are operationalized by the National Stadium Co., Ltd. with the goal of increasing social participation at

the Bird's Nest (Figure 4.2). Beijing municipal government operationalizes this company as a subsidiary unit. The company therefore submits regular operational reports and development plans to Beijing municipal government while the government is responsible for major decisions (Xiang, personal communication, July 13, 2011).



Figure 4.2 The current management model

4.5 Newspaper Coverage of this Change

The researcher examined media reports and academic studies from National Business Daily, News Sina, News ifeng, Baidu Wenku, and EBSCO database. Comments from several newspapers and magazines (i.e., Advanced Materials Research; Beijing Daily, National Business Daily, China Today, and Beijing Review) were selected for analysis to obtain insight into media's perspectives of the transfer of management.

Most of the media comments were positive (Li, 2010; L. Li, 2009; Liang et al., 2011; Zhang & Jiang, 2009; Zhu, 2009). L. Li (2009) believed that new management model was more suitable for the development of a positive national image. Li suggested that since the Bird's Nest was the "national" stadium, maintaining its positive image should be a priority. "It is determined by the position of the Bird's Nest that the operation should be supervised by the government" stated Olympic economic consultant Huang Wei in L. Li's (2009) report. It was suggested that the government's supervision under the new model was more likely to maintain a positive national image in the post-Olympic period.

The media was consistent in their view that the former "PPP" management model was inappropriate for the Bird's Nest's post-Olympic operation (L. Li, 2009; Li, 2010; Yang, 2009; Zhang & Jiang, 2009). L. Li (2009) indicated the failure of the PPP attempt was due to the conflict between business and political interests. This conflict arose early during the stadium's

construction (L. Li, 2009) and became an issue again during the post-Olympic period (Zhang & Jiang, 2009). During this post-Olympic period, the CITIC found it increasingly difficult to deal with the financial burden after the Olympics. The most appropriate way to minimize its loss and for the government to maintain the positive image of the national stadium seemed to take the form of the new agreement. The public and private sectors have different concerns for the stadium's development (Figure 4.1). It was reported that the CITIC group was facing a financial crisis, in the form of an annual operating loss of RMB 150 million inclusive of loan interest (Zhang & Jiang, 2009). Given this pressure, the CITIC group had to explore ways to generate commercial benefits. C. L. Li (2009) pointed out that the CITIC group's attempt to sell the naming rights of the Bird's Nest. Many famous firms including Coca-Cola, Nestle and Lenovo had submitted applications. However, this plan received criticism from the public and annoyed the government. Therefore the plan to sell the naming right of the Bird's Nest was halted. Liu, Wen and Wang (2010) believed that Olympic facilities like the Bird's Nest stadium and the Water Cube swimming pool had become important parts of the city's image because of the global profile generated by the 2008 Olympic Games. Renaming the stadium for business purposes was seen as a threat to this image. Therefore, most of the media comments indicated it was necessary for Beijing municipal government to take over the management of the Bird's Nest to protect public and political interests (C. L. Li, 2009; Liu et al., 2010;

Zhang & Jiang, 2009).

Although most media comments indicated that the government control was needed to maintain the Bird's Nest's national image, the strategy to achieve a better balance between social benefits and economic benefits for the Bird's Nest's post-Olympic development was controversial (Liang, Song & Wang, 2011). There are doubts regarding the current management team's ability to generate substantial revenue. Liu, Wen, and Wang (2010) generalized two challenges faced by the new management team at the Bird's Nest. The first was the high annual maintenance cost of RMB 60-70 million; and second was the stadium's large scale and high profile which tended to make it uncompetitive for most medium sized events. In 2010, 70% of the stadium's revenue was earned through tour admission tickets (Liu et al., 2010). Song (2010) expressed concerns that such heavy reliance on ticket income was not promising for the stadium's sustainable development. Therefore there is a need to develop a deeper understanding of tourism at the Bird's Nest along with the merit of current marketing strategies for the stadium.

4.6 Discussion

To generalize earlier findings, the deep-rooted conflict between the goals of the public and private partners was that while the Beijing municipal government considered national image as their main concern, the CITIC group positioned business interests as their primary goal. The reason for this is at

least partially related to the perception that sporting success is a reflection of success as a country under China's national sport system.

China's rapid development in the realm of sport in recent years is closely tied to government support. Since the Chinese government believed that success in mega international sport competition enhances China's reputation and national image, they made substantial investments to the development of elite athletic teams for world competition. A highly centralized, government-funded "assembly-line" system was set up in the 1950s to produce elite athletes (Wu, 1990). With the objective of achieving championships in international mega-sport events, all levels of governments in China invest in the process of national sport team building, including athletes' selection and training. In other words, central, provincial, and municipal governments pool finite human, financial and material resources to pursue athletic performance goals (Jie & Pan, 2008). In recent years, the success of Chinese sports teams at mega sport events has attracted the world's attention and raised national pride within China. Positive impacts resulting from medal performances convinced the Chinese government that mega sport events are good platforms to profile the nation's strength and spirit. Sporting success has motivated the government to dedicate more resources to hosting or organizing mega international sport events.

The 2008 Beijing Olympic Games was a good opportunity for China to present itself as a growing global power. Under China's national sport system,

the government followed experts' opinions and pursued social participation. As a result of this strategy (at least in part), the 2008 Olympic Games were successful and aroused national pride. As an important part of the Beijing Olympic project, the Bird's Nest represented the highest profile sport stadium in China. An important goal of the government was to keep the positive national image of the Bird's Nest after the Beijing Olympic Games. However, maintaining and promoting national image through the Bird's Nest in the post-Olympic period did not fit easily with the profit maximization goal of the private partner. The findings of this study indicated that the CITIC Group's proposal to sell the naming rights of the stadium after the Games conflicted with the desired national image of the Bird's Nest. Therefore, it was deemed necessary for the government to take over the operation from the CITIC Group.

The government's supervision role in the current management model helps to ensure that the overall operation is designed to promote the desired national image. To enlarge the stadium's social impact, the current operation focuses on increasing the social participation at the Bird's Nest, which could help to strengthen the Bird's Nest's role in the domain of recreation in society thereby creating social benefits for participants. In addition, social participation will increase a sense of community ownership, through which the Bird's Nest's brand and its contribution to national image will be strengthened.

However, generating revenue is also crucial for the stadium's long-term development. Given the constraint of keeping the Bird's Nest as a national

icon, the current management team's ability to generate substantial revenue is uncertain. Under the current plan, the team is responsible and accountable for profits or losses (Xiang, personal communication, July 13, 2011). Compared to private firms, the National Stadium Co., Ltd. as a government-subsidized company is in a better position to receive bank loans based on the fiscal banking of the government. However, having access to the financier does not ease the company's financial burden since they need to generate substantial revenue in order to recoup the original investment in the post-Olympic operation (Xiang, personal communication, July 13, 2011). Therefore, generating substantial revenue within the constraints of maintaining the Bird's Nest's national image is the major challenge that the company has to confront.

As revenue generating is closely tied to a company's market development, the current management marketing strategies are crucial. In this study, current marketing strategies for the Bird's Nest are discussed under sub-question 2 in Chapter 5.

4.7 Summary

The findings from the interview and documents addressed sub-question 1 by showing that the management of the Bird's Nest had transferred from the original "Public-Private-Partnership" model to the current management plan featuring "government leadership, social participation, and company management" (National Stadium, 2011b). This change indicates that the stadium's operation in post-Olympic period will focus on promoting the

national stadium's positive image, which is influenced by the unique national sport system in China. So far, this change seems to be working. At this point, the current management direction featuring "government leadership, social participation, company management" appears to position the Bird's Nest for sustainable development. However, whether the current management can achieve substantial revenue within the constraints of keeping the Bird's Nest's national image is still uncertain. As appropriate marketing is a key to generation of revenue, it is necessary to consider current marketing strategies at the Bird's Nest.

Chapter 5 Marketing Strategies for the Bird's Nest

5.1 Introduction

This chapter addresses sub-question 2 which seeks insight into the internal and external efforts made to promote tourism at the Bird's Nest. It opens with an examination of three marketing approaches adopted by the management group (internal) and by selected travel agencies (external). It then explores management's marketing approach and the role of tourism within this approach. Finally, the implicit assumptions about tourist motivation found in these marketing strategies and promoting materials are discussed.

5.2 Basic Marketing Strategies

The National Stadium Co., Ltd. is positioning the Bird's Nest as an advanced international recreation center. Xiang (personal communication, July 13, 2011) indicated that they aim to promote the Bird's Nest as an internationally well-known brand of sport stadium. They intend to build an industrial chain which includes recreational facilities, hotel and restaurants inside the Bird's Nest by adopting three marketing strategies.

The first strategy is to attract tourists to the Bird's Nest. Since the 81,000-seat stadium was opened to the public for tours in October of 2008, millions of tourists have visited the stadium. Vice President of the National Stadium Co., Ltd. Zhang Hengli stated that the average daily visits to the Bird's Nest have hovered between 20,000 and 30,000, resulting in revenue totaling over RMB 300 million in the first 10 months of its post-Games

operation (L. Li, 2009). To this point, the income generated from gate admission for these tours makes up to 70% of the total income for the stadium (Xiang, personal communication, July 13, 2011). Thus, maintaining the level of tourist visits guarantees a substantial revenue stream for the stadium. Along with other income streams, it would apparently cover the operating costs and eventually result in profits (Xiang, personal communication, July 13, 2011).

A second revenue generating strategy used by the management is to host other mega-events. This strategy is seen as particularly important. The company has had some success in coordinating large-scale events in the post-Olympic period, including the “Rollingstone 30” concert that attracted 90,000 to 100,000 fans (L. Li, 2009). However, there are strict guidelines for selecting such events. Xiang (personal communication, July 13, 2011) indicated that only large-scale, highly-rated events, which are likely to have positive impacts on society, are allowed to rent the Bird’s Nest facility. The image associated with each possible event is carefully considered as the Bird’s Nest is closely tied to the national image. In addition, most of these large-scale events have to be booked six to twelve months in advance. Despite the high profile of such events, the income associated with them is limited: “about 10% of the total income of the Bird’s Nest” (Xiang, personal communication, July 13, 2011).

The management team has also pursued other revenue generation strategies. For example, there were about 70,000 square meters of the stadium reserved for commercial use after the Olympic Games. These areas can be

used for hotels, restaurants and other recreational use, and are currently in the planning stages (Wang, 2010; Xiang, personal communication, July 13, 2011). As part of these developments, an Olympic museum will be constructed inside the stadium (Xiang, personal communication, July 13, 2011). The company will keep exploring innovative ways to develop the Bird's Nest product and market. These initiatives are projected to generate about 10% to 40% to the stadium's total income in the next five years (Wang, 2010; Xiang, personal communication, July 13, 2011).

Although the majority of current revenue is generated from tour receipts, the management team has decided to emphasize hosting and organizing mega events. Xiang (personal communication, July 13, 2011) explained that the profile and positive reputation of post-game Olympic stadiums such as the Bird's Nest needs to be revitalized by frequently hosting major events. Hosting such events in the stadium keeps the facilities functional and maintains their high profile. Moreover, the management team believes that hosting or organizing mega events is an effective way to maintain the stadium's influence in Chinese society. Carefully screened events promote the brand of the Bird's Nest and contribute to a positive national image (National Stadium, 2011d). The management team is confident that a good stadium brand will attract more tourists thereby creating more business opportunities (Xiang, personal communication, July 13, 2011). Mega-events such as sports and music concerts will attract more fans and keep the stadium in the public's mind.

Moreover, those large-scale events will support other commercial opportunities such as hotels, restaurants and retail stores.

5.3 Tourism at the Bird's Nest

Since tourism is an important income source for the Bird's Nest, the heritage sport tourism market is crucial from the management team's perspective. This section examines both the management and external tour agencies' promotional efforts. These promotions reflect the assumptions made by management and travel agencies about tourist motivations.

5.3.1 Tourism Product Development

Having inherited the legacy of the 2008 Beijing Olympic Games, the Bird's Nest has a significant "sport heritage" dimension. The management team believes that the glories of the Olympics make the Bird's Nest a major attraction. Xiang, (personal communication, July 13, 2011) stated that more than 150 million tourists are estimated having visited the Bird's Nest after the Olympics. He emphasized that "this number only referred to those tourists who purchased the tickets on entering the stadium". In fact, more than 900 million tourists are estimated to have been in the site of the Beijing Olympic Green but only a minority has completed a tour of the Bird's Nest. According to L. Li's report (2009), Chinese nationals have been enthusiastic about visiting Olympic venues. Their interest spurred a domestic tourism boom following the Beijing Olympic Games. Xiang (personal communication, July

13, 2011) suggested that the major reason for this high level of visits was the stadium's "Olympic heritage" feature. He believed that "people's passion for the stadium will last as long as their memory about the Beijing Olympic Games". Moreover, since it was the first time that China hosted an Olympic Games, this national stadium played a significant role in the China's sport history. "Every Chinese is proud of this masterpiece" said Xiang as the Bird's Nest reminds nationals of the country's historic moments of the 2008 Olympic Games.

As sport heritage, the Bird's Nest is regarded as the symbol of the 2008 Beijing Olympic Games. To maintain the stadium's Olympic image, the management team has embedded the "Olympic" theme throughout the Bird's Nest site. One experiences the "Olympic" atmosphere on the site through the decoration, music, video, and other amenities within the stadium. Tourists can find Olympic-theme souvenirs in the gift store inside the stadium. In order to add value to the visitor's experience, the company also introduced a variety of Olympic-themed recreational facilities and activities inside the stadium, including a Waxwork Museum and Segway vehicle rental. All the waxwork characters are well-known people such as Juan Antonio Samaranch who have made significant contributions to the development of the Olympics (National Stadium, 2011e). The Segways are tied to Olympic heritage since they were used on-site by staff during the Games. Moreover, the construction of a new Olympic museum featuring the Olympic history will soon be added to the tour

(Xiang, personal communication, July 13, 2011). The company expects this project will attract more visitors. In addition, the company has been focusing on staff training in order to improve tourist service. Examples of customer service upgrades include the addition of: mini tour shuttles, well-mannered ushers, information centres, currency exchange service and medical service.

Xiang (personal communication, July 13, 2011) indicated that the Bird's Nest is also tagged as a "national stadium" which is, in and of itself, an attraction for tourists. The strategy for maintaining the positive national image of the stadium is to feature activities and events with profound and positive significance.

5.3.2 Internal Efforts

The first year after the Olympics, (i.e., 2009), was the peak year of tourism in the Bird's Nest (Li, 2010). After 2009, the number of visitors decreased rapidly. "Visitation has fallen by 50% this year (i.e., 2011)", Xiang (personal communication, July 13, 2011) explained that management had anticipated this decrease would occur. Although the golden period for tourism at the Bird's Nest has past, the management team is still confident that heritage sport tourism will remain an important but diminishing component of the total market. It is anticipated that, visitor numbers will eventually stabilize (Xiang, personal communication, July 13, 2011). In other words, visitation to the Bird's Nest is transitioning from a peak period into a stable period with the

management team making efforts to maintain this revenue stream.

After examining the official website of the Bird's Nest, it is clear that a large portion of promotion materials emphasize on the stadium's "heritage" element. For example, the website includes a descriptive introduction about the Olympic-theme tour inside the Bird's Nest. Highlights of the tour are identified as "architecture" and "the back-scene of the 2008 Olympic Games" (National Stadium, 2011f). The official website indicated that the Bird's Nest has become a landmark in China after the Olympics. In terms of architecture, the Bird's Nest is described as a unique structure that "renders a strong visual impact and demonstrates harmony with nature" (National Stadium, 2011f, para. 1). It also suggested that "visitors can feast their eyes from different angles upon the building" (National Stadium, 2011f, para. 1). Similarly, there is a list of Olympic-themed tour attractions inside the stadium (e.g., "little porter", a remote control electric car; the Olympic media area; and the torch square). By visiting these attractions, people can access the backstage to see "behind the scenes" at the Olympic Games.

As a form of sport heritage associated with the glory and the history of Beijing Olympic Games, the Bird's Nest continues to be fondly recalled but these memories are being eroded and will face a major challenge as the Summer Olympic focus switches to London in 2012. In other words, the glory of Beijing Olympic Games will inevitably fade from memory over time. It is

therefore unrealistic to expect the passion for visiting the Bird's Nest to continue at a high level. The management team believes that being overly dependent on its past reputation is a poor strategy for increasing the number of tourists' visits in the post-game period (Li, 2010). Xiang (personal communication, July 13, 2011) therefore indicated that the development of tourism market cannot just be based on its "Olympic glory". This concern suggests that the stadium needs more "culture capitalization" in the future. Hosting a variety of events is helpful to the process of accumulating culture capital. By running different kinds of events regularly, management will reinvigorate the Bird's Nest's reputation and heritage legacy.

Therefore, the company's promotion for the tourism market at the Bird's Nest does not only focus on its "Olympic heritage" element but also on a variety of other events at the site. For instance, the Bird's Nest had successfully operated the Snow Festival in the winters of 2009 and 2010, which has become an annual program. Also, the management team scheduled several major events after the Olympic Games, in order to enrich the stadium's culture reputation and to attract more tourists. Examples include the 2009 Italian Super Cup Football match and the Rock 30 Bird's Nest Concert of 2011. All of such events have contributed to the positive reputation of the stadium, and have attracted many fans. As Xiang (personal communication, July 13, 2011) stated, tourists will continue to visit the stadium by following the schedule of upcoming events. Therefore, event hosting as an emphasized

operational strategy for increasing social participation is also an important way to maintain visitor numbers.

Another strategy for culture accumulation is to gradually add innovative recreational facilities to the stadium. Management believes that tourists benefit from these facilities. Moreover, improving service levels is crucial for the stadium to attract more tourists (National Stadium, 2011g). The management team believes that running events and programs at the Bird's Nest builds the stadium's "culture capital" and therefore enhances the stadium's brand. If successful, the Bird's Nest will continue to attract substantial number of visitors in the future (Xiang, personal communication, July 13, 2011).

5.3.3 Tourism Agency/Operator Promotions

An analysis of the tour agency/operators brochures (China International Travel Service) and websites related to the Bird's Nest highlights promotional messages related to "nostalgia, pride and architecture" (Beijing Tourism; China International Travel Service; China Travel Depot; Beijing Tours; Travel China Guide; Tu Niu). Information about the tour agency/operator is listed in Table 5.1.

Tour Agency/Operators (websites)	Information	Target Market
1. Beijing Tourism (http://www.visitbeijing.com.cn/)	Official Website of Beijing Travelling Committee	Both domestic and international tourists
2. China International Travel Service (http://www.cits.com.cn/)	Cooperative partner of the Bird's Nest;	Domestic tourists
3. China Travel Depot (http://www.chinatraveldepot.com/); 4. Tu Niu (http://www.tuniu.com/)	Top tour operators in China;	Domestic tourists
5. Beijing Holiday (http://www.beijingholiday.com/); 6. Beijing Tours (http://www.beijing-tours.cn/); 7. Travel China Guide (http://www.travelchinaguide.com/)	Top international travel agencies in Beijing	International tourists

Table 5.1 Selected tour operators' information

All the selected travel agency/operators include the Bird's Nest in their Beijing tour packages. In these tour packages, some travel agency/operators offer a one-day tour of the Olympic Green including visits to several Olympic venues while others combined the Bird's Nest with other types of tour attractions in Beijing such as historical sites or city hot spots. Normally, they put more emphasis on the Bird's Nest compared to other sport venues found at the Beijing Olympic Green. The travel agencies design different themes for the Bird's Nest tour in order to attract different groups of tourists.

"Nostalgia" is the most popular theme for the tour package regarding the attraction of the Bird's Nest. Photographs presenting historic moments of the 2008 Beijing Olympic Games are common elements on the brochures and advertisements of these travel agency/operators' websites (*China International*

Travel Service; China Travel Depot; Tu Niu). Their intent is to appeal to people's memories of the Olympic event. For example, the package title for the trip to the Bird's Nest provided by *China Travel Depot* is "Beijing Post-Olympic Memories" (China Travel Depot, 2010). It highlights "nostalgia" by evocative text such as "experience the most popular historical city to see both ancient civilization and modern progress; walk on the largest Square in the 29th Olympic Games at the Olympic Green". Most of these one-day tour packages include all the sport venue attractions located in the Olympic Park.

Some tour agencies/operators like *China International Travel Service* and *Beijing Tours* have descriptions of the highlights of the 2008 Beijing Olympic Games on their promotional materials, such as the moment the Olympic torch was lit during the opening ceremony and the games held on the field of the Bird's Nest. *Beijing Tours* (2010) described the attraction as the place "where the opening and closing ceremonies, athletics and the final of men's football were staged" (para.1). The promotional materials from *China International Travel Service* (China International Travel Service, 2011) used the words "梦幻感受奥运盛况" (translation: experience the fantasy of the fabulous Olympic Games). They try to arouse domestic tourists' national pride, in order to evoke their interest in the trip.

On the other hand, some tour agency/operators such as *Beijing Holiday* and *Travel China Guide* emphasize the iconic appearance of the Bird's Nest, trying to persuade tourists to experience its unique architecture. For example,

Travel China Guide (2012) suggested that the stadium “looks like a big nest which embraces and nurses human beings” (para.3) and indicated “it looks rather like a cradle bearing human beings' hope of the future” (para.3). In contrast, only one travel operator *Beijing Holiday* mentions the new events (i.e., “Rolling Stone” concert and winter snow festival) at the Bird’s Nest. However, there is not much description about these events on their promotional website.

Compared with the management team’s strategy, most of tour operators’ promotion for the Bird’s Nest focuses on the stadium’s connection with the ‘Olympic’ theme while the management developed two additional ways to attract the tourists, which are events hosting and adding recreational activities.

5.4 Discussion

This section opens with a discussion of management’s focus on event hosting instead of promoting heritage sport tourism on-site. It then explores the promotion practices that the stadium’s management and tour operators used which provides insight into their assumptions about tourist motivations at the Bird’s Nest.

5.4.1 Marketing Focus: Event Hosting and Recreational Programmes versus Tourism

In order to meet operating expenses, the management team of the National Co., Ltd. developed three strategies for generating revenue in the post-Olympic time (Figure 5.1): facility tours, event hosting, and other market developments (Xiang, personal communication, July 13, 2011).



Figure 5.1 The marketing strategies

Although the income generated from tours represented the highest proportion of the total revenue in the two years following the Olympic Games (Liu, Wen & Wang, 2010), the current management's marketing priority is

event hosting. This decision appears to have been made for three reasons. Firstly, it is consistent with management's operational focus to increase social participation. Hosting or organizing high profile events such as mega-sport matches or charity activities which have profound societal meaning is likely to increase social involvement and have a positive social impact. Secondly, management indicated that tourism at the Bird's Nest has evolved from a boom period to a stable period (Xiang, personal communication, July 13, 2011) as people's passion and memories about the 2008 Olympic Games gradually fade away. This implies that the market for Olympic-themed facility tours as currently offered at the site will shrink. Therefore it is reasonable for the management team to emphasize other market domains at the Bird's Nest. Last but not least, the outcomes from hosting events can clearly benefit the stadium's development (Figure 5.2).

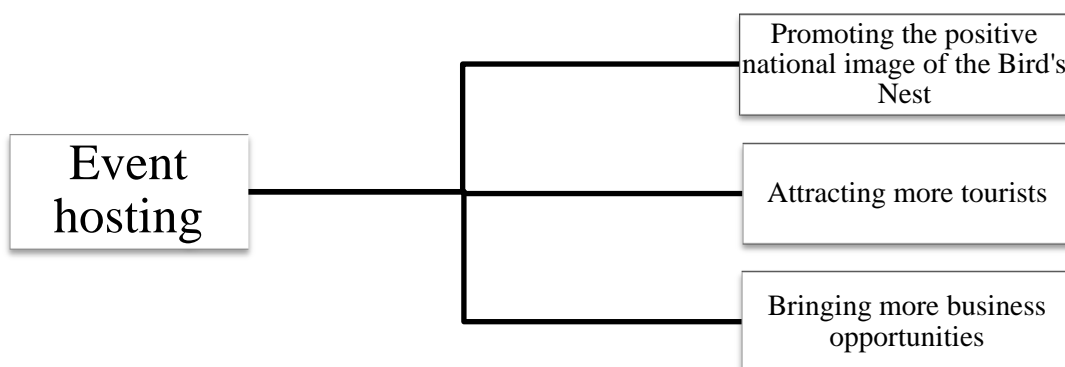


Figure 5.2 The outcomes of event hosting anticipated by the management team

As anticipated by the management team of the Bird's Nest, hosting

events not only generates social attention but also a substantial number of visitors. The success of those events will also contribute to the stadium's culture capital, which means the Bird's Nest will be embodied with new features in addition to the "Olympic heritage" elements. Along with the positive image and new cultural elements, the development of the stadium will progress to its goal of becoming an internationally known brand for recreation. A reliable brand in return could bring not only social attention but also business opportunities. For instance, the management team aimed to make the stadium more functional after the Olympics, not only for major sport events but also for other recreational applications. Hosting a variety of events diversifies the usage of the stadium's facilities. Hence, a marketing focus on events could contribute to a range of positive outcomes including the development of new markets for stadium tours.

5.4.2 Assumptions about Tourist Motivations

The management team's marketing efforts provide insight into their views on tourist motivations. In terms of the large number of tourists visiting the Bird's Nest right after the Games, the National Stadium Co., Ltd. believed that the majority visited the site because they were nostalgic about the Olympic glory of the stadium (Xiang, personal communication, July 13, 2011). As a sport heritage site, the Bird's Nest embodied the Olympic story, which attracted tourists in the short term. However, Xiang (personal communication,

July 13, 2011) pointed out that Olympic glory would fade over time so management needed to explore ways to keep the stadium's value as a sport heritage attraction. Thus, the company intends to develop and promote a brand that goes beyond nostalgia for the Games. By hosting other major events, the Bird's Nest could regain the world's attention and maintain its reputation. In this way, Xiang (personal communication, July 13, 2011) believed they could increase social participation as well as attract more tourists. He also mentioned that many Chinese tourists hoped to find more recreational activities inside the stadium. Thus the company plans to develop these attractions. Although they realized that there are some differences between domestic and international tourists' motivations, they will focus more on the needs of the domestic tourists (Liu, Wen & Wang, 2010). Xiang (personal communication, July 13, 2011) indicated that the domestic tourists take up approximately 70%-80% of the consumer market.

In contrast, the tour agencies/operators' promotional strategies are directed at both domestic and international tourists (Beijing Tours; China International Travel Service; China Travel Depot; Beijing Holidays; Travel China Guide). The tour packages provided for overseas tourists currently focus on the "architecture/appearance" and "history/nostalgia" elements, while those tours designed for domestic tourists emphasize "national pride". For instance, as tour operators that target foreign travelers, both Beijing Tours (2010) and Travel China Guide (2012) promote the Bird's Nest by concentrating on the

stadium's architectural appearance. They provide promotional images of both the inside and outside appearance of the stadium and use descriptions like "unique", "fabulous" and "art piece" to sell the Bird's Nest as a must-see attraction. On other hand, the China International Travel Service, whose target customers are mainly domestic tourists, emphasizes the experience of the past "Beijing" Olympic Games and the honor for Beijing to have hosted the first Olympic Games in China, therefore trying to arouse national pride.

To generalize, the management of the Bird's Nest is more focused on developing tourism products and promoting to the domestic tourism market. They believe that the features of the tourists' motivation include: 1) nostalgia about Olympic glory; 2) an interest in new events at the stadium; and 3) the desire to experience the recreational facilities in the stadium. On the other hand, the tour agencies/operators target either domestic or oversea tourists' needs when developing their tour packages. Based on an analysis of travel packages, tour agencies appear to believe that the oversea tourists are motivated by the design and history of the stadium while domestic tourists are more motivated by national pride and the experiences they find within the stadium. In addition, few tour operators mention the recreational programs or entertainment events performed at the Bird's Nest, which indicates that they believe tourists are not interested in these add-ons.

The development of new tourism products (such as events and recreational activities) and the shift of promotion focus from the nostalgia tour

to new events and recreational activities (Xiang, personal communication, July 13, 2011) are reasonable tourism strategies as supported by Butler's (1980) concept of tourist area's life cycle. According to Butler (1980), there are a variety of factors that cause the evolution of a tourist area, including changes in tourists' needs and motivations, the gradual deterioration of the physical environment, and changes in the original elements which were responsible for the initial popularity of the area. The Bird's Nest management team has recognized that the stadium will deteriorate and the public's memories of the Olympic legacies which supported the initial tourist boom for the stadium will fade away over time. Thus, the current tourism strategies at the Bird's Nest seem to be appropriate. Moreover, since the initial popularity of the Bird's Nest was led by a passion for the 2008 Beijing Olympic Games, it is now necessary to consider the actual motivations of individuals on stadium tours at the Bird's Nest (sub-question 3).

5.5 Summary

Although stadium tours have generated substantial revenues for the stadium, the management team is currently focusing on event hosting as a long term strategy for generating revenue at the Bird's Nest. They believe that hosting mega-events will increase social participation and that the Bird's Nest's brand will be enhanced. As the brand is strengthened, the tourism market will be spurred. After the Olympics, management made efforts to promote the tourism market by: 1) retaining the Olympic elements in the

stadium; 2) hosting new events which enhance cultural capitalization; and 3) increasing the recreational elements of the tour. These efforts have revealed management's assumptions about tourist motivation. The management team believed that enthusiasm for the Olympics was the major reason for tourists' visits albeit one that is likely to erode over time. In addition, they believed there are other motivations that domestic tourists are looking for such as additional on-site recreational activities. The external travel agencies/operators put more focus on promoting the architectural appearance of the stadium as they thought it was attractive to tourists. The following chapter builds on these insights by examining of the actual motivations of visitors to the Bird's Nest.

Chapter 6 Tourist Motivation

6.1 Introduction

This chapter addresses sub-question 3 (What are the tourist motivations for visiting the Bird's Nest?). By examining the findings from tourist interviews, this chapter opens with a discussion of the overall tourist motivation for visiting the Bird's Nest. Then it explores the differences among participants' motivations. Next, the consistency between tourist motivations and management's efforts to market the Bird's Nest as a heritage sport attraction is addressed. Finally, the tourists' suggestions for changes that would improve visitor experiences are outlined.

6.2 Directed Content Analysis

A directed content analysis approach was used whereby the analysis was guided by a structured process (Hickey & Kipping, 1996). The directed approach starts the analysis with a theory or previous research findings as a guide for initial coding categories (Hsieh & Shannon, 2005). In this study, the 14 travel motivation factors from Pearce and Lee's (2005) travel motivation theory were used to generalize the motivations of the tourist participants. Since travel motivation is viewed as a multidimensional construct comprising numerous motives (Pearce & Lee, 2005), a pool of these motive items was obtained from related tourism and leisure literature (Crompton, 1979; Iso-Ahola, 1982; Lee & Pearce, 2003; Mill & Morrison, 1985; Pearce, 1988, 1991, 1993; Pearce & Lee, 2005).

6.3 Motivations for Visiting the Bird's Nest

This section begins by reporting interviewee responses in the context of motivation themes and sorting them into several motivation categories. Next, the motivations of participants with different related travel experiences are explored. Consideration is then given to differences in motivations between domestic and foreign tourists. Finally, the tourists' recommendations to stadium management are considered.

6.3.1 General Motivations

In general, most of the interviewees indicated their travel frequency was about two or three times a year, with diverse preferences for travel destination, including city, resort, natural sightseeing, and sport activities. In terms of travelling to sport heritage sites, most of the participants chose to visit the Bird's Nest because of its Olympic history (Table 6.1). Study findings revealed that participants' dominant motivation was nostalgia and the secondary motivation was their interests in the appearance/architecture of the stadium (physical environment), followed by other motivations related to Olympic memories, stimulation, novelty and personal development. Moreover, some participants indicated they were interested in the stadium's culture, current events and on-site activities (host-site involvement). Chinese participants were proud of success of the Beijing Olympic Games (patriotism). Several participants indicated they came to be with family or friends (relationship

strengthening). Participants also revealed motivations related to escape/relaxation. Other travel motives were mentioned less or were difficult to identify due to participants' uncertainty about their travel motivation.

Number of participants indicating this motivation	Motive items	Motivation
14	a. Past memories on the Beijing Olympic Games; b. Thinking about good times I have had during that time	nostalgia
10	Viewing the appearance/architecture of the stadium	physical environment
8	Exciting	stimulation
8	a. Following current events; b. Know more about the stadium; c. Experiencing different cultures d. Experiencing the facilities in the stadium	self-development (host-site involvement)
7	Feeling the "Olympic" atmosphere in the stadium	novelty
7	Feeling proud about the success of China's first Olympic Game	patriotism
6	Spending time with family or friends	relationship strengthening
3	a. Relaxing; b. Escaping from daily work	escape/relax
2	A sense of accomplishment	self-development (personal development)

Table 6.1 The overall tourist motivations

Nostalgia

During the interview, most of participants indicated that the strongest impression that they gained from the stadium related to their memories of the

Beijing Olympic Games: “The opening ceremony was fabulous.”; “I saw this stadium on TV many times and wanted to have a real look of it”; “It felt like being back to the Olympic time at the moment when I stepped into this stadium”. Some interviewee were hoping to relive their past good times: “I was here for the Olympic track and field games, it was a wonderful summer.”; “I am a sport fan and I watched every match during the Olympic Games.”; “Being here recalled my memory of the summer of 2008...”. To summarize, these tourist participants were motivated to visit the stadium by their memories of the Beijing Olympic Games. Their nostalgic motivation was addressed as the “Olympic elements” of the Bird’s Nest such as the "memories regarding to the moments of the past Beijing Olympic Games" and the "personal experience at the Olympic Games".

Physical environment

A large number of participants expressed their admiration of the appearance of the Bird’s Nest. Most of them used the word “amazing”, “fantastic”, “magnificent” to describe its architecture. One respondent said “I always wanted to have a real look of this building” while another wanted “to have some photos with this architecture”. One even said “it is an art piece”. Most of these participants admitted they loved the unique architecture of the stadium. To generalize, participants indicated that they were motivated by the physical design and construction of the attraction. In Pearce and Lee’s (2005) theory, the motivation factor “nature” comes close to these motives. However,

the motivation of “nature” usually indicates a fondness for natural landscapes. The Bird’s Nest is a built structure. Therefore, it is more appropriate to describe these participants’ motivation by using the phrase “physical environment”.

Stimulation and novelty

Often, excitement is a key element of a travel experience. About half of the participants mentioned their excitement during the interview. One participant captured this sentiment by simply stating that “I felt good in this giant building”. However, most participants’ excitement was related to the site’s “Olympic” elements: “It was my first time in an Olympic site, which makes me feel excited” one interviewee stated. Another participant stated that they “felt excited because there was an ‘Olympic’ atmosphere on the site of the stadium”. As such, this response could be described as a “novelty” motivation. Another interpretation is that this kind of novelty also reveals a variation of the nostalgic motivation for visiting the stadium.

Self-development (host-site involvement)

Some tourists were seeking involvement/direct engagement in the stadium. One respondent said “I want to learn more about the stadium”; while some others were interested in the new recreational facilities like the “Segway” activity. One respondent indicated that “there comes a football game in July” so he needed to “be familiar with the stadium”. Several foreign participants mentioned that their visit was part of their trip in Beijing and they were

intrigued by the local culture. To summarize, the motive items for involvement or direct engagement can be described as: following current events; learning about the stadium; experiencing different cultures as well as participating in recreational activities at the site.

Self-development (personal development)

Apart from those who were seeking host-site involvement, few travelers were motivated by the desire for personal development. Exceptions included respondents who stated “I used to work on site and I promised to myself I would come back”; and “Being a volunteer for the Olympics was amazing”; “being here again was so meaningful to my life”. Those people were connected to the attraction because of their previous experiences. More than nostalgia, they were seeking for a sense of accomplishment related to their previous experiences at the stadium.

Relationship strengthening

Some tourists indicated that they were not particularly interested in the stadium. Instead, they visited the stadium because “friends want to come”. Some were parents who brought their children to see the national stadium. This kind of motivation could be described as “relationship strengthening”. These visitors were more likely to be driven by extrinsic motivation, specifically the interests of their travel companions.

Escape/relax

To escape or relax is normally identified as the major motivation for

participation in recreation activities (Iso-Ahola, 1982). Surprisingly, only a few participants mentioned this type of motivation through comments such as “I am here for the weekend” and “Walking in the large-scale Olympic site makes me feel relaxed”.

Patriotism

During the interview, most of the Chinese nationals indicated patriotic pride for the Bird’s Nest. They thought the Bird’s Nest presented a positive national image of the country. One of them said “As a Chinese, I felt so proud that I could witness that China has such a magnificent sport stadium”. Some also indicated that the stadium helped them to remember their country's success of the Beijing Olympic Games, which made them feel “so proud for having had a wonderful Olympic Game in China”. This kind of “patriotism” motivation has not been found in the 14 motivation categories indicated in the work by Pearce and Lee (2005). Therefore, it appears to be a unique motivation factor for this facility in context of heritage sport tourism.

6.3.2 Variations by Heritage Sport Travel Experiences

According to Pearce and Lee’s travel motivation theory (2005), tourists’ motivations vary based on their different travel experiences and age level. Participant responses were therefore considered on the basis of different-level of related travel experiences (in this case, their related travel experiences refer to past experiences visiting sport heritage sites) and on their age. The

participants ranged in age from 19 to 65. The findings did not indicate that the participants' previous travel experiences were directly related to their age levels. Also, there was no evidence to suggest that particular motivation categories were associated with specific age groups in this study. However, this study discovered difference between the groups who had visited sport heritage sites more or less frequency during the past five years.

Among the 17 participants, nine people had none or only one heritage sport travel experience during the past five years while another eight people had visited sport heritage destinations two times or more. Both of the two groups showed the “nostalgia” motivation factor in common. However, there were unique travel motivations indicated by each group (Table 6.2).

The travel experiences of visiting sport heritage travel experiences during the past 5 years	0-1 times	2 times or more
Motivations	physical environment; relationship strengthening;	self-development (personal development)

Table 6.2 Differences in motivations by travel experiences

While seven out of nine participants with less heritage sport travel experience were interested in the physical design of the stadium (i.e., physical environment motivation), only three out of eight participants who had more related travel experiences indicated a “physical environment” based

motivation. Similarly, five tourists in the low heritage sport travel experience group indicated they “made this trip with their family or friends”, while only one tourist from the other group indicated this “relationship” motivation. This visitor had been to the Bird’s Nest during the Beijing Olympic Games and took his family to the site to share the memories of his experience at the Games. In addition, among the 17 interviewees, only two felt a strong sense of accomplishment after their trip. These two were both from the group who have more heritage sport travel experiences. They both had been the volunteers for the Beijing Olympic Games thus they both “felt a strong connection to the stadium”. They indicated that visiting the stadium recalled their working experience in the Olympic Games, thereby making them “feel honored and proud”.

6.3.3 Domestic versus International Tourists

Among the 17 interviewees, nine were international visitors from Europe and North America. The other eight were domestic travelers. The major difference in terms of motivations between these two groups was their interests in the recreational facilities on the site. Seven out of eight domestic travelers showed strong interests in the new recreational facilities. This interest was reflected in statements like “I really want to try the Segway” or “I hope there would be more recreational activities in the stadium”. Only one international tourist indicated that the add-on facilities attracted him. Moreover,

most of the international tourists suggested that it was unnecessary to add any recreational facility to the Bird's Nest. Some even said "the facilities in the stadium are enough" and "the stadium is not the right place to have these add-on recreation activities". In contrast, the domestic tourists thought these recreational amenities added value to the experience and justified the cost of the admission ticket. For example, one Chinese respondent stated "I can spend more time on the site by touring the wax museum and shopping in the souvenir store inside the stadium". Moreover, domestic tourists expressed pride for China's success in hosting the Olympic Games. During the interview, most domestic participants expressed excitement about visiting their national stadium. One of them stated that "every Chinese should be proud about their country since the Bird's Nest is really a masterpiece".

6.3.4 Tourists Comments on their Experiences at the Stadium

The participants also expressed some concerns about their visitor experiences related to: access, recreational amenities, ticket price and service (Table 6.3).

Tourist concerns	Description
1. access	<ul style="list-style-type: none"> a. Because of the busy traffic in Beijing, it takes a lot of time to get to the stadium by public transportation. b. There is a long walking distance from the subway station to the stadium. c. The road signs in Olympic Green are unclear.
2. recreational amenities	Domestic participants suggested the management should increase the recreational activities on the site.
3. ticket price	<ul style="list-style-type: none"> a. People have to pay the extra tickets for using the add-on recreational amenities on the site. b. The ticket price is too high.
4. service	Road signs are unclear; lack of restaurants and hotels.

Table 6.3 Tourist concerns

Twelve participants had complaints about the busy traffic in Beijing: “The traffic in Beijing was terrible”; “it took me two hours to get here”; “I hope there is a shortcut from the subway to the door of the stadium”. They also indicated the direction signs in the Olympic Green were unclear causing confusion. Moreover, ten tourists, most of whom were domestic, suggested that the management team should increase the recreational amenities on site and tour activities inside the stadium in order to increase site-based activities. However, pricing these amenities was a problem as eight of these respondents complained about the high tickets price of add-on facilities on the site: “the entrance ticket is not cheap”, and “I have to pay 150RMB for 20-minute ride of the Segway...too expensive...”. Several participants were unsatisfied with the service indicating that there were few staff around the Olympic park thus it

was “easy to get lost in the Olympic Green” and “difficult to find the right route to the Bird’s Nest”. They also indicated there were few restaurants and hotels nearby.

6.4 Discussion

This section is an interpretation and discussion of the findings from tourist interviews and is meant to provide deeper insight into sub-question 3. It opens with a discussion of the consistency of the motivations presented by participants and the management’s thoughts on tourist motivations. Past travel experiences are then discussed in relation to their impact on the motivations. A discussion of the reasons for the motivation differences between domestic and overseas tourists follows. Finally, respondent recommendations for improvements are discussed.

6.4.1 Tourist Motivation and Management’s Response

In general, most of the motivations that the participants presented could fit into the categories of motivations which have been discovered and generalized in previous travel motivation theories. According to the interview results, nostalgia based motivations were mentioned the most often, followed by stimulation, novelty, personal development (Table 6.1), which were all related to the “Olympic” element. Thus it seemed that these tourists all appreciated the Olympic culture and the heritage dimension of the stadium. Since the Bird’s Nest was designed and constructed for hosting the Olympic

Games, it is part of the facility's legacy. The Bird's Nest was seen as embodying Olympic culture. This matches the management team's understanding as revealed in Chapter 4 and 5, in which they, along with the government, regarded the stadium as an icon of national importance. The change of the management model indicated the government's determination to promote a positive national image through the stadium. A key part of this image depends on the retention of the Olympic theme. This is consistent with the management team's plan to construct an Olympic museum inside the stadium.

The unique architecture of the stadium also attracted many tourists. Most of them indicated that they were amazed by media images of the Bird's Nest, thus they were interested in visiting the "real" thing. The design of the Bird's Nest has been a powerful attraction and could even be regarded as iconic.

Most domestic tourists indicated "patriotism" as a motivation, which did not fit into the motivation categories identified in existing literature related to the heritage sport tourism. Every Chinese interviewee was emotional about the Beijing Olympic Games. As the first Olympic Games hosted by China, the Beijing Olympic Games demonstrated that China is a growing power that has the ability to successfully host such a significant event. Therefore, Chinese tourists have national pride in the Games' venues. Chinese tourists' "patriotism" satisfaction on visiting the Olympic stadium may reflect the social impact of

China's national sport system. The excellent performances of the Chinese athletes in the Olympic Games have not only promoted China's influence on international sport in recent years, but have also consolidated its leading role as a sport power in the world. Government publicity emphasizes athlete achievements in mega-events. These athletic successes were seen to promote China's national image in the world, and to generate national pride at home. Most Chinese believe the success of the 2008 Beijing Olympic Games demonstrated China's growth as a national power. Olympic stadiums such as the Bird's Nest serve as a focal point for this pride.

Xiang (personal communication, July 13, 2011) suggested that adding more recreational amenities to the stadium would bring more tourists, which also corresponded to tourists' motivation of host-site involvement.

To generalize, most of tourist motivations which have been examined in this chapter are consistent with the assumptions and practices of management as discussed in chapter 4 and 5 (Table 6.4).

The management team's assumptions about tourist motivations	Tourist motivations reported by the interviewees
1. Building Olympic-theme tour	a. nostalgia; b. physical environment; c. stimulation; d. novelty; e. patriotism
2. Adding recreational amenities on site	a. host-site involvement; b. escape/relax;
3. Hosting events at the stadium	a. host-site involvement; b. stimulation

Table 6.4 Consistency between the management assumptions/practices and actual tourist motivations

Table 6.4 shows that the management assumptions/practices are generally consistent with the expressed motivations of current visitors to the site. However, after examining the findings, it is apparent that tourist motivations differ between groups (e.g., tourists with different related travel experiences; domestic vs. international), which suggests that the management team should develop different tourism strategies according to each group's needs. The following sections (section 6.4.2 and section 6.4.3) discuss the motivations of unique tourist groups.

6.4.2 Impacts of Past Experiences at Heritage Sites on Motivation

Varying levels of heritage sport travel experiences appear to have an impact on participants' motivations. This is consistent with Pearce and Lee's view (2005) that people's previous travel experience influences their motivation. Interestingly, the participants with less heritage sport travel experience in the past five years were more likely to be motivated by "physical environment" and "relationship", while participants who had more related heritage sport travel experiences were more likely to be motivated by feelings of personal accomplishment. Tourists with less related travel experiences were more likely to be attracted by the extrinsic/interpersonal elements such as the appearance of a tourism attraction. They also seemed to be passively motivated by their family or friends which indicated that they did not feel closely connected with the destination. In other words, their opinions about the

destination might be based on their imagination or the experience of their travel companions. In contrast, the tourists with more related travel experiences had stronger connections with the destination. These findings support Pearce and Lee's (2005) view that the previous travel experiences are important factors in determining one's travel motivation pattern.

However, the findings in this study are inconsistent with some aspects of Pearce and Lee (2005)'s work. In Pearce and Lee's (2005) TCP research, they found that externally-oriented motivation factors (i.e., host-site-involvement motivation and nature-related motivation) were more important factors to the more experienced travelers, whereas internally-oriented motivation factors (i.e., self-enhancement, romance, belonging and autonomy) had a higher priority for the less experienced travellers (Huang & Tsu, 2009). In terms of heritage sport tourism, a difference exists between the tourists with different levels of previous heritage sport travel experiences. It seemed that tourists with more previous heritage sport travel experiences have knowledge of the Bird's Nest and might even have their own stories connected to the stadium. Therefore, they would be more likely attracted by the inner meaning of their trips such as their personal connection with the stadium. In this study, participants with more heritage sport travel experiences presented an internal-motivation factor such as personal development, which was not found in participants with less related experience. On other hand, tourists with less heritage sport travel experiences were more likely motivated by externally-oriented motivation

factors. In this study, the participants with less related experiences showed motivations such as physical environment and relationship strengthening.

6.4.3 Domestic versus International Visitors

Domestic and international participants also had different attitudes toward additional recreational amenities. Most domestic participants were quite pleased to have new recreational facilities and tour activities on-site while international travelers tended to have a negative attitude towards these amenities. Since most domestic participants indicated in the interviews that the admission ticket was expensive, they felt that the add-on amenities resulted in increased value. However, the international participants were inclined to prefer the original look of the stadium, that is, they expected the stadium to maintain its “Olympic” theme. Xiang (personal communication, July 13, 2011) found that the domestic tourists like the “huowu” (a Chinese term) filled in their trip. By way of translation, this means that they would like to have their visits filled with “active experiences”. The domestic tourists’ preference for new add-ons reveals that they might have become bored with the amenities found in the original stadium. This might be the result of the massive exposure to the stadium during the period of the Beijing Olympic Games when there were intensive news reports regarding to the Bird’s Nest. Domestic media has continued to follow the topic of the Bird’s Nest in the post-Olympic period. Therefore, the domestic visitors might be willing to see more innovation in the

stadium. On the other hand, the international participants suggested the add-on facilities would be unnecessary. Compared to the domestic tourists, the international tourists might be more curious about the original stadium since they received less information about the Bird's Nest from the media in their countries.

It is also important for management to recognize this distinction. Although the management have made efforts to add new recreational amenities on-site which corresponded to domestic visitors' needs because domestic tourists are likely to outnumber foreign tourist by a substantial margin, they could not the simply ignore the needs of international travelers.

6.4.4 Suggestion from the Tourists

Generally, tourists' concerns focused on the issue of traffic, service, add-on recreational facilities and ticket price. Access was seen as a big issue in the city of Beijing. The Bird's Nest requires at least forty minutes of travel time from downtown. Taking the subway is a convenient way to avoid the unpredictable road traffic. However, it is a quite long distance from the exit of the subway to the door of the Bird's Nest. This concern suggests that the government should consider access issues carefully. In terms of the service provided by the tourism attraction, the management team of the stadium has considered the request and is making an effort to update their quality of service, which includes recruiting new staff and performing staff training

(Xiang, personal communication, July, 13, 2011). However, management has no plans to implement a lower ticket price. According to the information provided by Xiang (personal communication, July 13, 2011), a large number of tourists have been on the site of the Olympic Green but chose not to go inside of the Bird's Nest, possibly because of the high ticket price. In addition, the domestic and overseas tourists have different attitudes toward the new recreational facilities being developed on-site. The management team is inclined to address the domestic tourists' concerns about ticket price by adding more recreational activities and therefore value to the tours. Nevertheless, it is not wise to simply ignore the needs of the international tourists. The management team needs to develop strategies to attract various groups of tourists. Ignoring the suggestions from the overseas tourists would cause the risk of losing this group of visitors. Hence, the management team should find a way to meet the needs of both domestic and overseas tourists.

6.5 Summary

In conclusion, this chapter addresses the sub-question 3 about actual tourist motivation to the Bird's Nest by examining the findings from the visitor interviews. The efforts that management have made to promote tourism at the Bird's Nest are generally consistent with the expressed motivations of participants. Management approaches such as: 1) developing the Olympic elements on the site, 2) hosting new mega-events, and 3) increasing the recreational activities, correspond to the tourist's motivations of nostalgia,

stimulation, novelty, and self-development. However, different groups of tourists showed distinct motivations. In order to continue to develop the tourism market, management should target specific segments of the potential customers according to their different travel motivations. Management's efforts to develop tourism products and promotional strategies also reveal the evolutionary process of tourism at the Bird's Nest.

Chapter 7 Aligning Management Strategy with Tourist Motivations

7.1 Introduction

This chapter provides an overview of the insights gained in relation to the three sub-questions of the study and then addresses the overarching research question: Do heritage sport tourism strategies used by the Bird's Nest management team address tourist motivations? It then highlights the conceptual contribution this study has made to this field. Next, practical recommendations are presented to the management group of the Olympic stadium. To close, limitations of the study as well as future research directions are articulated.

7.2 Summary of Study

Olympic sport stadiums are notoriously difficult to operate on a sustainable basis after the Games have ended. In order to keep the stadiums operating, substantial revenues must be generated. Promoting sport heritage as a tourism attraction is one of the important strategies used to generate income. In fact, as an emerging area of tourism, heritage sport tourism has brought substantial revenue, to such stadiums (Gammon & Ramshaw, 2007). The Bird's Nest, is no exception. In the three years since the Games, visitors taking stadium tours have accounted for approximately 70% of the total revenue (Xiang, personal communication, July 13, 2011). It is, therefore, important to understand heritage sport tourism from the perspective of stadium managers and in the context of the travel motivations of visitors.

This study focused on the practice of tourism at the Bird's Nest. Three sub-questions were addressed related to: 1) the management plan and operational strategies; 2) marketing approaches; and 3) tourists' motivation. Study findings indicate that management strategies to provide a satisfying heritage sport tourism experience are generally consistent with the motivations of visitors at the site.

The management plan of the Bird's Nest features "government leadership, social participation, company management" in the post-Olympic operation (National Stadium, 2011b). Under the supervision of the Beijing Municipal Government, the National Co., Ltd. management team positions the national image of the stadium as its priority. In order to maintain the national stadium's image, care has been taken not to over-commercialize facility operations. This is a major challenge to management since they need to generate enough revenue to cover operational expenses. Based on their plan, they developed three key marketing strategies focused on 1) events, 2) facility tours, and 3) other business opportunities. Management decided to concentrate on the strategy of event hosting since they believed it is the best way for increasing social participation. These events were felt to reinforce the profile of the stadium as a tourist destination and bring other opportunities for revenue generation. As facility tours have been the major income source for the last two years, the management team will continue pursue this market. They will do this by promoting the original Olympic resource and by adding

new elements such as an Olympic themed museum.

An in-depth interview of 17 visitors to the Bird's Nest revealed that most of their motivations for visiting corresponded to the managements' efforts to serve this tourism market. The most frequently cited tourist motivation was nostalgia. Based on positive memories of the Olympic Games, respondents were nostalgic regarding the Olympic heritage of the venue. Other motivations expressed by the respondents such as novelty stimulation and personal development also related to the "Olympic" elements. Management's efforts to retain the Olympic culture embedded in the stadium were consistent with tourists' motivations.

Some respondents expressed the desire for more involvement and engagement at the site, including spectatorship at current events and experiencing other amenities inside the stadium. These motivations corresponded to the management's marketing strategy of hosting mega-events and adding more recreational elements to the stadium.

Findings suggested that different groups of tourists have different motivations. For instance, interviewees with more related travel experiences were initially motivated by their own stories and connections with the destination, while the tourists with less previous related travel experiences were more likely to be attracted by the external elements such as the stadium's appearance. This suggests that a lack of the related travel experience might make visitors feel less connection with the stadium. Some interviewees also

seemed to be passively motivated by their family or friends. Moreover, the domestic and international participants have different attitudes toward the addition of recreational amenities. Most domestic participants were quite pleased to have new recreational facilities and tour activities on-site while overseas travelers were not supportive of these additions. The management team's current strategy of adding new recreational amenities as attractions indicates they are placing a priority on the domestic tourism market.

The current tourism strategies of management do not appear to account for the distinct motivations of different tourist groups. The findings of this study suggest that the management of the Bird's Nest should distinguish the different tourists' motivations through market segmentation. This will help them to make appropriate promotional and product delivery decisions.

7.3 Contributions to the Literature

Following Gibson's (2004) suggestion, this study has gone beyond a basic description of heritage sport tourism. Compared to many previous studies of heritage sport tourism, this study has shifted from "what is heritage sport tourism" to "why people visit sport heritage sites". Previous studies have debated whether the term nostalgia is appropriate to all cases related to the sporting past (Garrod & Fyall, 2001; Ramshaw & Gammon, 2005). The findings of this study suggested that tourists visit the sport heritage sites for more than nostalgia. Although most of tourists visiting the Bird's Nest indicated that their travel motivations were related to the memory for the

Beijing Olympic Games (e.g., nostalgia, stimulation, novelty and personal development), the findings of this study showed that there were other motivations at play, including interests in the physical environment, host-site involvement, relationship strengthening, and escape/relax. In addition, most domestic participants showed “patriotism” motivation. These findings corresponded to Weed and Bull’s (2004) argument that nostalgia is but one of a variety of motivations for the tourist who travel for sporting past.

Moreover, study results indicated that tourist motivations vary in terms of their different levels of related travel experiences as suggested by travel motivation theory (Pearce & Lee, 2005). The participants in this study who had fewer travel experiences at sport heritage sites were more likely to highlight the “physical environment” and “relationship” motivations which were more “externally-oriented”. On other hand, the participants with a higher number of related travel experiences were more likely to indicate “personal development” as a motivation and could be classified more as “internally-motivated”. In addition, study findings also indicated that the major motivational differences between the domestic and international tourists visiting the Bird’s Nest concerned national pride. The domestic participants expressed their emotions about the Bird’s Nest as a symbol of the Olympic glory in China. Since the motivation of “patriotism” has not been identified in previous studies of tourist motivations, more work is required to verify this finding.

Moreover, the management team's efforts to develop new tourism products and the corresponding promoting strategies suggest a proactive approach to what they see as a weakening of heritage sport tourism market. They have realized that relying on a heritage Olympic-themed attraction is unlikely to be sustainable. Adding new recreational amenities and promoting a variety of events for cultural accumulation will likely help maintain and even increase the number of tourists. However, they are faced with the challenge of maintaining the Olympic legacy of the stadium and its positive image. The management's innovative strategies indicate their realistic view that the Bird's Nest will evolve and change over time as per Butler's (1980) evolution theory of tourist area (Figure 7.1). This tourist area life cycle concept can be used to make sense of the findings in this study (Figure 7.2).

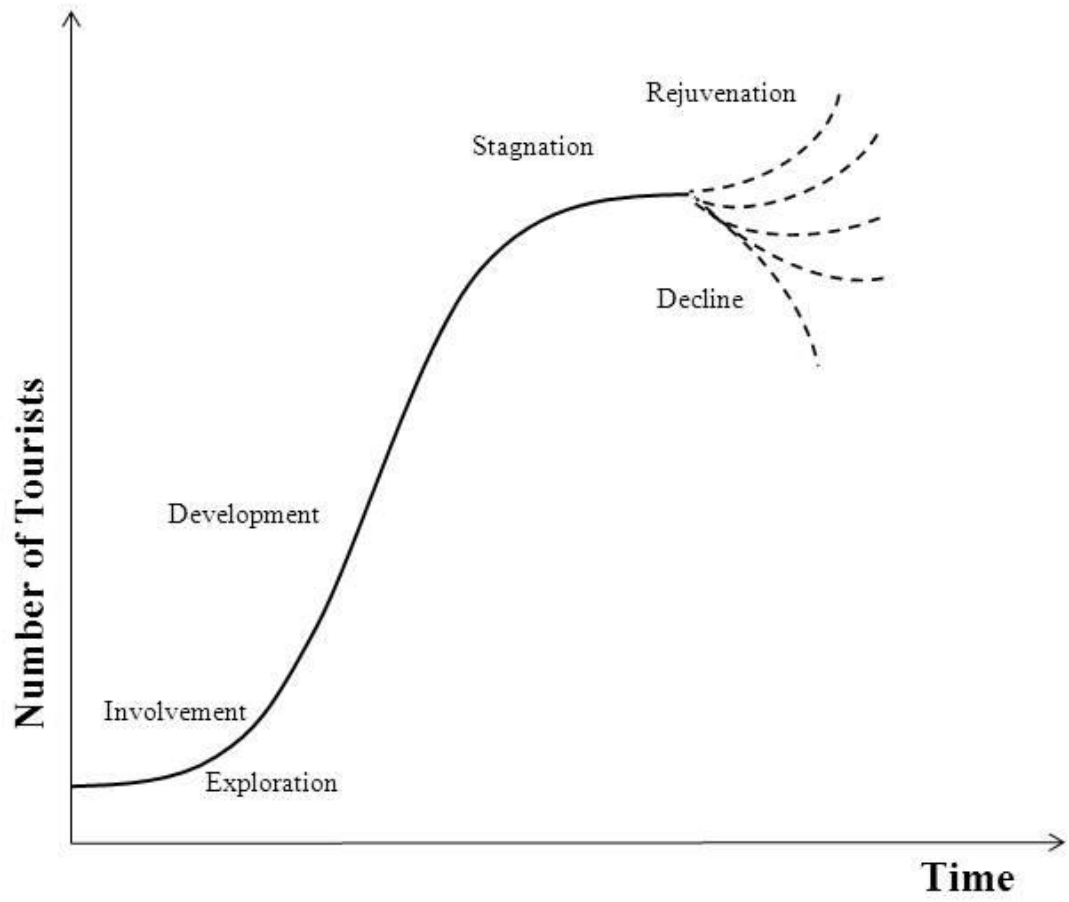


Figure 7.1 Hypothetical evolution of a tourist area (Butler, 1980)

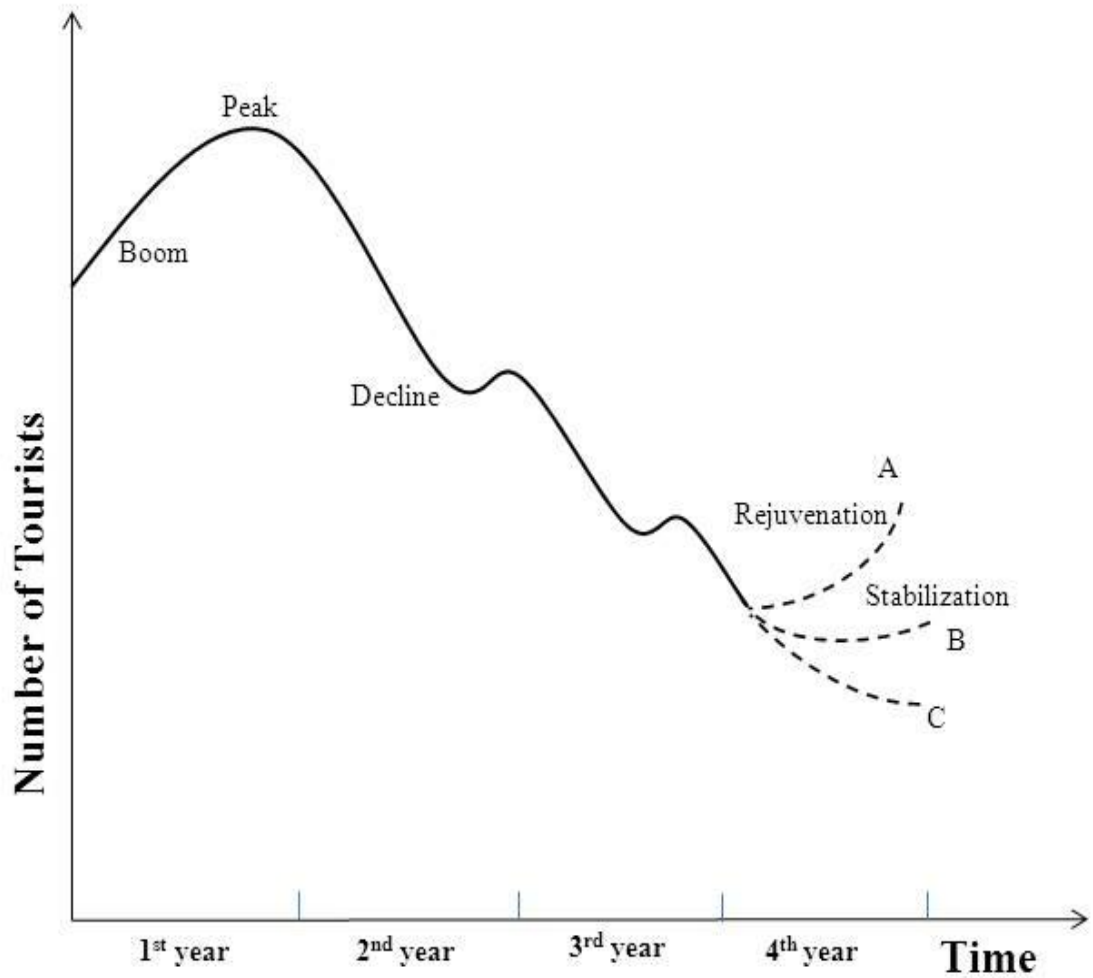


Figure 7.2 Evolution of the Bird's Nest's tourism

Source: Application of Butler's (1980) to the Bird's Nest

In the original pattern of hypothetical evolution of a tourist area (Figure 7.1), Butler (1980) suggested that visits to a tourism destination start off

slowly, then experience growth, stabilization and subsequently decline. He also indicated that different levels of rejuvenation at a tourist area might occur by adjusting marketing strategies.

When applied to the tourism at the Bird's Nest, the evolution curve (Figure 7.2) appears to be substantially different. Firstly, the starting point of the curve is higher. Since the Beijing Olympic Games were broadcast throughout the world, the Bird's Nest was a well-known destination at the start of its post-Games life. As a result, the stadium started with a large number of visitors. Secondly, unlike Butler's (1980) prediction that a tourist area would experience stages of exploration and involvement then reach an accelerated growth stage, tourism at the Bird's Nest accelerated rapidly immediately after the Olympics, which was likely the result of the Olympic passion. Moreover, Butler (1980) suggested that it might take years for a tourist area to experience a rise and fall in its life cycle. In the case of the tourism at the Bird's Nest, it was likely to take much shorter time to experience the progression of its life cycle. The findings of this study showed that the Bird's Nest had a mini tourist *boom* during the first year of its opening and reached its *peak* period very soon thereafter. As passion about the Olympics faded, the number of visitors rapidly *declined*. Xiang (personal communication, July 13, 2011) noted that the decline started during the second year of operation. He also indicated that the visitor numbers might stabilize after the third year.

As shown in Figure 7.2, management is expecting the new attractions

developed inside the stadium, such as new recreational amenities and various mega events, to contribute to a *rejuvenation* of visitation. As with Butler's (1980) concept of rejuvenation at end of a tourist area's life cycle, management seems to realize that an adjustment of tourism marketing approaches is critical to the future direction of tourist visitation.

7.4 Practical Recommendations

The direction of the curve after the period of decline illustrated in Figure 7.2 is open to several possibilities. Successful redevelopment may result in renewed growth and expansion as shown by curve A. A slight modification and adjustment to tourism marketing approaches, and continued protection of the original Olympic-related resources, could result in continued growth at a reduced rate (curve B). Continued reliance on the Olympic-themed tour is likely to result in a slow decline (curve C). The management team anticipated that people's memories of the Olympic legacy will fade over time (Xiang, personal communication, July 13, 2011). Whether the tourism at the Bird's Nest achieves curve A or B will in part be determined by the level of tourist interest in the new tourism attractions such as the additional recreational amenities and the development of "culture capital" by hosting more events. The findings of the participant interviews indicated that half of participants were motivated by events, experiencing different cultures and the existence of on-site recreational amenities. Therefore, adding innovative tourist attractions to the sport heritage sites is likely to expand this tourism market.

The results from this research can be utilized as an example for marketing or programming sports venues to generate profit and optimize development goals. Based on the insights generated from this research, the management group would benefit from a holistic view of the tourists' motivation, as well as a general understanding of the difference between market segments. With such understanding and appropriate segmentation strategies, management should be able to develop a targeted marketing plan that attracts more tourists.

Appropriate segmentation will help the managers to match promotion with products, price and place to obtain optimal results. Modifying the facility to accommodate the needs of different market segments based on motivation and needs of the customers (i.e., modifying the tour product) is as important as a specified promotion strategy. Modifying the product through the addition of recreational programs is one way of expanding the domestic market.

7.5 Limitations and future directions

Though the study has provided insights into aspects of people's motivation for visiting the Bird's Nest, limitations still exist and need further consideration.

First, based on the results of this exploratory research, it is clear that tourist motivations for traveling to the Bird's Nest stadium are diverse. Visitor motivations vary depending on their previous travel experience, and nationality. In either case, quantitative research is necessary to confirm these

findings and to make them generalizable for a larger population of visitors.

Though methods such as interviews help to obtain an in-depth understanding of tourists' motivations, a survey or a questionnaire can contribute to a broader based understanding of people's motivation. The reliability and validity of quantitative research can be calculated statistically. That is, quantitative research can reliably and validly determine if one motivation is more important than the alternatives. Moreover, because of the nature of the quantitative research and sampling procedures, the results can be generalized to a broader population. By using random sampling technique, quantitative surveys draw defensible conclusions about larger population. For example, differences among market segments can be stated with confidence.

This research focused on a high-profile large scale Olympic sport venue. Further investigation of the heritage sport tourism sites such as halls of fame and museums, and thematic programs are also needed. Although this study made a contribution to the understanding of visitor's motivation at one Olympic sports venue, much work remains to be done to expand the knowledge of the motivation of heritage sport tourists.

In addition, since this study was limited to an examination of tourist motivations at one point in time, it is difficult to predict whether tourist motivations will remain stable over time. Longitudinal study, therefore, will also be helpful to supplement and verify the work reported here. It is hoped that the insights raised through this study will serve as a point of departure for

additional studies in this research area.

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**Appendix A: Preliminary Contact Letter, Management of Bird's Nest,
Beijing (English and Chinese Version)**

National Stadium Co. Ltd.
Bird's Nest National Stadium
1 South National Stadium Rd, Chaoyang District
Beijing, China
100101

Dear Managers,

My name is Qinyan Feng and I am a Masters student in the Faculty of Physical Education and Recreation at the University of Alberta, Canada. My research project focuses on sport tourism and will examine the motivations of the tourists visiting the former Olympic sport stadium. The Bird's Nest is the research setting for my project. This letter requests your permission to allow me to conduct the research on the site of Bird's Nest.

Two types of data collection will be used for this study. Firstly, semi-structured interviews will be conducted on the site of the Bird's Nest, with the managers and a selection of 16 on-site visitors. The interviews will be in-depth conversations and should last approximately thirty minutes. All interviews will be audio-recorded. Secondly, I am requesting access to selected documents, including official planning documents, and marketing brochures.

I anticipate that data collection for the study should last approximately two weeks. The only costs for your organization will be the interviewees' time. I will share the summarized results with you for your records. Dr. Tom Hinch, my research supervisor at the University of Alberta, shall be the only other person with access to the data. He will fully support me in the process of this research.

I will contact you shortly to discuss your response to this request. If you wish to discuss the research project in further detail, please feel free to contact me by e-mail at qinyan1@ualberta.ca or by telephone at 1 (780) 616-4757. Alternately, you may wish to contact my supervisor, Dr. Tom Hinch, by e-mail at tom.hinch@ualberta.ca or by telephone at 1 (780) 492-2759.

Thank you for your consideration, and I look forward to your reply.

Sincerely,

Qinyan Feng

附录A：前期联系函

致：北京鸟巢国家体育场管理层

国家体育场
鸟巢国家体育场
中国北京市朝阳区国家体育场南路1号
邮编 100101

尊敬的国家体育场相关负责人：
您好，

我叫冯沁妍，是加拿大阿尔伯塔大学体育休闲系的一名研究生。我的研究项目着眼于体育旅游，并会调查去前奥运场馆旅游的游客的心理。鸟巢国家体育场将作为我的研究场地。在这里，我请求管理部门能允许我在鸟巢进行我的调查研究工作。

我的论文将会涉及两种数据收集方法。首先，我计划在鸟巢采访两位领导，了解奥运会后鸟巢的旅游市场情况，另外，我计划采访16位游客，以了解他们到鸟巢旅游的原因和想法，采访将持续20-30分钟并进行录音以便于整理。再者，我请求鸟巢有关部门能提供鸟巢旅游市场开发的相关文件和宣传材料，这将有便于我的研究总结。

我预计整个数据收集过程将持续大概两周。对鸟巢部门来说，此次研究将占用被采访者一点点时间。论文完成后我将会把成果与鸟巢方面共享，希望对鸟巢旅游市场的发展有一定的帮助。我的导师，Tom Hinch教授对我的研究项目给予支持，并将对整个论文研究过程进行监督指导。

我将等待您的答复，并希望尽快与您联系讨论细节问题。如果您想要对我的研究项目进行进一步了解，请与我联系，我的邮箱是qinyan1@ualberta.ca电话1（780）616-4757。也可与我的导师Tom Hinch进行联系，tom.hinch@ualberta.ca,电话1（780）492-2759。

感谢您对我的研究项目予以考虑。我期待您的回复。

真诚的，

冯沁妍

**Appendix B: Preliminary Contact Letter, Bird's Nest, Beijing
(English and Chinese Version)**

Bird's Nest National Stadium
1 South National Stadium Rd, Chaoyang District
Beijing, China
100101

Dear potential participant,

My name is Qinyan Feng and I am a master's student in the Faculty of Physical Education and Recreation at the University of Alberta, Canada. My masters research project involves the motivation of heritage sport tourism and will focus on motivations of the tourists visiting former Olympic sport stadium. I believe the Bird's Nest can be the research setting for my project and I need your cooperation to participate in my research.

Two types of data collection will be selected for this study. Firstly, semi-structured interviews will be conducted with individuals involved in tourism at the Bird's Nest, including the manager of operation and a selection of tourists on-site. The interviews will be in-depth conversation and should last approximately thirty minutes. Secondly, access to selected documents, including research reports, official planning documents, and marketing brochures, will be appreciated.

I anticipate that data collection for the study should last approximately two weeks. The only costs for your organization shall be the interviewees' time. Dr. Tom Hinch, my research supervisor at the University of Alberta, shall be the only other person with access to the data. He will fully support me in the process of this research.

I will contact you in June as to your interest in participation of this study. If you wish to discuss the research project in details, please feel free to contact me by e-mail at qinyan1@ualberta.ca or by telephone at 001 (780) 616-4757. Alternately, you may wish to contact my supervisor Dr. Tom Hinch by e-mail at tom.hinch@ualberta.ca or by telephone at 001 (780) 492-2759.

Thank you for your consideration, and I look forward to your reply.

Sincerely,

Qinyan Feng

附录B：前期联系函

致：北京鸟巢国家体育场游客

国家体育场
鸟巢国家体育场
中国北京市朝阳区国家体育场南路1号
邮编 100101

尊敬的国家体育场游客：
您好，

我叫冯沁妍，是加拿大阿尔伯塔大学体育休闲系的一名研究生。我的研究项目着眼于体育旅游，并会调查去前奥运场馆旅游的游客的心理。鸟巢国家体育场将作为我的研究场地。在这里，我请求游客们能允许我在鸟巢进行我的调查研究工作。

我的论文将会涉及两种数据收集方法。首先，我计划在鸟巢采访两位领导，了解奥运会后鸟巢的旅游市场情况，另外，我计划采访16位游客，以了解他们到鸟巢旅游的原因和想法，采访将持续20-30分钟并进行录音以便于整理。再者，我将请求鸟巢有关部门能提供鸟巢旅游市场开发的相关文件和宣传材料，这将有便于我的研究总结。

我预计整个数据收集过程将持续大概两周。对鸟巢部门来说，此次研究将占用被采访者一点点时间。论文完成后我将会把成果与鸟巢方面共享，希望对鸟巢旅游市场的发展有一定的帮助。我的导师，Tom Hinch教授对我的研究项目给予支持，并将对整个论文研究过程进行监督指导。

我将等待您的答复，并希望尽快与您联系讨论细节问题。如果您想要对我的研究项目进行进一步了解，请与我联系，我的邮箱是qinyan1@ualberta.ca电话1（780）616-4757。也可与我的导师Tom Hinch进行联系，tom.hinch@ualberta.ca,电话1（780）492-2759。

感谢您对我的研究项目予以考虑。我等待您的回复。

真诚的，

冯沁妍

Appendix C: Participant Information Letter, Bird's Nest, Beijing (English and Chinese Version)

Title of Project: What role does heritage sport tourism play in strategies for the post-games sustainability of Olympic stadiums? A study of the management approach and tourists' motivation at the Bird's Nest in Beijing

Investigator: Qinyan Feng

Affiliation: Faculty of Physical Education and Recreation, University of Alberta, Edmonton, Alberta, Canada, T6G 2H9

Telephone: 780-616-4757 **E-mail:** qinyan1@ualberta.ca

Supervisor: Dr. Tom Hinch

Affiliation: Faculty of Physical Education and Recreation, University of Alberta, Edmonton, Alberta, Canada, T6G 2H9

Telephone: 780-492-2759 **E-mail:** tom.hinch@ualberta.ca

Study Purpose: The purpose of this study is firstly to examine whether and how the current management and marketing approaches used at the Bird's Nest are intended to attract heritage sport tourists and secondly to better understand tourists' motivation for visiting the Bird's Nest and whether these motivations are consistent with management and marketing.

Background: Heritage sport tourism has received increasing attention from scholars and sport tourism managers in recent years. Olympic stadiums are one form of heritage sport attractions. Attracting tourists to visit is one way to maintain Olympic heritages' operation and to generate revenue in the post-Olympic period. To date, there has been little research on what motivates sport heritage tourists. This study examines the post-Olympic management plan of the Bird's Nest and the tourists' motivation.

Procedures: Two managers from operational management of Beijing Bird's Nest will be interviewed and document analysis will be conducted of planning materials, newspaper reports and promotional materials, in order to examine the management plan and the actual operation condition of Bird's Nest. In-depth interviews of 16 tourists visiting Bird's Nest will be conducted to explore their motivations. The data will be audio-recorded and transcribed.

Study Benefits: The findings of this research will identify the role that heritage sport tourism plays in the post Olympic operation of the Bird's Nest and will address a gap in the literature on tourists' motivations for heritage sport tourism. The resulting insights will also help marketers to optimize relevant strategies in order to capitalize on these opportunities.

Study Risks: Given the use of interviews to collect information in this study, the risks associated with participation revolve around the disclosure of personal or sensitive information. This may make some participants uncomfortable. Participants are free to stop the digital audio recorders, refuse to answer a question, or withdraw from the study without consequence.

Confidentiality: Due to the number of tourists involved in the Bird's Nest, Beijing, anonymity and confidentiality cannot be guaranteed. However, appropriate measures will be taken to protect the privacy of participants and the confidentiality of the data. Names, identities and directing attributable quotes will not be used without the prior consent of the interviewee. Personal information will be coded and stored in a locked file, to which only the investigators have access. Normally, information is retained for a period of five years after the thesis done, after which it will be destroyed.

Withdrawing: If you decline to continue or withdraw from the study, your information will be removed from the study upon your request. You may do so by telephone, e-mail, or post.

Study Findings: This research will be used for educational and publication purposes. If you would like to learn more about the study's overall findings, please contact the Primary Investigator, Qinyan Feng, at the contact information above.

附录 C：研究项目信息

项目名称： 体育遗产旅游在奥运场馆的后奥运可持续发展中占有什么地位？对北京鸟巢的管理策略和游客旅游动机的研究

研究人： 冯沁妍

所属机构： 加拿大埃德蒙顿埃尔伯塔大学体育教育休闲系，邮编：T6G 2H9

电话： 780-616-4757 邮箱：qinyan1@ualberta.ca

导师： Tom Hinch 博士

所属机构： 加拿大埃德蒙顿埃尔伯塔大学体育教育休闲系，邮编：T6G 2H9

电话： 780-492-2759 邮箱：tom.hinch@ualberta.ca

研究目的： 这个项目的研究目的是：第一，研究鸟巢现有的场馆管理和市场开发策略是否试图吸引那些专为参观体育遗产而来的游客；第二，更好的理解游客参观鸟巢的旅游动机以及鸟巢的管理和市场开发策略是否与游客的旅游目的相统一。

研究背景： 体育遗产旅游近年来收到了学术界以及体育旅游经理人的关注。奥运场馆是一种体育遗产旅游的景点。吸引游客前来参观是一种保持奥运遗产在后奥运时期继续运营和增加收入手段。目前，关于参观体育遗产的游客的旅游动机的研究非常少。这篇论文将关注后奥运时代奥运场馆的管理策略和游客的旅游动机。

研究步骤： 这篇论文计划从北京鸟巢的管理层采访两位经理。此外还将从鸟巢官网和新闻报道，宣传材料中选取相关材料进行文献分析，以求了解鸟巢现时的管理计划和运营情况。同时，这篇论文还计划深入采访 16 位鸟巢现场的游客以便了解他们的旅游动机。所得数据将被录音以及记录。

研究收益： 这篇论文的研究发现将对体育遗产旅游在后奥运时期奥运场馆的运营中占的地位有所，还将填补现有文献中对体育遗产旅游中游客的旅游动机研究的空缺。有研究结果获得的认识还能帮助市场开发者优化相关开发策略以便将商机最大化。

研究风险： 由于此研究项目将通过采访来收集信息，被采访者的个人信息将会有暴露的风险。这将使某些参与者感到不便。为保护这些受访者，他们将有权利拒绝录音，拒绝回答他们不想回答的问题，或者中途退出。

资料保密： 由于此项研究将会涉及一部分鸟巢现场的游客，他们的匿名性和私密性不能被保障。但是，调查者将采取合适的手段来保障参与者的隐私和采访数据的机密性。受访者的姓名，身份和言语只有在经得他们的同意的情况下才会被引用。受访者的个人信息将会记录为代号并且收藏在带锁的文件夹中，只有调查者才能接触。通常情况下，调查资料将会在论文完成后被保存五年，之后将会被销毁。

退出项目： 如果您想要拒绝继续参加研究项目或者想要从项目中退出，您的信息将会根据您的要求从论文中被抹去。您可以通过电话，电子邮件或者邮件的方式提出要求。

研究成果： 这篇论文将用于教学和公开发表。如果您想对此研究项目的总体研究结果有所了解，请通过上述的联系方式联系第一调查人冯沁妍。

**Appendix D: Informed Consent Form, the Bird's Nest, Beijing
(English and Chinese Version)**

Part 1 (to be completed by the Principal Investigator)

Title of Project: What role does sport heritage tourism play in strategies for the post games sustainability of Olympic stadiums? A study of the management approach and tourists' motivation at the Bird's Nest in Beijing

Principal Investigator:

Qinyan Feng

Faculty of Physical Education and Recreation, University of Alberta,
Edmonton, Alberta, Canada, T6G 2H9

Telephone: 780-616-4757

E-mail: qinyan1@ualberta.ca

Supervisor:

Tom Hinch

Faculty of Physical Education and Recreation, University of Alberta,
Edmonton, Alberta, Canada, T6G 2H9

Telephone: 780-492-2759

E-mail: tom.hinch@ualberta.ca

Part 2 (to be completed by the research participant)

Do you understand that you have been asked to be in a research study? Yes No

Have you received and read a copy of the attached Information Sheet? Yes No

Do you understand the benefits and risks involved in taking part in this research study? Yes No

Have you had an opportunity to ask questions and discuss this study? Yes No

Has the issue of confidentiality been explained to you? Do you understand who will have access to your information? Yes No

This study was explained to me by:

I agree to take part in this study:

Signature of Research Participant

Date

Witness

Printed Name

Printed Name

I believe that the person signing this form understands what is involved in the study and voluntarily agrees to participate.

Signature of Investigator or Designee

Date

THE INFORMATION SHEET MUST BE ATTACHED TO THIS
CONSENT FORM AND A COPY OF BOTH FORMS GIVEN TO THE
PARTICIPANT

附录 D：书面同意书

第一部分（由主要调查者填写）

项目名称： 体育遗产旅游在奥运场馆的后奥运可持续发展中占有什么地位？对北京鸟巢的管理策略和游客旅游动机的研究

主要研究人：

冯沁妍

所属机构： 加拿大埃德蒙顿埃尔伯塔大学体育教育休闲系，邮编：T6G 2H9

电话： 780-616-4757 邮箱： qinyan1@ualberta.ca

导师： Tom Hinch 博士

所属机构： 加拿大埃德蒙顿埃尔伯塔大学体育教育休闲系，邮编：T6G 2H9

电话： 780-492-2759 邮箱： tom.hinch@ualberta.ca

第二部分（由研究项目参与者填写）

请问您是否了解您在此项研究项目中的身份？

是 否

您是否拿到并阅读了附录的关于此项研究项目的信息材料？

是 否

请问您是否了解您参与此项研究的收益及风险？

是 否

您是否有机会向研究人提问并对此研究项目进行讨论？

是 否

请问研究人是否向您解释了此研究项目的保密条款？您是否了解谁将能接触到您的信息？

是 否

我通过_____了解了这个研究项目。

我同意参与这个研究项目

研究参与者签名

日期

见证人

大写名字

大写名字

我相信签署此同意书的人了解此项研究的信息并自愿同意参与这个研究。

研究人签名

日期

研究项目信息附录与此同意书一起分发给参与者

**Appendix E: Interview Guide, Management of the Bird's Nest, Beijing
(English and Chinese Version)**

- What is the management plan/strategy for the Bird's Nest in post-Olympic period?
- Describe the current operational condition of the Bird's Nest
- How have you balanced the cost and revenue of the Bird's Nest after the 2008 Beijing Olympic Games?
- What did the management do to maintain the operation of the Bird's Nest after the Olympic Games?
- What does the revenue mainly come from?
- What role does sport heritage tourism play in the management of the Bird's Nest in post-Olympic time?
- How many tourists have the Bird's Nest accepted after the Olympic Games? Is the number still increasing? Where do they mainly come from?
- Describe the current condition of the tourism at the Bird's Nest.
- Who visit the Bird's Nest? What do you think brings the tourists to the Bird's Nest? What are your perceptions of why they visit?
- What have you planned for attracting tourists?
- How do you make the marketing plan to promote tourism in the Bird's Nest? Did you see tourists correspond to your promotional strategy?
- What future developments are planned for the Bird's Nest? Are these plans related with the tourism?
- Would you be available for follow-up questions/clarifications?

附录 E: 采访内容 —— 管理人员, 北京国家体育场鸟巢

被采访人信息:

姓名:

地址:

电话:

邮箱地址:

主要问题一: 鸟巢目前实施的运营策略是什么?

- 鸟巢是目前世界上最著名的奥运场馆之一, 作为一名鸟巢的管理人员, 是否享受管理这个著名场馆的挑战?
- 请描述下您在鸟巢的工作内容和职责。
- 奥运场馆是为了迎合诸如奥运会此类大型体育赛事的需要所建造的。在北京奥运会之前, 关于奥运会后场馆的运营策略是否已经制定? 如果是, 这些策略的具体内容是什么?
- 当前, 鸟巢在后奥运时代的管理计划和策略是什么?
- 您认为对鸟巢管理的过程中面临的最大的挑战是什么?
- 要运营这个重量级的奥运场馆必定需要大量的成本。请问管理部门通过何种方式来获取收入以支付运营成本?
- 请问目前鸟巢的运营收入能够在多大比例上支付运营成本?
- 当前的运营策略是否成功, 获取的收入是否能抵消大部分的运营支出?

主要问题二: 在旅游市场的开发上, 鸟巢当前的市场开发策略是什么?

- 在后奥运时代, 旅游市场开发在整个鸟巢运营管理中处于怎样的位置?
- 奥运会以后, 大概有多少游客前来参观鸟巢? 游客数量是逐年递增还是处于减少的状态。大多数游客是来自国内还是国外?
- 请您描述下前来鸟巢参观的员工的典型形态。(比如: 游玩形式, 游玩时间长度, 与工作人员的交流情况, 满意度, 等等)
- 哪些人回来参观鸟巢? 您认为什么是吸引他们前来鸟巢旅游的重要原因?
- 鸟巢市场管理部门通过何种方式来吸引游客?
- 针对鸟巢的旅游市场开发是否有市场开发计划?
 - 目标市场 (例如: 内地游客, 国外游客, 等等)
 - 旅游产品 (例如: 旅游路线, 纪念品, 等等)
 - 价格
 - 推广 (例如: 广告, 其他宣传方式)
 - 场地 (例如: 相关设施发展建设, 与其它北京旅游景点相结合组成旅游产品)
- 对鸟巢的未来发展计划有哪些? 这些发展计划是否与进一步开发旅游市场有关?
- 您有其他的问题和建议吗?

谢谢在百忙之中对此调查研究工作予以支持!

**Appendix F: Interview Guide, Tourists visiting the Bird's Nest
(English and Chinese Version)**

- Is Birds' Nest your major destination of this trip? If not, what is your major stop during this trip?
- Why do you choose the Bird's Nest as a travel destination?
- What drives you here? What do you seek during the visit on Birds' Nest?
- Describe your feeling after visiting the Bird's Nest. Are you satisfied with this trip?
- Have you ever visited sport heritage before? How was your experience that time?
- How often do you travel?
- What kinds of trips did you do before? What kind of destinations did you usually go to? Are these destination related to sport heritage?
- Did you get information you need from the promotion brochures of the Bird's Nest? What kind of information did you expect to obtain from the brochures?
- What is your opinion about promoting the Bird's Nest as a tourism attraction?
- Would you be available for follow-up questions/clarifications?

附录 F：采访内容——鸟巢现场游客

- 您参观鸟巢的原因是什么？您期待的是哪种旅游经历？
- 参观鸟巢后您的感想是什么？您满意吗？什么使你留下了最深的印象？您认为有哪些地方需要改进？
- 您通过何种渠道获得鸟巢旅游资讯？
- 请问您从鸟巢的推广材料（例如：宣传手册，网站，广告）上获得了您所需要的信息吗？您期望能从这些材料上获取何种信息？
- 您对将鸟巢推广成为一个旅游景点持何种看法？您认为鸟巢作为一个旅游景点的优势在哪里？
- 鸟巢的哪个特点最吸引您（例如：体育历史 vs. 建筑风格）？
- 您对于鸟巢旅游市场开发有更多的建议吗？